



COMITÉ
INTERNATIONAL
OLYMPIQUE

XIII^e CONGRÈS OLYMPIQUE

COPENHAGUE 2009



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Vous trouverez à la fin de cet ouvrage un CD contenant les biographies des contributeurs du public, dont les textes ont été publiés, ainsi que diverses études supervisées par différents départements du CIO.

MESSAGE DU PRÉSIDENT DU CIO

JACQUES ROGGE

Le XIII^e Congrès olympique intitulé «Le Mouvement olympique dans la société» est l'occasion pour le Mouvement olympique d'examiner ce qui a été accompli et ce qui reste à accomplir en ce nouveau millénaire. Mais il ne s'agit pas simplement d'une auto-analyse. En effet, pour la première fois en 115 ans d'existence, le Mouvement olympique a demandé l'avis du public. Cette publication est un recueil des contributions soumises.

La forte participation des membres de la famille olympique montre que l'esprit de l'Olympisme est toujours aussi fort. L'Olympisme suscite l'engouement sur tous les continents et inspire aussi bien les jeunes que les moins jeunes. Les nombreuses suggestions que nous avons reçues reflètent la passion qu'insufflent le Mouvement olympique. Notre Mouvement est généralement reconnu comme une force œuvrant dans l'intérêt de tous. Notre mission lors de ce Congrès sera de continuer dans cette voie.

Lorsque le Comité International Olympique a officiellement débuté l'appel à contributions par le biais du *Congrès olympique virtuel* en octobre 2007, nous avons déclaré vouloir «prendre le pouls» du Mouvement olympique. Nous souhaitons ainsi que les délégués présents



à Copenhague puissent prendre connaissance à l'avance de ce que d'autres avaient à dire au sujet des cinq thèmes principaux – les athlètes, les Jeux Olympiques, la structure du Mouvement olympique, l'Olympisme et la jeunesse, et la révolution numérique.

La discussion s'amorce dans les pages qui suivent et continuera bien après notre départ de Copenhague, car le processus de changement et de renouveau est sans fin. Le Mouvement olympique s'est bien développé pendant plus d'un siècle et a su évoluer au fil du temps tout en adhérant à des valeurs intemporelles. Il est de notre responsabilité de veiller à ce qu'il reste fort.

Je vous donne rendez-vous à Copenhague pour poursuivre le débat, animé par l'esprit et la passion de nos amis olympiques à travers le monde. Au nom du Comité International Olympique, je remercie tous ceux qui se sont joints à cet effort afin de renforcer et de faire progresser le Mouvement olympique.

AVANT-PROPOS DU DIRECTEUR GÉNÉRAL DU CIO

URS LACOTTE

Lors du dernier Congrès olympique à Paris en 1994, 441 contributions provenant de 397 contributeurs avaient été distribuées pendant l'événement.

Fort de cette expérience, le président du Comité International Olympique (CIO), sur les bons conseils de celui qui était le coordinateur du Congrès de Paris, M^e François Carrard, a décidé de lancer un *Congrès olympique virtuel* en amont de l'événement afin de collecter un maximum d'idées qui seront débattues en octobre prochain lors du Congrès à Copenhague.

Accessible à la famille olympique à partir d'octobre 2007, le *Congrès olympique virtuel* a également été ouvert au public en janvier 2008. Pour la première fois de l'histoire des Congrès, le public a en effet été invité à donner son point de vue sur les thèmes en discussion.

Le CIO peut se féliciter aujourd'hui du résultat du *Congrès olympique virtuel*.

En effet, le secrétariat du Congrès a reçu au total 1 804 contributions provenant des membres de la famille olympique, du public et de l'administration du CIO. La répartition est la suivante: 453 contributions émanent de la famille olympique, 1 319 du public et 32 de l'administration du CIO.

L'ensemble de ces documents a été remis au mois de juin dernier aux modérateurs et aux orateurs du Congrès afin qu'ils puissent préparer leurs interventions sur la base des idées proposées.

Par ailleurs, nous sommes heureux de remettre le présent ouvrage à tous les délégués qui se rendront au Congrès à Copenhague afin qu'ils puissent se préparer au mieux à cet important événement.



Je profite de l'occasion qui m'est offerte ici pour remercier l'ensemble des contributeurs pour leur investissement, qu'ils soient de la famille olympique ou du public.

Je remercie également l'administration du CIO qui a fourni un travail considérable, notamment à travers ses précieuses contributions qui viendront étayer les débats.

Enfin, je tiens à exprimer toute ma gratitude au secrétariat du Congrès qui, au cours des deux dernières années, a fait que le *Congrès olympique virtuel* puisse être mis en œuvre.

Merci à Patrice Cholley, coordinateur du Congrès et responsable du secrétariat, à Vanessa Martin Randin, responsable de la partie éditoriale, à Aurélia Tacchini, chargée des parties statistique et administrative, et à Catherine Moillen, qui nous prête main forte à chaque fois que cela est nécessaire. Merci également à Florence Graf Boillat, en charge de l'organisation de la commission.

Merci également aux services linguistiques du CIO et au département de la communication, qui ont beaucoup œuvré pour arriver à ce résultat ainsi qu'à tous ceux qui ont travaillé de près ou de loin à cette première étape déterminante.

A handwritten signature in black ink, which appears to read 'U. Lacotte'. The signature is fluid and cursive, written on a white background.

PRÉSENTATION DU COORDINATEUR DU CONGRÈS OLYMPIQUE 2009

PATRICE CHOLLEY



Cet ouvrage constitue la première pierre majeure de l'édifice du XIII^e Congrès olympique qui se tiendra du 3 au 5 octobre 2009 à Copenhague. Le présent volume a été imprimé à 500 exemplaires pour la version française et 1000 pour la version anglaise.

Ce volume se compose de cinq parties.

La **première partie**, l'introduction, revient sur les principales étapes qui nous ont conduits jusqu'à l'élaboration de ce recueil. Comment en sommes-nous arrivés là? La réponse se trouve dans cette partie qui retrace tout ce qui s'est passé au cours des deux dernières années et sur ce qui se passera dans les mois à venir.

La **deuxième partie** de l'ouvrage regroupe toutes les contributions des membres de la famille olympique. En plus des données statistiques couvrant, entre autres, la répartition géographique et thématique des contributeurs, cette partie propose toutes les contributions triées par sous-thèmes et par ordre alphabétique du nom de l'auteur. Cette partie est le fruit d'un processus qui a débuté le 1^{er} octobre 2007 et qui s'est achevé le 28 février 2009.

La **troisième partie** est consacrée aux contributions provenant du public. En plus des données statistiques, le lecteur pourra découvrir le résultat de la consultation publique lancée en janvier 2008. Par ailleurs, plusieurs contributions du public sont publiées. Il s'agit de celles que le comité de rédaction pour le Congrès olympique 2009 a jugées pertinentes et « synthétiques », c'est-à-dire couvrant le plus grand nombre d'aspects traités par plusieurs auteurs.

La **quatrième partie** regroupe les contributions de l'administration du CIO, mises à votre disposition pour information. Ce travail a été mené sous l'égide du directeur général du CIO, qui a demandé aux départements de l'administration de contribuer au Congrès en fonction de leurs domaines de compétences respectifs. À cela s'ajoute la **cinquième partie**, qui se présente sous la forme d'un CD offrant la possibilité aux

lecteurs de prendre connaissance de diverses études supervisées par différents départements du CIO durant ces deux dernières années en prélude au Congrès. Tous ces documents sont reproduits dans leur format original.

INFORMATIONS IMPORTANTES

Responsabilité

Tous les textes contenus dans cet ouvrage engagent la seule responsabilité de leurs auteurs, et ce conformément aux engagements pris par chacun d'entre eux avant de contribuer au *Congrès olympique virtuel*.

Langues

Pour l'ensemble de l'ouvrage, nous attirons votre attention sur le fait que seuls les titres et les résumés des contributions ont été traduits en anglais et en français. Le corps du texte de la contribution reste dans sa langue originale.

Fonctions

Quelques contributeurs de la famille olympique ont changé de fonction entre le début du *Congrès olympique virtuel*, le 1^{er} octobre 2007, et son terme, le 28 février 2009. C'est pourquoi, afin d'éviter certaines inexactitudes, nous avons décidé d'indiquer, pour chaque contributeur, son affiliation au moment où il a contribué et avons volontairement renoncé à mentionner sa fonction.

Il ne me reste qu'à vous souhaiter une excellente lecture!

A handwritten signature in black ink, appearing to be 'P. Cholley'.

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INFORMATIONS GÉNÉRALES SUR LE XIII^E CONGRÈS OLYMPIQUE

QU'EST-CE QU'UN CONGRÈS OLYMPIQUE ?

Un Congrès olympique est un vaste rassemblement de représentants des diverses parties constitutives du Mouvement olympique organisé par le Comité International Olympique (CIO). Comme précisé à la Règle 4, chapitre 1 de la Charte olympique, le Congrès olympique est convoqué par le président. Le président préside le Congrès et en arrête la procédure¹.

Un Congrès n'est pas une manifestation régulière du calendrier du CIO, il est organisé à intervalles déterminés par le CIO². Ces rassemblements ont joué un rôle primordial dans le développement et l'évolution du Mouvement olympique au sens large.

Le Congrès olympique qui s'est tenu à Varna (Bulgarie) en 1973, par exemple, a lancé la procédure qui a conduit au changement de la règle sur l'amateurisme, laquelle, auparavant, empêchait les athlètes de recevoir une aide financière et matérielle. De même, le Congrès de Baden Baden (Allemagne) en 1981 a ouvert la voie à la création de la commission des athlètes. Le Congrès qui suivit à Paris (France) en 1994 a aidé à placer la question de l'environnement et du développement durable en tête des priorités du CIO³.

LE XIII^E CONGRÈS OLYMPIQUE

Neuf villes étaient candidates à l'organisation du XIII^e Congrès olympique en 2009⁴. Copenhague, la capitale danoise, a finalement été choisie le 8 février 2006 lors de la 118^e Session du CIO à Turin (Italie), environ un an après le lancement de la procédure par le président du CIO, Jacques Rogge. Associé à la 121^e Session du CIO, le Congrès se déroulera du 3 au 5 octobre 2009⁵. Les recommandations, sur lesquelles seront fondées les orientations à venir du Mouvement olympique, doivent être soumises à l'adoption de la Session du CIO.

À sa première réunion le 21 juin 2006, la commission du Congrès a indiqué que le Mouvement olympique faisait plus que jamais partie d'un

environnement social complexe. Il n'existe plus dans une bulle étanche. Dès lors, il n'est plus possible de parler d'avenir sans envisager les interactions entre le Mouvement olympique et la société en général. C'est pourquoi la commission a retenu « Le Mouvement olympique dans la société » comme titre général du Congrès.

La commission a décidé de concentrer les débats sur cinq thèmes généraux et quinze sous-thèmes.

¹ Voir chapitre 1, texte d'application de la Règle 4 (paragraphe 1) de la Charte olympique, http://www.olympic.org/fr/organisation/missions/charter_fr.asp

² Voir chapitre 1, Règle 4 de la Charte olympique, http://www.olympic.org/fr/organisation/missions/charter_fr.asp

³ Pour davantage d'informations sur les Congrès olympiques, voir Norbert Müller, *Cent ans de Congrès olympiques : 1894-1994*, Comité International Olympique, 1994.

⁴ Les neuf villes candidates étaient à l'origine : Athènes (Grèce), Busan (République de Corée), Le Caire (Égypte), Copenhague (Danemark), Lausanne (Suisse), Mexico (Mexique), Riga (Lettonie), Taipei (Chine Taipei) et Singapour (Singapour). Athènes a été éliminée au premier tour de scrutin et Riga au deuxième. Singapour a perdu contre Taipei au troisième tour. Taipei a été éliminée au tour suivant et Busan au cinquième tour. Mexico a renoncé à la candidature en janvier 2006, suivie de Lausanne quelques jours avant le vote.

⁵ L'ouverture aura lieu le 1^{er} octobre 2009 et la première partie de la 121^e Session du CIO le 2 octobre 2009. La Session sera interrompue durant les trois jours du Congrès du 3 au 5 octobre 2009 et reprendra le 7 pour s'achever le 9.

LE MOUVEMENT OLYMPIQUE DANS LA SOCIÉTÉ

Thème 1: Les athlètes

- 1.1 Relations entre les athlètes, les clubs, les fédérations et les CNO
- 1.2 Protection de la santé lors de l'entraînement et en compétition
- 1.3 La vie sociale et professionnelle des athlètes pendant et après le sport de haut niveau

Thème 2: Les Jeux Olympiques

- 2.1 Comment faire pour que les Jeux demeurent une manifestation de premier plan?
- 2.2 Les valeurs olympiques
- 2.3 L'universalité et les pays en développement

Thème 3: La structure du Mouvement olympique

- 3.1 L'autonomie du Mouvement olympique
- 3.2 La bonne gouvernance et l'éthique
- 3.3 Les relations entre le Mouvement olympique et ses diverses parties prenantes

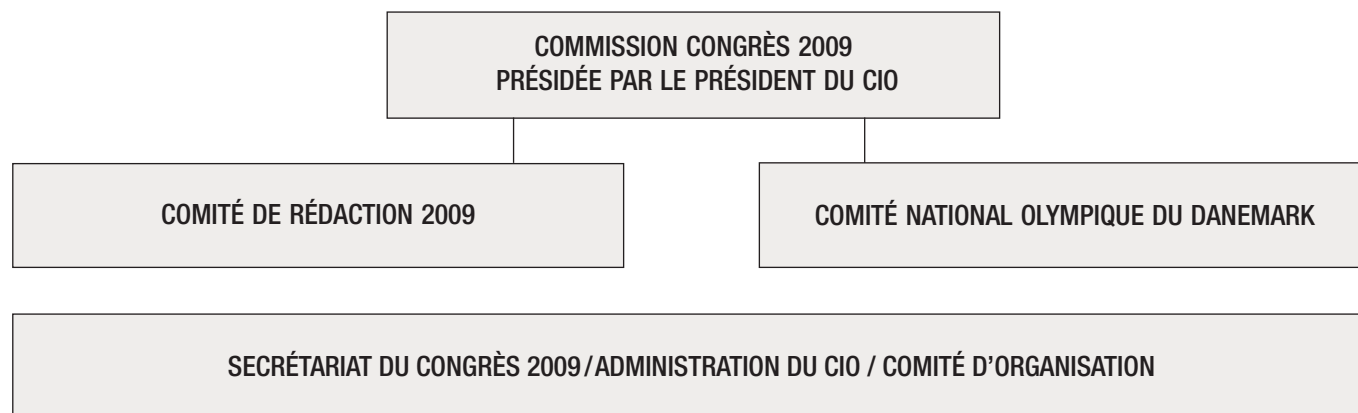
Thème 4: L'Olympisme et la jeunesse

- 4.1 Vers une société active
- 4.2 Le sport de compétition est-il toujours attrayant?
- 4.3 Les manifestations sportives pour les jeunes

Thème 5: La révolution numérique

- 5.1 Une nouvelle gestion des droits sportifs
- 5.2 Comment accroître l'audience en sport?
- 5.3 La communication avec les diverses parties prenantes à l'ère du numérique

LA STRUCTURE DU CONGRÈS OLYMPIQUE



LA COMMISSION POUR LE CONGRÈS 2009

La commission pour le Congrès 2009 est responsable de la coordination générale de l'ensemble du Congrès. Elle a pour tâches spécifiques :

- de fixer le cadre général du Congrès ;
- de déterminer les thèmes et sous-thèmes du Congrès ;
- de valider le contenu des publications du Congrès, sur proposition du comité de rédaction ;
- d'approuver la liste des intervenants au Congrès ;
- de rédiger les recommandations ;
- d'élaborer le projet de document final.

La commission pour le Congrès 2009 comprend les membres de la commission exécutive du CIO et d'autres personnes nommées par le président.

COMMISSION POUR LE CONGRÈS 2009	
MEMBRES DE LA COMMISSION EXÉCUTIVE	MEMBRES NOMMÉS PAR LE PRÉSIDENT
<p>President Jacques ROGGE</p> <p>Vice-Presidents Lambis V. NIKOLAOU Chiharu IGAYA Thomas BACH Zaiqing YU</p> <p>Membres Ser Miang NG Mario PESCANTE Sam RAMSAMY Gerhard HEIBERG Denis OSWALD René FASEL Mario VÁZQUEZ RAÑA Frank FREDERICKS Nawal EL MOUTAWAKEL Richard L. CARRIÓN</p>	<p>Joseph S. BLATTER Philip CRAVEN Lamine DIACK Guy DRUT James L. EASTON René FASEL Bruno GRANDI Zhenliang HE Patrick Joseph HICKEY Kai HOLM Toni KHOURY Robin E. MITCHELL Samih MOUDALLAL Carlos Arthur NUZMAN Vitaly SMIRNOV Walther TRÖGER</p>

LE COMITÉ DE RÉDACTION POUR LE CONGRÈS 2009

Le comité de rédaction assure la coordination de l'ensemble des contenus et des interventions du Congrès. Il a pour tâches spécifiques :

- de valider les contributions publiées sur l'Extranet du *Congrès olympique virtuel* ;
- de proposer à la commission pour le Congrès 2009 l'ensemble des contributions destinées à être publiées dans le volume 1 des actes du Congrès ;
- de participer à la rédaction des recommandations ;
- de contribuer à l'élaboration du projet de document final.

Les membres du comité de rédaction pour le Congrès 2009 sont les suivants :

COMITÉ DE RÉDACTION POUR LE CONGRÈS 2009

1. Jacques ROGGE
2. Princesse Haya Bint AL-HUSSEIN – Représentante des athlètes
3. Colin MOYNIHAN – Représentant des CNO
4. Reynaldo GONZÁLEZ LÓPEZ – Représentant des CNO
5. Andrew RYAN – Représentant des FI
6. Horst LICHTNER – Représentant des FI
7. Ser Miang NG – Membre du CIO
8. Walther TRÖGER – Membre du CIO
9. François CARRARD – Expert

LE SECRÉTARIAT DU CONGRÈS 2009

Le secrétariat du Congrès 2009 s'emploie à fournir tout le soutien nécessaire à la bonne coordination des contenus. Il a pour tâches spécifiques :

- d'apporter le soutien nécessaire à la bonne tenue du Congrès ;
- d'assurer la transmission des contributions au comité de rédaction ;
- de coordonner la publication des actes du Congrès contenant les contributions ;
- d'assister les modérateurs qui seront chargés d'animer les débats ;
- de participer à la rédaction des recommandations ;
- de contribuer à l'élaboration du projet de document final.

Le secrétariat du Congrès se tient à la disposition des modérateurs, intervenants et rapporteurs pour toute assistance durant le Congrès.

Patrice Cholley
Vanessa Martin Randin
Aurélia Tacchini
Catherine Moillen

LE CONGRÈS OLYMPIQUE VIRTUEL

PRINCIPALES ÉTAPES

La préparation du XIII^e Congrès olympique a débuté en 2007.

La commission exécutive du CIO a approuvé le règlement du Congrès lors de sa réunion à Beijing le 26 avril 2007. Puis en juillet 2007, le président Jacques Rogge a formellement lancé l'appel à contributions à tous les membres de la famille olympique lors de la Session du CIO au Guatemala. Il a également annoncé que pour la première fois dans l'histoire des Congrès olympiques, le grand public serait invité à exprimer ses vues sur les thèmes de discussion.

Afin de faciliter ce processus, le CIO a lancé le *Congrès olympique virtuel*, un site web consacré à la transmission en ligne de propositions sur les thèmes et sous-thèmes du Congrès par les membres de la famille olympique, le public et l'administration du CIO.

La « phase de collecte » du *Congrès olympique virtuel* devait à l'origine prendre fin le 31 décembre 2008. Toutefois, du fait de la réponse massive reçue dans les semaines précédant la date limite, il a été décidé de maintenir ouvert le *Congrès olympique virtuel* jusqu'au 28 février 2009. La « phase d'analyse » a commencé début 2009 et les premiers résultats ont été présentés au comité de rédaction en mai.

Le *Congrès olympique virtuel* a constitué une composante importante du processus de préparation du Congrès d'octobre 2009. En ce qui concerne la famille olympique, le *Congrès olympique virtuel* a offert l'occasion à tous ses membres d'exprimer leurs points de vue sur les cinq thèmes en discussion selon un processus participatif. Ceci représente un facteur important en vue de l'application à long terme des recommandations émanant du Congrès.

PROCÉDURES D'ENREGISTREMENT

La soumission des contributions au *Congrès olympique virtuel* a suivi la procédure suivante : les contributeurs devaient enregistrer leurs coordonnées, leur premier choix de thèmes et accepter les conditions générales régissant la procédure⁶. Seules les contributions soumises sur le site du *Congrès olympique virtuel* ont été retenues pour analyse.

L'enregistrement en tant que membre de la famille olympique

Pour les besoins du Congrès, la désignation « famille olympique » a été attribuée aux personnes suivantes : membres du CIO, représentants des Fédérations Internationales et des Comités Nationaux Olympiques ; représentants des comités d'organisation passés, présents et futurs ; athlètes et leur personnel d'encadrement ; arbitres, juges et officiels techniques ; représentants des fédérations internationales reconnues par le CIO, représentants des organisations reconnues par le CIO, partenaires olympiques du CIO et médias.

Aucune restriction n'a été appliquée au nombre de personnes admises à représenter une entité particulière de la famille olympique. Toutefois, tous les contributeurs devaient obtenir l'autorisation de leur organisme de tutelle avant de soumettre leurs textes au *Congrès olympique virtuel*.

Les membres de la famille olympique étaient tenus d'enregistrer leurs coordonnées personnelles et leur premier choix de thèmes via un lien Internet spécifique⁷. À la réception de ces informations, le secrétariat – sauf dans le cas d'un président ou d'un secrétaire général – demandait à l'organisation confirmation que la personne en question était autorisée à contribuer en son nom. Le processus de validation était achevé lorsque le secrétariat recevait un courriel de confirmation de l'organisation concernée.

Les participants ne pouvaient soumettre leurs contributions que par le site Extranet principal, une fois le processus d'enregistrement accompli avec succès.

Si l'organisation rendait une réponse négative, le secrétariat du Congrès contactait directement la personne pour l'informer de la décision. Les personnes concernées étaient encouragées à soumettre une contribution en tant que membre du grand public.

L'enregistrement en tant que membre du grand public

Les membres du grand public étaient tenus de s'enregistrer sur la page d'accueil du site Extranet avant de soumettre leurs contributions⁸. À la différence de leurs homologues de la famille olympique toutefois, ils pouvaient contribuer rapidement après avoir accompli la procédure d'enregistrement.

FORMAT DES CONTRIBUTIONS

En vue d'homogénéiser la collecte des données, un ensemble de critères était en place pour la soumission des contributions au *Congrès olympique virtuel*.

Conformément aux conditions générales⁹, toutes les contributions soumises au *Congrès olympique virtuel* étaient limitées à 1 000 mots, références et notes de bas de page comprises. Tout d'abord, pour chaque membre de la famille olympique et du public, deux contributions au maximum ont été prises en considération, sous réserve que celles-ci ne soient pas sur le même thème.

Contributions de l'administration du CIO

Ces rapports ont pris plusieurs formes, par exemple les rapports des commissions, les contributions de forums, tels que le *Symposium sur l'autonomie du sport* (Lausanne, février 2008) et le *6^e Forum mondial sur le sport, l'éducation et la culture* (Busan, septembre 2008), ainsi que les rapports d'experts de l'administration du CIO.

Néanmoins par la suite, le comité de rédaction a décidé de permettre aux seuls contributeurs de la famille olympique de soumettre plus de deux contributions sur le thème de leur choix.

Toutes les contributions de la famille olympique, du public et de l'administration du CIO ont été soumises en ligne. Les langues de travail du *Congrès olympique virtuel* étaient l'anglais et le français.

⁶ Les « Conditions générales pour les contributions au Congrès olympique 2009 » ainsi que le « Règlement du Congrès olympique » et « l'Appel à contributions » sont disponibles sur www.olympic.org

⁷ Ce lien a été envoyé par courriel directement au membre de la famille olympique demandant à participer au *Congrès olympique virtuel*.

⁸ 20 contributeurs auront la possibilité d'assister au Congrès à Copenhague. La décision finale a été prise par le comité de rédaction sur la base de la qualité générale de leurs contributions et de la cohérence de leur argumentation.

⁹ Les « Conditions générales pour les contributions au Congrès olympique 2009 » sont disponibles sur www.olympic.org

PROCESSUS D'ANALYSE

Contributions de la famille olympique

Toutes les contributions de la famille olympique ont été envoyées électroniquement à tous les membres du comité de rédaction pour analyse.

Le secrétariat du Congrès a procédé auparavant à la révision du texte pour plus de clarté. Dans les cas où les contributions nécessitaient un travail de révision substantiel, le secrétariat a demandé l'approbation du contributeur concerné avant de transmettre sa contribution au comité de rédaction.

Le secrétariat a ensuite fait passer ces contributions au département de la traduction du CIO. Dans chaque cas, seul le titre et le résumé ont été traduits dans la deuxième langue de travail. Le corps du texte est demeuré dans la langue originale lorsqu'il a été envoyé à l'analyse du comité de rédaction.

Les membres du comité de rédaction pouvaient visualiser aussi bien les contributions acceptées que refusées sur le site Extranet du *Congrès olympique virtuel*. Chaque membre recevait notification dès que les contributions étaient prêtes à être examinées. À compter de la réception de la contribution, les membres du comité de rédaction avaient 7 jours pour l'approuver ou la rejeter.

Une contribution pouvait être placée « en discussion » par un membre du comité de rédaction si elle :

- était sans aucun rapport avec l'appel à contribution du Congrès ;
- était attentatoire aux droits de la personnalité des personnes physiques et morales ;
- faisait la publicité ou la promotion d'un produit, d'un service, d'un nom, d'une marque ou autre désignation d'une personne, compagnie ou organisation ;
- plagiait des textes¹⁰.

Dans chaque cas, le membre du comité de rédaction était tenu de soumettre ses raisons précises aux autres membres du comité. Dans la mesure du possible, les membres du secrétariat faisaient la liaison avec le contributeur pour trouver une solution permettant de soumettre à nouveau la contribution à l'analyse du comité de rédaction. Une contribution n'était incluse dans la synthèse qu'une fois un consensus obtenu à son sujet au sein du comité de rédaction.

Contributions publiques

Les contributions du public n'étaient pas soumises au processus de révision. Le secrétariat opérait néanmoins un premier tri afin de repérer les textes de qualité à soumettre à l'analyse du comité de rédaction. Toutes ces contributions sont également incluses dans cette publication.

Rapports de l'administration du CIO

Les contributions de l'administration du CIO avaient pour but de fournir un supplément d'information sur les sous-thèmes du Congrès.

¹⁰ Voir les « Conditions générales pour les contributions au Congrès olympique 2009 » disponibles sur www.olympic.org

USAGE DES INFORMATIONS PROVENANT DES CONTRIBUTIONS

Informations provenant des contributions de la famille olympique

Toutes les idées et propositions avancées par les contributeurs de la famille olympique ont été compilées dans un document unique (classées par thèmes et sous-thèmes) intitulé «Notes consultatives sur les contributions de la famille olympique au *Congrès olympique virtuel*».

Après analyse attentive et acceptation par le comité de rédaction, ce document a été mis à la disposition de tous les intervenants et modérateurs du Congrès. Les idées et/ou propositions avancées par chaque contributeur ont été mentionnées dans les notes de bas de page du document «Notes consultatives», dans le but de fournir aux lecteurs des indications sur le degré de partage, par les contributeurs, d'idées ou de propositions semblables. Les idées ressortant des divers sous-thèmes ont été regroupées afin de faciliter le travail des intervenants et des modérateurs.

Un CD contenant les documents suivants a été remis à tous les modérateurs, intervenants et rapporteurs du Congrès :

- les contributions de la famille olympique accompagnées des «Notes consultatives sur les contributions de la famille olympique au *Congrès olympique virtuel*» ;
- les contributions sélectionnées provenant du public ainsi que le résultat de la consultation publique au *Congrès olympique virtuel* ;
- les contributions de l'administration du CIO ;
- le règlement applicable aux modérateurs, intervenants et rapporteurs.

Les «Notes consultatives» ont pour objet d'aider les intervenants, les modérateurs et les rapporteurs dans leur préparation au Congrès. Elles n'ont pas vocation, cependant, à remplacer l'étude approfondie des contributions reçues sur chacun de ces sous-thèmes et il est attendu de l'ensemble des intervenants, des modérateurs et des rapporteurs qu'ils examinent attentivement les contributions sur leurs sous-thèmes respectifs.

Toutes les contributions de la famille olympique sont incluses dans cette publication.

Informations provenant des contributions du grand public

Le résultat de la consultation publique au *Congrès olympique virtuel*, qui comprend les informations sur le traitement des contributions du grand public, se trouve aux pages 535 et suivantes de cette publication. Certaines des contributions du public sont également incluses dans cette publication.

Informations provenant des contributions de l'administration du CIO

Toutes les contributions et tous les rapports provenant de l'administration du CIO se trouvent aux pages 699 et suivantes de cette publication ainsi que sur le CD.

DÉROULEMENT DU XIII^E CONGRÈS OLYMPIQUE À COPENHAGUE, DANEMARK

PROGRAMME DU CONGRÈS

Le Congrès olympique se tient à Copenhague du 3 au 5 octobre 2009 selon le programme ci-dessous :

JOUR 1	
9:00 – 9:45	Cérémonie d'ouverture
9:45 – 10:00	Pause
10:00 – 11:15	Thème 1 : Les athlètes Séance plénière
11:15 – 11:30	Pause
11:30 – 13:00	Thème 1 : Les athlètes Séances débats: sous-thèmes 1, 2, 3 1.1 Relations entre les athlètes, les clubs, les fédérations et les CNO 1.2 Protection de la santé lors de l'entraînement et en compétition 1.3 La vie sociale et professionnelle des athlètes pendant et après le sport de haut niveau
13:00 – 15:00	Repas
15:00 – 16:15	Thème 2 : Les Jeux Olympiques Séance plénière
16:15 – 16:30	Pause
16:30 – 18:00	Thème 2 : Les Jeux Olympiques Séances débats: sous-thèmes 1, 2, 3 2.1 Comment faire pour que les Jeux demeurent une manifestation de premier plan? 2.2 Les valeurs olympiques 2.3 L'universalité et les pays en développement

JOUR 2	
9:00 – 10:15	Thème 3: La structure du Mouvement olympique Séance plénière
10:15 – 10:30	Pause
10:30 – 12:00	Thème 3: La structure du Mouvement olympique Séances débats: sous-thèmes 1, 2, 3 3.1 L'autonomie du Mouvement olympique 3.2 La bonne gouvernance et l'éthique 3.3 Les relations entre le Mouvement olympique et ses diverses parties prenantes
12:00 – 14:00	Repas
14:00 – 15:15	Thème 4: L'Olympisme et la jeunesse Séance plénière
15:15 – 15:30	Pause
15:30 – 17:00	Thème 4: L'Olympisme et la jeunesse Séances débats: sous-thèmes 1, 2, 3 4.1 Vers une société active 4.2 Le sport de compétition est-il toujours attrayant? 4.3 Les manifestations sportives pour les jeunes

JOUR 3	
9:00 – 10:15	Thème 5: La révolution numérique Séance plénière
10:15 – 10:30	Pause
10:30 – 12:00	Thème 5: La révolution numérique Séances débats: sous-thèmes 1, 2, 3 5.1 Une nouvelle gestion des droits sportifs 5.2 Comment accroître l'audience en sport? 5.3 La communication avec les diverses parties prenantes à l'ère du numérique
12:00 – 14:00	Repas
14:00 – 15:30	Adaptation du document final par la commission pour le Congrès 2009
15:30 – 15:45	Pause
15:45 – 17:00	Résumé des débats Présentation du document final et clôture du Congrès

SÉANCE PLÉNIÈRE POUR CHAQUE THÈME

Les travaux pour chaque thème débutent par une séance plénière d'une heure et quart. Au cours de cette séance, un premier conférencier fait un exposé général de trente minutes. Puis des représentants du CIO, des FI et des CNO proposent un exposé de quinze minutes chacun, fixant de la sorte le cadre général des débats. Le thème est traité dans le cadre de la séance plénière qui se déroule dans une seule et même salle.

L'organisation des séances plénières est la suivante :

MINUTAGE	SÉANCE PLÉNIÈRE POUR LE THÈME
00 – 30 min.	Première intervention par un conférencier principal
30 – 45 min.	Un représentant CIO
45 – 60 min.	Un représentant CNO
60 – 75 min.	Un représentant FI

SÉANCES DÉBATS POUR CHAQUE SOUS-THÈME

Les séances débats durent une heure et demie chacune. Les trois sous-thèmes y sont traités en parallèle dans trois salles différentes. Chaque séance est animée par un modérateur.

Les séances débats traitant des sous-thèmes se déroulent de la manière suivante :

MINUTAGE	SÉANCES DÉBATS POUR LES SOUS-THÈMES 1, 2, 3
00 – 10 min.	Un modérateur
10 – 15 min.	Un représentant CIO
15 – 20 min.	Un représentant CNO
20 – 25 min.	Un représentant FI
25 – 30 min.	Un représentant des parties prenantes – « stakeholders » (à déterminer en fonction du thème traité)
30 – 90 min.	Débats

LANGUES

Les langues officielles du Congrès sont le français et l'anglais. Tous les documents officiels ne sont distribués que dans ces deux langues.

Séances plénières : l'interprétation simultanée est assurée, lors des séances plénières, dans les langues suivantes – français, anglais, allemand, espagnol, russe et arabe.

Séances débats : l'interprétation simultanée est assurée, lors des séances débats, dans les langues suivantes – français et anglais. Lors des séances débats, les intervenants sont appelés à s'exprimer en français ou en anglais uniquement.

PRÉSENTATIONS DURANT LE CONGRÈS

Les présentations ne sont acceptées que pour les séances plénières et uniquement sous format Microsoft Office PowerPoint.

Afin de privilégier le débat, aucune présentation PowerPoint ne sera permise durant les séances débats.

Si un intervenant en séance plénière souhaite diffuser une vidéo, cette dernière doit être impérativement diffusée dans la première moitié de son intervention et en aucun cas pour conclure l'intervention. Pour ceux qui souhaitent diffuser une vidéo, il est recommandé de la fournir au format DVD Pal 625 et de ne pas l'incorporer à la présentation PowerPoint.

RÔLE DU MODÉRATEUR

Le modérateur présente le sous-thème pendant dix minutes. Puis il passe la parole aux représentants du CIO, des FI, des CNO et des autres parties prenantes (« stakeholders ») qui disposent de cinq minutes chacun.

Le modérateur ouvre ensuite les débats pendant soixante minutes à l'ensemble des conférenciers présents dans la salle.

Le modérateur s'assure de la bonne tenue des débats et gère le temps de parole.

Le modérateur veille à ce que chaque congressiste qui souhaite s'exprimer puisse le faire. Il s'assure par ailleurs que les différentes interventions soient équitablement réparties entre les différents représentants de la famille olympique.

Lorsque le modérateur donne la parole à un intervenant, il lui demande de bien vouloir se présenter, de s'exprimer en français ou en anglais et lui rappelle qu'il dispose de deux minutes tout au plus pour exposer son propos, afin qu'un maximum de congressistes puissent intervenir.

S'il le juge nécessaire, le modérateur peut demander à un représentant du CIO, des FI, des CNO et des autres parties prenantes (« stakeholders »), ou encore à un participant à la séance, s'il souhaite répondre à l'intervenant.

Le modérateur rappelle que la durée de cette réponse ne doit pas dépasser deux minutes.

À tout moment, le modérateur peut intervenir s'il le juge nécessaire afin de recadrer les débats.

À la fin de la journée, le modérateur, avec l'aide du rapporteur, a également la responsabilité de présenter au comité de rédaction du Congrès les principaux points discutés pendant la séance débat afin que ces derniers soient inclus dans le projet de recommandations.

RÔLE DU RAPPORTEUR

Le rapporteur assiste à la séance débat. Il a la responsabilité de faire la synthèse des principaux points discutés.

Au préalable, le rapporteur aura pris connaissance de tous les documents qui ont été remis aux modérateurs et aux intervenants.

À la fin de la journée, le rapporteur assiste le modérateur pour présenter au comité de rédaction du Congrès les principaux points discutés pendant la séance débat afin que ces derniers soient inclus dans le projet de recommandations.

En cas de besoin, le rapporteur peut avoir recours aux enregistrements audio des séances pour élaborer sa synthèse.

COMITÉ DE RÉDACTION DU CONGRÈS

A la fin de chaque journée de travail, le comité de rédaction se réunira avec les modérateurs et rapporteurs des séances débats du jour.

Le comité de rédaction prendra connaissance des synthèses faites par le rapporteur des principaux points discutés durant les différentes séances débats pour chaque thème.

Le comité de rédaction amendera le projet de recommandations sur la base des points mis en exergue par le modérateur et le rapporteur.

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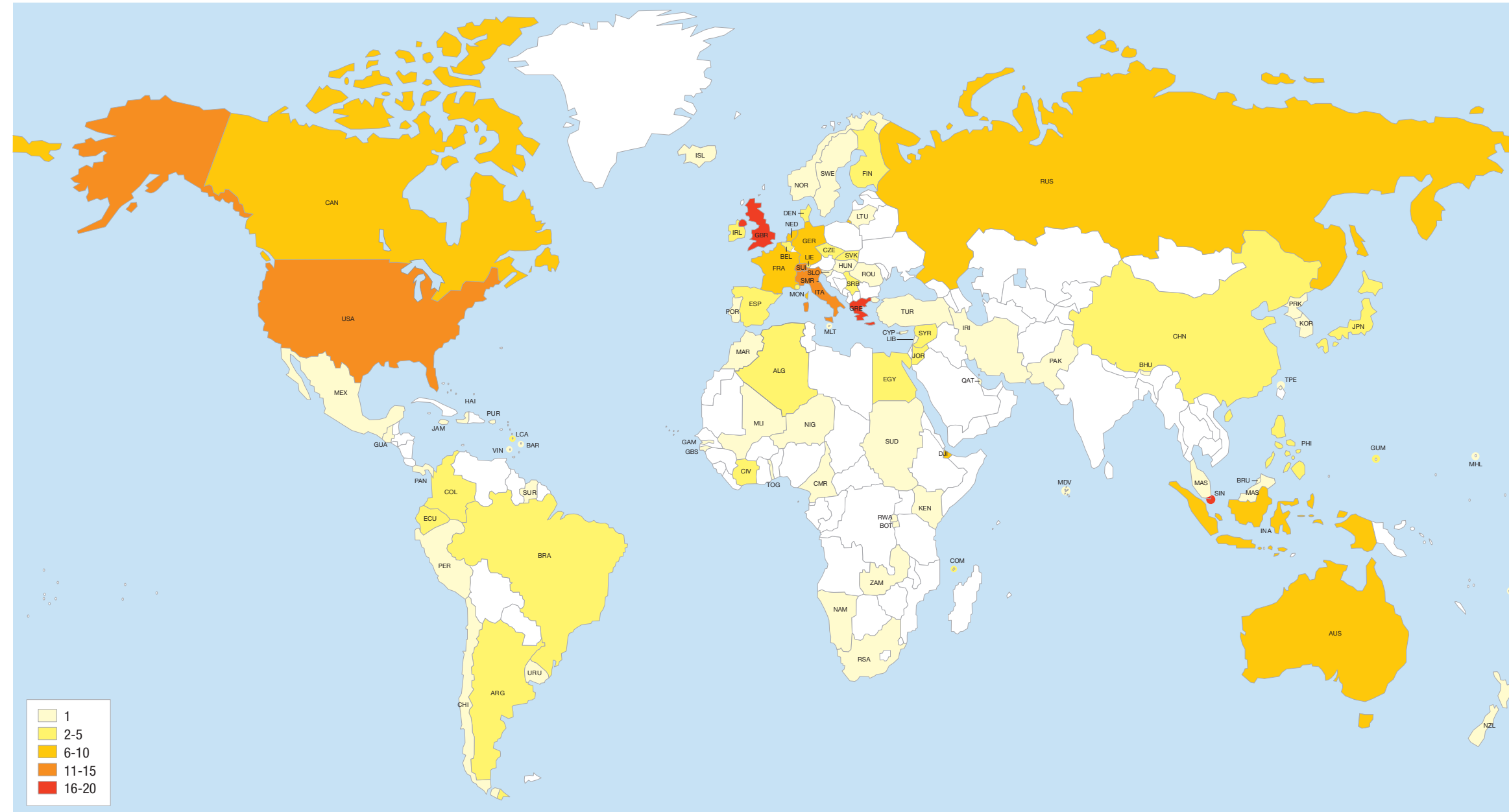
La révolution numérique

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Lors du lancement du Congrès olympique virtuel, les membres de la famille olympique avaient chacun la possibilité de soumettre un maximum de deux contributions. À la suite de plusieurs demandes, le comité de rédaction du Congrès 2009 a décidé de supprimer cette limite. Le nombre de contributions ne correspond donc pas nécessairement au nombre de contributeurs dans les statistiques suivantes.

Un total de 277 contributeurs représentant les diverses entités de la famille olympique ont soumis un total de 453 contributions. L'administration du CIO a adressé quant à elle 32 contributions (voir page 699).

Répartition géographique des 277 contributeurs de la famille olympique*



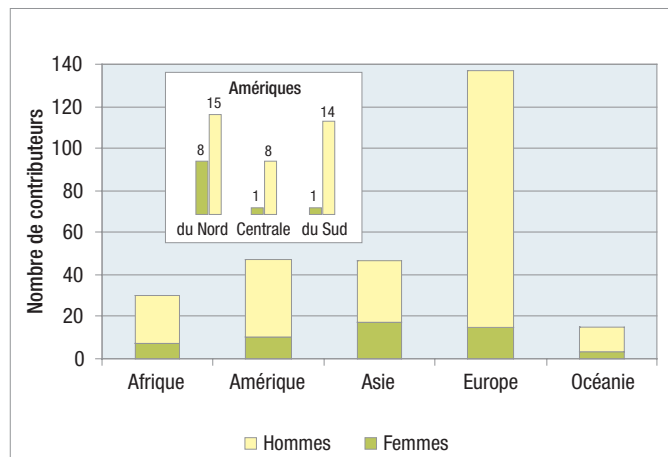
Afrique du Sud (RSA)	1	Kenya (KEN)	1
Algérie (ALG)	2	Liban (LIB)	1
Allemagne (GER)	8	Liechtenstein (LIE)	2
Argentine (ARG)	4	Lituanie (LTU)	1
Australie (AUS)	9	Malaisie (MAS)	1
Barbade (BAR)	1	Maldives (MDV)	1
Belgique (BEL)	3	Mali (MLI)	1
Bhoutan (BHU)	1	Malte (MLT)	1
Botswana (BOT)	1	Maroc (MAR)	1
Brazil (BRA)	3	Îles Marshall (MHL)	1
Brunéi Darussalam (BRU)	1	Mexique (MEX)	1
Cameroun (CMR)	1	Monaco (MON)	2
Canada (CAN)	10	Namibie (NAM)	1
Chili (CHI)	1	Niger (NIG)	1
République populaire de Chine (CHN)	3	Norvège (NOR)	1
Chypre (CYP)	1	Nouvelle-Zélande (NZL)	1
Colombie (COL)	2	Pakistan (PAK)	1
Comores (COM)	2	République de Panama (PAN)	1
République de Corée (KOR)	1	Pays-Bas (NED)	9
République de Côte d'Ivoire (CIV)	2	Pérou (PER)	1
Danemark (DEN)	4	Philippines (PHI)	3
Djibouti (DJ)	8	Porto Rico (PUR)	1
Égypte (EGY)	2	Portugal (POR)	1
Équateur (ECU)	2	Qatar (QAT)	1
Espagne (ESP)	5	Rép. pop. dém. de Corée (PRK)	1
États-Unis d'Amérique (USA)	13	Roumanie (ROU)	1
Fidji (FIJ)	1	Fédération de Russie (RUS)	10
Finlande (FIN)	2	Rwanda (RWA)	1
France (FRA)	9	Sainte-Lucie (LCA)	2
Gambie (GAM)	1	Saint-Vincent-et-les Grenadines (VIN)	1
Grande-Bretagne (GBR)	18	République de Serbie (SRB)	4
Grèce (GRE)	16	Singapour (SIN)	16
Guam (GUM)	3	Slovaquie (SVK)	2
Guatemala (GUA)	1	Slovénie (SLO)	1
Guinée-Bissau (GBS)	1	Soudan (SUD)	1
Haïti (HAI)	1	Suède (SWE)	1
Hongrie (HUN)	1	Suisse (SUI)	12
Indonésie (INA)	6	Suriname (SUR)	1
République islamique d'Iran (IRI)	1	République arabe syrienne (SYR)	2
Irlande (IRL)	2	Chine Taipei (TPE)	1
Islande (ISL)	1	République tchèque (CZE)	3
Italie (ITA)	15	Togo (TOG)	1
Jamaïque (JAM)	1	Turquie (TUR)	1
Japon (JPN)	4	Uruguay (URU)	1
Jordanie (JOR)	2	Zambie (ZAM)	1

Total des contributeurs	277
Total des pays**	90

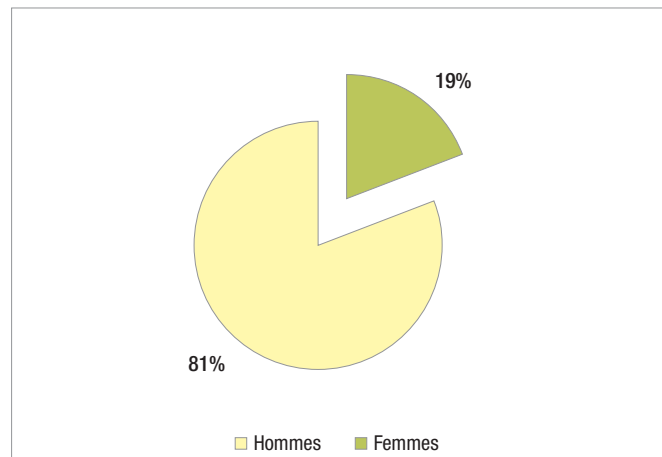
* Les statistiques géographiques sont basées sur la citoyenneté des contributeurs.

**Selon l'ordre du Répertoire du CIO

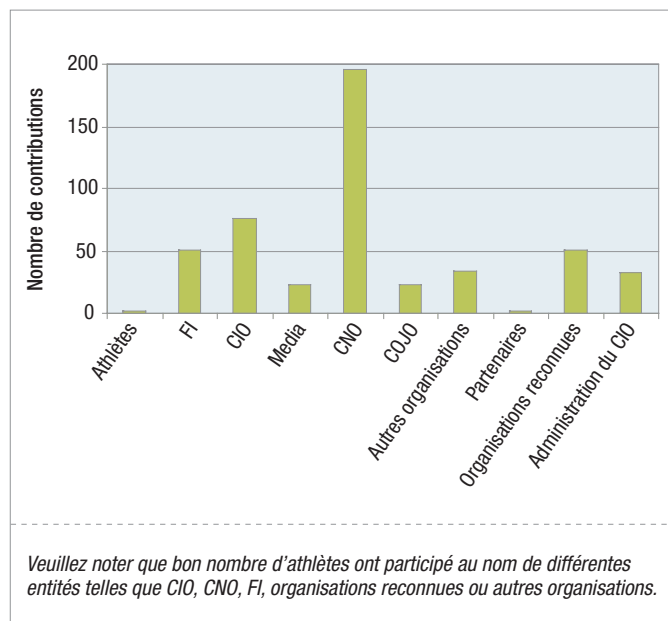
Répartition continentale des 277 contributeurs de la famille olympique



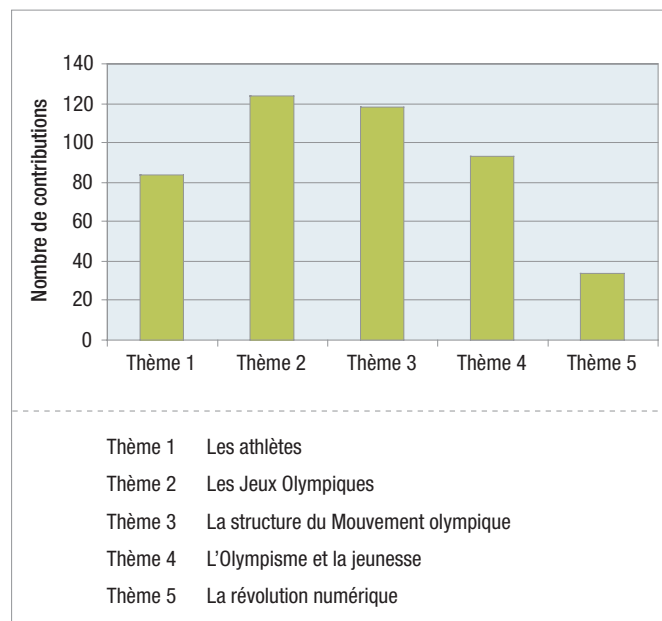
Répartition hommes/femmes des 277 contributeurs de la famille olympique



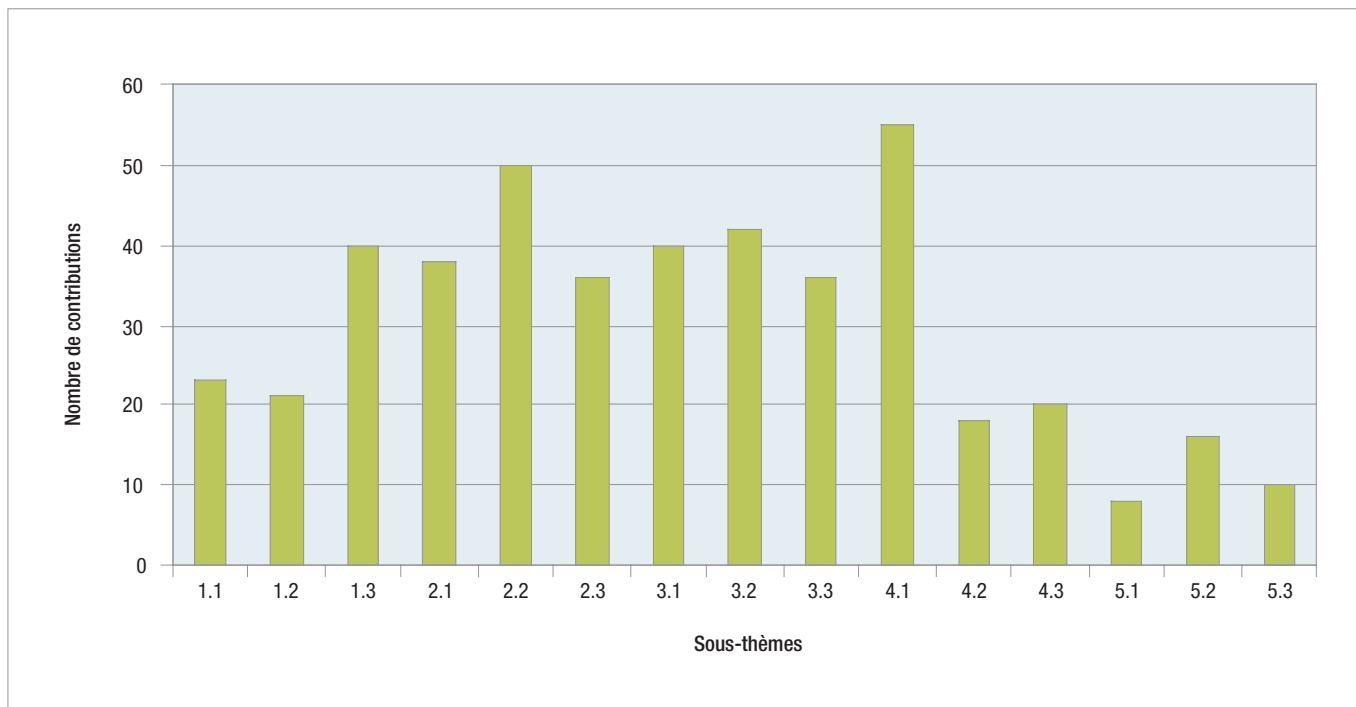
Répartition des 453 contributions de la famille olympique et des 32 contributions de l'administration du CIO par entité



Répartition des 453 contributions de la famille olympique par thème



Répartition des 453 contributions de la famille olympique par sous-thème



1. Les athlètes

- 1.1 Relations entre les athlètes, les clubs, les fédérations et les CNO
- 1.2 Protection de la santé lors de l'entraînement et en compétition
- 1.3 La vie sociale et professionnelle des athlètes pendant et après le sport de haut niveau

2. Les Jeux Olympiques

- 2.1 Comment faire pour que les Jeux demeurent une manifestation de premier plan?
- 2.2 Les valeurs olympiques
- 2.3 L'universalité et les pays en développement

3. La structure du Mouvement olympique

- 3.1 L'autonomie du Mouvement olympique
- 3.2 La bonne gouvernance et l'éthique
- 3.3 Les relations entre le Mouvement olympique et ses diverses parties prenantes

4. L'olympisme et la jeunesse

- 4.1 Vers une société active
- 4.2 Le sport de compétition est-il toujours attrayant?
- 4.3 Les manifestations sportives pour les jeunes

5. La révolution numérique

- 5.1 Une nouvelle gestion des droits sportifs
- 5.2 Comment accroître l'audience en sport?
- 5.3 La communication avec les diverses parties prenantes à l'ère du numérique

LES ATHLÈTES

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RELATIONS ENTRE LES ATHLÈTES, LES CLUBS,
LES FÉDÉRATIONS ET LES CNO

TOGAY BAYATLI

TUR – National Olympic Committee of Turkey

REVOIR LES PRATIQUES GÉNÉRALES DU CIO

Je suggère de procéder à une revue complète de certaines règles du Comité International Olympique (CIO) actuellement en place :

1. l'élection des athlètes actifs comme membres du CIO ;
2. le système d'inscription sur invitation (wild card) ;
3. la sélection des membres du CIO plus généralement.

I suggest that there should be an overall review of certain International Olympic Committee (IOC) rules that are currently in place.

The first concerns the election of those IOC Members who are active athletes, by other athletes taking part in the Olympic Games. As the number of athletes varies from country to country, this method does not allow for an athlete of a small country to be elected as an IOC member. I do not consider this to be in line with the notion of "Fair Play".

The second issue relates to the wild card selection system. This system does not allow for the introduction of new sports since the Tri-partite Commission prefers to give wild cards to National Olympic Committees (NOCs) with less than six athletes. As a result some NOCs do not have the opportunity to promote the inclusion of new sports on the Olympic programme.

The third issue, the selection of IOC Members, is a critical one. I do not want to go into the details of this matter. However, members should be chosen on the basis of qualification and performance. There should not be any discrimination on the basis of sex, friendship, nobility or age. Perhaps I may be wrong but I think this issue, in a democratic association such as the IOC, should be discussed by all parties and responsible persons concerned. This is an issue of utmost importance and the IOC must discuss it in an objective and transparent manner.

HAJI SUFRI BOLKIAH

BRU – Brunei Darussalam National Olympic Council

RENFORCER LES RELATIONS AU SEIN DU MOUVEMENT OLYMPIQUE

Les athlètes sont soutenus par une structure qui comprend les clubs, les associations sportives nationales, les Fédérations Internationales (FI) et les Comités Nationaux Olympiques (CNO). Chacune de ces organisations a défini les rôles et responsabilités envers les athlètes et inversement. Le Mouvement olympique devrait réviser les structures établies afin de s'assurer qu'elles s'acquittent de leurs tâches comme il est requis ou de vérifier si des amendements doivent être faits afin de mieux servir les intérêts des athlètes et la structure de soutien.

It is the mission of the Brunei Darussalam National Olympic Council (BDNOC) to contribute to the development of the nation through sports, by providing the necessary infrastructure for athletic development, as well as assistance to the various national sport associations.

We recognise athletes as an important national asset and proudly sponsor their participation in a wide variety of competitive sporting events based on their competency, seasonal scheduling and available opportunities.

It is vital that athletes recognise this support extended by their National Olympic Committee (NOC) through the national federation, which ensures their involvement in sport programmes, which gives them the opportunity to develop life skills as well as an education, career and livelihood.

It is important for athletes to establish a good rapport and strengthen their bonds with their sport federations and NOCs who are committed to the athlete's development through their pursuit of victory with honour according to the core principles of trustworthiness, respect, responsibility, fairness, caring and good citizenship.

Athletes who realise their highest potential through sport should understand and acknowledge that this achievement was possible because of the dedication, backing and confidence expressed by their family and friends, sport federation and the NOC in the country of their birth or residence. However, there are some athletes who are ignorant and ungrateful as they fail to realise that this success was the result of a joint effort.

On the other hand, if athletes understand the challenges, learn the lessons and develop healthy relationships through their formative years with all the people who have groomed them for their success, this demonstration of exemplary conduct and character, is surely an asset to their family, community and the nation. The interpersonal skills of



athletes in dealing with their clubs, federation and NOC would greatly enhance their ability to develop better relationships and understanding with international athletes when competing in overseas tournaments.

Athletes also need to appreciate the sponsors, donors and endorsements that come their way enabling their participation in local and international competitions, as more and more corporate businesses become willing partners, seeking viable brand recognition and media exposure through sport sponsorship. Winning at the highest level brings sponsors, endorsement deals and recognition to the individual and associated companies. And certainly, an undesirable action from an athlete can have a disastrous effect on his or her career, resulting in a loss of profitable contracts, which brings dishonour to the club, national federation and ultimately the nation.

As the NOC of Brunei, we always support any athlete who we believe is talented and shows a strong desire and focus in pursuing a sporting career to the highest level of his or her competency and ability. As the governing body of sport in the country, the NOC does not hesitate in its commitment and pledge to offer financial grants, to secure endorsements from the private sector or to meet the athlete's needs.

In Brunei Darussalam, we have a strong culture of being conservative through our tradition and religion (Muslim). The emphasis on seeking a better future through academic study is still a priority for every individual male or female family member. Sport is and still remains a means of recreation, enjoyment for family and a source of well-being. Every country, nation is unique in its aspirations, as well as its priorities and goals designed to complement overall national development. We believe, that any structure or setup should be oriented and designed to integrate fully with the national development policy that focuses on Human Resource development. It is the role played by family, clubs, federations, governments, non-governmental organisations or NOCs that will ultimately define the success or failure of an athlete.

This understanding and teamwork from all, if implemented in the right way will motivate the athlete to pursue their chosen path to achieve sporting distinction. A sporting structure should be designed to provide for sporting development, to meet financial obligations and to recognise achievement. Today's sporting environment is highly charged and emotional. The feeling is that "Without Athletes there is no NOC". But equally important is the adage, "Without the NOC there is no athlete". Both play a significant, mutual and beneficial role to support the growth and development of sport and in producing excellent ambassadors of sport.

Diplomacy, tact and clever handling of issues are required when decisions are made for athletes by sport councils. Hard work, perseverance and endurance should be instilled in the athlete, which leads to confidence in mind and body.

This leads us to an important element: communication. Effective communication becomes essential to success. Along with communicating with clarity, athletes must learn to understand non-verbal communication, listen well, speak clearly and concisely, give and receive feedback and criticism, choose the right words and resolve conflict effectively.

Such skills help in numerous situations such as in day to day relationships with athletes, especially parents of junior athletes and national sport federations. Developing better communication with parents, athletes or officials, means you are conveying information and knowledge, while building relationships in the process among all the parties concerned.

In Brunei Darussalam, the NOC has always practiced what it preached. It is important to communicate clearly with the athletes about what is expected of them, be they high achievers or potential medallists, through dialogue and meetings.

Listen to athletes' concerns, address their needs, find out what they are thinking and feeling and really listen as they speak, for what they say and what they mean may totally differ. The NOC has always been and continues to be dedicated to meeting the rising aspirations of its young generation.

Finally, understanding that each athlete has a voice and is heard by us the NOC, and the other athletes on the team as well as sport federations will go a very long way in improving the athlete's performance and success and ultimately the accomplishment of the NOC itself.

JOËL BOUZOU

Organisation reconnue
AGFIS – Association Générale des Fédérations Internationales de Sports

LES ATHLÈTES, ACTEURS LÉGITIMES DU DÉVELOPPEMENT PAR LE SPORT

Cette contribution propose d'impliquer davantage les athlètes de haut niveau au sein des commissions, propres à chaque structure, chargées de concevoir et de mettre en œuvre les projets de développement par le sport ou de promotion de la paix.

Les Fédérations Internationales (FI) tout comme les Comités Nationaux Olympiques (CNO) font désormais de ce type de projets des axes forts de leur développement. Les athlètes, véritables « role models » pour la jeunesse la plus vulnérable, mais aussi sources d'idées, peuvent être des contributeurs hors pair et des forces motrices importantes pour élaborer ces programmes et inciter les jeunes à y participer.



Pendant sa période active, où il enchaîne compétitions et entraînement, l'athlète de haut niveau est soutenu et encadré par différentes entités, depuis le club dans lequel il évolue jusqu'à la fédération nationale dans laquelle il est licencié, en passant par le CNO et la FI.

Cette implication, fondée sur des responsabilités mutuelles, se limite néanmoins strictement au domaine de la compétition et de la performance sportives.

Pourtant, les différentes structures de la gouvernance du sport investissent de plus en plus de temps et de ressources financières ou humaines dans leur rôle social, un pan de leur activité où les athlètes, alors qu'ils pourraient apporter beaucoup, n'occupent qu'une place accessoire.

Depuis quelques années, on constate en effet une expansion et une professionnalisation des projets initiés par les structures de la gouvernance du sport, consistant à exploiter les vertus éducatives et pédagogiques du sport au service de projets citoyens ou d'intérêt général allant bien au-delà de la seule compétition. Ces activités, tournées vers le monde amateur et non plus vers le sport élite, concernent le développement, la solidarité internationale, la promotion de la paix, l'accès à l'éducation, la défense des droits de l'homme, l'insertion sociale, etc.

Les Fédérations Internationales ont joué un rôle précurseur dans ce domaine et se sont dotées de programmes dédiés, souvent extrêmement structurés, efficaces et dignes d'éloges. C'est le cas de la Fédération Internationale de Football Association (FIFA), avec l'opération «Football for Hope», de la Fédération Internationale de Judo (IJF) avec «Judo for Peace», de la Fédération Internationale de Tennis de Table (ITTF) et son «Development Programme», de la Fédération Internationale de Basketball (FIBA) et du «Basketball Without Borders» ou encore de l'International Paralympic Committee (IPC) avec son initiative «Promoting Human Rights Through Paralympic Sport», pour ne citer que quelques exemples parmi les plus marquants.

À travers ces programmes, les Fédérations Internationales professionnalisent et structurent leurs fédérations nationales dans les zones vulnérables. Elles contribuent ainsi à l'expansion de leur sport, partout dans le monde. Grâce à l'excellent travail de la Solidarité Olympique, qui est leur partenaire incontournable dans ce domaine, elles apportent également un soutien conséquent en matériel, en ressources et en expertise aux Comités Nationaux Olympiques les plus défavorisés.

Quant aux clubs et aux fédérations nationales, souvent en partenariat direct avec des organisations non gouvernementales (ONG) ou des associations locales, ils peuvent être eux-mêmes instigateurs de projets régionaux, extrêmement efficaces car adaptés aux besoins des communautés concernées.

Cette implication sociale, où les acteurs sportifs sont totalement légitimes, occupe une place de plus en plus importante dans leur agenda, comme en témoigne la multiplication des initiatives.

Mais on peut déplorer le fait que l'athlète élite soit rarement associé pleinement à ces projets. Dans le meilleur des cas, il est cantonné à un rôle de faire-valoir ou de parrain d'une opération spécifique. On lui demande rarement un engagement plus actif et constructif, où ses compétences spécifiques seraient mises à contribution.

Pourtant les athlètes de haut niveau ont énormément à apporter. La plupart des programmes de développement ou de sensibilisation à une grande cause, quelle qu'elle soit, s'adressent souvent en priorité à la jeunesse. Or la jeunesse, dans les zones les plus défavorisées marquées par les conflits, la pauvreté, les inégalités sociales ou encore l'absence de cohésion sociale, est en quête de modèles positifs et de sources d'inspiration.

Pour des jeunes traumatisés, livrés à eux-mêmes, ou simplement en manque de repères et d'idéaux, les athlètes encore en activité peuvent jouer ce rôle de modèle et être cette source d'inspiration. Souvent proches en âge, ils accentuent le phénomène d'identification. Plus que tout autre, ils connaissent le pouvoir du sport qui, enseigné de manière structurée et encadrée, peut durablement changer la vie d'un individu. Leur histoire personnelle permet de communiquer la motivation à des enfants ou des adolescents qui en ont cruellement besoin, de leur redonner l'espoir et l'envie de réussir.

L'athlète de haut niveau peut ainsi jouer un rôle efficace pour attirer ses jeunes admirateurs dans un programme de développement, favorisant une meilleure acceptation du projet en question au sein d'une communauté, a fortiori s'il est lui-même issu de cette communauté.

Mais les grands sportifs peuvent apporter bien plus que leur seule notoriété : parce qu'ils sont eux-mêmes jeunes et que l'expérience de leur formation personnelle est encore proche, ils peuvent aussi et surtout apporter leurs compétences à l'élaboration même des programmes.

J'ai en tête l'exemple précis du rugbyman Serge Betsen, encore en activité, qui a créé l'association «Les Enfants de Biemassy» dans son pays natal, le Cameroun. Ses actions en direct sont pragmatiques et permettent, par l'intermédiaire du sport, d'éduquer des adolescents à une vie civique et responsable grâce à une démarche pédagogique centrée sur l'esprit d'équipe. D'autres athlètes, olympiens ceux-là, ont fait de même comme Ian Thorpe et sa «Fountain for Youth» ou Roger Federer et sa fondation pour le développement en Afrique.

Quel dommage que ces belles initiatives, nées de la passion et de la détermination des individus sur la base généralement d'une expérience



personnelle forte, ne soient pas intégrées aux programmes fédéraux ou à ceux des Comités Nationaux Olympiques, qui permettraient de démultiplier leur impact!

Une coopération accrue entre ces acteurs permettrait ainsi de bâtir des projets de développement plus efficaces, les Fédérations Internationales amenant une expertise propre à leur sport, les Comités Nationaux Olympiques la connaissance des enjeux locaux et des spécificités du terrain, les fédérations nationales assurant la mise en œuvre pragmatique des programmes et l'analyse des ressources, et les athlètes jouant le rôle de modèles mais étant également pourvoyeurs d'idées créatives et coaches des activités.

Cette implication active des athlètes, qui pourrait se faire en dehors des périodes d'entraînement et de compétition, permettrait par ailleurs de préparer et d'anticiper leur reconversion à la fin de leur carrière sportive.

Nous proposons que les athlètes soient davantage impliqués dans les commissions, propres à chaque structure, chargées de concevoir et de mettre en œuvre les projets de développement.

BIENVENIDO BROWN

Média • Diario La Estrella de Panama

RELATIONS ENTRE LES ATHLÈTES, LES CLUBS, LES FÉDÉRATIONS ET LES CNO

De nombreux sports connaissent aujourd'hui un abaissement de l'âge moyen auquel les athlètes obtiennent leurs performances maximales. Ainsi, de jeunes athlètes atteignent des niveaux de développement et d'excellence qui par le passé correspondaient exclusivement à des adultes.

La bonne qualité des relations entre instructeurs, clubs, fédérations et Comités Nationaux Olympiques (CNO) joue un rôle important dans la préparation et le succès des athlètes au plus haut niveau de la compétition. Cette condition n'est cependant pas toujours remplie.

La lutte de pouvoir entre instructeurs, clubs, fédérations et CNO nuit aux athlètes et a parfois un impact négatif sur leurs performances en compétition de haut niveau.

Ce problème peut être résolu si chaque partie comprend clairement son rôle et ses obligations respectives pour assurer le succès des athlètes.

At the present time, the age range in which athletes obtain their maximum performance has reduced in many sports. Young athletes reach levels of development and excellence that in the past were considered exclusively for adults.

A good relationship among trainers, clubs, federations, and National Olympic Committees (NOCs), plays an important role in the preparation and success of athletes at the highest level of competition. However, this does not always exist.

Young people must be aware and understand clearly, that in the educational system, sport plays an important part in the all-round development of students. This does not only refer to their knowledge and abilities but also the development of provisional projects for the future. All of this must be sustained by the Olympic values.

The struggle for power among trainers, clubs, federations and NOCs, has hurt athletes and has sometimes had a negative impact on their performances at high level competitions.

This can be resolved if each body has a clear understanding of their roles and obligations in order to ensure the success of the athletes.

FIONA DE JONG

AUS – Australian Olympic Committee Inc.

SYSTÈME OLYMPIQUE DE SÉLECTION ET PROCESSUS D'APPEL (1^{ÈRE} PARTIE)

Au cœur de la relation entre le Mouvement olympique et ses partenaires réside le mode de sélection des athlètes de chaque pays pour concourir aux Jeux Olympiques.

Pour que l'énoncé des valeurs olympiques soit réellement respecté, tout athlète est en droit de bénéficier d'un système de sélection ouvert, juste et transparent, comprenant un droit d'appel d'une décision contraire à une procédure ou une règle préétablie, ou de tout autre manquement au droit. Cette contribution décrit une méthode modèle qui s'efforce de tenir compte des droits des athlètes et des autres partenaires dans le processus de sélection olympique.

Central to the relationship between the Olympic Movement and its stakeholders is the manner in which athletes from respective nations are selected¹ to compete in an Olympic Games.



To truly deliver on the Olympic value propositions every athlete is entitled to have access to an open, fair and transparent selection system including the right to appeal a decision, which is contrary to a pre-defined process, rule or otherwise wrong at law.

Regrettably, disputes arise in respect of an athlete's qualification, nomination or selection to an Olympic Team. In an attempt to balance the rights of athletes and other stakeholders in an Olympic selection process, an "Olympic selection pathway and appeals process" was put in place in Australia. It is based on the tenet that an International Federation (IF) qualifies, the National Federation (NF) nominates and the National Olympic Committee (NOC) selects the athlete.

For instance, 31 appeals were lodged in the process of selecting 435 athletes to the 2008 Australian Olympic Team. Appeals occurred in 14 disciplines of which 4 were a result of disputes regarding qualification/allocation of quota places by IFs, 25 by reason of non-nomination by the NF and 2 in respect of non-selection by the Australian Olympic Committee (AOC). Of these, 19 were heard by an Appeals Tribunal (NF or IF), 12 before the Court of Arbitration for Sport (CAS) and the remaining withdrawn before proceedings commenced.

Clearly it is incumbent on the NFs and NOCs to develop appropriate policies and procedures for the fair and open determination of athlete nominations and selections to an Olympic Team. It follows therefore, that they must also ensure there is a process for the resolution of any disputes arising from an athlete's non-nomination or non-selection².

In the same way the NFs and NOCs have this responsibility to resolve disputes in its Team and the International Olympic Committee (IOC) also has a responsibility to ensure that any IF Qualification System approved by it has been properly followed. And if not, have an effective mechanism to resolve disputes. The focus of recommendations in this contribution relate to effective resolution of these disputes.

Despite the considerable improvements in drafting IF Qualification Systems, disputes will inevitably arise in respect of the interpretation and implementation of IF Qualification Systems. These disputes arise between IOC stakeholders (IFs, NOCs, NFs and athletes), all of whom look to the IOC for a solution when disputes relate to an athlete's right to participate in an Olympic Games. While it is not necessarily the role of the IOC to resolve these disputes, it is in its best interests to have a well-developed, open, fair, transparent and efficient process in place for the timely resolution of such disputes.

1. The terms "selected" and "selection" throughout this paper constitute, unless otherwise specified, an inclusive reference to the qualification by the IF, nomination by the NF and selection by the NOC.

2. Since 2008 the AOC has revised its Team selection appeal standards and procedures following consultation with National Federations, AOC Athletes' Commission, Olympic Appeals Consultants, selected lawyers involved in NF Appeals Tribunals and CAS Oceania.

FIONA DE JONG

AUS – Australian Olympic Committee Inc.

SYSTÈME OLYMPIQUE DE SÉLECTION ET PROCESSUS D'APPEL (2^E PARTIE)

Au cœur de la relation entre le Mouvement olympique et ses partenaires réside le mode de sélection des athlètes de chaque pays pour concourir aux Jeux Olympiques.

Pour que l'énoncé des valeurs olympiques soit réellement respecté, tout athlète est en droit de bénéficier d'un système de sélection ouvert, juste et transparent, comprenant un droit d'appel d'une décision contraire à une procédure ou une règle préétablie, ou de tout autre manquement au droit. Cette contribution décrit une méthode modèle qui s'efforce de tenir compte des droits des athlètes et des autres partenaires dans le processus de sélection olympique.

The following recommendations are formulated to allow the International Olympic Committee (IOC) to efficiently resolve such qualification disputes:

1. PROCEDURAL RECOMMENDATIONS

- IOC, in consultation with CAS, to develop a template Appeal Application Form to prevent parties "re-inventing the wheel" when formulating qualification dispute submissions made to an International Federation (IF) Appeals Tribunals or the Court of Arbitration for Sport (CAS). Further, it is anticipated this would assist tribunals to deal with matters on a more consistent basis and allow some decisions to be made based on submissions rather than in person (thereby reducing costs for all parties).
- IOC, in consultation with CAS, to develop guidelines to determine which entity has jurisdiction to determine which qualification disputes. Is it the IF Appeals Tribunal, or CAS (regional or Switzerland) and if CAS, should appeals be lodged in the ordinary division or appeals division? Inconsistencies occurred prior to Beijing where similar cases were considered by different bodies which resulted in matters being governed by different rules and timelines.¹



- IOC, in consultation with CAS, develop guidelines on which entities should be party to a qualification dispute. The parties may not always agree on who is party to the dispute and matters may have up to 4 appellants and 4 respondents, representing a total of 8 parties to the dispute (IF, National Federation (NF), National Olympic Committee (NOC), Athlete). This adds complexity and time to the submission process and ultimately resolution of the dispute.² Any guidelines should permit alternative arrangements by agreement of the parties and/or Chair of the relevant tribunal.
- IFs to consider the inclusion of an independent expert with experience and familiarity with the Olympic Qualification System on their IF Appeals Tribunal for disputes relating to Olympic qualification or allocation of quota places. The AOC recently introduced the requirement for such an individual to be a part of an NF Appeals Tribunals hearing disputes relating to Olympic non-nomination.³
- IOC to consider making available a resource in the months preceding an Olympic Games to assist with the administration⁴ of international qualification disputes. This resource could also provide guidance to the Chair of the tribunal who may not have established a working knowledge of the IOC qualification system and quota allocation process.⁵ This administrative support would also build a knowledge repository with precedents, leading to greater consistency in decision making and speed with which disputes can be resolved.
- IOC to produce a calendar of Olympic qualification events for all NOCs and IFs similar to that produced for the Youth Olympic Games.

2. IF QUALIFICATION SYSTEM RECOMMENDATIONS

- IOC to require IFs, when drafting their Qualification Systems, to include a clear process for the resolution of disputes specifically addressing the jurisdiction and time limit for the lodging of any appeals arising from eligibility, qualification events or the allocation of quota places to NOCs or athletes.⁶ Consequently the IF, NOC, NF and athlete understand the process if a dispute arises.
- Ensure any limit on the number of athletes eligible to enter Continental/Regional competitions⁷ is defined in the Qualification System. As much as possible a consistent approach should be adopted across all sports.
- For IFs with continental qualification, if a dispute results in the sole athlete from a continent being removed then that quota place should be first re-allocated to another athlete from that continent. If there is nobody from that continent eligible then the quota place can be distributed to the next highest from the world ranking. This ensures all

regions are still represented in sports where the qualification system is designed to ensure representation.

- If IFs wish to exercise discretion when allocating or re-allocating a quota place, the IF must publish the broad parameters that will be taken into consideration by the IF when exercising that discretion.

These recommendations are submitted to assist the IOC in providing every athlete with a positive Olympic selection experience notwithstanding if a selection dispute arises somewhere on that pathway.

1. This recommendation is predicated on all IFs agreeing to the use of CAS for qualification disputes.
2. Given that quota places are assigned by the IF to the athlete or NOC the guidelines should, ipso facto, provide for the IFs, NOCs and athlete/s to be a party to the dispute and the NF as an affected or interested party.
3. The AOC Olympic Team Selection By-Law provides that each NF must establish an Appeals Tribunal which includes one person (selected from a list approved by the AOC) with experience and skills suitable to the function of the Tribunal and familiar with the Olympic selection process and documentation.
4. Predominantly paperwork and submissions of the parties.
5. At least not to the same level as a central administrative person who deals with a range of IF Appeal Tribunals across sports on a regular basis.
6. In Beijing an Australian athlete's qualification was challenged 18 months after the event in which a result was achieved, by which time the athlete's ability to undertake subsequent qualification events had passed.
7. That form part of the Olympic qualification process.

DONNA DE VARONA

Commission du CIO • Commission femme et sport

RELATIONS ENTRE LES ATHLÈTES, LES CLUBS, LES FÉDÉRATIONS ET LES CNO

L'Histoire montre l'importance de faire participer les athlètes à la structure organisationnelle du Mouvement olympique. En étudiant le passé et les interactions positives entre des athlètes motivés et leurs organisations, on peut dire que les athlètes sont effectivement la ressource la plus précieuse pour aider à définir une stratégie productive pour l'avenir du Mouvement.

Or ce n'est qu'en 1981, lors du Congrès olympique à Baden-Baden, que les athlètes ont eu la possibilité de s'adresser aux dirigeants du Comité International Olympique (CIO). En examinant leurs contributions passionnées, on voit non seulement que leurs



interventions portaient sur les questions prioritaires du moment, mais aussi qu'elles ont mis le CIO sur une nouvelle voie, celle de l'intégration, de la croissance et de la popularité. Par ailleurs, s'agissant des problèmes que le CIO n'a pas su régler, comme l'élaboration d'un programme antidopage pertinent et ambitieux dans le sport, les conséquences sont désastreuses. Alors que le CIO réfléchit une nouvelle fois à son avenir, les athlètes qui sont les plus proches de l'aire de compétition sont prêts à prendre des mesures qui garantiront que le Mouvement continuera de prospérer et de répondre aux besoins, aux aspirations et aux objectifs de ceux qui participent au Mouvement.

“Sport has the power to unite people in a way little else can. Sport can create hope where there was once despair. It breaks down barriers. It laughs in the face of discrimination. Sports speak to people in a language that they can understand.” (Nelson Mandela, March 2005)

Sport has become a catalyst for a world seeking common ground. The most valuable asset in the Olympic Movement is the athlete who inspires in a tangible way. In pursuit of excellence, the athlete who competes in the Olympic arena personifies the universal drive to explore the full extent of human potential. The ability of the Olympic Games to draw the world in its embrace has fuelled a global movement that transcends the field of play. It has spawned remarkable imitations such as the Paralympics, the Special Olympic Games, regional games, the fledgling International Olympic Committee (IOC) sponsored Youth Olympic Games and innovative sport and peace initiatives. However, as the Olympic Movement has grown in popularity so have the challenges that threaten to burden it as well as undermine all the valuable initiatives that it has inspired.

Therefore for those who manage, coach, organise and serve as leaders in sport, what obligations do they have in respect to athletes both during and post competition? Conversely what role should athletes play in this symbiotic relationship?

The first time a group of athletes was given an opportunity to partner with the IOC in identifying issues and creating strategies was in 1981 during the IOC Olympic Congress in Baden-Baden, Germany. The athletes addressed the following five issues:

- The first was a request that the IOC and its affiliated organisations establish a comprehensive testing and anti-doping programme with penalties, not only for athletes who cheat, but all those who were involved in the “evil” of this kind of enterprise.
- Secondly, eager to communicate with those who govern sport, the athletes called for proper representation in all sport governing bodies.

- As a third point, the athletes called for more inclusion of women as competitors and leaders. Indeed, at this time women were sorely underrepresented in the field of play and not one woman served as an IOC member.
- As a fourth point, the athletes addressed the topic of transparency in relation to the business of the Olympic Games.
- Finally, frustrated with a series of Olympic boycotts (especially the United States led boycott during the 1980 Moscow Games) the athletes condemned government interference in sport. Lord Sebastian Coe, who had won gold during the Moscow Olympic Games and had participated in the Games against the wishes of his government, was called upon to deliver the final presentation summary. Thomas Bach, currently an IOC Vice President, also provided valuable input.

The athletes proved they were a valuable asset in helping to set the agenda for the Olympic Movement. Although not every competitive athlete will devote the time necessary to get involved in governance issues, the experiment in Baden-Baden set in motion a comprehensive strategy that continues to be a work-in-progress. Indeed shortly after the Baden-Baden Congress the first woman was named to the IOC, an athletes' commission was established and additional women's events were added to the Olympic calendar.

However, in 1984 athletes were hostage once again to government intervention when the Soviets retaliated against the United States and called for a boycott of the 1984 Los Angeles Games. Fortunately there have been no boycotts since that time because a stronger Olympic Movement, with ties to the United Nations and powerful leaders worldwide, has deterred such action. There is finally a consensus that boycotts only hurt athletes. Therefore the ideas expressed in Baden-Baden and the greater synergy that has resulted since then has made the Olympic Movement stronger, wiser and more inclusive.

The core issue, which continues to challenge the sporting community, remains doping in sport. Organisations that oversee sport have a responsibility to enforce, educate and implement up-to-date, rigorous anti-doping programmes. To ensure renewed credibility in sport, athletes, in partnership with attendant organisations, have a duty to comply with doping mandates. Cheating cuts both ways. Those who have been denied a level playing field are victims as are those who have been force-fed illegal substances by trainers and coaches who have been pressured to produce winning results at any cost. The ugly side effects of drug use in sport can be measured by the price paid both psychologically and physically. Birth defects, cancer, depression, premature death and the loss of honour are the legacy of a sporting system gone wrong.



Therefore what lies ahead for athletes in the Olympic Movement? How can organisations serve them better and visa versa?

The first step in setting a renewed strategy is to identify important issues such as the exploitation of an athlete by a coach, trainer or organisation by way of demanding a portion of prize money in lieu of status on the national team; sexual, verbal or physical abuse of an athlete; over training; disordered eating; failure to help athletes make the transition after retirement from active competition to a profession; the role of the World Olympians Association; the obligation of rights holders and sponsors to cover and promote Olympic sports in between the Games; the emergence of super leagues and their impact on the Games; the scarcity of women in coaching, media and leadership positions; out of competition testing vis-à-vis an athlete's right to privacy; blood testing in sport; deciding whether cheaters should be rehabilitated or banned from the Olympic community.

The presence of an ombudsman in the Olympic village would offer a safe place for athletes to discuss issues, ask for help and/or to reveal worst practices.

It is also important to focus on the X games generation, high risk sport and computer games in order to assess how this will impact the popularity of traditional Olympic sports.

The following questions must be considered: Will the Youth Olympic Games truly inspire the next generation to embrace the Olympic Movement? By limiting the number of sports on the Olympic calendar, but guaranteeing 25 sports a permanent place, will the goal to modernise the Games be hamstrung? Are the criteria that are being used to judge the merit of a sport for future inclusion on the Olympic Programme realistic? Does the structure of the IOC work to the benefit of all interested parties in sport such as women, sports federations, "peace through sport" initiatives, sponsors and other multi sport organisations such as the Special Olympic Games and the Paralympics? In the future, can National Olympic Committees and International Federations respond to the emerging demands of the addition of multi-sport competitions, sessions and conferences? How can the Olympic Movement best utilise the valuable experience gained from former IOC members?

It is clear that athletes can, in partnership with leaders in the Olympic Movement help define a strategy for the future. Athlete inclusion has reaped tremendous rewards in identifying issues and in helping to nurture future leaders. The 2009 Olympic Congress in Copenhagen will offer the Olympic community a timely opportunity to evaluate what has worked in the past and how to approach a future full of challenges.

NENAD DIKIC

SRB – Olympic Committee of Serbia

SYSTÈME MÉDICAL DES FÉDÉRATIONS NATIONALES DE SERBIE

En novembre 2008, le gouvernement de Serbie a adopté une stratégie nationale de développement du sport pour la période 2009-2013. Le projet s'est appuyé sur les contrôles de dopage en Serbie, auxquels huit athlètes ont été contrôlés positifs. Cela représente 4,2% du total des 191 athlètes nationaux contrôlés en 2008.

L'étude avait plusieurs objectifs. Le premier visait à analyser la situation actuelle concernant les questions médicales et de dopage au sein des fédérations nationales en Serbie et le second consistait à analyser les problèmes quant à l'organisation médicale des fédérations nationales, en appliquant les normes mondiales et européennes de médecine et de dopage dans le sport.

Un total de 35 fédérations nationales ont pris part au projet. Tous les participants ont dû répondre aux quatre sections suivantes du questionnaire: 1) faits concernant les fédérations nationales; 2) organisation médicale au sein des fédérations nationales; 3) examens de la médecine du sport et 4) connaissances et aptitudes concernant le dopage dans le sport.

La situation dans les fédérations nationales de Serbie n'est pas appropriée. Les aspects les plus importants, tels que leur gestion générale et l'organisation de la lutte contre le dopage et le système médical, devraient être modifiés.

BACKGROUND

In November 2008, the Government of Serbia adopted a National Strategy for Sport Development from 2009 to 2013. Many problems have been identified, one of the most important pertain to medicine and doping in sport.

Much research has been done based on this strategy, with the issue of doping figuring prominently. The project was based on doping tests in Serbia, where 8 athletes tested positive. This represents 4.2% of the total 191 national athletes tested in 2008. Apart from these doping violations, an additional problem was raised during the course of the hearings, which brought attention to the poor medical organisation in Federations.



In reality, there is a common belief that Serbia is country of sport, with a good network of National Federations (NFs), organised for the benefits of all athletes, especially the elite ones. There are more than 80 NFs in Serbia. All NFs have a President and Secretary General, but the rest of the management structure is not same. Not all NFs have a technical, medical, referee or an anti-doping commission. But our special concern in this study was the NF's medical organisation. We believe that NFs should have the same kind of responsibility at the national level as International Federations (IFs) have towards National Olympic Committees (NOCs) and the International Olympic Committee (IOC).

OBJECTIVES

The study had a couple of objectives. The first was to analyse the current situation regarding medical and doping issues in NFs in Serbia and the second was to analyse problems regarding the medical organisation in NFs, applying European and World standards of medicine and doping in sport.

METHOD OF STUDY

A team of 12 medical doctors were organised to analyse the situation by filling up the questionnaire. A total of 35 NFs participated in this project. All participants were required to answer the following four sections of the questionnaire: 1) facts about the NFs; 2) medical organisation in the NFs; 3) sports medicine examinations; and 4) their knowledge and attitude to doping in sport.

RESULTS

On average, Serbian NFs are 50 years in age. The Cycling Federation of Serbia is 124 years old while the Serbian Federation for Rhythmic Gymnastics is just a year old. Federations are organised through 4,365 clubs, which averages to 132 clubs per federation. However, there are big differences in number. For instance there are more than 2,000 clubs in the Football Federation but only 5 clubs belonging to the Water-Ski Federation and Biathlon Federation of Serbia.

Only 4 Federations have separate women's clubs (handball, table tennis, wrestling and rhythmic gymnastics) and 20 of them have women's teams in mixed clubs. The total number of athletes is 250,000 (247,871 in 31 federations). Only 16 NFs have more than 1,000 athletes. A total of 25 NFs (75.8%) claimed to have a team doctor and only 13 (39.4%) have a medical commission. The majority of them are surgeons (44%). However, none of the team doctors are employees in NFs, and only 7 (21.2%) are earning some kind of salary.

Physiotherapists are present in 36.4% NFs, nutritional specialists in 12.1% and consultants in 24.2% NFs. The rest of the NFs (27.3%)

are temporarily using different medical consultants. 12% of NFs do not have sports medical examinations and 30% do not know what sports medical examination comprise.

Among 34 NFs, 25% do not have an Internet site and 47% do not have any information about doping or medicine. Only 24% (8 NFs) have a link to the Ministry of Youth and Sport and only 18% (5 NFs) have a link to the Anti-Doping Agency of Serbia (ADAS), which is a legal obligation. Only 18% (6 NFs) of the Internet sites have some kind of information about medicine, 45% (17 NFs) have some information about doping and 27% (9 NFs) have information about the NF's medical doctor or medical commission.

Twenty out of thirty-three federations (60.6%) have representatives in IFs. The highest number are found in the Basketball Federation (6 officials), then volleyball (3 officials) and the football and handball (2 officials each).

DISCUSSION

The thesis that Serbia is a sporting nation cannot be supported easily as only 4.6% of the population are competitive athletes, which when compared to Finland (14.6%) or Italy (10.6%) is much lower. The majority of Federations (80%) have less than 1,000 athletes, which means there is no proper distribution of certain sports. Participation of female athletes is present in track and field, handball, table tennis and rhythmic gymnastics. However, the medical system is poorly organised and are usually just names on paper.

In spite of this 75 NFs have a medical doctor and 39.7% a medical commission that have not organised a medical seminar in 12 months. If you add together the limited medical and doping data on the Internet sites of NFs, there are almost 50% without any information or with a limited illustration of the current situation.

Finally if only 47% of NFs organise pre-competition medical screening then the relationship between athletes, clubs and NFs is more difficult to explain. No more than 30% of NFs know what the medical screening comprises and an electrocardiogram (ECG) is performed in only 2/3 of cases, in spite of European recommendations that state an ECG examination is a standard. Only 10% of the NFs have a first aid set and any emergency plan.

It seems that the situation with doping is slightly more professional, probably because of the national anti-doping law which is Code compliant. But in spite of this 50% of NFs believe that the numbers of doping controls are low and just 9.1% are ready to finance doping controls.



CONCLUSION

The situation in the NFs of Serbia is not appropriate regarding medical and doping issues and also from a general point of view. It is necessary to bring these organisations in line with European and World standards and certain legal standards. The most important is the general management of the organisation and the organisation of the doping and medical system. To this end:

1. NFs with more than 10,000 athletes should have at least a medical commission with two members.
2. NFs with 1,000 and 10,000 athletes should have at least one medical doctor.
3. NFs with less than 1,000 athletes should have a medical doctor on call.
4. All medical doctors should be trained in Basic Life Support (BLS) and should have first aid facilities. The ones from the NFs with more than 10,000 athletes should have a defibrillator.
5. All elite athletes should be screened twice a year before competition.
6. NFs should finance doping control (at least 2% of their yearly budget) and they should provide regular whereabouts for Registered Testing Pool.
7. The Minister of Youth and Sport should stop financing NFs which do not comply with those recommendations.

Only in this kind of system will athletes be at the centre of the club, NFs and NOCs from a medical and doping point of view.

FRANK FREDERICKS

Commission du CIO • Commission des athlètes

LES RECOMMANDATIONS DU 4^E FORUM INTERNATIONAL DES ATHLÈTES

La contribution comprend les recommandations du 4^e Forum international des athlètes, tenu du 29 au 31 mai 2009 à Marrakech (Maroc).

ELITE ATHLETES

“What rights, roles and responsibilities do athletes have in relation to clubs, national and international federations and NOCs, as well as the sports events in which they participate?”

Working Group Recommendation:

- Athletes must be involved in the drafting of the rules and regulations that relay to competition and technical aspects established by all sporting organisations.

- Athletes have a central role to play in raising the profile of sport and recreation across communities. A clause which outlines this responsibility should be included in relevant athlete’s contracts with various sporting organisations and, where appropriate, governments.

ROLES AND RESPONSIBILITIES VIS-A-VIS ELITE ATHLETES

“In what areas do clubs, federations and NOCs have a responsibility towards elite athletes?”

“Should the areas of responsibility that clubs, federations and NOCs have towards athletes be more clearly defined?”

Working Group Recommendation:

- The autonomy of sports shall be fully adhered to and respected.
- Sporting organisations shall ensure that all athletes can compete on a level playing field through effective and impartial implementation of technical standards/equipment and judging.
- Transparent and enhanced dispute resolution mechanisms shall be in place at all levels of sports organisations.
- National Olympic Committees (NOCs), International Federations (IFs) and National Federations (NFs) shall develop tools and implement processes to communicate with athletes on a regular basis to ensure they are provided with the appropriate level of information to fulfil their obligations and pursue their careers.
- Athletes from all sports and countries should have access to an appropriate level of legal advice throughout all stages of their career. Where allegations of impropriety exist, athletes should not be excluded from similar support.
- The International Olympic Committee (IOC) and all relevant sport organisations should work together to take into account the current trend of overloading the competition schedule which can be detrimental to high performance athletes from a perspective of performance, health and commitment.
- A study should be commissioned to assess the impact of insurance on the participation of athletes in major events and review best practices in the field.

“Are elite athletes sufficiently represented within the management structures of clubs, federations and NOCs?”

**Working Group Recommendation :**

- Sporting organisations must provide opportunities for athletes to express their voice. In line with the IOC Athletes' Commission guidelines, Athletes' Commissions must have representation and voting rights within all relevant decision-making bodies of their organisation, including the Technical Committees, General Assembly and Executive Board.
- The Forum proposes an amendment to clause 29 1.3 of the Olympic Charter to define retired as opposed to active athletes as those athletes who have retired from sports at the latest by the end of the second Olympiad after the last Olympic Games in which they took part.
- NOCs must be encouraged to create Athletes' Commissions; such bodies to comply with the guidelines issued by the IOC.
- IFs, Continental Associations and National Federations must be encouraged to create Athletes' Commissions; such bodies to comply with the approved guidelines.

ELITE ATHLETES, AMATEUR ATHLETES AND INDIVIDUALS WHO PARTICIPATE IN SPORT AND PHYSICAL ACTIVITY (SPORT FOR ALL)

“What are the roles and responsibilities towards individuals who participate in sport and physical activity?”

Working Group Recommendation :

- To ensure increased participation in all sports and physical recreation and promote health, governments should collaborate with sporting organisations to allow for sporting activities to have a prominent place in schools.

COMMUNICATION BETWEEN ATHLETES

“How can communication between athletes be improved?”

Working Group Recommendation :

- NOCs and IFs should ensure that the information provided is made available to all athletes. Effectiveness of these measures should be reviewed at every NOC and IF meeting.
- Higher priority should be attached to developing user-friendly and accessible channels for athletes and athlete bodies to disseminate and share information.

PETR HRUBEC

CZE – Czech Olympic Committee

**CHANGER LE PROCESSUS D'ÉLECTION
À LA COMMISSION DES ATHLÈTES DU CIO**

Les élections à la commission des athlètes du Comité International Olympique (CIO) à Beijing reposaient sur des pratiques inéquitables par des athlètes qui ont par la suite été élus à cet organe. C'est pourquoi nous proposons que les membres de la commission des athlètes du CIO soient élus par le biais du principe « un Comité National Olympique (CNO), une voix ».

The summer election of athletes to the International Olympic Committee (IOC) Athletes' Commission in Beijing was based on some unfair practices by the athletes who were subsequently elected to this body.

- Even though some chosen candidates were no longer participating in the Olympic Games, they had access to the Olympic village and were able to lobby for their election in the village itself.
- Active sports people who were preparing for their performance at the Olympic Games were completely unable to compete with inactive athletes in their “pre-election campaign” efforts and were therefore the victims of discrimination.
- Some candidates ran for office in pairs and were able to help each other in terms of the number of votes they received.
- Candidates from small countries such as Slovakia, which had around 60 athletes at the Games, were seriously disadvantaged in comparison with candidates from large countries such as the USA, Germany, China and Russia.

For these reasons, we propose that members of the IOC Athletes' Commission are elected through a “one NOC, one vote” policy.

This proposal was approved by the Executive Committee of the Czech Olympic Committee on 10 December 2008.



TONE JAGODIC

SLO – Olympic Committee of Slovenia Association of Sports Federations

LES RELATIONS ENTRE ATHLÈTES, CNO ET AUTRES PARTENAIRES

Lorsque les athlètes se préparent à de grandes compétitions internationales, ils entament des rapports de nature juridique avec différents partenaires. Un athlète est lié à un club sportif, à une fédération nationale, à une Fédération Internationale (FI), à un Comité National Olympique (CNO), au Comité International Olympique (CIO) et aux sponsors. Il existe différents modèles et façons d'aborder le conflit d'intérêts commerciaux entre acteurs en présence lors de la préparation des Jeux Olympiques. Cette contribution examine en détail ces divers modèles.

INTRODUCTION

When athletes prepare for big international competitions, they are engaged in legal relations with different partners. An athlete is connected to a sport club, a National and International Federation, a National Olympic Committee (NOC), the International Olympic Committee (IOC) and sponsors. As René Fasel [1] has underscored, a professional athlete has loyalties to his sport, club, national team, fans, agent, sponsors and players union. This can create problems if relations among these constituents are not clearly defined. If an athlete wants to take part in international sports competitions, they become part of different sport systems and have to follow particular obligations.

EXAMPLES OF NOC "OLYMPIC GAMES CONTRACTS"

There are different models and ways to tackle the conflict of commercial interests among different actors during preparations for the Olympic Games. NOCs seeking to establish proper relations with a Federation and an athlete, usually sign an agreement during the preparation of the Games. [2] In some cases, the NOC signs a separate contract with the Federation and an athlete. This is common practice in Great Britain, Norway, The Netherlands and Belgium for instance. In the case of the Belgian NOC, the Federation receives a copy of the signed agreement between a NOC and an athlete.

Alternatively all parties can be included in the same contract – a tripartite agreement – that outlines the rights and obligations of a NOC, National Federation and an athlete. This practice is commonplace with the NOCs in Latvia and Slovenia for example.

The basic criteria of a contract are set by the NOC and are based on the athletes' sport results. After signing the contract an athlete gets the status of an Olympic candidate or a member of an Olympic team.

This status brings certain rights and obligations. The NOC of Slovenia, for example, signs a tripartite contract in which, during the preparation period, an athlete is entitled to get special rights, such as logistical support; financial support via their national federation; pocket money in the form of scholarships or funding; health care and special health insurance; training at the National Institute for Sport; consultations in legal and marketing matters. During the competition period, an athlete is entitled to clothing and equipment; transportation; accommodation and accreditation; medical and physical therapeutic care; lawyers costs for possible legal procedures; pocket money and prize money if the athlete wins a medal in their event.

On the other hand an athlete is obliged to respect the IOC's and NOC's rules; sign the Olympic declaration which includes the IOC's eligibility code; make every effort to achieve the best possible result; follow the instructions of a team leader; respect fair and decent behaviour towards the Olympic team, the NOC and sponsors; obey anti-doping rules and ignore attempts at doping. Similar obligations and rights are also stipulated in contracts between other NOCs and their athletes.

COMMERCIAL OBLIGATIONS OF AN ATHLETE

The NOC usually signs a contract with athletes preparing for the Olympic Games from a commercial viewpoint. Regarding relations with their sponsors, an athlete is obliged to respect the IOC rules on advertising. The athlete is expected to inform the NOC about their personal sponsors; wear official Olympic clothes; allow the NOC's sponsors to use their image for promotional purposes; follow the instructions of medal ceremonies protocol and fulfil other common obligations. If an athlete does not respect these rules it is the NOC, which is under pressure from its sponsors to react properly so as not to harm its own position.

It is obvious that Rule 41 of the Olympic Charter is very strict. Except in cases permitted by the IOC Executive Board no competitor, coach, trainer or official who participates in the Olympic Games may allow his person, name, picture or sports performance to be used for advertising purposes during the Olympic Games. [3] The commercial use of an athlete's image during the Games may only be made in a congratulatory or generic manner. Such communications may not refer directly to the use of any product or service that enhances performance when practicing or competing in sport and may not refer to the competitor's performance at the Games, except when congratulatory in nature. At no time can the use of an athlete's name, image or likeness be used to make reference to the official product of the athlete. Reference to the athlete's biography may be used in a factual manner. An athlete must appear dressed in either his or her National Team uniform, past Games National Olympic team uniforms or in generic, unbranded clothing. Athletes may not be dressed in a uniform that is branded with the sponsor's trademarks or any other commercial mark other than the approved manufacturer trademark. [4]



CONCLUSION

All these different rights may conflict with each other. The rights to an athlete's image, for example, are their own personal rights on the one hand and the intellectual property rights of sporting organisations on another. The IOC's rights over the Olympic image are grounded in the Nairobi treaty on the protection of the Olympic symbol. [5]

In practice, the NOCs of Great Britain, The Netherlands and Belgium implicitly regulate the transfer of image (portrait) rights for use by a NOC during the Games. Without an athlete's permission it would not be possible to commercially exploit his/her image, nor would a NOC be able to use an athlete's image for the commercial purposes of its sponsors.

REFERENCES

- [1] Presentation by Rene Fasel, "Who owns the ice hockey players?", *EOC Technical seminar*, Ljubljana, October 2005.
- [2] During the EOC Technical seminar in October 2005 in Ljubljana entitled "Who owns the athlete?", the NOCs of Great Britain, The Netherlands, Belgium, Latvia, Norway and Slovenia presented their models of contracts with the National Federations and athletes.
- [3] Rule 41, Bye-Law to paragraph 3 of the *Olympic Charter*.
- [4] Presentation by IOC Managing Director Timo Lumme, "Changes and Challenges within the Olympic Market", *EOC Technical seminar*, Ljubljana, October 2005.
- [5] *Nairobi Treaty on the Protection of the Olympic Symbol*, Nairobi, 26 Sept. 1981.

KEITH JOSEPH

VIN – The St Vincent and the Grenadines National Olympic Committee

LES DIFFICULTÉS RENCONTRÉES PAR LES PETITS CNO

Bien souvent les athlètes basés à l'étranger n'appartiennent pas à un club de leur pays, si tant est qu'ils soient même membres d'un club. Les meilleurs sont encouragés par leur entraîneur étranger à devenir professionnels.

Dans ce cas, il arrive que l'athlète intègre le club professionnel de son entraîneur et de son équipe de dirigeants. Ces clubs ne sont pas officiellement affiliés à une fédération nationale. Les Fédérations Internationales (FI) les acceptent sans insister nécessairement sur le fait qu'ils doivent être liés d'une certaine façon à une fédération nationale.

Les Comités Nationaux Olympiques (CNO) peuvent uniquement exercer un certain contrôle sur les athlètes lorsqu'il s'agit des Jeux Olympiques ou des Jeux régionaux ou continentaux

homologués par le Comité International Olympique (CIO). Aussi les CNO sont-ils à la merci de l'athlète et de son organisation professionnelle au lieu d'entretenir une relation constructive avec les fédérations nationales.

The athletes are the core of sport. Sport is for and about athletes. It is unfortunate, however, that we do not always get the impression that the athletes are treated in a manner consistent with the central role that they play in sport.

STRUCTURE & RELATIONSHIPS

It is generally held that the structure of sport begins with athletes who are encouraged to participate first at the level of the school before going on to join clubs. These clubs must affiliate with the national federation, which itself must be affiliated to its international federation and the National Olympic Committee (NOC). This structure exists for the most part but the relationships are not always what they should be.

In a situation where the athletes are home-based and/or not yet professional there are no real problems in terms of the harmonious nature of the relationships between the various institutions.

Where the athlete is based abroad, however, there are many problems in terms of relationships. In such circumstances the athlete does not belong to a club that is of his nation, if he belongs to any club at all. In such a situation it is the national federation that seeks to maintain a relationship. This is the case with many athletes from developing countries that are attending colleges abroad, especially in the USA.

The athletes are involved in the collegiate competition system and that becomes their first priority if they are to maintain their scholarship status. Given that in some sports there are indoor and outdoor collegiate competitions these athletes emerge from the season particularly tired and may well wish to opt out of national representation altogether for the particular year or agree to represent the home country only to be too tired to give their best. In such situations the National Olympic Committee can do little to effect change.

It is only when the athlete completes college that he is available to the national federation on a more consistent basis. But there exists another problem. Many of these athletes do not return home. The better athletes are encouraged by their coaches abroad to turn professional.

Where this occurs the athlete may become a member of the professional club of the coach and his management team. In such cases the nature of the relationship undergoes further change. The professional outfit is not a traditional club and does not have any formal membership with the national federation nor does it wish to be affiliated.



Given the growing strength of these professional groupings international federations have accepted them without necessarily insisting on them having a particular type of relationship with the national federation. National federations then find themselves caught in a vicious cycle in which they do not wish to hinder the professional development of the athlete but increasingly, rather than being able to deal with a club affiliate, they have to deal with a professional management team that challenges the organisation in respect of the availability of the athlete to compete for the nation. Instead the athlete's priority now becomes participation at professional events, which is at times at the expense of his fitness and availability to national federations.

NOCs can only exercise some measure of control over athletes where the Olympic Games and International Olympic Committee (IOC)-sanctioned continental or regional Games are concerned. The availability of athletes should, properly speaking, be the responsibility of the athlete in tandem with the national federation. The NOC does not enter into relationships directly with the athletes but instead works with and through the national federation. If the latter organisation has to await word from a professional outfit it means that the representation of the very best athletes is never certain.

The point being made here is that the athlete who excels is increasingly operating outside the ambit of the national federation in terms of a relationship of some substance and continuity. The national federation is today less in control of the athlete who turns professional and there exists remarkable tension between the two. NOCs by extension are therefore at the mercy of the athlete and his professional organisation rather than in any sort of meaningful relationship with the national federation.

In developing countries NOCs and national federations have a relationship only insofar as potentially good, home-based athletes, who are not yet professionals, are concerned.

NOUR EL HOUDA KARFOUL

SYR – Syrian Olympic Committee

LES ATHLÈTES

Pays développés et pays en développement voient la victoire différemment. Souvent, dans les pays en développement, le succès d'un champion ou d'une championne olympique est considéré comme une récompense pour les souffrances, la frustration et l'oppression du pays. En effet, dans certains pays en développement, des athlètes d'élite souffrent grandement. Comment les fédérations nationales et les Comités Nationaux Olympiques (CNO) peuvent-ils aider ces athlètes à mettre à profit leur victoire pour un résultat encore plus positif ? Quels sont les devoirs et les obligations des athlètes envers leurs fédérations nationales et leurs CNO ?

Developed and developing countries view victory, differently. Often, in developing countries the success of a male or female champion athlete is seen as recompense for the country's suffering, frustration and oppression. Indeed, in some developing countries elite athletes (champions) suffer greatly. This issue is related to the economic, social and cultural situation as well as the general awareness level.

Often, the sport and education systems of developing countries are not integrated. As a result a number of elite athletes do not complete their studies and most remain in the country's middle to low social strata. Unfortunately, as their main objective is winning there is no positive investment in developing victory at all levels. These individuals are not prepared to become all-round champions.

How can National Federations (NFs) and National Olympic Committees (NOCs) help these athletes use their victory to achieve a greater positive outcome? What are the elite athletes' duties and obligations towards their NFs and NOCs?

Many developing countries, including Syria, have lost track of many male and female champions, sometimes soon after their victories. I propose carrying out analytical studies that take into consideration all the social, psychological, economic and sporting aspects of an athlete's life. In this way NOCs and NFs can help contribute to the continuity of an athlete's performance.

With the expensive costs of managing an Olympic champion and the lack of financial resources we, in the developing countries, feel pessimistic about the opportunities available to our athletes in the future.



ROBERT MILROY

BWF – Badminton World Federation

L'HISTOIRE DE LA COMMISSION DES ATHLÈTES DE BADMINTON

Cette contribution passe en revue la manière dont la commission des athlètes de la Badminton World Federation a été créée ainsi que son impact sur la vie professionnelle des athlètes.

In the summer of 2004, I travelled to Lausanne for the second International IOC Athletes' Forum.

As the recently appointed President of the Badminton Players, I was uncertain as to what an Athletes' Commission was suppose to do, let alone what effect it could have on my sport.

Over three days, I was inspired by some of the most amazing people I had ever met and as my plane flew back to Copenhagen, I sat dreaming of ways to realise an effective Athletes' Commission that would place the voice of the athletes at the centre of Badminton.

I would not have to wait long for the perfect opportunity.

EQUAL PRIZE MONEY

My first competition, following the Lausanne Forum, was hosted by a country in which it is illegal for men and women to compete in the same venue.

For Badminton, that meant our mixed doubles event had to be cancelled.

Filled with residual passion from the Athletes' Forum and with Vice-President Pedro Yang beside me, we confronted the tournament organisers, to demand change and equality on behalf of the players.

In the course of that (mostly) civil discussion, the organisers pointed out that the Badminton World Federation (BWF) had maintained a policy of unequal prize money in favour of men, since it was founded in the 1970s.

The organisers argued that it was hypocritical of us to berate them for an extension of a 20-year old policy that would be in place for 20 years more!

It was less than an hour later that Pedro and I were planning a strategy for change.

We would take the issue straight to the BWF Council and try to make an end-run before they had a chance to debate.

However, our maverick tactics met with instant failure as the Council was hopelessly divided and it was apparent that much more work had to be done before any consensus could be reached.

As I began to question whether this project was realistic, Badminton's President, Dr. Kang Young Joong, unexpectedly announced that should the players present a unified voice on the issue, he would do everything in his power to implement this righteous ideal.

So there it was.

The gauntlet had been thrown down and it became the responsibility of the athletes to pick it up.

Now it was time to work.

300 ARGUMENTS

The Badminton Players Federation consists of about 300 members, of whom half are women.

As in most Olympic sports, the athletes are not major money earners, despite their living a life of absolute dedication to their sport.

Convincing 150 men to give up a small portion of their minimal funds they earned was not an easy task and in those cases, where an individual came from a more "traditional" culture, the arguments often became contentious and personal.

The women posed a different challenge.

All would quickly agree that parity in pay was necessary but few were thrilled about taking a public stand on the issue. They preferred others to "take care of the politics" so that they could focus on their badminton. It took six months and a phone bill that no one should ever have to witness but in March of 2006, the Badminton Players Annual General Meeting (AGM) passed a unanimous vote in favour of equal prize money between the genders.

UNEXPECTED ALLIES

As promised, our President went to war on behalf of the athletes, challenging 25 years of traditional policy. Perhaps the most beautiful aspect of this time was our discovery at how many friends the athletes had in the Olympic movement.

We could always count on the Lausanne office for support and guidance, while the IOC Athletes' Commission proved a decisive ally in Badminton's struggle.



Whenever hope seemed to dim, an IOC member or administrator would appear and offer the perfect advice, allowing us to take that next step and to keep fighting.

In January 2008, The BWF Council, led by President Kang, voted unanimously to adopt a policy of equal prize money for men and women, ending 20 years of unjust policy towards women.

This marked one of the few policy changes in the Olympic Movement, initiated by an athlete body, proving the power and effect that an Athletes' Commission can have when organised and motivated.

TRANSFORMATION

Since that time, the Badminton athletes have taken a central role in the progression of our sport.

In 2008, we were officially recognised by the BWF as an Athletes' Commission with full voting rights on council and an operating budget twenty times that of our past structure.

Beijing saw the first two athletes elected to our newly formed commission and also saw Pedro Yang secure a place on the IOC Athletes' Commission, following a successful campaign.

The sport of badminton is today forever transformed.

The athletes hope for an ever greater voice in our sport.

The fans hope that their beloved game continues to grow and inspire.

The developing nations hope to produce world-class players.

The administration hopes to be part of the Olympic Games for decades to come.

We hope.

The philosophy of the Olympic Movement challenges us to go higher, faster and stronger into our future.

The athletes of Badminton stood upon this foundation and our sport was swept forward.

We thank everyone who stood by us on this journey and hope we made you proud.

DENIS OSWALD

Organisation reconnue

ASOIF – Association des Fédérations Internationales des sports olympiques d'été

NATIONALITÉ DANS LE SPORT

L'admission aux compétitions sportives repose essentiellement sur la nationalité de l'athlète. Or, ce système fait actuellement l'objet d'abus. De nombreux changements de nationalité ont lieu car des athlètes sont sollicités par des pays qui souhaitent, par exemple, utiliser leurs talents sportifs pour devenir plus compétitifs sur la scène sportive internationale. Ces athlètes changent de nationalité en quelques jours seulement et reçoivent une importante rémunération, équivalant à des gains à vie.

Si nombre d'experts ont conclu que pour des raisons de représentation, d'identification ainsi que pour l'entraînement, il est nécessaire d'être rattaché à un pays, cette contribution propose une solution qui serait totalement distincte de la nationalité traditionnelle, sans perdre la notion d'appartenance nationale. Il s'agirait de la « nationalité olympique » ou, mieux encore, de « l'appartenance olympique », ce qui représenterait un système plus juste et plus équitable concernant la participation des athlètes.

Admission to sporting competitions is based primarily on an athlete's nationality. An athlete must be a national of a given country in order to represent it at major international events. It goes without saying that this requirement also applies to being part of a national team.

Twenty or thirty years ago this rule was satisfactory as athletes rarely changed nationality and, if they did, it was for entirely legitimate reasons, such as marriage.

Nevertheless, the situation has changed.

This situation is problematic for a number of reasons:

1. It is first and foremost an ethical issue, which involves treating athletes like a commodity that can be acquired for a certain price;
2. It raises problems of identification for nationals of the countries concerned and the public in general;
3. It discourages investment in sport training and development in the athlete's country of origin;
4. Richer countries have an advantage over poorer countries;
5. There is often unfair treatment of athletes depending on the new country for which they wish to compete, which sometimes involves long waiting periods.



A number of experts have already looked into these issues, in particular, whether it is possible to set aside the notion of nationality in order to regulate the admission of athletes to events. All these studies concluded that absolute freedom of participation would create distortions and unacceptable excesses. In addition, for reasons of representation and identification, as well as the promotion of training, it is necessary to be attached to a country.

National laws and practices regarding the acquisition of nationality vary greatly from one country to another. Depending on the nationality they wish to acquire, this can result in unacceptable treatment of athletes:

1. In some cases, acquiring nationality is too easy and takes very little time. This can harm sporting equality, the recognition of national training investments and the principle of athlete representation.
2. In others, it is too long and full of pitfalls. This could consequently prevent athletes from taking part in competitions for a long period of time or even – as athletic careers are often brief – cause them to give up a sport.

In order to better control the situation and reduce these inequalities certain Federations have introduced the notion of “sporting nationality”. This is based on state nationality but adds a number of elements such as the length of time an athlete is expected to reside in the country they wish to represent.

This residence criterion is difficult to apply and verify. In addition, it does not resolve the problem of athletes who wish to immigrate to a country that imposes a long waiting time before granting nationality. Finally, the fact that sporting nationality imposes restrictions on state nationality also presents delicate legal problems in that athletes are unable to enjoy all the attributes of their new nationality.

We would therefore like to propose a solution that would be totally separate from state nationality, without losing the notion of national belonging. This would be known as “Olympic nationality” or, even better, “Olympic membership”. All athletes wishing to participate in competitions (even, and above all, as juniors) should register first with the National Olympic Committee (NOC) of their country of residence, regardless of their nationality. They would thus acquire “Olympic nationality” from the NOC in question and participate in competitions under this nationality. They would be able to take part in events only under this nationality, which would feature in a central database.

In order to change their Olympic nationality, athletes would have to announce their “departure” to their NOC. Such a departure would feature in the central database and athletes would register with a new NOC. They would have to wait two years after having registered with their new NOC before being able to take part in competitions under

their new Olympic nationality. They would obviously no longer be able to take part in events under their former Olympic nationality during this period, regardless of the level of such events. This waiting time must be irreducible in order to prevent rich countries from encouraging poor countries to cut short this waiting time, which would jeopardise the entire system. One might also consider requiring the host country to pay compensation to the country of origin for training and resource investment in accordance with the level of the athlete concerned.

Such a system would effectively resolve current issues linked to changes in nationality. In any case it would ensure equal treatment among all athletes, regardless of their nationality. It would also encourage athletes not to change nationalities without giving the matter proper consideration. Moreover, this new system would involve a pure sporting notion of qualification for competitions (Olympic Membership). This would make it possible to avoid the legal restrictions linked to state nationality, which involves a number of rights that are difficult to challenge. But for the system to work all the International Federations and the International Olympic Committee (IOC) would need to be in agreement that this “Olympic nationality” or “Olympic membership” would have to become the recognised requirement applied by everyone.

ANA LUIZA PINHEIRO

BRA – Comité Olímpico Brasileiro

CRÉER DES RELATIONS PLUS STABLES ET PRÉVISIBLES

Quelle que soit la structure sportive de chaque pays, un problème commun à presque tous les Comités Nationaux Olympiques (CNO) est la limite de leur autorité, de leurs droits et de leurs devoirs à l'égard des diverses composantes de cette structure.

En l'absence de règles claires et précises à cet égard, et en se fiant uniquement aux indications génériques et conceptuelles de la Charte olympique, les membres du Mouvement olympique sont incités à créer leurs propres règles. Cela entraîne souvent des conflits, des chevauchements de responsabilités et des incertitudes judiciaires, ce qui affaiblit la relation entre eux.

Il faut améliorer le cadre réglementaire relatif aux rôles et responsabilités des athlètes et de chaque entité sportive (Fédérations Internationales (FI), CNO, fédérations nationales et clubs), afin de maintenir l'équilibre nécessaire entre eux et de veiller à la protection de leurs intérêts ainsi qu'au développement harmonieux du Mouvement olympique.



In order to achieve the objectives stated in Rule 28.1 of the Olympic Charter, each National Olympic Committee (NOC) is responsible for preparing its statutes. In this way its powers and authority are clear and explicit, as well as its manner of relating to the government in its respective country and to other elements of the domestic and international sports structure.

Despite all these provisions, there are frequent controversies involving the release of athletes to participate in the Olympic Games, the display of sponsors' and suppliers' logos on official uniforms, and the use of athletes' images that are caused by gaps and loopholes in regulations and in the Olympic Charter.

What may often be noted is the use of these gaps and loopholes as arguments for "legal pressure". In other words, this is the use of legal instruments (in accordance with the juridical and judicial rules of each country) to force a member of the Olympic Movement, or even sponsors and sports equipment suppliers, to adopt measures that do not respect the authority established in the Olympic Charter, or that have no link with the applicable sporting regulations.

This "legal pressure", explicitly rejected by the Olympic Charter in Rule 28.6, distorts reality and causes a problematic imbalance among the diverse forces acting in the Olympic context. It weakens the Olympic Movement itself and leads to the deterioration of the relationship among athletes, clubs, Federations and NOCs.

In order to impede the advance of this undesirable practice, we believe there is a need for clearer rules that lay the foundations for relationships among the varied members of the Olympic Movement. This would help prevent imbalances and definitively clarify rights and obligations that are currently controversial.

Therefore, of great importance to the Olympic Movement would be a unified and clear rule concerning the relationship of the National Federations, clubs and NOCs with elite, professional, non-professional and amateur athletes (whose definitions are found, from time to time, in the regulations of the diverse International Federations, but not always with the same content). The innumerable problems of interpretation of the different rules, allied to the different legislative contexts of each country, leads to the exercise of "legal pressure" that threatens the very autonomy of the Olympic Movement.

It is important to emphasise that, for the clubs and NOCs that are concerned with different sports, standardising the treatment of the different categories of athletes is essential to the effective conduct of the organisations' activities and the fulfilment of their obligations to their own athletes. This includes the contracting of insurance, contributions towards costs, and the possibility of retirement via the public social security system.

It is necessary to have a clear division of responsibilities among NOCs, National Federations, clubs and athletes, concerning the treatment of the athletes. This should be mandatory for the fulfilment of the statutory duties towards athletes by National Federations, clubs and especially the NOCs.

A good example of the above is the release of athletes to take part in regional, continental or global multi-sports competitions sponsored by the International Olympic Committee (IOC).

In conformity with each International Federation's rules and regulations, the athletes (who are almost always contracted by clubs) are elected by the National Federations to take part in these competitions. However, it is the NOCs that have guaranteed access to their athletes and exclusive authority in terms of representing their respective countries, in accordance with Rule 28.3 of the Olympic Charter.

Nevertheless, the general rules stipulated by the International Federations generally do not cover the relationships with the NOCs (that will lead their respective athletes as part of the national delegation) but only the duties of the NOCs concerning insurance, for instance. However, the possible disputes between clubs, national and International Federations almost always directly affect the NOCs. Consequently, the Organising Committees of the various competitions are obliged to modify logistics, schedules and organisational plans due to the non-participation of athletes already confirmed but prevented, at the last minute, from joining their national delegations.

The lack of a single procedure to be followed by the whole Olympic Movement implies the possibility of damaged relationships between the NOCs, clubs, the National and International Federations, as well as discontent of the athletes themselves who have to live with the uncertainty of being released, or not, to take part in those regional, continental or global multi-sports competitions sponsored by the IOC.

This is why we strongly believe that the standardisation of the treatment of elite, professional, non-professional and amateur athletes could be the beginning of the solution and for this reason must be explicitly stated in the Olympic Charter. This would ensure a better definition of the rights, obligations and responsibilities of athletes and sports entities with whom they relate, as well as the correct and peaceful fulfilment of the obligations of NOCs.

The clear and standardised definition of the limits of responsibility of NOCs (in terms of releasing athletes to participate in regional, continental or multi-sports global competitions sponsored by the IOC) as well as the creation of a procedure that excludes the possibility of holding the NOCs to blame (in cases of dispute between the clubs, national and international federations due to the release, or non-release, of athletes to participate in



those competitions) would also be of great importance to the Organising Committees so that they are not surprised with last-minute changes.

In so doing, athletes, clubs, federations and NOCs would certainly enjoy stable and predictable conditions in which to perform.

ALEXANDER POPOV

Commission du CIO • Commission des athlètes

RELATIONS ENTRE LES ATHLÈTES, LES CLUBS, LES FÉDÉRATIONS ET LES CNO

Les responsabilités des athlètes sont bien connues et bien pensées. Toutefois, lorsqu'il y a un problème, c'est souvent l'athlète qui est montré du doigt et toutes les autres parties concernées déchargées de leurs responsabilités. Le Comité International Olympique (CIO) doit recommander aux Comités Nationaux Olympiques (CNO) et aux fédérations nationales que toutes les personnes concernées par l'entraînement ou la compétition aient les mêmes responsabilités.

Ce problème pourrait être résolu en appliquant le Code d'éthique aux athlètes, ce qui leur donnerait des indications quant à la manière de se comporter dans une situation particulière et les aiderait à savoir comment gérer efficacement les journalistes et autres représentants des médias. Un code d'éthique similaire devrait être rédigé pour les fédérations nationales, les CNO et les Fédérations Internationales (FI).

The relationship among athletes, clubs, federations and National Olympic Committees (NOCs) is very important and will always be a hot subject. The responsibilities of athletes are well documented and have been given careful thought. However, when there is a problem it is often the athlete who receives the blame and all other concerned parties are absolved of their responsibilities.

However, when there is a successful result, the officials from NOCs and National Federations (NFs) are the first to declare this and underscore their role in the preparations for the competition. But in cases where an athlete stands accused of doping or is disqualified from competition, for example, the support and help of the NOC and NF is not forthcoming. At a time when an athlete needs the most support, he or she is left alone to face the issue one-on-one with the media and journalists.

The International Olympic Committee (IOC) must recommend to the NOCs and NFs that everyone involved in the process of training or competition should have equal responsibility.

This could be resolved by implementing the Code of Ethics for athletes, which would give them guidelines on ways to behave in a particular situation and would help them learn how to handle media and journalists, effectively. A similar Code of Ethics should be written for the NFs, NOCs, and International Federations.

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

LA RELATION ENTRE LE MOUVEMENT OLYMPIQUE ET SES PARTIES PRENANTES

Dans un monde parfait, le sport n'aurait pas besoin d'administrateurs ou d'arbitres, ni de règlements et de sanctions. Malheureusement, nous ne vivons pas dans un monde parfait.

Nous disposons d'un système avancé de découverte, de recrutement, d'éducation et d'amélioration des performances des athlètes, arbitres et entraîneurs. Toutefois, nous n'avons pas de système similaire en place pour les administrateurs qui, en fin de compte, jouent un rôle fondamental sur le terrain.

Le haut niveau de structure de gestion du Comité International Olympique (CIO) pourrait fournir aux Comités Nationaux Olympiques (CNO) une excellente source d'outils administratifs. Les tâches administratives associées aux Jeux Olympiques sont similaires à la mise en place d'autres projets, qui nécessitent des outils avancés de comparaison ou de tableaux de bord opérationnels.

In a perfect world, sport would not need administrators and referees, or regulations and sanctions. Unfortunately we do not live in a perfect world.

We have an advanced system of finding, recruiting, educating and enhancing the performance of athletes, referees and coaches. However, we do not have a similar system in place for administrators who, at the end of the day, play a fundamental role in the field.

Perhaps we should occasionally reverse our pyramidal structure to give all concerned a different perspective on the various jobs in the field. It could prove useful, for example, for athletes to carry out some volunteer tasks, coaches to preside over events instead of referees or to engage International Olympic Committee (IOC) and National Olympic Committee (NOC) top executives in basic administrative work for a day.

The high level management structure of the International Olympic Committee (IOC) could provide National Olympic Committees (NOCs) with



an excellent source of administrative tools. The administrative tasks associated with the Olympic Games are similar to the implementation of other projects, which require advanced tools of benchmarking or operational dashboards.

We should:

1. Find a proper balance between the executive and political powers of sport.
2. Emphasise sustainable administrative development for NOCs, in terms of providing incentives to “develop” rather than just “finding” administrators. It is important that administrators and volunteers are included on meeting-agendas.
3. Launch a comprehensive and continuous analytical programme to have a clearer picture of the 205 NOCs (i.e. create an “Olympic Map”), which would allow us to detect problems and challenges and find solutions or provide assistance where necessary. This should include:
 - Compiling best practice procedures for data intelligence;
 - Transferring knowledge between NOCs;
 - Improving the skills of administrators;
 - Increasing universality and Olympic awareness worldwide;
 - Influencing progressive changes that benefit Olympism.

KOK CHI SIEH

MAS – Olympic Council of Malaysia

PROTÉGER LES DROITS DES ATHLÈTES

En tant qu'individus, les athlètes jouissent de droits fondamentaux. Ils sont placés sous l'autorité des clubs, des fédérations et des Comités Nationaux Olympiques (CNO) uniquement lorsqu'ils sont sélectionnés pour représenter ces entités sportives. Les athlètes ont le droit de s'entraîner seuls, pour autant qu'ils n'acceptent pas de subventions de la part de leur club, fédération ou CNO. Cela étant, ils ont le droit d'être sélectionnés sur la base de leurs qualités même s'ils décident de s'entraîner seuls.

Les athlètes pratiquant des sports qui ont une valeur marchande, comme le football, le golf ou le tennis, bénéficient d'une protection adéquate de leurs droits, les Fédérations Internationales (FI) et les associations de joueurs professionnels dont ils dépendent disposant de moyens et de mécanismes pour les défendre. Ce sont les athlètes pratiquant des sports de moindre valeur

marchande qui sont souvent exploités au nom du nationalisme et du patriotisme. Ces athlètes doivent être protégés, aussi le Comité International Olympique (CIO) et les FI devraient-ils fournir des accords types pour défendre leurs droits, en particulier s'agissant des fonds versés pour leur entraînement afin que les CNO et les fédérations nationales puissent les utiliser sur leurs territoires respectifs.

Most developing countries do not have a strong club structure. Over three decades ago, athletes, except those competing in team sports, such as football, were very much left on their own. The athletes trained on their own and there was little financial support from the government, clubs, Federations and their National Olympic Committees (NOCs) for their training and equipment. Financial support was in the form of funding for competitions.

As such, athletes are independent and they only came under the jurisdiction of their teams, clubs, Federations and NOCs, when they are selected to compete. This is because athletes do not have the right to submit entries on their own, as it is their teams, clubs, Federations and the NOCs and not them who are affiliated with the governing organisations of their respective sports. Without the teams, clubs, Federations and the NOCs endorsing their entries, the athletes will not be able to compete in national and international competitions organised by the National Federations and the International Federations (IFs).

It is during the time of selection for international competitions that National Federations sometimes attempt to control, threaten and abuse the rights of the athletes.

All the athletes were amateur, i.e. they worked for their living and trained and competed after office hours, during their spare time. As such they really did not require any financial support from their teams, clubs, Federations and the NOCs, unless the sports they were involved in, such as football, were very rich.

However, with sports becoming more glamorous and commercialised, governments and politicians were the first to attempt to control elite athletes for political benefits. They use training subsidies to entice and entrap athletes, especially young athletes. Often the athletes are made to sign one-sided agreements, whereby their rights are taken over by the fund providers. While the provision of funds to train and prepare athletes for high level competitions are a necessity, unfortunately, the provision of funds are tied to results and once the athletes fail to fulfil their targets, they are dropped like hot potatoes, without any consideration for their future.

For sports and athletes in sports that have commercial value, such as football, golf or tennis the question of athletes' rights is not so serious,



as the International Federations of these sports and the Professional Players Associations have avenues and procedures to protect them.

Unfortunately, it is athletes in sports that have no commercial values, but are used for political propaganda under the guise of nationalism and patriotism, who need protection. Athletes in such sports, often from rural areas with little or no education, are made to train without any consideration for their future after competition or when they are injured. The International Federations and National Federations of these sports are also financially and ethically weak and so do not pay the same attention to the welfare of their athletes as the Federations of the high value sports.

The clubs and the NOCs are also too weak to do much to protect the athletes, as they claim that the athletes signed the agreement, willingly. In the face of strong financial pressure, it is difficult to resist and easier to compromise and look the other way. Due to the low education level of the athletes and the time taken for training, they have no time to even consider protecting their own rights.

The International Olympic Committee (IOC) and the IFs should prepare model agreements, which protect the rights of athletes, especially in relation to the disbursement of funds to athletes for training purposes for the NOCs and National Federations to use them in their respective countries. The establishment of Athletes' Commissions are ineffective if the athletes do not have the time or the opportunity to meet to discuss their problems.

Athletes, as individuals have basic human rights. The clubs, Federations and NOCs have jurisdiction over the athletes only when athletes are selected to represent these sporting entities. The athletes have the right to train on their own, provided they do not accept training grants from their clubs, Federations and NOCs. However, they have the right to be selected based on merit, even if they decide to train on their own. Often, autocratic sports officials attempt to base their selection on training rather than on merit. Such unfair and unjust methods are difficult to overcome by the athlete unless the NOCs step into the picture.

In conclusion, it would be appropriate to quote The Times' award winning writer Simon Barnes, who said the following "It's not that sporting administrators are corrupt, in that they take this money for themselves. Rather, they are corrupt in believing too strongly in the importance of money. If sport is compromised in the pursuit of money, then so what? What is sport for, after all? So sport, with distressing eagerness, has compromised itself in every corner of the Earth." [1]

REFERENCES

[1] See *The Times*, "Allen Stanford debacle confirms sport is a whore", by Simon Barnes, Chief Sports writer, 20 February 2009, http://www.timesonline.co.uk/tol/sport/columnists/simon_barnes/article5768786.ece

VITALY SMIRNOV

RUS – Russian Olympic Committee

LIMITER LES MANDATS

Dans bon nombre de fédérations sportives nationales, les présidents, vice-présidents et autres membres ont un mandat illimité. Cela s'applique, dans une certaine mesure, à la Fédération Internationale de Softball (ISF).

En conséquence, les occasions sont rares pour les athlètes qui ont mis un terme à leur carrière sportive d'avancer dans l'organisation.

Je propose de limiter à 8 ans maximum le mandat des membres des fédérations nationales et internationales, ainsi que du Comité International Olympique (CIO).

In many National Sports Federations, the presidents, vice-presidents and other members have an unlimited term of office. To a certain extent, this applies to the International Softball Federation (ISF).

As a result, there are few opportunities for athletes who have finished their sport career to move ahead in the organisation.

My proposal is for the International and National Federations, as well as the International Olympic Committee (IOC), to limit an individual's term in office to a maximum of 8 years.

SHAMIL TARPISCHEV

Comité International Olympique

VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES

Dans leur quête du prestige sportif lors d'événements internationaux tels que les Jeux Olympiques, la plupart des pays du monde veillent à ce que leurs athlètes d'élite reçoivent le meilleur traitement possible.

Or, à la fin de la carrière sportive, la vie sociale et professionnelle des athlètes se détériore souvent. Cela était particulièrement le cas durant le règne de l'Union soviétique.

Aujourd'hui, la situation sociale des athlètes russes s'est améliorée. En 2003, la Fédération de Russie a voté une loi qui accorde des revenus mensuels aux champions olympiques et autres



héros sportifs russes. En 2005, une loi similaire a été votée pour les champions des Jeux Paralympiques et des Jeux Olympiques des Sourds. En 2008, le Président de la Fédération de Russie a offert des bourses mensuelles à vie – équivalant à un salaire mensuel moyen dans le pays – à tous les anciens champions des Jeux Olympiques, Paralympiques et des Sourds.

Certains olympiens qui vivent dans des régions plus reculées du pays rencontrent de sérieux problèmes pour s'adapter à leur nouvelle vie après leur carrière sportive professionnelle. Les clubs ainsi que les organisations sportives locales et régionales tentent de résoudre ces problèmes.

In the quest for sporting prestige at international events, such as the Olympic Games, the majority of countries in the world ensure that their elite athletes receive the best treatment possible. Governments create the necessary training conditions for athletes to improve their sporting skills, and offer them funding and excellent living conditions.

However, at the end of their sporting career, the social and professional life of athletes often takes a turn for the worse. This was strikingly evident, for example, during the time of the Soviet Union.

Today the social position of Russian athletes has improved. In 2003, the Russian Federation passed a law that grants Olympic champions and other Russian sporting heroes monthly provisions. In 2005 a similar law was passed for Paralympic and Deaf Olympic Games champions. In 2008 the President of the Russian Federation offered monthly life bursaries – equalling an average monthly salary in the country – to all former Olympic, Paralympic and Deaf Olympic Champions.

Since leaving professional sports, the social position of these athletes has been helped by these essential life bursaries as well as their sporting achievement. That is why in 2007 a Federal Law was passed that allows Olympic, Paralympic and Deaf Olympic Champions, without any preliminary examinations, to enter academic institutions specialised in physical culture and sports. In 2009 changes to this regulation will allow all future prize-winners of the Olympic Games to avail of the same benefit.

However, some Olympians who live in more remote regions of the Russian Federation have serious problems adjusting to life after professional sport. Clubs as well as local and regional sport organisations are trying to solve this problem.

CHARIS TSOLAKIS

GRE – Comité Olympique Hellénique

RELATION ENTRE LES ATHLÈTES, LES CLUBS, LES FÉDÉRATIONS ET LES CNO

Cette contribution aborde les relations entre les athlètes, les clubs, les fédérations, les Comités Nationaux Olympiques (CNO) ainsi que les autorités impliquées dans le sport au niveau national.

Aimed at controlling the number of athletes who compete and in order to ensure that all continents are represented at the Olympic Games, the International Olympic Committee (IOC), in collaboration with the International Federations have established sport specific performance criteria that athletes have to meet in order to be eligible to compete in the Games.

At a national level these criteria create a system of four interdependent actors: 1) the athletes; 2) the clubs they belong to; 3) the Federation governing their sport; and 4) the National Olympic Committees that are responsible for registering the athletes in the Games. By subsidising the athletes' Olympic preparation, state authorities become the fifth actor in the system.

The administrative institutions have to put the athletes at the centre of their interest and provide them with everything they need in order to grow as athletes and people. A relationship exists among the various actors in the sporting system at the national level. [1]

The athlete is always at the core and is provided with the following services:

1. Training/competition facilities: This provides athletes with access to facilities and equipment, training services as well as scientific and medical support.
2. Financial support: This is provided by sponsors, commercials and appearances at events.
3. Personal & professional support: Athletes receive emotional support in addition to professional and social education and training.
4. Other services: These services include planning and management of everyday obligations as well as entertainment.

The interrelationship and collaboration with the government, National Olympic Committee, National Sport Federation, National Olympic Committee and club is also aimed to benefit the athlete.

REFERENCE

[1] Gargalianos, Dondoros & Tsonis, 2006.



PEDRO YANG

BWF – Badminton World Federation

CRÉATION D'UNE COMMISSION DES ATHLÈTES

Utilisant la commission des athlètes de la Badminton World Federation (BWF) comme exemple, l'auteur décrit les cinq étapes de la création d'un tel organisme au sein d'une Fédération Internationale (FI) ou d'un Comité National Olympique (CNO). Ces étapes sont les suivantes :

1. croire en l'idée;
2. choisir la bonne équipe d'athlètes;
3. établir une constitution et tenir des élections démocratiques;
4. fixer des objectifs clairs pour les athlètes;
5. donner de la crédibilité à la voix des athlètes.

During the eight years that I spent developing the BWF Athletes' Commission, I discovered the following ideas to help create other such commissions, efficiently. While all sports have their own unique obstacles, these are the most common problems and solutions that an International Federation (IF) or a National Olympic Committee (NOC) will encounter on their journey towards effective athlete representation.

STEP 1 – BELIEVE IN THE IDEA

During its initial stages, many administrators and organisers may not be in favour of giving the athletes a voice. These “philosophical roadblocks” can hinder momentum and it is necessary to make a stand for these ideals on a daily basis. When an administrator mentions that an Athletes' Commission is unnecessary, engage with the person on the issue.

Note that it will also be challenging to convince the athletes themselves that their opinion will be taken into consideration. There must be solidarity within the Administration before things get started.

STEP 2 – CHOOSE THE RIGHT TEAM OF ATHLETES

From my experience it is hard to attract athletes to serve on the Commission. Therefore choose a small team of athletes who will give the project impetus, momentum and credibility through their actions. This will create the right environment to attract the support of other athletes.

STEP 3 – CREATE A CONSTITUTION AND HOLD DEMOCRATIC ELECTIONS

Elaborate a Constitution which states all the legalities of an Athletes' Commission, and then ask potential candidates to hold democratic elections. The easy way out is to appoint an athlete representative. Commit to holding elections at a major competition and approach a variety of athletes to run for office. Encourage them to run for the job itself and not because of their status or high profiles. While this warrants a great deal of administrative effort, if done professionally it will result in a well-informed, motivated and engaged Commission.

STEP 4 – SET CLEAR TARGETS FOR ATHLETES

The athletes must earn their place in the Commission. It is reasonable to allow a period of one or two years before the athletes are granted voting rights within the administration. Similarly, giving athletes free rein to an outrageous budget early in the project, is not advisable. The most important aspect of a functional Athletes' Commission is engagement and interaction between the entire body of competitive athletes and their representatives. This is simply a matter of effort. By setting clear standards for the athletes regarding budgets, registration and meeting attendance, a newly formed Commission will have a “Road-map” to follow.

STEP 5 – GIVE CREDIBILITY TO THE ATHLETES' VOICE

This is the tough one. When the athletes finally meet your standards, be prepared to reward their success with a greater budget, greater responsibility and most importantly, voting rights within the organisation. There could be no greater blow to the confidence of the athletes if their proposals are not met seriously. It is a common belief that the athletes' voice is seldom taken into consideration. So give the athletes proof that their voice is being heard and follow their advice with actions.

PROTECTION DE LA SANTÉ LORS DE L'ENTRAÎNEMENT
ET EN COMPÉTITION

GEORGE S. BEBETSOS

GRE – Comité Olympique Hellénique

LA PROTECTION DE LA SANTÉ DES ATHLÈTES
DANS LES NOUVEAUX SPORTS

Cette contribution met en avant la notion selon laquelle les Fédérations Internationales (FI) devraient réglementer les compétitions de façon à protéger la santé et l'intégrité du corps des athlètes, et constamment promouvoir l'idée d'une participation saine au sport. L'éducation continue de toutes les parties concernées du sport (athlètes, entraîneurs, docteurs, parents, administrateurs) est très importante.

In 1994 the International Handball Federation (IHF) introduced Beach Handball (BH) as a new form of handball competition. Since then BH has become an integral part of international handball. The development of BH as an independent sport has progressed over a period of less than ten years. It has developed into a competitive sport and as such aims to enter the Olympic Summer Games, initially as a demonstration sport.

In every BH official document the following statements are mentioned: "BH shall be played in the spirit of Fair Play" and "BH has to be a more technical than physical game with a lot of attractive, dynamic and also spectacular elements".

What is actually meant by that and how fair play is actually implemented and interpreted is described in the following statement:

"Fair Play is the main principle in BH and all the rules are subordinate to that principle. That means respecting the spirit and the philosophy of the game, respecting the flow of the game but never tolerating advantages taken by violating the rules and protection of the health and the integrity of the player and his/her body"¹.

The International Federations (IFs) should regulate their competition in a way that protects the athletes' health and body integrity and constantly promotes the idea of healthy participation in sport. To that extent, continuous education of everybody involved in their sport (athletes, coaches, physicians, parents, administrators) is very important.

1. For more information see www.eurohandball-beachtour.com/pdf/rules.pdf

CELIA BRACKENRIDGE

Commission du CIO • Commission médicale

L'ENGAGEMENT OLYMPIQUE DANS LA PROMOTION
DU BIEN-ÊTRE DES ATHLÈTES

Au sens le plus large, le bien-être des athlètes concerne la santé biopsychosociale de l'athlète et la prévention de divers dommages qu'ils pourraient subir. Cette contribution examine les travaux du groupe de travail spécial de la commission médicale du Comité International Olympique (CIO) sur le harcèlement et les abus sexuels dans le sport ainsi que l'action entreprise par d'autres organisations internationales pour aider à prévenir les problèmes liés au bien-être des athlètes.

The benefits of sport are well-known and publicised, from health and fitness to social and cultural development (Coalter, 2007). Less obvious, but no less important, are the potential harms to athletes associated with years of commitment and training in their pursuit of elite success. In the past 10-15 years the International Olympic Committee (IOC) has increasingly given prominence to athletes in the governance of the Olympic movement, through establishing forums like the Athletes' Commission and engaging athlete representatives in its working groups, including those concerned with harm prevention and athlete welfare.

In its broadest sense, athlete welfare is concerned with the biopsychosocial health of the athlete and the prevention of a range of possible harms including:

- Discrimination and harassment on the basis of sex, race or sexual orientation
- Sexual violence:
 - Groomed or forced sex/rape
 - Use of pornography
 - Sexual degradation
 - Sexualised initiations, bullying and hazing
- Physical maltreatment:
 - Overtraining
 - Playing while injured
 - Peer aggression
 - Parental maltreatment
 - Doping/drug abuse
 - Alcohol abuse



- Emotional and psychological abuse
- Neglect
- Child labour and trafficking
- Self-harming through, for example, disordered eating, cutting and suicidality

Such problems are associated with the performance climate at the elite level of sport, especially for young athletes (Tofler, 2005; UNICEF, in press). At present there is no baseline measure against which the overall welfare impact of elite sport can be assessed: research on these themes is also variable, both in quantity and quality and across different geographic regions. However, there is sufficient evidence in a number of areas to have raised concerns at the highest level among those responsible for sport policy and for child welfare, within and beyond the Olympic family.

In particular, the IOC and UNICEF (Innocenti Research Centre, in press) have taken steps to review the evidence on athlete welfare and to prepare guidelines on athlete health and welfare. These steps range from preventative measures – such as improved coaching practices – to post-trauma support services for those requiring counselling or medical interventions. This is a welcome step, not only for advocates and researchers of athlete welfare but also for the thousands of athletes of all ages who aspire to reach the heights of international and Olympic competition.

In recent years, under the leadership of Professor Arne Ljungqvist, the IOC Medical Commission has increasingly focused on athlete welfare. It developed the Olympic Movement Medical Code (IOC, 1 January 2006), which advocates respect, protection and equality and has also convened a number of specialist working groups and developed a series of consensus statements and recommendations to improve athlete health and well-being. Examples include: sex reassignment (IOC, 17 May 2004); the female athlete triad (IOC, 9 November 2005); and sports dentistry and sport physiotherapy (IOC, 25 July, 2008). One such group examined the research evidence on sexual harassment and abuse in sport (IOC, 8 February, 2007) and has subsequently begun work on developing educational tools for coaches and athletes in relation to the first Youth Olympic Games (YOG), which will be held in Singapore in 2010.

Welfare planning for the YOG will address a number of measures that should be implemented to guarantee the welfare of the participants. Issues such as personal security, injury prevention, good nutrition and hydration will all be included. But welfare is more often the outcome of years of education and the adoption of a wide range of good practices that, together, help to establish and maintain a positive biopsychosocial

climate for the developing athlete. In other words, what happens to an athlete in the years before the YOG or any other major sporting event is arguably as important as the welfare provisions at the event itself. Many potential elite athletes drop out of sport long before realising their ambitions simply because of negative experiences like bullying, sexual harassment, unfair selection treatment, chronic fatigue, illness or unrealistic demands from parents, coaches and the media.

The work of the IOC Medical Commission ad hoc working group on Sexual Harassment and Abuse in Sport is intended to intervene to prevent such problems by a) raising public awareness of the issues; b) bringing scientific evidence into the public domain and weighing its importance against the established benefits of elite sport participation; c) providing practical guidance to National Olympic Committees (NOCs) and International Federations (IFs) on how to prevent harm to athletes and adopt a positive welfare culture; and d) working in partnership with other relevant agencies who specialise in health and welfare, such as the Red Cross and UNICEF, to bring their expertise into sport.

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FRANK FREDERICKS

Commission du CIO • Commission des athlètes

LES RECOMMANDATIONS DU 4^E FORUM INTERNATIONAL DES ATHLÈTES

La contribution comprend les recommandations du 4^e Forum international des athlètes, tenu du 29 au 31 mai 2009 à Marrakech (Maroc).

ATHLETES' HEALTH

“Should athletes receive continued education and training throughout their career regarding the implications of practising their chosen sport on their long-term health?”

Working Group Recommendation :

The International Olympic Committee (IOC) to implement educational programmes on health protection and injury prevention at the Olympic Games and Youth Olympic Games.

- engage Athlete Role Models to endorse such programmes
- suggest that the IPC implement similar measures

ROLE OF SPORTING AND NON-SPORTING BODIES

“Which sporting and non-sporting bodies are best placed to communicate with athletes on issues relating to their health?”

Working Group Recommendation :

The IOC to strongly encourage National Olympic Committees and International Federations to implement educational programmes on health protection and injury prevention.

- based on IOC Medical Guidelines
- including train the trainer programmes and athlete workshops
- including the implementation of such programmes via the national sporting bodies and through educational institutions

ATHLETES' BODIES

“Which sporting and non-sporting bodies are best placed to communicate with athletes on issues relating to their health?”

Working Group Recommendation :

The IOC to insist that all International Federations include their respective Athletes' and Medical Commission representatives in all technical decisions, including competition schedules and rule changes.

- Technical decisions should never lead to the detriment of an athlete's health.

PETER J. JENOURE

Organisation reconnue

AGFIS – Association Générale des Fédérations Internationales de Sports

PROTECTION DE LA SANTÉ DU SPORTIF D'ÉLITE PAR LE MÉDECIN DU SPORT

Comment le médecin du sport peut-il contribuer à la protection de la santé du sportif de haut niveau ?

La santé des athlètes est l'un des biens les plus précieux à gérer pour une organisation sportive responsable.

Dans la plupart des cas, la responsabilité de cette très importante mission incombera à un médecin. Un médecin du sport bien formé sera le mieux à même de remplir cette tâche ardue, et il le fera d'autant mieux qu'il sera correctement intégré dans l'appareil opérationnel de l'organisation sportive, avec ses devoirs bien définis et ses droits légitimes.

Ces conditions évidentes ne sont pas toujours remplies, et la correction de ce déficit représentera un atout efficace pour la réalisation d'un objectif qui se doit d'être prioritaire.

Décréter que la santé des athlètes est l'un des biens les plus précieux à gérer pour une organisation sportive responsable est une affirmation qui ne devrait pas donner lieu à trop de discussions contradictoires. Pour preuve, si l'on étudie certains documents fondamentaux du monde du sport, on peut régulièrement lire que le Mouvement olympique, dans l'accomplissement de sa mission, doit veiller à ce que la pratique du sport s'exerce sans danger pour la santé des athlètes. À ce titre, il prend toutes les mesures nécessaires pour protéger la santé des participants et limiter les risques d'atteinte à leur intégrité physique et mentale.

Les textes vont plus loin encore et donnent des explications concrètes : cet objectif ne peut être atteint que par une éducation permanente portant sur les valeurs éthiques du sport et la responsabilité de chacun dans la protection de sa santé et de celle d'autrui.



Et ces mêmes écrits ne s'arrêtent pas en si bon chemin : aucune pratique constituant une forme d'atteinte à l'intégrité physique ou mentale des athlètes n'est admissible. Les membres du Mouvement olympique assurent aux athlètes des conditions de sécurité, de bien-être et de soins médicaux favorables à leur équilibre physique et mental. Ils doivent adopter les mesures propres à atteindre ce but et à limiter les risques d'accidents et de maladies. La participation de médecins du sport est souhaitable lors de l'élaboration de telles mesures.

Et ce n'est pas encore tout : dans chaque discipline sportive, des exigences minimales de sécurité doivent être définies et mises en œuvre en vue de protéger la santé des participants et du public durant l'entraînement et la compétition. En fonction du sport et du niveau de compétition en cause, des normes spécifiques seront adoptées concernant les sites sportifs, les conditions environnementales sûres, le matériel sportif autorisé ou prohibé, ainsi que les programmes d'entraînement et de compétition. Les besoins spécifiques de chaque catégorie d'athlètes doivent être respectés. Les mesures visant à favoriser la santé des athlètes et à limiter les risques d'atteinte à leur intégrité physique et mentale doivent être rendues publiques afin d'être bénéfiques à tous ceux qui sont concernés. Les mesures de protection et de promotion de la santé des athlètes doivent reposer sur les dernières connaissances médicales reconnues. La recherche en matière de médecine du sport et de sciences du sport doit être encouragée. Cette recherche doit être menée conformément aux principes reconnus d'éthique de la recherche, et au droit applicable. Elle ne doit jamais être conduite d'une manière qui puisse nuire à la santé des athlètes ou perturber leurs performances. Le consentement libre et éclairé des athlètes est requis pour leur participation à une telle recherche. Ces avancements en médecine et en sciences du sport ne doivent pas être tenus secrets et doivent être publiés et largement diffusés.

Contenus dans des textes hautement officiels, ces louables recommandations définissent magistralement le cadre dans lequel tous les efforts visant à la protection de la santé de l'athlète doivent se dérouler. Jusqu'à un certain point même, ces efforts sont définis avec précision, il serait donc permis de penser que tout va pour le mieux dans le meilleur des mondes.

Hélas, l'observation quotidienne de la situation depuis plusieurs décennies ne permet pas de tirer les mêmes conclusions positives. La lecture des journaux non spécialisés le rappelle chaque jour, de nombreux athlètes de tous âges et de tous niveaux se voient contraints de mettre fin à leurs activités athlétiques, pour un certain temps mais parfois aussi définitivement, pour des raisons de santé découlant de leur pratique intensive d'une discipline sportive exigeante.

Cette constatation négative a des raisons, dont certaines dépassent de loin le seul milieu sportif. Si la médecine a fait des progrès

impressionnants ces dernières années, c'est surtout dans le domaine thérapeutique. Le sportif peut bénéficier de ces avancées comme tout un chacun, mais pour autant qu'il souffre d'une atteinte à sa santé. C'est-à-dire trop tard dans le contexte dont il est question !

La protection de la santé de l'athlète se joue un acte plus tôt, alors qu'elle est encore intacte. Ce paradoxe est peut-être l'obstacle majeur à une implémentation efficace de tous les programmes à caractère hautement préventifs que l'on peut lire de façon si évidente dans toutes les chartes et tous les codes qui se préoccupent du problème. L'athlète, souvent jeune, en bonne santé en tous cas apparente, n'a que rarement conscience des risques qu'implique son activité. Il se sent invulnérable : la prophylaxie, ce n'est pas son problème ! Mais le dirigeant ne pense guère différemment : ses sportifs doivent être en bonne santé, sinon, ils ne seraient pas en mesure de pratiquer leur sport...

La médecine officielle des pays privilégiés est elle aussi assez frileuse lorsqu'il s'agit de prévention : la prise en charge par les divers systèmes d'assurances ne fait pas la part très belle à cette activité médicale pourtant si louable.

La médecine du sport, dont il est question dans les textes officiels, existe certes, mais pas toujours de manière très structurée comme d'autres spécialités, et surtout, elle n'est officiellement reconnue de plein droit que dans un nombre restreint de pays. (Ironie du sort ou signe d'espoir, la recherche dans le domaine de la prévention est actuellement extrêmement active !) Par conséquent, les médecins du sport, logiques applicateurs de la médecine du sport, ne disposent pas toujours de l'arsenal de connaissances et de ressources qui seraient indispensables à la réalisation des ambitieux objectifs fixés depuis le haut de la pyramide hiérarchique qui gère le sport de haut niveau.

De plus, ces mêmes médecins du sport ne se voient que trop rarement octroyer une place correspondant à la difficile tâche dont ils seraient chargés. Que cela soit dans les fédérations et les associations internationales ou nationales, ou dans les clubs et les sociétés même, il est rare de les trouver dans les positions où se prennent les décisions, et où... se distribuent les ressources indispensables à une réalisation optimale de l'objectif recherché. Malheureusement, malgré leur rôle capital, ils restent souvent les parents pauvres de l'entreprise.

Bref, on sait plus ou moins exactement quoi faire, ce qui est un bon début, il s'agit maintenant absolument de passer de la théorie à la pratique. Comme si souvent ! Mais c'est ce prochain pas qui est indispensable à la réalisation d'un objectif, répétons-le, non seulement louable, mais indispensable.

Remarque : le Code médical du Mouvement olympique, excellent document, m'a guidé dans mes réflexions.



MARGO LYNN MOUNTJOY

Commission du CIO • Commission médicale

PRÉVENIR LE HARCÈLEMENT ET LES ABUS SEXUELS DANS LE SPORT

Le sport encourage une activité saine, le fair-play et l'expression des valeurs et pratiques éthiques. Le harcèlement et les abus sexuels constituent des violations des droits de l'homme. Lorsqu'ils surviennent dans le sport, ils ont des conséquences graves sur la santé physique et psychologique de l'athlète et représentent une responsabilité éthique, financière et juridique pour les organisations sportives.

Les études montrent que le harcèlement et les abus sexuels ont lieu dans tous les sports et à tous les niveaux. Toutes les personnes engagées dans le sport se doivent d'identifier et de prévenir ces pratiques ainsi que d'encourager une culture de la dignité, du respect et de la sécurité dans le sport. Les membres du Mouvement olympique ont un rôle particulièrement important à jouer en décelant et éradiquant de telles pratiques.

Le but de cette contribution est d'améliorer la santé et la protection de l'athlète en encourageant un dialogue ouvert et une coopération entre le Mouvement olympique et la société.

The Olympic motto "Citius, Altius, Fortius" exemplifies the goal of athletes in their quest to reach the Olympic podium. As the pressure on elite athletes to perform is amplified in the current hothouse climate of elite sport, the risks to the health and well-being of the athlete are also increased. Research tells us that although sexual harassment and abuse occur in all sports and at all levels, the elite athlete, in particular, is at higher risk.

Sexual harassment and abuse are violations of human rights regardless of the setting. In sport, it results in physical and psychological damage to the athlete and ethical, financial and legal liabilities for sport organisations. According to the preamble of the Olympic Movement Medical Code, "The Olympic Movement, in accomplishing its mission, should take care that sport is practised without danger to the health of the athletes and with respect for fair play and sports ethics".

The aim of this submission is to improve the health and protection of the athlete through the encouragement of open dialogue, collaboration and cooperation amongst the members of the Olympic Movement and society.

DEFINITIONS

Sexual harassment refers to behaviour towards an individual or group that involves sexualised verbal, non-verbal or physical behaviour, whether intended or unintended, legal or illegal, that is based upon an abuse of power and trust and that is considered by the victim or a bystander to be unwanted or coerced. Harassment, where derogatory comments are made based on one's gender or sexual orientation is part of the continuum of sexual harassment as is hazing, which involves abusive initiation rituals with a sexual component.

Sexual abuse involves any sexual activity where consent is not or cannot be given. In sport, it often involves manipulation and entrapment of the athlete.

SCIENCE

Scientific evidence [1] shows that the perpetrator of abuse is always in a position of power in the athlete's entourage including coaches, physicians, administrators and peer athletes. Although the perpetrator can be either gender, male perpetrators are more commonly reported. Both male and female athletes can suffer from sexual harassment and abuse. The type of sport uniform is not a risk factor.

Research illustrates that in sport, the situations at high risk for sexual harassment and abuse include the locker room, the playing field, sporting events away from home, the coach's car or home, social events involving alcohol and initiations or year-end celebrations.

CONSEQUENCES

The negative impact of sexual harassment and abuse on the physical and psychological health of athletes is significant. From a sport perspective, it can lead to damage of the coach athlete relationship, poor performance and early drop-out from sport participation. Clinical evidence shows that the athlete can suffer from somatic illnesses, anxiety and depression resulting in self harming behaviours including substance abuse and suicide. Lack of bystander action and passive denial by people in positions of power amplifies the psychological harm of sexual harassment and abuse to the athlete.

RELATIONSHIPS

All coach-athlete relationships have an inherent power imbalance which if misused can lead to sexual harassment and abuse. The coach-athlete relationship requires that a significant amount of time be spent together in the emotionally charged sport environment. Athlete isolation in a controlling relationship where the athlete has no power to make decisions



can lead to a grooming process of abuse by the perpetrator. Athletes are silenced and rendered powerless by this process.

According to Brackenridge's Contingency Model for Sexual Exploitation in Sport, [2] there are three factors contributing to sexual abuse:

1. Perpetrator inclination or motivation
2. Sport opportunities
3. Athlete vulnerability

The risk is greatest when there is high perpetrator motivation, lack of protection in the sport environment and high athlete vulnerability.

RESPONSIBILITY OF THE OLYMPIC MOVEMENT

All members of the Olympic Movement have a responsibility to prevent sexual harassment and abuse and to develop a sporting milieu of sound ethical standards. Strong leadership within the context of a healthy sporting system will empower athletes to contribute to the prevention of sexual harassment and abuse.

The International Olympic Committee (IOC) has shown such leadership in adopting the Consensus Statement on Sexual Harassment and Abuse in Sport. [3] This document reviews the nature of the problem, the scientific evidence and proposes the following recommendations:

All sport organisations should:

1. Develop policies and procedures for the prevention of sexual harassment and abuse;
2. Monitor the implementation of these policies and procedures;
3. Evaluate the impact of these policies in identifying and reducing sexual harassment and abuse;
4. Develop an education and training programme on sexual harassment and abuse in their sport(s);
5. Promote and exemplify equitable, respectful and ethical leadership;
6. Foster strong partnerships with parents/carers in the prevention of sexual harassment and abuse;
7. Promote and support scientific research on these issues.

Effective prevention strategies include policies with associated codes of practice, education and training, complaint and support mechanisms and monitoring and evaluation systems. A policy is a statement of intent, which demonstrates a commitment to ensuring a respectful, safe sporting environment. It allows the sport organisation to take action in a fair impartial manner when a complaint is made and allows for disciplinary action. Codes of practice are guidelines, which outline acceptable standards of behaviour for sport participants.

It is now time to implement these recommendations.

Through strong ethical leadership, the Olympic Movement has the responsibility to ensure that:

- a. All members of the Olympic Movement have adequate, evidence-based athlete protection policies and codes of practice.
- b. Athletes are educated of their rights and empowered to participate in preventing sexual harassment and abuse.
- c. There are adequate child protection policies at all youth sport events.
- d. There is collaboration with other international bodies such as UNICEF and the UN.

As stated in the Fundamental Principles of Olympism, "Olympism seeks to create a way of life based on... respect for universal fundamental ethical principles... with the preservation of human dignity". Through its application, the members of the Olympic Movement can work together to eradicate sexual harassment and abuse in sport and create a sporting culture of mutual respect, dignity and safety for all.

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NIELS NYGAARD

DEN – National Olympic Committee and Sports Confederation of Denmark

POSITION DU SPORT DANOIS SUR LE RECOURS AUX COMPLÉMENTS ALIMENTAIRES

La législation et les règlements sportifs définissent ce qui est illégal, interdit et inacceptable. Cela ne signifie pas pour autant que toutes les autres façons de réussir en sport sont acceptables.



Des questions se posent, auxquelles il est difficile de répondre : y a-t-il une zone floue entre dopage et comportement acceptable ? Existe-t-il des moyens de réussir qui ne sont pas à proprement parler interdits mais qui sont néanmoins contraires à l'éthique ? Est-il réaliste d'espérer que ces normes éthiques bénéficient du soutien nécessaire dans le milieu du sport et en dehors ?

La déclaration du Comité National Olympique (CNO) du Danemark répond à ces questions.

In Denmark, the "Code of Ethics" for competitive sport entered into force on 1 January 2007. Following this, a task group was set up by the National Olympic Committee (NOC) and Sports Confederation of Denmark in conjunction with "Team Denmark"¹. This task group is comprised of representatives from the Athletes' and Coaches' Commission as well as the Danish Anti-doping Agency, "Anti-doping Denmark". The task group was set up to consider the position of Danish sport on the use of dietary supplements and performance enhancing remedies.

Legislation and the rules of sport define what is illegal, prohibited and unacceptable in order to become a successful sportsman. However, this does not mean that all other ways to success within sport are acceptable.

There are hard questions to answer, such as: Is there a grey area between doping and acceptable behaviour? Are there roads to success that are not directly prohibited but are nevertheless unethical? Is it realistic to expect these ethical standards to have the necessary backing in and outside sport?

We do this in order to give Danish athletes – at any level – possibilities to practice their sport on a level playing field and in a way that enables them to reach the results they are entitled to as a consequence of their training, talent and will, without unnecessarily jeopardising their health.

The purpose of the position statement, therefore, is to counteract the health hazards of training and competition among Danish athletes within elite sport, sports for all and recreational sport.

Furthermore, it is important to stress that, unlike non-compliance with doping regulations, non-compliance with the position statement will not be sanctioned. However, it is the perception of the NOC and Sports Confederation of Denmark, as well as Team Denmark, that even without sanctions the expressed statements will regulate behaviour to a substantial degree within Danish sports.

The document covers the entire breadth of Danish sports – elite as well as sports for all. Since the methods applied by elite athletes are often

used by youth elite athletes, the NOC and Team Denmark apply these general positions and recommendations to all athletes.

It is accepted and acknowledged that elite athletes have the possibility of optimising their diets and training in ways that have no relevance to sports in general.

There is a significant difference between the exercise of sports recognised by the NOC and the physical and endurance requirements required of athletes at all levels.

Consequently, the NOC of Denmark and Team Denmark urge National Federations to: 1) discuss and actively commit to the position statement and 2) implement the recommendations in their activities.

RECOMMENDATIONS FOR ATHLETES, COACHES AND SPORT LEADERS

The positions of the NOC of Denmark and Team Denmark, on a number of specific areas, will be presented below. Anyone interested in reading the full statement can contact the NOC of Denmark.

1. The purpose of this position statement is to counteract the hazardous effects of training and competition on the health of Danish athletes within elite sport, sports for all and recreational sport.
2. The position statement supplements the Code of Ethics in health related areas.
3. The NOC and Team Denmark are of the opinion that Danish athletes, at any level, shall be allowed to perform at their best but not at any cost.
4. The individual athlete is responsible for what he/she takes and is responsible for any positive doping tests even when the result is caused by contaminated dietary supplements and not intentional doping.
5. The NOC and Team Denmark support the view that a healthy diet enhances an athlete's performance.
6. The NOC and Team Denmark encourages the relevant authorities and everyone within Danish sports to highlight the importance of healthy and varied diets to sport performance, health and quality of life.
7. The NOC and Team Denmark warn athletes about the general use of dietary supplements within Danish sports.
8. The NOC and Team Denmark warn athletes about advertisements for dietary supplements that promise excellent results but do not provide any documentation.
9. The NOC and Team Denmark warn athletes about the risk of unintentional doping due to contaminated dietary supplements.
10. The NOC and Team Denmark generally warn athletes about entering into sponsorship deals with suppliers of dietary supplements.
11. The NOC and Team Denmark warn athletes about the use of pain-relieving medication for the purpose of training and competitions.



12. The NOC and Team Danmark find it necessary that athletes, as well as coaches, realise that the choice of weight class, etc. should be based on the natural physique of the athlete. Any uncontrolled weight reduction may have serious and hazardous consequences such as fatigue, eating disorders, etc.
 13. The NOC and Team Danmark consider the general use of altitude houses an unethical and unnatural approach to improve sporting performance.
 14. The NOC and Team Danmark dissociate themselves from any extreme competition that could encourage healthy athletes to use drips.
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1. Team Danmark is an organisation funded by the Danish government with the purpose of promoting elite sports in Denmark.

DIMITRIS PANAGIOTOPOULOS

GRE – Comité Olympique Hellénique

PROTÉGER LES DROITS FONDAMENTAUX DES ATHLÈTES

Les Jeux Olympiques sont aujourd'hui une institution internationale, qui fait partie de l'ordre juridique international sur les sports. Des règles ont été créées autour de l'activité sportive et des compétitions qui ont donné un système complexe de relations de nature éthique, esthétique, pédagogique et sociale.

Pour un athlète, l'honnêteté et le fair-play sur le terrain de sport prévaudront toujours sur la pratique quotidienne, de même que la modestie et le sens de la justice étaient les attributs des athlètes de la Grèce antique.

The Olympic Games today are an international institution, which is part of the international sports legal order. The rules of law have been created around the sports activity and competition resulting in a complex system of relations of an ethical, aesthetic, educational and social nature. For an athlete, honesty and fair play on the sports field should always govern their daily practice, similar to the modesty and sense of justice that were the attribute of athletes in classical Greece.

The status of the athlete implies rights and obligations in relation to their participation in sport and competition. The constitution and rules of the relevant Federation will define relations between athletes and sports clubs, while the Olympic Charter makes all necessary provisions for the participation of competitors in the Olympic Games. To be eligible for participation in the Olympic Games a competitor must comply with the Olympic Charter as well as with the rules of the International Federation concerned, and respect the spirit of fair play.

All athletes enjoy the fundamental right to personal fulfilment in the world of sport, provided this does not violate the rights of others or the rules and standards of sport and competition. Any derogation, abuse or acts such as doping, violence, bribery or any attempt to win at all costs, may lead to disqualification and exclusion of competitors from sports activity.

Athletes have the right to health protection and medical care during their training and participation in competitions, and the Olympic Games in particular. The athlete will accept only if the risks associated with his participation in the competition are low. Any other damage he may suffer – such as physical injury or harm – and for which he bears no responsibility, will generate a right to compensation and rehabilitation of his physical integrity.

Finally, in international public life, the Olympic competitor as a public figure should act as a role model for society. His greatest moment will be when he is awarded the Olympic medal for his victory in recognition of his hard but honest efforts. Although this recognition can be given in many different ways, it is mainly by means of material rewards and honorary titles and positions, which countries do offer as a minimum obligation towards their athletes.

CARLOS PAZ SOLDAN

PER – Comité Olímpico Peruano

ENSEIGNONS À NOS JEUNES LES RÈGLES ANTIDOPAGE

Cette contribution revient sur la mise en œuvre de programmes scolaires adaptés pour informer les jeunes des conséquences dramatiques du dopage.

Ces programmes scolaires sont indispensables compte tenu du fait que les jeunes ne sont pas du tout sensibilisés aux conséquences dramatiques du dopage.

Aujourd'hui, aucun programme scolaire adapté et coordonné n'existe afin que les professeurs soient informés sur cette problématique. Les parents devraient également recevoir des informations afin qu'ils soient pleinement conscients du risque encouru par leurs enfants s'ils venaient à se doper.

Les États et leurs ministères compétents, le Comité International Olympique (CIO), les Comités Nationaux Olympiques (CNO) ainsi que l'Agence Mondiale Antidopage (AMA) devraient coordonner, élaborer, proposer puis mettre en place des programmes scolaires adaptés pour les élèves sur les conséquences du dopage.



« La valeur éducative du sport en tant que moyen de promouvoir la véritable compréhension entre les peuples du monde est d'une importance vitale pour le Mouvement olympique. »

Jacques Rogge

Énoncé : le Mouvement olympique a pour fondement une idéologie de respect et une attitude personnelle qui montre au monde le succès de ses idéaux en présence de centaines de milliers de volontaires qui diffusent ce sentiment.

Thème : enseignement des règles antidopage dès le plus jeune âge

Problématique : l'usage continu de substances interdites

Aspects qui ont une incidence sur la problématique :

1. Information insuffisante
2. Méconnaissance des effets secondaires du dopage
3. Aucune information aux élèves durant le programme scolaire
4. Connaissances faibles voire nulles des professeurs sur ce thème
5. Parents peu informés sur ces aspects

Objectif : sensibiliser de manière appropriée aux problèmes du dopage et comprendre les concepts de santé, de bonne conduite et de valeurs éthiques lors de la quête de l'excellence humaine.

Cet énoncé met en avant la nécessité pour les jeunes d'avoir la possibilité de connaître, durant leur scolarité, les aspects liés aux règles antidopage.

Éléments suggérés pour une information efficace :

1. Prendre en considération le fait que les informations que les élèves peuvent recevoir sur le dopage sont déterminantes pour éviter l'usage de substances interdites.

Informez que l'usage de produits dopants est contraire à l'esprit fondamental du sport en raison de l'avantage injuste qu'ils procurent sur le plan sportif et de leurs effets secondaires qui nuisent à la santé.

Ensuite, faire en sorte que les CNO donnent la possibilité de se réunir avec les Ministères de l'Éducation de leurs pays respectifs afin d'organiser des cours antidopage au niveau scolaire.

2. Former les futurs professeurs dans leurs centres universitaires respectifs afin qu'une fois diplômés, ils dispensent les cours dans les établissements d'enseignement secondaire.
3. Les différents cours qui seraient dispensés dans ces établissements d'enseignement sont définis dans les plans de cours respectifs. Leur

contenu, qui sera soumis à l'approbation du Ministère de l'Éducation de chaque pays, sera précisé par le CIO et l'AMA.

4. Ces cours seront dispensés à cinq niveaux, qui correspondent aux cinq années de l'enseignement secondaire, et concerneront donc les élèves âgés de 12 à 17 ans.
5. Les Comités Nationaux Olympiques, en coopération avec les Ministères de l'Éducation, tiendront compte des trois éléments suivants pour un meilleur déroulement des cours :
 - Planifier : tout ce qui a trait à l'ordre pour déterminer le déroulement des cours.
 - Contrôler : grâce à la collaboration permanente entre les CNO et les instances éducatives, afin de contribuer au meilleur déroulement du programme.
 - Évaluer : faire les observations pertinentes pour pouvoir déterminer les ajustements nécessaires en analysant les résultats obtenus.

RICHARD W. POUND

Comité International Olympique

DOPAGE

Je pense que le dopage est, à court terme, la menace la plus sérieuse pour le sport. C'est un danger réel et présent qui sape la crédibilité du sport en général, du sport olympique en tant que culture et du sport professionnel en particulier (qui est parfois aussi olympique).

Du point de vue structurel, l'Agence Mondiale Antidopage (AMA) et le Code mondial antidopage, associés à l'accréditation de laboratoires, à une recherche et une information accrues, ainsi qu'à un règlement des différends par le Tribunal Arbitral du Sport (TAS), apportent un cadre raisonnablement efficace pour gérer la lutte contre le dopage dans le sport. Les moyens sont là pour coordonner des actions efficaces.

Le réel problème réside toutefois dans la volonté affichée par les autorités sportives. Le Mouvement olympique doit radicalement changer son attitude face au dopage et s'engager à prendre les mesures nécessaires pour lutter efficacement contre le problème.

I believe doping is the single most serious short-term threat to sport. It is a real and present danger that has eaten away at the credibility of sport in general, Olympic sport as a part of culture, and at professional



sports in particular (some of which are Olympic). During the nine-plus years in which I was thrown into the doping cauldron, I have drawn a number of conclusions, all of which indicate to me that sport has not taken up the challenge to the degree that it should – and must.

Following the formation of the World Anti-doping Agency (WADA), public authorities have paid increasing attention to the problem of doping and have a growing understanding of the extent, impact and dangers of doping on society as a whole. Investigations have increased, become more sophisticated and are more coordinated, internationally. Prosecutions and sentences for involvement are now reaching a level that will encourage further investigations of a similar nature.

Structurally, the WADA and the World Anti-Doping Code combined with the accreditation of laboratories, the increase in research and education, and dispute resolution centred in the Court of Arbitration for Sport (CAS), provides a reasonably effective framework for managing the fight against doping in sport. The means are available to coordinate effective actions.

The real problem, however, is the matter of will on the part of sports authorities. I have come to the regretful, but unsurprising, conclusion that there is far more talk than action. The resistance, that is more often than not passive, is occasionally active in relation to responsibilities, especially at the level of the IFs.

The International Olympic Committee (IOC) has made much of its “zero tolerance” stand and the increase of tests during the Olympic period (the days during which the Olympic Village is open). However, the IOC has no standing whatsoever outside the Olympic period to administer tests or to sanction athletes and officials guilty of doping offences. This is a limitation that has contributed to the proliferation of the doping problem in sport over the past half-century. Out-of-competition testing is an essential element of any effective anti-doping programme. Without it, the testers are playing with at least one arm tied behind their backs.

There is a two-level system in place, in which team sports have a much lower set of compliance standards than individual sports with regards to the number of athletes who can be tested, the manner in which they are selected and the sanctions that result.

The Olympic Movement has got to move toward a quantum shift in its attitude to doping and its commitment to taking the necessary actions to mount an effective assault on the problem. People no longer “believe” the visible outcomes of sport. They no longer believe the ritual denials of drug-users. They understand strategic lawsuits to prevent disclosure of damaging information. People are tired of being played for fools. The problem for the Olympic Movement is that, so far, it seems

that the public is more prepared to swallow the pap from professional sports than from others. Entertainment does not need credibility to be entertaining; real sport does.

The IOC has something of a tiger by the tail with this issue. It has its own position of zero tolerance, but such a position is completely toothless for the three years and eleven months between the Games, unless it is willing to insist that its stakeholders take their own responsibilities seriously or risk being excluded from the Games.

The IOC has amended the Olympic Charter to provide that sports which do not apply the World Anti-Doping Code cannot be or remain on the programme of the Games. Thus far, however, it has shown no inclination to use this leverage. Instead the IOC has participated with the IFs and NOCs, as well as the athlete members, in taking steps to delay the coming into force of new provisions in the Code. The IOC has also avoided the issuance of any compliance reports by WADA regarding the performance, especially of IFs. It is aware of the inequity between the team and individual sports, but does nothing to encourage the team sports to upgrade their rules. I predict that it will not be long before public attention is drawn to the dichotomy between what the IOC says about zero tolerance and what it does to achieve it.

Up to now, the IOC has benefitted from the positive public perception that, even though the Games may not be perfect, at least an effort is being made to try to be drug-free. The public seems able to differentiate between the Olympic Games, in which competition should be fair and clean, and the professional sports, in which they do not care much about what the gladiators do to make themselves ready for the weekly or more frequent encounters.

If the public becomes convinced that the IOC is in fact not delivering on its statements, then the halo effect will disappear very quickly. The IOC had a taste of that reaction in 1998, following Samaranch's comments on the doping that occurred during the Tour de France earlier that year. The situation was saved, to some degree, by the decision to establish an independent international anti-doping agency (that eventually appeared in the form of WADA) and to participate in a meaningful level of financing WADA. The situation remains delicate, however, especially as the IOC's partners, the IFs and NOCs, may be perceived as less than fully committed to the fight and the IOC, in turn, as less than willing to insist upon firm action.



ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

PROTECTION DE LA SANTÉ LORS DE L'ENTRAÎNEMENT ET EN COMPÉTITION

L'une de nos principales responsabilités est de protéger la santé de nos athlètes. Partant, nous devons utiliser toutes les ressources à notre disposition pour y parvenir.

Il est également important de se concentrer sur la coopération à long terme avec les organismes sportifs et les parents.

Nous devons aussi envisager la possibilité de placer une limite au mandat des entraîneurs : par exemple, les entraîneurs aguerris ne devraient pas pouvoir prolonger leurs mandats après une carrière sportive célèbre. Ils devraient plutôt partager leur expérience et leur maturité avec la jeune génération en recrutant, motivant et entraînant des athlètes âgés de 13 à 17 ans.

One of our main responsibilities is to protect our athletes' health and we must use all resources at our disposal for this purpose.

It is also worthwhile to focus on long-term cooperation between sporting organisations and parents.

We should also consider placing a cap on coaching terms, i.e. experienced coaches should not be allowed to extend their terms after a celebrity career in sport. Instead they should concentrate on imparting their experience and maturity to the young generation by recruiting, motivating and training athletes between the ages of 13 to 17.

We should:

1. Reconsider the regulatory system with respect to athletes' health, but must be careful not to introduce excessive changes.
2. Provide continuous education on health without imposing our wishes on athletes. It is necessary to accept that rules and regulations have limited effect and that using our power to "influence" youth through positive messages will provide the best results. Positive peer pressure is also an effective manner to change athlete's attitudes towards their health.
3. Focus on the influential power of coaches and require them to be proactive. The education of coaches should be improved as much as possible as they have a great deal of access to and influence over an athlete's career decisions. Coaches could encourage long-term planning of athletes' physical condition and take a proactive stand against an athlete's use of drugs, tobacco and alcohol. In turn,

coaches should be compensated or rewarded in some way for their efforts and success in this area.

4. Accept that parents are the most important "non-sporting" influence in an athlete's life. Parents must, therefore, be motivated to take their parental responsibilities seriously and get involved in "their" athlete's lives by actively participating in parent meetings.

JOHN REASONER

USA – United States Olympic Committee

DES DOSSIERS MÉDICAUX DES ATHLÈTES D'ÉLITE POUR UNE MEILLEURE SANTÉ

Le service performances du département médical du Comité National Olympique (CNO) américain publie des dossiers médicaux d'un grand nombre d'athlètes d'élite à la demande d'un organisme national spécifique comme partie intégrante d'un plan général sur les hautes performances. Les dossiers médicaux sont en quelque sorte une évaluation avant la participation aux compétitions, comme celle réalisée auprès des athlètes de lycée et de collège, mais plus approfondie. Ces dossiers donnent des informations sur la capacité des athlètes à participer aux sports en toute sécurité. En collectant des données supplémentaires spécifiques sur la nutrition, la psychologie et le système musculaire en plus d'un examen médical général, des informations peuvent ainsi être obtenues et servir de base pour éventuellement améliorer les performances et prévenir certaines blessures.

INTRODUCTION

The United States Olympic Committee (USOC) Performance Services Medical Division performs Elite Athlete Health Profiles (EAHP) on a large number of athletes upon the request of a specific National Governing Body (NGB) as part of an overall high performance plan. The EAHP is much like the pre-participation evaluation (PPE) that is performed on high school and college athletes, but more in depth. EAHPs provide information concerning an athlete's ability to participate safely in sports. By collecting additional data specific to nutrition, psychology, and the musculoskeletal system in addition to a general medical examination, information can be gained that establishes a baseline, possibly improve performance and prevent certain injuries.

OBJECTIVES

The specific objectives of the EAHP may vary slightly from sport to sport, but should always include detection of conditions that: 1) limit participation or may predispose to injury; 2) may be life threatening or



disabling; 3) are related to the female athlete triad (disordered eating, amenorrhea, and osteoporosis). To be more specific, the objectives of the EAHP are to:

- Identify medical and orthopaedic problems of sufficient severity to place the athlete at risk of injury or illness.
- Identify correctable problems that may impair the athlete's ability to perform.
- Help maintain the health and safety of the athlete.
- Assess fitness level for specific sports.
- Educate athletes and parents concerning sports, exercise, injuries, and other health-related issues.
- Determine general health.
- Serve as an entry point to the USOC/NGB health care system.
- Provide an opportunity to initiate discussion on health-related topics.
- Determine if another participant is at risk for injury or illness because of the problem.
- Determine if the athlete can safely participate with treatment (such as medication, rehab, bracing or padding).
- Determine if limited participation can be allowed while the treatment is being completed.
- Through the use of musculoskeletal ultrasound and functional movement screens establish a baseline for the musculoskeletal system.

THE PROCESS

A sport-specific history questionnaire is supplied to all the athletes as an initial level of medical screening that is used to identify if there are potential medical issues. If potential medical conditions are identified then a more focused examination is performed. The questions cover, but are not limited to:

- prior orthopaedic injuries (sprains, fractures, dislocations) or surgeries
- back or neck injuries
- dental trauma
- chest pain with exercise
- feeling faint or having passed out with exercise
- excessive shortness of breath or fatigue with exercise
- "burners" or "stingers" – caused by contact that produces burning pain that moves into the extremity
- non-participation in a sport for medical reasons
- weight gain/loss
- menstrual history
- history of heart-related illness

Family History

- heart disease or high blood pressure

- diabetes
- unexpected death before the age of 50

The multidisciplinary sports medicine team is assembled and comprises:

- Medical Doctors, MD / DO
- Doctors of Chiropractic, DC
- Physical Therapists, PT
- Certified Athletic Trainers, ATC
- Dentists, DDS
- Optometrists, OD
- Sports dietitians
- Exercise physiologists
- Sports psychologists

After the initial planning session with all key personnel present, the screening process is performed over two days. The testing is grouped into stations with a "flow" administrator who keeps everyone on task with individual schedules and check lists.

Station 1 is manned by athletic trainers, who record vital signs and collect the blood tests requested for the specific team members. The physical examinations are conducted at station 2. A neurologist performs the neurological exam while orthopaedists evaluate the musculoskeletal system. Primary care specialists perform exams on the head, neck and major organ systems. Prior to their patient exams, each physician has the athlete's entire medical history, which is reviewed and red-flagged for "yes" answers. Emphasis is placed on these areas of concern. Station 3 is our vision screen performed by an optometrist. Station 4 is manned by a local dentist who screens for abnormalities and prepares mouth guards for those in combative sports. These screenings are followed by individual electrocardiograms at station 5. Next, baseline neurocognitive testing is done using the ImPACT instrument, which is conducted at computer stations numbering up to six to reduce backlog. Throughout the day's proceedings, our dietitians conduct nutrition interviews. This occurs on both days.

On the second day, four stations of musculoskeletal ultrasounds are operated by our staff chiropractor and trained medical personnel screen specific "at-risk" joints for baseline knowledge, if future injury is sustained. During this day, functional movement screens for muscular weakness or movement impairment is done by ATC's and physical therapists. Sport psychometric testing for anxiety is performed and interpreted by our staff psychologists. Lastly, DEXA scans are utilised on athletes in weight class sports to access accurate bone density and body fat.

Day 3 is used for data analysis, group discussion with all personnel and for generating individualised feedback reports to the athletes. An exit



information session with all participants is conducted to give a general overview of the various tests. For those individuals who have abnormalities that do not require immediate response and who need referrals or follow-up, the Chief Medical Officer (CMO) of that NGB is notified and given the responsibility for coordination. Further, issues such as immunisation status are highlighted and are addressed by the CMO, coach, and athlete as it relates to their future international travel.

CONCLUSION

The athlete-sports medicine team interaction associated with the Elite Athlete Health Profile may serve as the foundation for a trusting relationship and help optimise the athlete's long-term health. The secondary goals of the Elite Athlete Health Profile are to determine the general health of the athlete, provide counsel on health-related issues, and assess the athlete's fitness for specific sports. A focused Elite Athlete Health Profile presents an excellent opportunity for USOC collaboration with NGBs, athlete health education and valuable opinions from a multidisciplinary team of experts that affect training and sport performance.

JACQUES REY

FRA – Comité National Olympique et Sportif Français

IDENTIFIER LES RISQUES DÉCOULANT DE PRATIQUES SPORTIVES INADAPTÉES

En dehors des bienfaits reconnus de la pratique de l'activité physique, le sport est aussi une activité à risque. Des pratiques sportives mal adaptées, non contrôlées et éventuellement potentialisées par le recours à « l'hypermédication » et au dopage, ont des conséquences parfois dramatiques.

La violence qui se développe dans le contexte sportif contribue aussi à remettre en question la relation sport/santé. Enfin, l'utilisation médiatique qui peut être faite du sport constitue un facteur susceptible d'agir négativement dans le domaine de la santé publique.

La dangerosité potentielle de pratiques sportives inadaptées est une certitude. Il est indispensable de qualifier et de quantifier cette certitude en s'appuyant sur des études épidémiologiques et des statistiques portant sur le long terme. En fonction des résultats de l'analyse permettant d'identifier, de qualifier et de quantifier les risques découlant de pratiques sportives inadaptées, des actions pourront être définies et développées à divers niveaux.

1. PRÉAMBULE

Le corps d'un athlète exprime la beauté, l'harmonie et la puissance. Intuitivement, l'idée s'est répandue que « le sport, c'est la santé ». Les études épidémiologiques, les mesures quantitatives et les expérimentations menées au laboratoire soulignent de façon significative les effets positifs – préventifs ou thérapeutiques – des activités physiques lorsqu'elles sont pratiquées de façon régulière et équilibrée dans le cadre de structures qualifiées. L'intuition est donc devenue conviction : le sport développe la santé physique et mentale de l'individu, qui conditionne la santé publique. Cependant, il convient de souligner que « l'état de santé » correspond, selon l'Organisation mondiale de la Santé (OMS), à un « ressenti » complexe, et ne saurait être appréhendé par la seule analyse d'un nombre limité de paramètres.

Le sport est aussi une activité à risque. Des pratiques sportives mal adaptées, non contrôlées et éventuellement potentialisées par le recours à « l'hypermédication » et au dopage, ont des conséquences indésirables, parfois dramatiques. La violence qui se développe dans le contexte sportif contribue aussi à remettre en question la relation sport/santé. Enfin, l'utilisation médiatique qui peut être faite du sport constitue un facteur susceptible d'agir négativement de façon indirecte dans le domaine de la santé publique.

2. PROBLÉMATIQUE SPORT/SANTÉ

Le sport est une production sociale fondée sur la coopération entre l'athlète et les équipes technique et médicale qui l'accompagnent dans son travail lors de l'entraînement et en période de compétition, sous le contrôle de structures institutionnelles (associations, clubs, fédérations).

L'équipe technique

La réussite sportive naît de l'éducation, du travail et des échanges entre l'athlète et l'équipe technique qui le prépare. Cette communauté d'action aboutit à réaliser chez l'athlète une synergie entre l'esprit et le corps qui permet de dépasser l'efficacité animale pour accéder progressivement à la plénitude de l'épanouissement humain. À l'opposé, des « magiciens de la performance » spécialisés dans la recherche du résultat immédiat ne s'intéressent qu'à la surexpression des machines biologiques que deviennent les athlètes qu'ils ont pris en main. Leur objectif est la performance, même au prix d'une rupture des équilibres biologiques.

L'équipe médicale

Elle est formée de médecins, mais aussi de kinésithérapeutes, ostéopathes, psychologues, sophrologues, préparateurs physiques. Tous concourent à apporter à l'athlète l'assistance d'une médecine de prévention, de soins, voire de confort, dans le cadre d'un accompagnement



médical progressif et raisonné de l'accomplissement personnel. L'objectif est de permettre à l'athlète de sublimer ses limites biologiques sans altérer sa santé. Par contraste, on assiste au développement, dans le sillage du sport de haut niveau, d'une « médecine de la performance » qui s'apparente à un bricolage brutal de l'organisme en vue d'obtenir des résultats à court terme par la destruction des limites biologiques.

La structure institutionnelle

C'est le Mouvement olympique considéré dans toutes ses composantes de gestion et d'organisation, et à tous les niveaux, international, national et régional, depuis le Comité International Olympique (CIO) jusqu'aux clubs, qui définit les principes et les objectifs de la pratique sportive et en contrôle les applications, en référence à la Charte olympique, et en coopération avec les organismes internationaux, les gouvernements et éventuellement les partenaires financiers.

3. GESTION DES PARADOXES

Il est de la responsabilité du Mouvement olympique d'assurer un équilibre raisonnable entre différents enjeux :

- les valeurs éducatives et humanistes du sport qui fondent la légitimité de son action ;
- les valeurs de santé étroitement associées à l'image du sport, qui contribuent à la crédibilité de son action ;
- les valeurs économiques du sport qui sont à la base de ses moyens d'action.

Des tensions se manifestent entre la dimension humaniste reposant sur l'éthique, la culture, l'éducation, et les intérêts économiques visant l'événementiel et la médiatisation. Ceci induit des déviations dans le domaine de la santé, en particulier au plus haut niveau de la pratique sportive. Un choix incontournable dans cette « gestion des paradoxes » est de garantir, dans tous les cas et à tous les niveaux, la santé des athlètes.

4. IDENTIFICATION DES RISQUES

La dangerosité potentielle de pratiques sportives inadaptées est une certitude. Il est indispensable de qualifier et de quantifier cette certitude en s'appuyant sur des études épidémiologiques et des statistiques portant sur le long terme et prenant en compte :

- santé physique/santé mentale ;
- type de discipline ;
- encadrement et suivi technique ;
- type d'entraînement (charges – conditions matérielles) ;
- type de compétition (nombre, chronologies, rythmes, organisation) ;

- aménagements des règles techniques ; introduction de technologies nouvelles ;
- nature de l'encadrement et du suivi médical (âge et niveau de pratique – féminin/masculin – handicapés/valides) ;
- contexte international, national, régional, familial (développement économique – dimension démographique – niveau d'équipement sportif, médical, éducatif, culturel).

5. ACTIONS

En fonction des résultats de l'analyse permettant d'identifier, de qualifier et de quantifier les risques découlant de pratiques sportives inadaptées, des actions pourront être définies et développées à divers niveaux. Parmi les pistes susceptibles d'être examinées on retiendra les suivantes :

- mise en adéquation de la Charte olympique avec les évolutions de la société ;
- mesures réglementaires (nombre et calendrier des compétitions – nombre minimal de joueurs par équipe permettant des rotations raisonnables, adaptations des règles techniques) ;
- prise en compte de l'existence de phases sensibles (enfance, adolescence) dans le développement des jeunes sportifs, pour gérer leurs charges d'entraînement et la fréquence de leur participation à des compétitions ;
- action sur les facteurs matériels (conception d'équipements adaptés, mise à disposition de matériels médicaux, de sécurité et de communication d'urgence) ;
- développement de recherches dans les domaines de l'éducation physique et sportive, des protocoles d'entraînement, de la médecine du sport ; pérennisation informatique d'archives technico-médicales ;
- actions de formation initiale et permanente des techniciens du sport et des praticiens de la médecine du sport ;
- mise à jour et diffusion régulière d'informations (techniques, médicales, juridiques, financières) ;
- définition précise des domaines de responsabilité et de décision entre les divers intervenants (équipes dirigeantes, équipes techniques, équipes médicales, environnement familial) ;
- coordination de l'action de ces intervenants pour équilibrer la recherche des résultats, le respect de l'éthique sportive et médicale, la protection de la santé des athlètes ;
- pour l'antidopage, développement par l'Agence Mondiale Antidopage (AMA) des domaines éducatif et de prévention, conventions et échanges d'informations avec l'industrie pharmaceutique.



VITALY SMIRNOV

Comité International Olympique

ACCROÎTRE LES FONDS POUR LA RECHERCHE DANS LA PRÉVENTION DES BLESSURES

Le Comité International Olympique (CIO) doit accroître son financement en faveur de la recherche dans le domaine de la prévention des blessures dans le sport. Cela contribuerait à atténuer l'impact à long terme des blessures subies par les athlètes.

The International Olympic Committee (IOC) must increase its allocation for research in the area of injury prevention. This would help lessen the long-term impact of sporting injuries for athletes.

LUZENG SONG

CHN – Chinese Olympic Committee

FATIGUE MENTALE ET ENTRAÎNEMENT SPORTIF: SUIVI ET CONTRÔLE

La fatigue et le contrôle de celle-ci font partie des principaux sujets de préoccupation des études menées dans le domaine de l'entraînement sportif. Ces études portent essentiellement sur la fatigue physiologique, et bon nombre de théories et de mesures ont été développées à cet égard. En revanche, la fatigue psychologique n'attire pas beaucoup l'attention. La relation entre le corps et l'esprit est similaire à la relation entre la paume et le dos de la main, plutôt qu'à une relation entre main dominante et main dominée. Cette contribution examine la nature, la cause, l'évaluation et le contrôle de la fatigue mentale due à l'entraînement sportif.

MENTAL FATIGUE VERSUS BURNOUT

Research on mental fatigue in sports is based on exercise-induced fatigue in exercise physiology and burnout in health psychology. It focuses on athletes and coaches in intensive training and high-pressure competitions.

Western scholars (Maslach & Jackson, 1981) have used the word “burnout” to describe the phenomenon that occurs when coping resources are used in supporting occupations such as nursing, doctoring and teaching in high-pressure or high-demanding jobs. Burnout has been unpacked into three dimensions: emotional exhaustion, depersonalisation and personal accomplishment (Maslach & Jackson, 1986). Sport

psychologists (Cox, 1998; Weinberg & Gould, 1995) have also used the word “burnout” to describe the phenomenon:

“An exhaustive psychophysiological response exhibited as a result of frequent, sometimes extreme but generally ineffective efforts to meet excessive training and competitive demands” (Weinberg & Gould, 1995, p. 431).

However, the word “burnout” and this kind of definition show three limitations in its use in athletic training. The first limitation is that burnout stresses the end or is the result of a training programme even though it is a process in nature. The second limitation is that burnout stresses the negative effects of a training programme and the positive effects on athletes' adaptation to intensive training and competitions is often overlooked. The third limitation is that when people talk about burnout they often do not regard it as a counterpart word to physiological fatigue. In professional sports fatigue is composed of two sides: physiological versus mental. It can be likened to the palm and the back of a hand.

Based on these three arguments, a concept of mental fatigue has been proposed to replace burnout when the same thing is discussed in sport psychology.

Mental fatigue is defined as a phenomenon that occurs when coping with internal and external stressors. Athletes or coaches continue to consume their mental and physiological resources for coping but these resources could not be renewed on time so that their psychological functioning could not be maintained at the original level. This phenomenon is embodied in changes in emotion, cognition, motivation, behavior and physical condition (Zhang, Lin & Zhao, 2006).

CONTRIBUTING FACTORS TO MENTAL FATIGUE

There are many internal and external factors leading to mental fatigue (Liu, 2005; Lin, 2006). One interview-based study (Liu, 2005) indicated that the internal factors included athletes' cognition, personality and age while external factors were related to social, training, competition and sport characteristics.

A questionnaire investigation (Lin, 2006) invited 125 elite athletes from different sports as participants and found that major contributing factors to athletes' mental fatigue were training (81% of athletes considered this a contributing factor), environment (75%), social support (52%) and cognition (48%).

With regards to the training factor, athletes thought that dull training style was the major contributing element. As to the environmental factor, they thought that bad management system, bad interpersonal relationships and closed training environments were the major contributing elements. As to the social support factor, they considered lack of social



communication, worry about work after retirement, and lack of support and trust from coaches the major contributing elements. As to cognition, they thought that high personal goals were the most important factor leading to mental fatigue.

From the above data Lin (2006) concluded that external factors such as training style and management contributed most to mental fatigue.

EVALUATION OF MENTAL FATIGUE

Potential indicators of mental fatigue fall into two categories.

Through questionnaires based on the Maslach Burnout Inventory (MBI; Maslach & Jackson, 1981) and Athlete Burnout Questionnaire (ABQ, Raedeke & Smith, 2001), candidates of psychological indicators have self-reported indicators such as reaction time (RT), critical fusion frequency (CFF) and two-point discrimination threshold.

Candidates of physiological indicators include encephalofluorogram technology (ET) and event related potentials (ERP).

These evaluation methods are based on both advantages and disadvantages in terms of reliability, validity, manipulation, and cost. It was found (Lin, 2006) that the correlation between mental indicators and physiological indicators was quite low. The multiple, longitudinal and individualised methods should be taken to better monitor mental fatigue.

The self-report questionnaire is one of the best measurements because: 1) it is easy to administer; 2) it is low in cost; 3) it provides direct information and an explanation about athletes' feelings; and 4) its reliability and validity are acceptable in most cases.

CONTROL OF MENTAL FATIGUE

The following methods are suggested to alleviate and control mental fatigue (Zhang, Lin & Zhao, 2006): 1) changes to the training programme and training style; 2) hobbies in spare time should be encouraged; 3) social support systems should be set up for athletes; 4) athletes should be encouraged to set up different short-term goals in through technique, fitness, mental training programmes and rehabilitation programmes; 5) athletes should also be encouraged to keep positive views on success and failure, advantages and disadvantages; 6) athletes should be guided to have balanced foods in their daily diets.

Note: This contribution was submitted on behalf of Zhang Liwei.

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RITA SUBOWO

INA – Komite Olahraga Nasional Indonesia

L'ÉLABORATION DE PROCÉDURES DE SÉLECTION INDÉPENDANTES ET OBJECTIVES

Cette contribution présente une nouvelle procédure de sélection des athlètes mise en place par le Comité National Olympique Indonésien dans le but de renforcer le développement à long terme de ses athlètes. Cette politique demande à tous les athlètes de réussir toute une série de tests sur le terrain destinés à évaluer leur force, leur puissance, leur rapidité, leur souplesse et leur endurance. La logique de cette procédure de sélection est de veiller à ce que tous les athlètes soient physiquement préparés pour la compétition et de contribuer à réduire le nombre de blessures causées par une mauvaise préparation physique telles que déséquilibres musculaires et manque de souplesse. Cette nouvelle politique sera mise en place pour les premiers Jeux asiatiques des arts martiaux qui se tiendront en Thaïlande. Des protocoles de sélection spécifiques aux sports seront élaborés pour des noyaux de sports tels que les sports de combat, les sports de raquette et les sports d'équipe pour toutes les grandes compétitions sportives internationales comme les Jeux asiatiques et les Jeux Olympiques.

Each National Olympic Committee (NOC) is required to perform many tasks to fulfil their responsibilities (as defined in the Olympic Charter) to the Olympic Movement. This includes making decisions that are subject to considerable pressure and lobbying by athletes, coaches, clubs, federations, and even government officials. One such decision is



based around the selection of athletes for important international multi-sport competitions such as the South East Asian (SEA) Games, the Asian Games and the Olympic Games.

Each nation wants to produce the best results at these competitions by sending their strongest team. However, apart from these competition results, the NOC must also consider if the athlete will be a good role model and uphold values at the core of the Olympic Movement, such as fair play and decency. The NOC has an additional responsibility to consider: 1) the health and safety of the athlete particularly in terms of preventing injury during competition; and 2) their long-term development, especially in cases where an athlete may simply not be ready for high-level competition at a young age.

In most instances the standard process involves selecting the athlete with the best performance. So, for example, it is the individual who wins the national Taekwondo championship or the sprinter with the fastest time who will be selected to compete at an international sporting event. But while the Taekwondo athlete may have the natural speed and coordination to produce a national victory, they may lack flexibility and basic strength development, which may lead to injury when facing the rigours of major international competition. Such poor physical preparation could result in the athlete's premature exit from elite sport.

Taking these factors into consideration, the Indonesian Olympic Committee (KOI) has implemented a selection policy that not only considers an athlete's performance but also requires them to pass a series of sport specific physical tests. This policy will be applied, for the first time, to the selection process for the First Asian Martial Arts Games to be held in Thailand from 25 April to 3 May 2009. All selected athletes will be required to pass 10 physical tests, which examine their basic levels of strength, power, speed, flexibility and endurance.

Several months prior to the event the test items and expected performance criteria are conveyed to the athletes and coaches. This gives athletes the opportunity to enhance their performance and successfully complete all test items. Two months prior to the competition an official KOI testing session is performed and any deficiencies are clearly identified to the coach and athlete. At this time specific remedial training is prescribed. The final testing session is conducted two weeks prior to the competition and all athletes wanting to compete in the Asian Martial Arts Games must pass all the testing requirements in order to be selected for the Games.

The ten test items are specifically designed for the Martial Art sports and there are different criteria levels for male and female athletes. The tests are carried out on the field and require minimal equipment so that athletes can go back to their training centres and practice to improve their performance with a clear understanding of the requirements. For

example, the criteria for one of the test items, the standing long jump, is that male martial arts athletes must jump at least 2.5 m, while female athletes must jump 2.0 m. This tests an athlete's leg power, which is paramount for success in martial arts. Other tests are designed around flexibility.

Particular attention is given to the strength and endurance of an athlete's abdominal muscles, to ensure that the body can withstand a series of sustained blows. Another test item is a four minute abdominal circuit whereby athletes are required to hold their body above the ground, supported by their elbows and feet, rotating between front and side positions.

It has been interesting to observe that some of our world class weightlifters cannot perform such an abdominal test. They have become so specialised in lifting a barbell over their heads that insufficient attention is placed on the importance of abdominal musculature. It is not uncommon that weightlifters are vulnerable to lower back injury and hernias. KOI hopes that by implementing such an objective physical testing strategy, the long-term development of the athlete will be better served and the longevity of their careers, improved. Furthermore it is hoped that the occurrence of muscular injuries, that are a result of poor flexibility or muscular imbalances, will be reduced. Such a strategy may sacrifice competitive results in the short term, as insufficiently prepared, but naturally talented athletes, are overlooked for selection. However, KOI feels that the long-term benefits to the athlete must take priority.

KOI looks forward to developing similar protocols for all sports leading up to major international competitions. Such a strategy will serve as an important motivating factor in enhancing the physical preparation of all Indonesia's finest athletes and reduce the occurrence of injury. KOI is aware that the responsibility of athlete selection for major international competition is an important function and that this power must be used responsibly. Good governance is required in all matters such as transparency in financial administration and fair and reasonable dealings with government and non-government partners. KOI is committed to all these important areas of good governance so that the legal requirements and the spirit of the Olympic Charter are honoured and respected by all those privileged and entrusted to serve Indonesia's sporting development.



SHAMIL TARPISCHEV

Comité International Olympique

PROTECTION DE LA SANTÉ DE L'ATHLÈTE

La santé de l'athlète, tout comme celle de toute autre personne, est de la plus haute importance. Les organisations sportives doivent préserver la santé des athlètes en les informant comme il convient et en mettant en place la législation nécessaire.

Par ailleurs, les Comités Nationaux Olympiques (CNO) doivent s'associer aux services de santé publique afin 1) d'appliquer des normes médicales pour les athlètes; 2) de créer plus de départements et de facultés traitant de la médecine du sport dans les établissements médicaux; 3) d'établir de nouvelles exigences en matière de qualification dans la médecine du sport; 4) de noter les produits entrant dans la composition des repas des athlètes et d'en identifier clairement tous les additifs; 5) d'appliquer des normes médicales intégrées en évaluant l'état fonctionnel des athlètes.

Toutes ces mesures doivent être prises avec l'aide d'entraîneurs, de médecins et d'organisateur afin de veiller à ce que la santé de l'athlète soit protégée à court et à long termes.

The health of an athlete, as with any other person, is of the highest value. But athletes, especially those who compete at the elite level, are susceptible to diseases that result in sudden death. This radically undermines the idea that sport is the basis of a healthy lifestyle and an important factor in longevity.

In the world of sport, there are at least a thousand fatalities annually, which includes sudden cardiac deaths (which occur during the 24 hours from the moment the symptoms first appear) as well as thousands of incidents involving other physical traumas. The spread of traumas differs among countries. In Switzerland, for instance, the incidence is high among downhill skiers while in Russia it is among hockey players and those who are active in the martial arts.

This is a disturbing problem especially when such a tragedy occurs among the best, strongest and youngest people.

Heart disease accounts for about 80% of these sudden deaths. Injuries, bronchial asthma attacks, brain aneurisms and a string of other causes are also to blame.

It is important to ensure that sport organisations provide maximum prevention against such incidents. While it is necessary for them to

adequately instruct their athletes it is also essential to put in place the necessary legislation that creates the proper conditions for the protection and building-up of the health of athletes. This must also extend to other people who take part in sporting competitions and training events. It is necessary to improve the rules of competitions and safety requirements especially with regards to sporting objects and equipment.

We must strive for athletes to fully comply with hygiene and sanitary requirements, and insist on regular medical examinations for accident prevention purposes. Passing these medical examinations must be a minimum requirement for an athlete to participate in any sporting events.

It is necessary for National Olympic Committees (NOCs) to partner with public health services. In my opinion, it is necessary to stimulate the health services, together with sport institutions to create and implement new educational programmes and certification requirements for training medical personnel. We must ensure that the best medical graduates help train personnel in sports medicine and other staff working on health related issues in sport organisations.

From my point of view, it is also essential to:

1. Implement medical standards for athletes;
2. Create more departments and faculties dealing with sport medicine in medical institutions;
3. Implement new licensed requirements on sport medicine;
4. Register produce used in meals for athletes and clearly identify all the additives;
5. Implement integrated medical standards through evaluating the functional state of athletes.

I agree with my colleagues who state that coaches, doctors and organisers are responsible for ensuring that forbidden medicine and methods are not used by athletes. Moreover, the laws should be clearly defined when apportioning criminal responsibility in cases where forbidden medicine is used and damages an athlete's health. National Olympic Committees could initiate the introduction of respective amendments to the existing laws in their countries.

Undoubtedly, it is very important for members of national teams, including junior and youth teams, to be regularly subjected to anti-doping examinations.

No doubt, all these measures would contribute to the significant improvement in the protection of an athlete's health, not only during the training and competition process but also after the end of their professional careers.



FARZANEH TORKAN

Commission du CIO • Commission médicale

L'ÂGE DES PREMIÈRES RÈGLES ET L'EXERCICE

Grâce à une prévision correcte de l'âge des premières règles, les adolescentes peuvent recevoir les informations nécessaires au bon moment et sont préparées aux changements qu'elles subiront pendant cette période.

L'exercice physique pratiqué régulièrement a des effets importants sur la santé des différents systèmes du corps, les plus connus étant le système cardio-vasculaire et l'appareil musculo-squelettique. Mais il semble aussi que l'introduction du sport avant la puberté puisse avoir un effet sur l'âge des premières règles chez les filles.

Correctly predicting the menarche age in girls ensures that they receive the necessary information at the appropriate time and are prepared for the changes they will experience during this period.

Regular exercise has important effects on the health of different systems in the body, the most well-known being on the cardiovascular and musculoskeletal systems. But it also seems that the introduction of sports before puberty may have an effect on the menarche age in girls. Heavy exercise together with a diet that is low in calories puts the athlete at risk of developing delayed menarche. Delayed menarche is defined as the occurrence of the first episode of menses after the age 14 in a girl without other sexual characteristics, or in a girl over 16. This will have adverse effects on the health of their bones and also on other systems in their body. On the other hand, appropriately programmed exercise has salient effects on the development of healthy bones.

Also, regular physical activity, the induction of growth hormone secretion and delaying menarche can also affect the height of the girl.

Adolescence is a particularly critical period because the velocity of bone growth doubles and approximately 40% of the peak bone mass is laid down.

METHODS

In our study 629 girls (athletes) in 24 provinces of Iran were evaluated.

RESULTS

In 454 cases the girls had passed menarche age. The mean of age at menarche was 158 months.

Earlier menarche was reported in:

1. Lower height ($p < 0.001$)
2. Lower age at beginning exercise ($p = 0.019$)
3. Lesser number of sisters ($p = 0.007$)
4. Lesser number of brothers ($p = 0.003$)
5. Higher per cent body fat ($p = 0.037$)
6. Higher body mass index ($p = 0.002$)
7. Residing mountain side regions ($p = 0.001$)

The regression model showed that the menarche age was predictable based on these variables: the current height of the case ($p < 0.001$); height of the place of residence from the sea ($p < 0.001$); number of brothers ($p = 0.006$); number of sisters ($p = 0.008$) ($p = 0.001$, R square = 0.99).

DISCUSSION

Comparing the mean menarche age over generations of women has shown an increase in age at menarche in the younger generations.

Note: This is a joint contribution by Dr. Torkan-Farzaneh (Chair of Physical Medicine & Rehabilitation Department, NIOC Central Hospital, Sports Affairs of NIOC, National Olympic Committee of Iran), Dr. Hakemi-Laleh (Internal Medicine Specialist, NIOC Central Hospital) and Dr. Kabir-Ali (MD, Research consultant, Nikan Research Institute, Iran University of Medical Sciences).

FARZANEH TORKAN

Commission du CIO • Commission médicale

L'OSTÉOPOROSE EN IRAN ET LES EFFETS DE L'EXERCICE

L'ostéoporose est l'un des troubles du métabolisme les plus connus et la maladie métabolique osseuse la plus courante. Les exercices qui consistent à soulever des poids, une bonne alimentation et une quantité appropriée de vitamine D sont importants pour obtenir et maintenir la masse osseuse. Le nombre de cas d'ostéoporose est en augmentation dans le monde entier, en particulier en Asie, mais les patients ostéoporotiques peuvent bénéficier d'un programme individuel d'exercices, qui aide à minimiser les fractures.

INTRODUCTION

Osteoporosis is one of the most common metabolic disorders and the most common metabolic bone disease. Weight-bearing exercises, good



nutrition and adequate amounts of vitamin D are important in attaining and maintaining bone mass. The incidence of osteoporosis is increasing worldwide, especially in Asia, but osteoporotic patients can benefit from individually programmed exercises that help minimise fractures.

The proposed dietary deficiencies of calcium and vitamin D and the special apparel of Moslem Iranian women, warrants a thorough study and focus on preventive approaches.

METHODS

More than 30 related studies performed in Iran in the recent 5 years were reviewed.

RESULTS

About 50% of men and 70% of women aged 50 or older suffer from osteoporosis or osteopenia in Iran.

In postmenopausal women, the prevalence of osteoporosis, osteopenia, and normal bone density is 41.8%, 50%, and 8.2% respectively. After menopause, bone loss will become more accelerated. While the frequency of osteoporosis increases, the frequency of osteopenia decreases with age. The mean age and the mean postmenopausal duration of patients with osteoporosis are significantly higher than patients without osteoporosis. Menopausal duration of over 10 years is associated with 5.6 fold increased risk of osteoporosis. Osteoporosis is more frequent (61.5%) in the postmenopausal women with symptoms including lower back pain.

The prevalence of osteoporosis and osteopenia in men aged 50 years and older was shown to be 3.9% and 50% respectively.

The prevalence of osteoporosis at L2-L4 region was 16.7% in men and 56.3% in women. The prevalence of osteopenia at L2-L4 region was 38.9% in men and 25% in women. Peak bone mass at L2-L4 region was reached at 29.3 years in women. Means of BMD in subjects aged 20-45 years (peak bone mass), at lumbar spine and the hip were: for females 1.200.013 and 0.9940.13 and for males 1.180.14 and 1.050.16gr/cm² respectively.

Peak bone mass in the Iranian population seems to be 3.9% higher than that of the Japanese population and 5.6% lower than that of the American population.

Vitamin D and calcium intake, tea consumption, serum Zn, consumption of soy proteins, physical activity, BMI, and education level have a positive relation to bone mineral density. Smoking, renal stone history, hyperhomocysteinemia as a result of folate deficiency, diabetes mellitus,

hyperthyroidism, thalassemia, hemodialysis, PTH levels, and glucocorticoid use have a negative relation to bone mineral density. Disabled veterans show a marked reduction of bone mass in the neck of femur.

Prevalence of vitamin D deficiency is significant in Iran, and one study showed that 80% of the population has at least mild vitamin deficiency.

Hip fracture is the most serious consequence of osteoporosis. The estimated incidence of osteoporotic fractures in the year 2001 among Iranian women was 417 spinal fractures, 4,337 fractures of the femur and 1,806 fractures of the forearm.

CONCLUSION

Osteoporosis is a major health problem in Iran and preventive measures in terms of education, appropriate nutrition, sun exposure, and weight-bearing physical exercises should be encouraged from childhood throughout life to minimise this condition. 9-13 year-old boys and girls with higher physical activity levels also have greater bone mineral content compared to their less active counterparts. Among 81 healthy white females studied, it was shown that exercise was more important than dietary calcium in reaching peak bone mineral density.

Physical activity, particularly weight-bearing exercises, improves bone mass and might reduce the risk of osteoporosis later in life. Bone loading is important in the mineralisation of the bone. Weight-bearing exercises (such as running, soccer, gymnastics) should be encouraged.

Also, prevention and early treatment of female athletes is of utmost importance and every team physician and coach should be aware of the risk factors and possibility of the condition.

In addition, in osteoporotic patients, individualised programmes can minimise fractures and improve physical fitness.

Note: This is a joint contribution by Dr. Torkan-Farzaneh (Chair of Physical Medicine & Rehabilitation Department, NIOC Central Hospital, Sports Affairs of NIOC, National Olympic Committee of Iran) and Dr. Hakemi-Laleh (Internal Medicine Specialist, NIOC Central Hospital).



FARZANEH TORKAN

Commission du CIO • Commission médicale

PRESCRIPTION POUR L'EXERCICE DES PATIENTS CARDIAQUES

Les maladies cardiovasculaires et notamment les maladies coronariennes sont un problème majeur dans de nombreux pays. Le changement de style de vie des individus a entraîné des maladies non transmissibles. L'Organisation mondiale de la Santé (OMS) en 2000 a rapporté une prévalence de 48,6% des maladies des artères coronariennes comme cause de décès, 80% intervenant dans les pays en développement.

Pour la sécurité des séances sportives, les patients devraient recevoir pour instructions d'être attentifs aux soudains changements de températures. Les symptômes d'angines et ses équivalents doivent être expliqués aux patients ainsi que l'importance de prendre les médicaments prescrits par le médecin. L'usage de TNG et d'ASA sous la langue doit être enseigné et les contre-indications de l'exercice devraient également être mentionnées.

Cardiovascular disease, especially coronary artery disease, is a major problem in many countries. Changing human lifestyle has resulted in non-communicable diseases. The World Health Organisation (WHO) in 2000 reported a 48.6% prevalence of coronary artery disease as the cause of death, 80% of which occur in developing countries.

The incidence of cardiovascular disease has changed dramatically in Iran. Now, coronary heart disease is the most common and serious problem in Iran (Iranian Heart Journal 2004).

Physical inactivity, tobacco use, unhealthy diets, hypertension, lipid profile disorders, diabetes mellitus, being overweight, or obese are all risk factors in developing cardiovascular disease. By adopting a healthy lifestyle, one can reduce cardiovascular disease by 85%, diabetes mellitus by 90% and the probability of cancer by 30%.

In Tehran, a study of 2,137 subjects (aged 35 to 65) found the prevalence of cardiovascular risk factors as follows: hypertension 31.3%, isolated systolic hypertension 8.2%, smoking 13.3%, borderline high total cholesterol 34.3%, high total cholesterol 27.4%, borderline-high concentrations of low density lipoprotein 28.4%, high concentrations of low density lipoprotein cholesterol 21.2%, low concentrations of high density lipoprotein 5.8%, borderline high concentrations of triglyceride 4.7%, diabetes mellitus 9.2%, overweight 39.8%, obesity 23.4%, and lack of leisure time physical activity 88.9% (Healthy Heart Project, Oraii et al).

Physical inactivity is an independent risk factor for coronary heart disease. 22% of cardiovascular diseases stem from physical inactivity.

Inclusion of regular aerobic physical activity may help through the primary, secondary and tertiary levels of coronary artery disease prevention.

Our future direction is to make efforts towards changing lifestyle habits in the population for primary prevention. The policy of the Health Ministry of Iran is to educate trainers and supervise the activities of health centres all around the country. On the other hand, we have to expand cardiac rehabilitation centres and our education of staff to try our best to make insurance companies accountable for supporting primary prevention protocols in high risk individuals.

As for secondary and tertiary prevention strategies, the exercise prescription depends on: 1) when or whether a cardiac event has occurred; and 2) the exercise capacity of the patient. The latter should be individualised. A sub-maximal exercise stress test may help exercise capacity out patiently. Exercise tolerance tests can help classify individuals into categories for special needs that require medical supervision or ECG monitoring during exercise. Also, the contraindications and special precautions have to be addressed in some conditions. Some situations such as silent angina, congestive heart failure, pacemakers and implantable cardiac defibrillators as well as cardiac transplant are aspects of cardiac patients that need special attention.

In a study of 118 coronary artery disease patients in Shahid Rajaei Hospital the BMI, weight, waist circumference, and waist to hip ratio decreased ($p < 0.001$) after the monitoring period. However, these indices returned to their prerehabilitation period after 12 months (Masoumi 2005).

In another study concerning the 8 week exercise rehabilitation of 100 patients (Farahani 2003), researchers noted a 10% increase in Metabolic Equivalent (METs) compared to the pre-exercise situation ($p = 0.001$), a 6% decrease in resting heart rate and an 18% increase in maximal attainable heart rate were noticed. Also a slight decrease in systolic blood pressure and improvement in lipid profile occurred.

For each stage of prescription the FITT (Frequency, Intensity, Time, and Type) should be identified.

Below, are details of a simplified sample programme after a thorough pre-participation examination:

TYPE: aerobic exercise.



INTENSITY: mild to moderate / maximal heart rate = 50-70 % of heart rate reserve (heart rate reserve = maximal heart rate – resting heart rate), 10 beats lower than a positive Exercise Tolerance Test (ETT)

TIME: 20 to 60 minutes daily, cumulative or continuous.

FREQUENCY: 4-7 days per week.

PROGRESSION: The duration and intensity of exercise should be increased gradually. Begin 20 minutes daily on a 50 % heart rate reserve. Then increase 5 minutes per day, each week, until it reaches 60 minutes. After a decrease in resting heart rate is achieved in response to exercise, the intensity can be increased by 10 %.

For safety of sports sessions, the patients should be instructed to be careful of sudden changes in temperature. Angina symptoms and its equivalent must be explained to patients as well as the importance of taking medications prescribed by the physician. The use of sub-lingual nitroglycerin and aspirin must be taught and the contraindications of exercise should also be addressed.

Note: This is a joint contribution by Dr. Farzaneh Torkan (Chair of Physical Medicine & Rehabilitation Department, NIOC Central Subspecialty Hospital, Sports Affairs of NIOC, National Olympic Committee of Iran) and Dr. Laleh Hakemi (Internal Medicine Specialist, NIOC Central Subspecialty Hospital).

FARZANEH TORKAN

Commission du CIO • Commission médicale

PROGRAMME DE RÉHABILITATION CARDIAQUE EN IRAN

Les maladies cardiovasculaires, en particulier les maladies coronariennes, sont un problème majeur dans de nombreux pays. La fréquence des maladies cardiovasculaires a changé de façon spectaculaire en Iran.

À l'heure actuelle, les maladies coronariennes comptent parmi les maladies les plus communes et les plus graves. Toutefois, des protocoles de prévention peuvent aider les patients à mener des vies plus saines avec moins de mortalité et de morbidité.

Cardiovascular disease, especially coronary heart disease, is a major problem in many countries. The incidence of cardiovascular disease has changed dramatically in Iran. Now, coronary heart disease is the most common and serious problem (Iranian Heart Journal 2004). Post

myocardial infarction survivors suffer a re-infarction 5 times the healthy population. Secondary prevention protocols can help the patients to live healthier lives with lower morbidity and mortality. Cardiac rehabilitation decreases coronary heart disease mortality by nearly 26 %.

There are some specialised cardiac rehabilitation centres in large cities in Iran which consists of:

- in-patient programmes with an early assessment for risk factor management and mobilisation;
- transition cares and discharge planning design for daily activities like driving, lifting;
- sexual activity and so on;
- out-patient rehabilitation and secondary prevention, the patients are assessed for risk factors and are divided into different categories.

Necessary interventions for minimising the effects of risk factors are explained to patients such as non-pharmacologic interventions or a healthier lifestyle (quitting tobacco use, healthier diet, regular physical activity, weight management, stress reduction).

At this stage, the patients undergo medical evaluation and exercise testing and based on the results. An exercise plan is prescribed and ECG monitoring and medical supervision applied when indicated.

Appropriate equipment, staffing and safety measures help to minimise rehabilitation programmes and in Iran, qualified psychiatrists, nurses, physiotherapists, nutritionists and psychologists work as a group.

The number of cardiologists and related subspecialists all over Iran is as follows: adult cardiologists (more than 900), cardiovascular surgeons (more than 110), and pediatric cardiologists (more than 55) (Samavat et al).

There are also several fellowship academic programmes in Iran related to echocardiography, electrophysiology, interventional cardiology, and cardiac anesthesiology (Noohi, Tabatabaei).

National health systems and the Iranian health ministry, together with insurance companies have started their support toward rehabilitation protocols in secondary prevention (after myocardial infarction, post CABG, post angioplasty.). Also the health ministry has a special division and office involved in the field of prevention which organises teaching programmes for general practitioners and the public (Noohi, Tabatabaei).

Despite this, the current status in Iran is far from optimum in terms of facilities, knowledge and attitude and of course practices in terms of patients.



In Tehran, in a study on 2,137 subjects (aged 35-65 years), the prevalence of cardiovascular risk factors is as follows:

Hypertension 31.3%, isolated systolic hypertension 8.2%, smoking 13.3%, borderline high total cholesterol 34.3%, high total cholesterol 27.4%, borderline-high LDL 28.4%, high LDL cholesterol 21.2%, low HDL 5.8%, borderline high triglyceride 4.7%, diabetes mellitus 9.2%, overweight 39.8%, obesity 23.4%, lack of leisure time physical activity 88.9% (Oraii et al).

In the future we aim to focus our efforts on changing lifestyle habits in the population in order to promote primary prevention. On the other hand we have to expand cardiac rehabilitation centres, and education of the staff. We must also try our best to make insurance companies accountable for supporting primary prevention protocols in high risk individuals.

Research in Iran is not at an optimal level. However, there are important results in organisation of secondary prevention strategies. The effectiveness of secondary prevention measures, the costs of diseases and their consequences compared to the costs of prevention, as shown by a KAP analysis on the target population, can help towards fruitful organisation.

In a study of 118 coronary artery disease patients in Shahid Rajaei Hospital, the results after the monitoring period showed BMI, weight, waist circumference, and waist to hip ratio decreased ($p < 0.001$). However, these indices returned to those of the pre-rehabilitation period after 12 months. (Masoumi 2005).

In another study on an 8 week exercise rehabilitation programme for 100 patients (Farahani 2003), there was a 10% increase in METs compared to the pre-exercise situation ($p = 0.001$). A 6% decrease in resting heart rate and 18% increase in maximal attainable heart rate were noticed. A slight decrease in systolic blood pressure and an improvement in lipid profile also occurred.

Note: This is a joint contribution by Dr. Farzaneh Torkan (Physical Medicine & Rehabilitation specialist, NIOC Central Hospital, Sports Affairs of NIOC, National Olympic Committee of Iran) and Dr. Laleh Hakemi (Internal Medicine Specialist, NIOC Central Hospital).

PANAGIOTIS TSAROUCAS

GRE – Comité Olympique Hellénique

PROTECTION DE LA SANTÉ LORS DE L'ENTRAÎNEMENT ET EN COMPÉTITION

Une grande variété de sports et d'activités de loisirs sont pratiqués par un nombre croissant d'individus de tous âges à travers le monde. Bien souvent, les personnes concernées par ces activités sont blessées ou malades et ont besoin d'avis médicaux.

La dernière autorité en ce qui concerne les problèmes médicaux devrait être le médecin du sport dont la principale priorité est de protéger la santé immédiate ainsi que la santé à long terme de l'athlète. À cette fin, les décisions médicales ne devraient jamais être influencées par une seule compétition, aussi importante soit-elle. Une communication efficace entre l'athlète, l'entraîneur et le docteur est d'une importance vitale.

Enfin, l'éducation et l'entraînement devraient être constants tout au long de la carrière d'un athlète. Tous les organes sportifs et non sportifs autour de l'athlète, les docteurs, les parents, les entraîneurs, les écoles, les clubs, les Fédérations Internationales (FI), les fédérations nationales, les organisations antidopage et les Comités Nationaux Olympiques (CNO) sont responsables de l'information et de la communication aux athlètes sur les problèmes de santé.

A great variety of sports and recreational activities are being practiced by an increasing number of individuals of all ages all over the world. Quite often the people involved in these activities experience injuries and illnesses and require medical advice.

The ultimate authority on medical matters should be the sport physician whose top priority should be to safeguard the athlete's immediate, as well as their long-term health. To this end, medical decisions should never be influenced by any single competition, no matter how significant it is. Effective communication between the athlete, the coach and the physician is vitally important.

An early and detailed medical evaluation can reveal risk factors and pre-existing conditions that can influence an athlete's ability to assess the likelihood of injury-free participation. For this reason, the sport physician should be trained in various fields, including biomechanics, exercise physiology, sport physiology, sport psychology, sport nutrition, environmental hazards of training/competition, safety of sports equipment.



Success related to children's participation in sports is measured not in relation to winning or losing, but in terms of personal growth and development. Used positively, sport can enhance the well-being, enjoyment and normal growth of children. Used negatively, it can contribute to physical and psychological abuse. The sport physician must ensure that training and competition are appropriate for their stage of growth and development by taking into consideration factors such as height, weight, experience and skills.

Sports injuries can be prevented or reduced by proper training and competition programmes, proper use of equipment, adjustments in rules and by educating athletes, coaches and parents.

With respect to the potential implications of vigorous exercise by female athletes, the sport physician must bear in mind that there are profound effects on their hormonal system and at least transitory effects on their reproductive system. Environmental hazards relating to training and competition include altitude injuries, heat and cold injuries as well as air pollution injuries.

Athletes competing in weight category sports, such as wrestling, boxing and rowing often have to lose or gain weight prior to their competition to attain a specific weight standard. Attempts at weight loss or gain should be undertaken gradually and carefully, through sound nutritional practices, in order not to jeopardise the athlete's health.

Injuries often produce dramatic effects on athletes because they affect their ability to perform and realise their dreams. The sport physician can play a valuable role in supporting them emotionally during a recovery from an injury and illness. Moreover, sport is not immune to "clinical disorders" such as depression, phobias or obsessions. In fact, sometimes the demanding world of sport may actually contribute to some of these problems. In such cases, early detection and referral followed by emotional support are crucial.

Sport physicians should regularly inform the athlete, those responsible for the athlete and other relevant parties on the hazards of doping. Elite athletes, in particular, should be aware of all the consequences of the use of prohibited substances and methods.

Finally, education and training should be constant throughout an athlete's career. All sporting and non-sporting bodies around the athlete, doctors, parents, coaches, schools, clubs, National and International Federations, Anti-Doping Organisations and National Olympic Committees (NOCs) are responsible for informing and communicating with them on matters relating to health issues.



LA VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES PENDANT ET APRÈS LE SPORT DE HAUT NIVEAU

GERALDINE BERNARDO

PHI – Philippine Olympic Committee

L'ENTREPRISE « ATHLETES BEYOND SPORTS »

« Athletes Beyond Sports » (ABS) est une entreprise qui œuvre dans le domaine social et dont le principal objectif est de donner une chance aux athlètes nationaux d'améliorer leur bien-être général dans des secteurs comme leur carrière, leur éducation, la vie en général et la spiritualité entre autres.

Afin de poursuivre ces efforts, ABS va se lancer dans des projets générant de forts revenus qui combineront deux objectifs communs: 1) soutenir les athlètes d'un point de vue économique lors de leur transition vers la vie après le sport et 2) la promotion du sport et du fitness dans tout le pays.

ABS comblera également le besoin du public d'avoir des services de sport, tels que des ateliers ou des séminaires sur le sport, la tenue de manifestations sportives et la gestion des centres sportifs de la communauté.

La première offre d'ABS est un module de formation baptisé « Going for the Olympic Lifelong Dream » ou G.O.L.D. (aller au-delà du rêve olympique) qui consiste en un séminaire de deux jours combinant l'éducation sur les valeurs olympiques et les fondements de l'exercice physique, animé par des athlètes et/ou des professionnels qui travaillent sur le terrain.

BACKGROUND OF ATHLETES BEYOND SPORTS

For any national athlete, patriotic duty prevails as the driving force to excel. However, it has become increasingly difficult to deny the economic realities. Athletes are no different from their fellow countrymen who need to provide for their families.

The International Olympic Committee (IOC) itself recognises other difficulties that athletes face, especially when making the transition from high-level sport to "normal" life upon their retirement. Our sport leaders must share in the responsibility to care for the well-being of their athletes, who have used their most productive years in sport.

However, even securing the future crop of elite athletes has become precarious. Ken Hardman and Joe Marshall attribute the worldwide

trend in decreasing physical activity to "... physical education not being delivered or delivered without quality, insufficient time allocation, lack of competent and/or inadequately trained teachers, inadequate provision of facilities and equipment and teaching materials, large class sizes and funding cuts..." [1]

THE CONCEPT

The main thrust of ABS is to provide opportunities for national athletes to enhance their total wellness in areas of career and education, life coaching and spirituality among others.

To sustain these efforts, ABS will embark on viable projects that will combine the twin goals of uplifting the economic plight of the national athletes in their transition to life after elite sport, and promoting sport and fitness nationwide.

The ABS logo represents a sheaf of grain in the Olympic colours in order to symbolise the importance of "investing" in our athletes, not only for the purpose of helping them excel in their sport, but also to make them productive members of society and stewards of sport development.

ABS will fill the need for various sports and manpower services to the public, such as, but not limited to, sport seminar workshops, staging of sporting events and management of community sports centres.

ABS will be run as a non-profit corporation, with the option to be placed under the auspices of the National Olympic Academy. The ABS staff-to-be must have expertise in business and sport management, as well as access to networks from the business, academia, media and sport governing bodies.

THE SERVICES

The first programme offering of ABS is a training module called "Going for the Olympic Lifelong Dream" or G.O.L.D. It will be a 2-day seminar workshop that combines the values of Olympism and the fundamentals of physical movement, to be conducted by athletes and/or co-professionals in the field.

The proposed basic curriculum of G.O.L.D. is as follows:

Module I: Olympic Values Education

- fundamental principles of the Olympic Movement
- educational values of Olympism
- teaching approaches



Module II: Fundamentals of Physical Movement

- basis for learning motor skills
- cues for teachable points and common faults
- body motor and locomotion skills
- lesson and unit plans

ABS will train and recruit 50 master trainers from the active and retired pool of national athletes. In turn, these master trainers will each train at least 25 to 50 participating athletes for part-time or full-time employment.

These and other sports services will be fees-based in order to provide income for the athletes and revenues for ABS' management services.

THE MARKET

The primary markets of the ABS Project G.O.L.D. are the physical education teachers and the local community sport coordinators.

These markets are chosen for having the most direct access to the youth from ages 5 to 16, the age group most likely to develop the habits of lifelong participation.

The business objectives of ABS are:

- to penetrate at least 33% of the primary target market within 3 years;
- to be self-sustainable within 2 to 5 years;
- to accumulate at least a USD 500,000 endowment fund from earnings or from benefactors within 5 years.

Teachers and sport coordinators who have undergone the G.O.L.D. programme will receive certification from its National Olympic Committee (NOC). These certificates may be the basis for promotion or for their continuing education. Participants will receive automatic membership to an online website community wherein they will receive lesson plans and updates in the field of physical education and sport management.

FINANCIAL CONSIDERATIONS

ABS, as a non-profit corporation, requires initial capital of between USD 150,000 to USD 200,000 for the first 6 to 9 months of pre-operation.

The fund will be utilised for the following purposes: business registration, curriculum and website development, recruitment and training of instructors, administrative and promotional expenses.

In the best-case scenario, ABS can realise positive cash flows within the first year. ABS can earn between 10% to 16% net profit in the next 2 years and at least 300% "Return on Investment" (ROI) by the 3rd year.

LOCAL SOCIAL IMPACT

The World Health Organisation (WHO) cited a study done in the US, where an investment of USD 1 (time and equipment) for physical activity translates to savings of at least USD 3.20 in medical related costs. [2] To illustrate, the Philippines, with a population of 80 million people, incurred medical care expenditures amounting to USD 692 Million in the year 2000.

However, a pre-requisite for selection of elite athletes is a wide base of sports participation or "Sport-For-All". Particular attention must be given to the under-privileged sectors of society in particular women, older adults, individuals from low socioeconomic groups and the disabled.

CONCLUSION

Sport is more than competition. This is the message that the IOC strives to bring through its Olympic Values Education by "encouraging and promoting sports traditions and values as the context for teaching life values and skills".

ABS taps into this unique value proposition, yet meets the requirements for a sustainable social enterprise. ABS seeks not to replace existing national sports programmes but augments them by way of partnering with the various public and private stakeholders of sport.

In the end, the country will reap the rewards of well-trained and highly motivated athletes, as well as new generations of people who eternalise Olympism.

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ALEJANDRO BLANCO BRAVO

ESP – Comité Olímpico Español

ENCOURAGER L'« EMPLOYABILITÉ » DES ATHLÈTES : L'EXPÉRIENCE ESPAGNOLE

Ces dernières années, le Comité National Olympique (CNO) espagnol s'est mieux rendu compte des problèmes que doivent souvent affronter les athlètes à la recherche d'un emploi.

Le Comité Olympique espagnol estime qu'il doit veiller à l'éducation des athlètes, contribuer au développement de leurs compétences professionnelles, encourager leur recherche d'emploi et rendre leur vie sportive compatible avec leur carrière professionnelle.

Ce document mentionne brièvement quelques-unes des initiatives que nous avons prises afin de faciliter, pour l'athlète, la recherche d'un emploi.

Over the last few years, the Spanish Olympic Committee has become more aware of the problems which commonly arise when athletes seek employment.

The National Olympic Committee (NOC) of Spain considers that it is responsible for watching the education of athletes, contributing to the development of their professional skills, encouraging their employment and making their sport life compatible with their professional career.

This document will briefly state some of the initiatives we have carried out in order to facilitate an athlete's job hunt.

In 1997 the Spanish Olympic Committee created the position of "athletes' tutor". The person in this position monitors each athlete's academic achievement and advises them on professional opportunities at the end of their sport career.

Then in 1998, the Spanish Olympic Committee signed an agreement with the employment company, Adecco. The aim of this agreement was to stimulate the athletes' employability through an "outplacement" system. This system comprised an education seminar and the possibility of using Adecco's employment agency network where athletes are personally assessed by a human resources consultant. 64 % of the athletes who participated in this programme got their first job.

Due to the success, this Spanish NOC project was adopted by the International Olympic Committee and other NOCs that signed similar agreements in their countries.

At the same time, we entrusted different consultancy firms in Spain with the task of conducting studies that focused on the employability of the elite athletes at the end of their sporting career. The following conclusions were useful when establishing our subsequent strategy :

1. The sports skills that every elite athlete possesses are an added value to his or her professional career and should be of great interest to companies. This is something that employers should know.
2. The values and abilities of each athlete differ according to the sport he or she practices. In order to guarantee that an athlete is effectively integrated in the workforce, all efforts must be made to channel his or her unique qualities towards the most suitable job.

In 2001 the Spanish Olympic Committee created its "Olympic Athletes' Commission", giving it control over all actions related to the education and employment of our athletes.

Two years later the Spanish Olympic Committee organised an international seminar, which dealt with :

- the education of athletes during their sporting career ; and
- the access to a profession when their sport career is finished.

This seminar recommended that the public institutions in charge of sport, education and employment work to harmonise an athlete's sporting career, education and search for a future occupation. We would like to highlight the following conclusions from the seminar :

- Each athlete should be directed towards the most suitable profession that takes into account his or her personal skills and the values developed through the sport practised.
- Academic institutions should provide for some flexibility on an athlete's timetable and other curricular activities, in order allow him or her to meet training and competition requirements.
- The elite athlete should have access to monitored practical training periods at companies, as a first professional experience, and be able to take advantage of their employment offers.

The Spanish Olympic Committee was also interested in knowing the social situation of its Olympic athletes. In 2006 we requested a prestigious Spanish university to complete a survey about such athletes (once four Olympic cycles were over) with special focus on their employment situation. The results were significant :

- 93 % of the athletes participating in the 1992 Barcelona Olympic Games were employed. Among them, 46 % worked in the sports sector.



- 32 % worked before finishing their sport career, 28 % were occupied for less than two months after retirement and the remaining 40 % took six months on average to obtain a first job.

At the end of 2006, the Spanish Olympic Committee created the “Athlete Service Office” (“OAD” in Spanish) based on the findings from the studies and in order to comply with its objectives in this field. The “OAD” has been conceived as a tool that gives attention to all aspects of an elite athlete’s personal and professional development. It has the following main objectives :

- To ensure a long-term athlete education plan in collaboration with public institutions, education centres and sport federations ;
- To allocate study scholarships to athletes (for more than 150 athletes per year) and ensure their academic supervision ;
- To create a labour exchange for athletes in order to facilitate their employability. This will be done by establishing collaboration agreements with companies associated with the “OAD” ;
- To offer personalised and free psychological, legal, financial and educational advice to each athlete.

Through the “OAD”, the Spanish Olympic Committee serves more than 800 high level athletes, offering them the necessary human resources and advice to make the transition from sport to professional life, easier.

Additionally, we offer permanent education courses, master’s degrees for coaches and sport managers, cooperation with universities and high schools. All this is done with the aim of giving more opportunities to our athletes in recognition of all the efforts they have made to our society.

Note: For more information, go to www.coe.es and www.oad.es

CLAUDIA BOKEL

Athlète • COE - Les Comités Olympiques Européens

DOUBLE CARRIÈRE

Maintenir une « double carrière » implique un soutien à diverses étapes de la vie d’un athlète, en particulier lorsque des études ou un emploi sont associés à un entraînement sportif professionnel. Les vies sportive, éducative et professionnelle peuvent être menées en parallèle ou l’une après l’autre.

Le problème de la « double carrière » se pose pour tous les athlètes de haut niveau, quels que soient leur sport et leur nationalité. Dans une large mesure, ce sont les athlètes eux-mêmes

qui doivent concilier les exigences du sport de haut niveau avec celles des études et du travail. Cette question devrait être traitée à un niveau professionnel et sur une base individuelle.

Dans cette contribution, trois aspects de la « double carrière » d’un athlète sont soulignés : les études, les programmes de placement professionnel et le soutien psychologique.

Sport is at the heart of society. To keep it there, athletes need to stay involved with their sport as role models and ambassadors in order to inspire the next generation of athletes. For this to happen, athletes need to be supported within their sport and have the peace of mind about their future. This will enable them to compete at the highest level for as long as possible and ensure they stay involved with their sports once they retire.

A balanced athlete will perform at a higher level, have a productive and longer career and make a smoother transition into life after sport.

This is why our Athletes’ Commission, in cooperation with the European Olympic Committees (EOC), the German Olympic Sports Confederation and the German Presidency of the European Union, organised the EOC Athletes’ Forum in Stuttgart with the main topic “Dual Careers: Reconciling top-level sporting achievement with education and career”. Athlete representatives from all 49 National Olympic Committees (NOCs) of Europe were invited to exchange information and ideas about already existent mechanisms for such “dual careers” and to make recommendations for the future.

Managing a “dual career” implies support at various stages in an athlete’s life, especially in the context of schooling, academic education or work combined with professional training. The various phases of sporting achievement, education and work can occur in parallel or subsequent to one another.

The problem of a “dual career” arises for all top-level athletes, irrespective of their particular sport or nationality. Athletes themselves are to a large extent responsible for reconciling the demands of top-level sporting achievement and those of education and work. This issue should be dealt with at a professional level and on an individual basis.

Three aspects of our results are highlighted :

1. EDUCATION

Athlete education programmes need to focus first on making athletes realise the importance of planning for a life after sport. While this may seem obvious, it is not always the case with athletes who are immersed in their sports.



There needs to be more flexibility introduced to the current education system to allow athletes to train, compete and learn. One solution might be to adapt the programmes of study to the needs of top-level sport. For example, attendance at courses might be combined with periods of distance learning (correspondence courses, e-learning, i.e. the “virtual classroom”). In addition, flexible examination times, personal supervision of athletes (seminars run by postgraduate students etc.) and support in other areas should be developed.

It is often only with the aid of concessions on the part of universities that it becomes possible to reconcile the course requirements with the demands of training and competition.

2. WORK AND PLACEMENT PROGRAMMES

The European athletes wish to endorse the work of the International Olympic Committee (IOC) with the Athlete Career Programme and encourage all athletes to be proactive in making use of this service, where available. However, in countries where there is no presence, Athletes' Commissions need to work closely with NOCs and funding bodies, to put in place networks, which ensure athletes can manage the transition to life after sport. Athletes' Commissions should work with NOCs to make use of the expertise of retired athletes who have gone on to have successful careers after sport. These people can play a vital role in mentoring current athletes and helping them manage the transition into life after sport. NOCs could also work with sponsors and other companies to provide work experience placements for currently competing athletes, to give them a better chance of finding work after sport.

3. PSYCHOLOGICAL SUPPORT

As the European athletes noted, there is a clear need for sport to look closely at the psychological problems that many athletes face in the transition to life after sport. It is clear that many athletes have difficulty facing up to the realisation that they may never reach as high a level of achievement in their working life as they did in their professional sport careers. The aforementioned network is also needed to provide support for athletes facing these kinds of problems. Athletes need to be educated about the problems they may face at the end of their careers and know that there will be support for them in case of such difficulties.

SERGIO CAMARGO

GUA – Comité Olímpico Guatemalteco

PROGRAMME D'ÉDUCATION DES ATHLÈTES DURANT LE SPORT D'ÉLITE

Sur la base des principes et des valeurs du Comité International Olympique (CIO) ainsi que de l'application des programmes quadriennaux du CIO, il est important pour les athlètes de tirer des avantages économiques durant leur carrière sportive professionnelle et après celle-ci.

L'objectif est de former les athlètes sur les plans éducatif et social afin de les préparer pour leur vie après le sport. En ce sens, la société doit proposer un professionnel dûment formé qui peut jouer un rôle de modèle pour les jeunes en leur enseignant les valeurs humaines et sportives. Cela permet également de donner les mêmes chances aux athlètes qui mettent un terme à leur carrière sportive professionnelle à plein-temps.

À cette fin, la collaboration doit être renforcée entre le CIO, les Comités Nationaux Olympiques (CNO), les gouvernements et les systèmes éducatifs.

Based on the principles and values of the International Olympic Committee (IOC) and their application within the IOC quadrennial programmes, we acknowledge that it is important for athletes to enjoy economic benefits during their professional sporting career and after it is concluded. The aim is to develop them academically and socially in order to prepare them for when the sporting phase of their life comes to an end. As such society will have a duly prepared professional who can be a role model for youth in human and sport values. Such preparation also encourages equal opportunities for athletes leaving full-time professional sport.

The efforts by the IOC and the National Olympic Committees (NOCs) also require the country's government, educational and university system do their part.

The support for educational systems is given in developed countries, but there are great difficulties to promote this in developing countries. This occurs because sport culture is not considered complementary to the integral formation of human beings in every society and political system.

When an athlete finishes the elite competition phase of their career but not their academic preparation, there must be projects that allow him or her to finish the latter. Such support will have a greater impact because



it clearly relates with the Olympic Movement philosophy, which believes that the interest and objective is the human being and that to be an athlete is only one of the multiple phases in one's life.

As it has been done in the fight against doping, a strategic alliance must be found with the United Nations Educational, Scientific and Cultural Organization (UNESCO) to build peace in people's mind through educational, cultural, natural, social and communication sciences.

The same procedures used in the creation of the World Anti-doping Agency (WADA) must also be applied to negotiate an agreement with UNESCO. In this agreement, countries agreed upon favouring the athletes' participation during their elite career and after it is over, in the events that cover the four-year term of the Olympiad. The most important part of the agreement is that all the help needed is provided to the public educational system to establish strategic alliances with the private educational system as well as public and private universities. With this athletes can have all the academic and organisational support in class and through virtual studies (always complying with the requirements established through the educational regulations) to prepare themselves to compete both in Olympic events and the ones endorsed by the International Federations of the sport they practice.

To achieve this goal, a due date must be established so the member states of UNESCO, that have a NOC in their national territory may join, after signing the agreement.

The agents system is one established in developed countries, especially in sports that have a high economic impact, such as soccer, baseball, basketball, volleyball and tennis. Agents within the Olympic Movement are not necessary, because the International Federations (IFs) have already established these systems and also because this could generate a mercantile process in the Olympic Movement, which is against its philosophy and principals.

To achieve the goal of providing adequate social and professional formation of the athletes, an alliance must be established among the Olympic Movement, UNESCO and Governments. The credibility and moral force of the first two, allow Governments to have important allies to take care of the social, educational and professional demands of Olympic athletes.

The three aforementioned organisms may have sponsors, but they must channel their support through the organisms responsible for sport, among them the IOC, NOCs, International Federations (IFs) and National Federations (NFs). This allows them to have pre-established and regulated systems so the sponsorships may be used in an orderly manner.

Due to prior experiences, if sponsorships are given directly, it is possible that this support system becomes one that promotes only results and not the harmonious formation of human beings through education, culture and sport.

It is recommended that:

1. To support the adequate formation of athletes in their social and professional life after their career has ended, an agreement should be made with UNESCO, applying the same methodology that created WADA, as well as to establish the adequate due dates that are required to participate in the cycle of Olympic events.
2. In relation to the agents representing Olympic Athletes:
 - It is NOT convenient that they are considered within the Olympic Movement.
3. In relation to the participation of IOC official and local sponsors as well as individuals, it is necessary to:
 - Establish the procedures for this type of support, to avoid the results policy that does so much damage to sports, especially Olympic Sports;
 - Establish a system that is regulated within the Olympic Solidarity quadrennial programmes and applied by the following five Continental organisations: Pan-American Sports Organisation (PASO), European Olympic Committees (EOC), Olympic Council of Asia (OCA), Association of National Olympic Committees of Africa (ANOCA) and Oceania National Olympic Committees (ONOC).
 - Regulate individual sponsors in relation to the three levels of sponsors.

CHRIS CHAN

SIN – Singapore National Olympic Council

LE RÔLE DU CIO POUR AIDER LES ANCIENS ATHLÈTES

Le Comité International Olympique (CIO) peut jouer un rôle plus important en aidant les athlètes à faire la transition entre le sport d'élite et le monde du travail. Pour commencer, des programmes élaborés spécifiquement pour aider ces athlètes pourraient être incorporés dans le plan quadriennal de la Solidarité Olympique. À l'instar des précédents plans quadriennaux de la Solidarité Olympique, celui de 2009-2012 ne comprend aucun programme destiné à aider ces athlètes.



THE IOC'S ROLE ACCORDING TO THE OLYMPIC CHARTER

According to Rule 2.11 of the Olympic Charter, the role of the International Olympic Committee (IOC) is “to encourage and support the efforts of sport organisations and public authorities to provide for the social and professional future of the athletes”.

However, the world and the IOC have changed and Rule 2.11 needs to be re-examined. The IOC's role today cannot merely be to “encourage and support the efforts of sport organisations and public authorities”. It has to play a more active role and work together with sports organisations and public authorities to provide for the social and professional future of athletes. This new role is not impossible as the IOC's current revenue from the Olympic Games is much larger than the earnings from the early Games.

WHY THIS EMPHASIS, AND WHY JUST THE ATHLETES ?

The athletes are an integral part of the Olympic Movement and they play an important role in the Olympic Games. It is often said that without the athletes there would be no Olympic Games. Therefore we should do more for the athletes when their careers come to an end, so that it does not appear that we are only interested in athletes during their sporting life. We rave about their achievements, their records, and their medals which all help to add glitter to the Olympic Games and the Olympic Movement. But as little is done for these athletes after their sporting days are over, they simply fade away.

I am not holding the IOC responsible for finding jobs for all these athletes when their elite competition days are over. I am merely saying that the IOC can provide them with more assistance.

THE IOC ATHLETE CAREER PROGRAMME

Presently, The IOC Athlete Career Programme (IOC ACP) is the only one that exists to assist athletes who are still competing or who have retired from competition. The IOC ACP originated in 2002 at the 1st International Sports Forum, where it was recognised that athletes faced tremendous problems in transiting from competitive sports into the work force.

To some extent, the IOC ACP helps to provide athletes with career development, training and job placement support through Adecco, an international leading human resource company. However, the IOC ACP is active only for those National Olympic Committees (NOCs) where Adecco has an office in the country. The rate at which NOCs adopt this programme is not overwhelming. In October 2008, only around 30 NOCs had taken advantage of the programme. Importantly, the IOC ACP has a lifespan although the IOC and Adecco have agreed to extend the programme until 2012. But what happens after 2012 ?

AN OLYMPIC SOLIDARITY PROGRAMME ?

I propose that more enduring programmes be introduced to assist athletes. These programmes must be tailored to assist those athletes transiting into the work force. This could be incorporated into the Olympic Solidarity Quadrennial Plan. The budget for the 2009 to 2012 plan is USD 311 million, an increase of 27 % from the 2005 to 2008 plan. Yet, presently there are no programmes dedicated to supporting athletes whose elite competition days are over.

I propose that the following programmes be considered for the 2013 to 2018 plan :

1. World Programmes – Athletes

This programme would provide athletes with Olympic Scholarships in order to help them train for a career. Just as there are Olympic Scholarships given to NOCs to help them prepare their athletes for the summer and winter Olympic Games, such scholarships must also be given to NOCs to help them prepare athletes to join the work force after the Games. These scholarships, just like the scholarships for the Olympic Games, can be for a maximum period of 2 years. This would allow athletes to learn their skill or complete their vocational training which the scholarship has funded.

The IOC can work with certain tertiary institutions to secure places for athletes retiring after the Games. Successful athletes will have their education fully funded for the three or four years they spend at university. These scholarships could be known as the “Pierre de Coubertin Scholarship” or the “IOC Scholarship”.

2. World Programmes – Coaches

These courses would be similar to the ones presently on offer through Olympic Scholarships for coaches in high-level training centres and universities linked to the Olympic Solidarity programme. Such courses would give retiring athletes an opportunity to transit into a coaching career, smoothly and immediately.



DMITRY CHERNYSHENKO

COJO • Sochi 2014

L'ÉDUCATION POUR RÉUSSIR SA VIE APRÈS LA COMPÉTITION

Il existe de nombreux organismes de sport qui sont présents tout au long de l'existence et de la carrière des athlètes d'élite et amateurs. Cela étant, aucun de ces organismes ne peut prendre de décision à la place d'un athlète. Qui plus est, un manque d'éducation conduit souvent de nombreux athlètes à faire des choix qui vont à l'encontre de leurs intérêts sur le long terme.

Pour résoudre ce problème, les fédérations nationales doivent analyser avec minutie les risques susceptibles de menacer la carrière d'un athlète et élaborer des programmes pédagogiques pour les sportifs et leurs familles, afin de les aider à bien comprendre les dangers qui les guettent et les perspectives qui s'offrent à eux. Ces programmes, plus un enseignement en ligne et des bourses universitaires par exemple, permettront sans aucun doute de défendre les intérêts des athlètes et leur bien-être sur le long terme.

Le Comité International Olympique (CIO) ainsi que les Fédérations Internationales (FI) doivent insister sur l'importance de l'éducation des jeunes athlètes et la planification de leur carrière. Les fédérations nationales, elles, sont les mieux placées pour assurer la continuité entre les différentes périodes de la vie sociale et professionnelle d'un athlète.

First of all, let us list the bodies that are in a position to provide continuity through the different stages of an athlete's career. They are clubs, leagues, player unions (associations), National Federations, International Federations, National Olympic Committees (NOCs), the International Olympic Committee (IOC), government bodies, sport agents and families.

Next, it is necessary to distinguish between elite and ordinary athletes. Top athletes certainly get more attention from the above-mentioned bodies for different reasons. Agents, clubs and leagues are primarily financially-motivated, whereas National and International Federations, NOCs and the IOC are oriented towards promoting and developing sports, involving more people in sport activities and adopting Olympic values. Top athletes play a key role in this process, serving as models for stories of success.

Those who have not made it to the top are still supported during the course of their life, but to a lesser extent. National Federations are well

positioned in that they are interested in involving as many people as possible in their respective sport. They are focused on grassroots activities such as sport schools, mass sports clubs with training facilities. The same is true for International Federations, but relative to a much broader audience.

However, none of the bodies mentioned before can make decisions for an athlete. Children, who start practicing very early, dedicate themselves to sport performance and thus sometimes sacrifice education and normal social life. As a result, lack of education often stands behind a lot of wrong life-changing decisions.

To solve this problem National Federations must thoroughly analyse potential risks for an athlete's career (such as failure to reach the level dreamt of, post-career adaptation, educational lacunas, lifetime traumas) and develop educational programmes for athletes and their families, ensuring full awareness of risks and opportunities. Such programmes along with online education, academic scholarships for example will surely help to protect athletes' interests and long-term well-being.

The IOC together with International Federations must emphasise the importance of young athletes' education and career planning, and National Federations are the most qualified bodies for providing continuity over different stages of athletes' social and professional life.

PHILLIP WALTER COLES

Comité International Olympique

AIDER LES ATHLÈTES À FAIRE FACE AUX EXIGENCES DU SPORT DE HAUT NIVEAU

Utilisant l'exemple du programme d'éducation, de développement professionnel et de suivi de carrière de l'athlète à l'Institut du sport de la Nouvelle-Galles du Sud en Australie, cette contribution donne quelques idées utiles concernant les éléments essentiels d'un programme d'aide aux athlètes.

Les athlètes d'élite doivent répondre à un certain nombre de priorités professionnelles et sociales au cours de leur carrière sportive. Il est souvent difficile pour eux de trouver un équilibre entre ces priorités qui s'opposent.

Or, les athlètes qui ont un style de vie bien équilibré ont plus de chances de rencontrer le succès à long terme. Par ailleurs, ils sont mieux à même de relever les défis qui les attendent et d'œuvrer de manière plus positive en faveur de leur avenir.



Il n'existe pas de manière «correcte» pour un athlète de connaître la réussite sportive, professionnelle et personnelle. Cependant, les perspectives offertes par les universités, par exemple, sont utiles pour aider les athlètes à atteindre leurs objectifs sur les plans éducatif et professionnel tout en développant des compétences professionnelles et sociales qui sont essentielles à leur succès à long terme.

There are extensive demands on elite athletes both during and after their competitive careers. Often their biggest challenge is maintaining a balance among competing priorities, which include:

- Maintaining a training, travelling and competition schedule with an ever-changing event calendar;
- Establishing, developing and maintaining personal and corporate relationships;
- Continuing their education and working towards a career goal, while realising their life and sporting goals.

While difficult, balancing these different priorities is achievable and important. To meet this need, the New South Wales Institute of Sport (NSWIS) in Sydney, Australia, has introduced the "Athlete Career, Education and Professional Development" (ACE/PD) programme. This programme assists athletes achieve their educational and vocational aspirations more effectively, without compromising their sporting objectives.

The programme provides all eligible elite athletes with services related to their careers, education and professional development.

There is no "correct" way for an athlete to achieve success in the sporting, corporate or personal realm. This is why the programme provides individualised assistance within the context of the athlete's goals, aspirations and commitments.

The programme offers employment opportunities, study support, educational scholarships, skills and development workshops as well as personal guidance for those athletes leaving competitive sport. Examples of ways in which the programme assists athletes include: providing study skill information in preparation for an athlete's High School Certificate; helping the athlete draft a resume for his or her first casual job; assisting with career and education planning when selecting courses; assisting with the university application process; providing interview skills in readiness for a job opportunity; and transition assistance post competition.

The programme also involves retired athletes. The "Sport Speakers" initiative provides practicing athletes with role models that successfully promote an image and message of respect and responsibility in the community.

This support is crucial to the general well-being of athletes as it gives them the confidence to deal effectively with different challenges both during and after their sporting career.

To date, many Australian athletes have benefitted from the programme. This includes swimmers Ian Thorpe and Grant Brits, softball player Fiona Crawford, cyclist Katherine Bates, diver Alexandra Croak and water-polo player, Thomas Whalan. The programme has also helped elite athletes with disabilities like Kurt Fearnley Oam of the Institute's Wheelchair Track & Road squad.

Athlete assistance programmes provide athletes with the necessary tools to make a successful move away from elite sporting competition. Through such programmes, athletes are given the opportunity for self exploration, the ability to make informed decisions and a chance to plan properly for both the short and long term.

Note: For more information, go to www.nswis.com.au

ROBERT CTVRTLİK

USA – United States Olympic Committee

PROGRAMME DE SUIVI DE CARRIÈRE DU CIO

En 2002, le Forum des athlètes du Comité International Olympique (CIO) a conclu qu'il était nécessaire d'aider les athlètes olympiques à s'orienter dans la période difficile de transition qui suit immédiatement la fin de leur carrière sportive. En 2005, le CIO a signé un accord avec Adecco pour lancer le Programme de suivi de carrière. En 2008, ce programme a été rebaptisé «Programme de suivi de carrière du CIO» et la collaboration avec Adecco se poursuit.

Cette contribution retrace l'évolution du Programme de suivi de carrière du CIO et propose quelques suggestions pour son évolution future.

BACKGROUND

In 2002, the Athlete's Forum of the International Olympic Committee (IOC) concluded that there was a need to assist Olympic athletes navigate through the difficult transition period immediately following the conclusion of their athletic career.

The physical, emotional, psychological, and economic challenge faced by retiring athletes was an issue that kept resurfacing in the discussions.



Indeed, it is an area which the IOC Athletes' Commission must work to address. Scores of athlete representatives provided accounts of the dire situation of numerous highly awarded Olympians. It was decided that the IOC would act to create a programme to help facilitate the transition of Olympic athletes into life after sport.

In 2005, the IOC signed an agreement with Adecco to launch the "Athlete Career Programme" (IOC ACP). It began with pilot programmes in a few countries with limited defined strategies. The pilot programme worked with athletes to expand upon employment transition models to create a programme that was specifically tailored to the needs of athletes. However, at this point, the programme developers were constrained from fully recognising the benefits that could be delivered to athletes.

During the first four years, the programme focused exclusively on career training and job placement support. During this period the programme:

- delivered training support to more than 4,000 athletes;
- delivered job placement support to more than 800 athletes;
- established a programme, which operates in 22 countries;
- provided training in partnership with Olympic Solidarity to athletes in an additional 10 countries across Africa.

RENEWAL PHASE

The initial agreement with Adecco was in place from 2005 through 2008. Despite early difficulties it soon began to deliver solid results. Upon evaluation however, the managers did not feel that we were fully maximising the potential of the programme. Led by the IOC ACP Steering Committee in conjunction with Adecco's management, the size and scope of the programme were analysed as well as what it offered to the athletes. It was decided if the programme were to continue, the goals and objectives for the programme must be raised.

In early 2008 a summit was held with participants from National Olympic Committees and Adecco managers from over 23 countries. During this summit we recognised that there needed to be:

- An increase in programme identification among athletes and the Olympic Family;
- An increase in communication among all stakeholders;
- A maximisation of employment opportunities coordination between the IOC ACP and Olympic Sponsors;
- An expansion of the programme in order to further address key needs of global athletes.

On 2 October 2008 the IOC and Adecco renewed their agreement for the 2008-2012 quadrennial. An enhanced agreement would address

the perceived weaknesses of the IOC ACP. In the new agreement the following changes were incorporated:

- The programme was renamed the "The International Olympic Committee Athlete Career Programme" (IOC ACP) which would work in cooperation with Adecco. IOC ownership of the programme would greatly assist in the expansion of benefits for athletes as well as increase awareness among athletes and sponsors.
- Both the IOC and Adecco are expected, jointly and independently, to use their unique communication channels to increase awareness of the programme in order to increase the benefits for athletes in the long run.
- Exposure and coordination with sponsors was added to the list of objectives. The worldwide reach of sponsors can play a key part in the both the employment opportunities as well as the career transition prospects of athletes. The IOC's "The Olympic Partner Programme" (TOP) Sponsors as well as domestic sponsors of the National Olympic Committee (NOC) can prove valuable in furthering the opportunities for athletes.
- A further emphasis on content expansion was also added as part of the renewal phase. Two additional areas, "Life Skills and Education (Formal)", were introduced. Using the IOC's brand strength to partner with existing networks will help to address some of the needs highlighted in the first athlete forum in 2002. Although difficulties exist in standardising what is offered in these areas, the IOC ACP is now working to expand on a global basis. Although the exact structure and process are still under development, we are confident these additions will strengthen the existing core programme.
- Country expansion continues to remain a focus. We continue to look to expand the programme in countries where Adecco has a presence and through outreach programmes, in partnership with Olympic Solidarity and other appropriate organisations.

These concepts represent the current goals of the Steering Committee of the IOC Athlete Career Programme carried out in cooperation with Adecco.

FUTURE VISION

The IOC ACP is one among a long list of "soft" services, which are provided by the IOC. The IOC's acknowledgement of responsibility for the welfare of athletes in their post-competition life, is a major step for a sporting organisation. This direction, although at times controversial, is having a profound impact on athletes around the world. We can envision a programme where every athlete, at the appropriate stage of their



career, receives career education and additional assistance, which will facilitate a smoother transition into life after sport.

The creation of the Youth Olympic Games provides a natural opportunity to reach athletes at younger ages as with other youth games around the world.

Partnerships with Non-Governmental Organisations (NGOs) are also a future possibility. More robust coordination with Olympic Solidarity and their existing training centres offers promise. The IOC ACP, imagined by President Samaranch, created by President Rogge and IOC Athletes' Commission Chairman Sergey Bubka and overseen by the IOC Athletes' Commission, is a solid programme providing real, concrete benefits to athletes.

Congratulations to its founders and supporters. You have all taken a positive step in helping to mould the future life of our most precious asset, our athletes.

MANUELA DI CENTA

Comité International Olympique

LES DROITS DES ATHLÈTES FÉMININES : L'EXPÉRIENCE ITALIENNE

Cette contribution détaille un projet de loi présenté au Parlement italien en juin 2008. Sur la base de l'expérience italienne des femmes dans le sport, ce projet de loi vise à :

- 1. donner une valeur égale aux sports pratiqués par les hommes et les femmes ;**
- 2. apporter un soutien aux femmes dans le sport avec des initiatives qui visent à les aider à concilier les exigences du sport et de la maternité, et à répondre aux besoins d'une famille ;**
- 3. donner aux athlètes féminines amateurs les droits déjà accordés aux employées durant leur congé maternité ;**
- 4. allonger le congé et l'allocation maternité en raison de l'entraînement physique intensif de ces athlètes.**

Based on the Italian experience of women in sport, I introduced a bill to the Italian Parliament in June 2008. The bill is aimed at :

- Giving equal value to sports practised by men and by women.
- Supporting women in sport with initiatives aimed at helping them reconcile the demands of sport and motherhood, and meet the needs of a family.

- Granting the rights given to female employees during their maternity leave also to female amateur athletes. These athletes must have been practising sport at a professional level, nationally or internationally, for at least one year.
- Extending the maternity leave term and pay for female athletes, in view of the intensive physical training they are required to carry out. Maternity leave should be for 12 months in total : 8 months before and 4 months after the birth of the baby. (Today, a female employee has the right to take 2 months off before the birth and 3 months after). This precaution should be taken in order to avoid putting the baby's life in danger before the birth while allowing mothers the opportunity to recover completely after the birth.

GIOVANNI DI COLA

Organisation internationale • OIT – Organisation internationale du travail

DÉVELOPPER LES COMPÉTENCES DES ATHLÈTES PROFESSIONNELS

Directement lié au leadership éthique et au développement des compétences professionnelles, le sport repose sur diverses valeurs. C'est sur ce postulat que la communauté sportive tout entière et le Mouvement olympique sont supposés fonder leur action. Aussi serait-il normal de penser que le développement de la personnalité et des compétences professionnelles occupe une place importante lors de la pratique d'un sport, d'élite ou non. Malheureusement, cela ne semble pas aussi évident qu'il y paraît.

Cette présentation abordera les deux questions suivantes :

- 1. Le sport comme tremplin pour le développement des compétences ;**
- 2. Repenser la formation sportive et l'enseignement.**

SPORT FOR SKILLS DEVELOPMENT : STARTING FROM THE PITCH

The International Olympic Committee (IOC) Athletes' Commission, which recently gathered in Dubai, made the following recommendations.

The IOC should use all communication platforms at its disposal to inform the athletes, their entourage, the Olympic Movement and key stakeholders (including governments and United Nations (UN) agencies) that a balanced athlete will perform at a higher level, have a longer and more productive career and a smoother transition after sport.



It is therefore time for the sport movement, in association with other stakeholders, including the athletes and their entourage, to revitalise the notion of Olympic values and ethical leadership and to help athletes develop a set of professional skills.

There is a gold mine of occupational skills in the world of sports. Athletes entering the labour market have unique assets to bring to the present global economy.

Athletes, apart from being globetrotters, acquire basic competencies and skills such as fair-play, self-esteem, honesty, trust. They also attain specific skills like team building, sensitivity to diversity, client/environment awareness, the ability to generate synergies and taking care of people. These skills are often taught in the best MBAs. Training of this kind is the “revolving fund” of all highly qualified managers and employees who wish to improve their current position or to move to a better job.

The ideal situation for a sport professional would be to identify and strengthen the above list of competencies while practicing sport at the highest level. The athlete should be perfectly aware of the importance of both sport training and other essential attitudes that will make him or her more employable in the future.

The education of the athletes, as we can see now, does not start at school or after competition but rather in the pitch with a mentor such as the coach. When an organisation and/or coach does not consider the broader professional environment they risk damaging sport and its best expression: the athlete.

The fundamental links between the pitch and the professional environment are the coach, the sport federations and the Olympic Movement.

Re-thinking sport education and training

“The great coaches recognise that there are ways to prepare people for their personally defining moments (...) these coaches hone both mind and body, and prepare their charges in both event skills and positive attitudes.” This sentence from a well-known professional coach acknowledges that the education of professional athletes resides in a sport pitch or in a track field.

Coaching redefined?

Should coaching be redefined? It might not be necessary to go that far, but there is indeed a need to recognise its social and professional value and to provide the sport federations with basic information on the types of professional skills that athletes need to develop. As we have seen, what athletes learn from their “job” is not far away from the professional skills demanded by employers.

The IOC, International Labour Organization (ILO) and General Association of International Sports Federations (GAISF) could collaborate with the aim of providing sport training programmes which help athletes develop marketable skills. Such programmes could also be put in place with other partners such as Adecco or the World Olympians Association.

Training: University education and physical education

It would also be useful to collaborate with universities to put in place training programmes (Masters or post graduate studies) that help athletes develop the specific occupational skill set mentioned before.

The proposed training would complement other Master’s programmes already in place, which concentrate on the sport sciences, sport administration and the management of federations.

It is worth mentioning that educators could concentrate on developing the life and soft skills of young athletes, rather than their occupational skills.

Inventorizing sport-related activities to understand the labour market

This contribution started with the assumption that professional values and skills are embedded in sport disciplines. These skills are essential to identifying job opportunities and related training for athletes. Apart from Europe, countries around the world lack a structured classification of sport occupations and sport-related economic activities. This should be systematically studied in order to:

1. Understand the environment in which the athlete (future labour market entrant and/or job seeker) would professionally evolve;
2. Understand the sport sector, what lies beneath and around it;
3. Discover potential jobs opportunities.

As a result, there is a need to forge an alliance with EU institutions on the above issue. The IOC and the Olympic Movement is also urged to take action by requesting that the sport ministries team up with the labour ministries (including their statistics bureau) to undertake such an inventory in every country. This information and knowledge must be shared among the athletes and the youth in general.

An initiative to conduct similar work in developing countries would be most welcome and may be supported by the ILO’s social partners.

Building an International Centre for the Development of Skills through Sport

This is a Centre that would be created on the basis of sporting values and would bring together different partners such as the IOC, Olympic



Solidarity, the GAISF and International Paralympic Committee. The aim of establishing an International Centre for the Development of Skills through Sport is to boost the capacity of the coaches, technical staff and sport federations in favour of the athletes. The major outcome of such an initiative is that the athletes will no longer have the impression of investing their time “only” in sports but also in learning/studying for a job after their professional career.

In this respect, the appeal made to the sporting world to also address some social issues would be to the benefit of many but above all the athletes.

Note: Original and referenced article on <http://www.ilo.org/public/english/universitas/index.htm>

ANTONIO ESPINOS ORTUETA

FI reconnue • WKF – World Karate Federation

LA VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES D'ÉLITE

Les athlètes de la World Karate Federation (WKF) se professionnalisent de plus en plus dans leur mode d'entraînement, leur rythme de compétition, leur progression du niveau junior au niveau senior, et dans leur choix de continuer à travailler dans le milieu du karaté après leur carrière. Néanmoins, comme dans la plupart des sports amateurs, ils ne sont que très peu nombreux à atteindre le sommet dans leur sport et à se convertir avec succès en entraîneurs, ou à embrasser une carrière semblable dans les arts martiaux. La plupart doivent se préparer à la vie après le karaté.

La commission des athlètes de la WKF s'attache à concevoir et à mettre en œuvre une politique visant à préparer les athlètes à la vie sociale et professionnelle une fois terminée leur carrière sur le tatami. Lorsque les programmes internationaux de transition de carrière auront été examinés, la WKF adoptera, modifiera et mettra en place, à l'aube de 2009, sa propre politique en la matière.

At this time, the vast majority of WKF athletes are amateurs. There are a small number of athletes, competing on the European circuit, that spend the entire year training and competing. Their expenses are taken care of by grants from their respective National Federations. But as karate becomes more popular, its athletes are becoming increasingly professional and more are dedicating themselves to full-time training. This number will jump exponentially should karate become part of the Olympic programme.

In the United States, college career counsellors have identified the problem:

“With only 3.3 per cent of all collegiate athletes actually going on to play professional sports as a career, assisting student-athletes in their career options to prepare them for life after college sports is essential.” [1]

As Sally Hattig, career development counsellor at the Academic Advising Center for Student-Athletes has said, “It’s our goal to help them prepare for this as best as possible.” [2]

Involuntary retirement from organised sport generally occurs as a result of de-selection, injury, or expiration of eligibility. [3] In the case of WKF athletes, de-selection is the most common reason for retirement as the younger, faster athletes come up through the ranks to replace their older counterparts. It is these mature athletes that need the support of the WKF as they are suddenly dropped from their regular training and competition programme.

There is also a need for maturing karate athletes to continue supporting themselves when starting a family becomes a priority. In these instances, many competitors cannot take long periods of time away from work in order to ensure that their career progresses. It is these athletes that require assistance with the transition from competitive to ordinary life.

The range of behavioural issues that can impact a high-level athlete in retirement is well documented. It therefore follows that as a Federation, step one would be to address each of these disengagement issues. Step two would be to provide a number of recommendations that can be followed at either the world or National Federation level. As our athletes have never had the mindset of a fully-paid, professional athlete until now, we are not behind the eight-ball. We need to ensure that these initiatives are put in place immediately.

In order to better understand these issues, the WKF is currently examining the career-transition practices of leading sporting nations. In the United States of America (USA) and Australia, there are significant programmes already in place that are having a positive impact on the lives of competitors that are in the disengagement process. The WKF is committed to utilising the best practices of these successful sporting countries.

An example of a national sporting organisation that has developed a career transition programme is the Australian Institute of Sport in Canberra, Australia. It is described as follows:

“The Athlete Career and Education (ACE) programme ensures that Australian elite athletes are equipped with skills that will benefit them when their sporting days are over. While at the AIS, in some cases before they are household names, athletes are sought for after-dinner speaking



engagements, promotional functions and the like. ACE advisers arrange for them to receive training in public speaking, media presentation, career planning and time management.” [4]

Some of the services offered by this Australian programme can be adopted and tailored to meet the needs of the WKF. These services include career counselling and planning, educational guidance and information, personal development training, employment preparation, access to career referral networks, ongoing transitional support, and a range of online services such as an interactive career management tool for athletes.

An example of a public company assisting with career transition is the Adecco Athlete Career Programme.

Adecco Worldwide developed the Adecco Athlete Career Programme, a worldwide initiative that aims to assist athletes. As explained :

“Elite athletes pursue their goals through talent, skill, training, motivation, persistence, devotion and competitions. These personal characteristics are also a priority of many companies when they are looking for new employees/candidates.” [5]

The aim is to provide professional career development and employment services to elite athletes and offer employers the opportunity to benefit from the unique qualities that professional athletes bring to the work place. The purpose of the programme is to support the athlete’s integration into the workplace both during and after their sporting career without compromising the athletes’ sporting dreams.

Through a variety of different measures, these programmes facilitate the entry of athletes into the labour market. Athletes are helped to define goals. They also receive assistance when choosing part-time educational courses that are suited to their training schedules while they are still competitive. Adecco then contacts employers to match potential candidates with suitable vacancies.

The WKF supports such initiatives. We support the initiatives of not only our Federation members but also our Federation partners and sponsors. We do not support the use of agents as our athletes are amateur, not professional. More importantly, the WKF is committed to developing an attitude among both players and officials that takes into account the possibilities of life after sporting competition. With our support, our best athletes will become well rounded individuals who can contribute fully to their society.

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[2] Cyndi Burk, *The Daily Collegian Online*, “Specialist: PSU Student Athletes Need Help Deciding Career Options”, consulted 26 September 1988, <http://www.collegian.psu.edu/archive/1988/09/09-26-88tdc/09-26-88dnews-06.asp>

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[4] Australian Institute of Sport, “National Athlete Career and Education Programme”, see <http://www.ausport.gov.au/ais/history> for more information

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FRANK FREDERICKS

Comité International Olympique

LA VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES

Il existe une fausse idée chez de nombreux athlètes, qui pensent que s’ils consacrent du temps à la fois au sport et à leur éducation, leurs résultats sportifs s’en ressentiront. Au contraire, bon nombre d’athlètes qui ont concilié éducation et sport ont réussi leur carrière sportive. Ce n’est évidemment pas un voyage facile, mais c’est un voyage essentiel.

Cette contribution affirme que dès le début de leur carrière, les athlètes devraient avoir la possibilité de se préparer pour la vie après le sport et que le Mouvement olympique devrait leur proposer tout le soutien et l’aide dont ils ont besoin pour atteindre une stabilité sociale et professionnelle pendant et après leur carrière sportive d’élite.

Cette aide peut également s’accompagner du soutien de l’entraîneur et de l’agent dans la préparation de l’athlète pour la sortie définitive du circuit sportif et l’avenir incertain.

Individuals in almost all careers come to a stage where there is a transition or change of roles. This is not different for athletes in elite competition whose career, despite the fame and recognition that comes with achievements in elite competition, at some stage comes to an end.

Such ending could be as a result of de-selection, injury and retirement. Typical reactions towards such career ending include feelings of sadness at leaving the sports arena; loss of self-identity; anger at the circumstances surrounding the decision to leave sport; loneliness at separating from team mates; fear of an uncertain future outside sport; loss of confidence towards life; frustration at no longer having a special status as an elite athlete; fear of being left behind in the career world and having to catch up; frustration over loss of entitlement to privileges such as sponsorship and free travel; and concerns about managing money.



Moreover, it is common that retirement from elite competition takes place, in most cases, when the individuals are much younger, usually in their 30s. As a result athletes might not generally be prepared for retirement and its consequences. Suddenly the athlete is faced with loss of identity, self concept, direction, status and financial security.

Therefore, athletes must constantly ask the question: “What can I do before and during competition to prepare myself for social and professional integration into life after elite competition?” The answer to that question involves the Olympic Movement, coaches and agents.

It is crucial that prior to the retirement phase, athletes must be encouraged to develop outside interests to provide some balance in their lives. They must be encouraged to recognise the life skills inherently involved in high level sport, such as commitment, time management and establishing long-term goals. Athletes should be encouraged to go through a period of reduced activity and should receive counselling in nutrition and the values of normal exercise.

In essence, in order to ensure a positive transition, athletes require programmes designed to address the psychological and career-related issues surrounding the inevitable sport retirement transition faced by athletes after elite competition.

Having looked at the social and professional life of athletes after elite competition, this contribution will now look at issues with regard to the life of athletes during elite competition.

In discussing the social and professional life of athletes during elite competition, this contribution will, particularly, focus on issues related to sport and education during an athlete’s career. Universities in the USA place great importance on combining education and sport. Athletes are forced to get good marks in exams to be eligible to receive or maintain a sport scholarship.

There is a misconception in many athletes’ thinking that if they devote their time to both sports and education it will result in lower sporting achievements. On the contrary, there are many athletes who have combined education and sports and have done well in sport. It will not be an easy journey but one that the athlete will have to make.

With regards to the agent, it is crucial to stress that the agent should be up to date with the latest in marketing, networking, salaries, promotions, trends and services needed by the athlete. The agent needs to know how to market the athlete for endorsement opportunities, and charitable event appearances. In essence, the agent needs to promote the athlete for the best opportunities available.

Moreover, both National and International Federations should put in place officials who would be responsible for planning, not only the sporting career, but also the educational and professional career of the athlete. Such an approach would not only be a major investment but a real boost for every athlete who does not know what his or her goals are and who only dreams about being an Olympic Champion. It is good to have the dream, but not all athletes realise that dream, therefore, athletes should prepare and be prepared for life after sport.

It is critical that ongoing support be provided to enhance the ability of universities and colleges to provide integrated and ongoing pro-active planning strategies and systems. This includes study load and time management strategies, and this should be followed by regular monitoring and coaching.

A further critical approach is the need for retired athletes to serve as mentors. In doing so, they could inform and encourage young talented athletes.

As retired athletes, we have our own stories about how we did it and need to see how we can assist others. For example, through the activities of the Frank Fredericks Foundation¹, we are providing scholarships to promising athletes so that they can benefit from education while pursuing their athletic hopes and aspirations.

My experiences have shown that the tension between sport and study is made difficult by time and financial pressures. In addition, while athletes may be motivated, organised and skilled as far as their sport is concerned, this may not carry over to academic pursuits. Assistance and guidance in these areas would greatly increase chances of success in combining education and athletics.

Despite the difficulties in combining sport and education, I am happy that I was able to persevere because today, having retired from active sports, I can proudly fall back on my academic credentials. I can only imagine the frustrations I would have been faced with following my retirement from international athletics if I had no academic grounding.

In conclusion, the paper has argued that from the very start of their career in sport, athletes should be given opportunity to prepare for life and that the Olympic Movement should provide specific support or assistance in achieving social and professional stability during and after elite competition. This should be augmented by support from both the coach and the agent in preparing the athlete for the final exit and the daunting future.

1. For more information on the Frank Fredericks Foundation, go to <http://www.fff.org.na/>



FRANK FREDERICKS

Commission du CIO • Commission des athlètes

LES RECOMMANDATIONS DU 4^E FORUM INTERNATIONAL DES ATHLÈTES

La contribution comprend les recommandations du 4^e Forum international des athlètes, tenu du 29 au 31 mai 2009 à Marrakech (Maroc).

ATHLETES' LIFE

“Should athletes receive specific support or assistance to achieve a level of stability or continuity (both social and professional) during and after elite competition?”

Working Group Recommendation :

Amend the Olympic Charter to contain language encouraging the Olympic Movement to support Athlete Career Programmes ; including during their active career and throughout their transition period.

All Olympic Movement Constituents should endorse the importance of combining education and sport (“dual career”):

- identification of athlete-friendly structures (secondary schools, universities, technical institutes, sponsors, state companies, etc.);
- use of youth events, (e.g Youth Olympic Games) to deliver programmes and messages.

All stakeholders should recognise and endorse the importance of life skills; Olympic Movement Constituents should introduce programmes in this respect:

- provision of emotional support and management during the transition period;
- use of Youth events, such as Youth Olympic Games, to deliver programmes and messages;
- partnerships with sponsors to contribute to life projects and not only sport performance.

AGENTS' STATUS

“Should agents be given a status that meets specific criteria before they are allowed to manage an athlete's career?”

Working Group Recommendation :

International Olympic Committee (IOC) to provide standard framework to Sporting Bodies to develop and implement Code of Conduct and an International Certification Model for agents:

- Olympic Movement Constituents to develop licence systems/certification, provide tools and education to athletes to assist them to select and manage relationship with agent, develop agents' certification courses, share and exchange models of best practise.

ROLE OF SPORTING AND NON-SPORTING BODIES

“Which bodies are best qualified to provide athletes with continuity over the different stages of their social and professional lives?”

“To what extent should the different partners of the Olympic Movement, whether they are involved directly with sport or not, be more involved in the different stages of athletes' social and professional lives?”

Working Group Recommendation :

- There is no unique model. Must be a combined effort involving several bodies; delivery model different depending on the sports and the countries involved.

ANTON GEESINK

Comité International Olympique

RÉINSERTION SOCIALE DES ATHLÈTES DOPÉS GRÂCE À L'ENTOURAGE

Les athlètes qui ont utilisé des produits dopants pour accroître leurs performances sportives doivent se voir infliger les sanctions prévues pour une telle infraction. Mais ils doivent, dans le même temps, être aidés.

Pourquoi? Tout d'abord pour leur redonner une place au sein de la société et de leur communauté. Traiter les athlètes (présomés) dopés comme des « personae non gratae » est une forme de comportement antisocial. Deuxième raison, toute aussi importante: ces contrevenants doivent être aidés afin de ne pas tomber entre les mains d'un (autre) entourage aux normes d'éthiques encore plus basses.



Le temps est venu de regarder de plus près l'entourage des athlètes d'élite. Les membres de la famille olympique, à savoir les Comités Nationaux Olympiques (CNO), les Fédérations Internationales (FI) de sports olympiques, les fédérations nationales et le Comité International Olympique (CIO), ont le devoir de proposer des programmes qui donnent des conseils aux athlètes pendant et après leur carrière sportive. Ils ont également le devoir de mettre en place un processus de réinsertion sociale pour les athlètes qui ont commis des délits de dopage. Ce processus doit également être mis à la disposition des athlètes qui purgent leur condamnation.

In sport, we use the phrase “a healthy mind in a healthy body”. The mind and body together form a healthy individual. When the mind is not in order, we can no longer speak of a healthy whole. Likewise it is difficult, especially in the world of sport, not to consider the importance of physique. Spartacus and Einstein are, to my mind, perfect examples of healthy body and a healthy mind respectively.

Those who are blessed with these qualities have a duty to help those who do not, but nevertheless strive to achieve it. It is the social responsibility of the privileged in society to help their less fortunate neighbours. This is also the responsibility of elite athletes.

Elite sport requires athletes to give their utmost, both physically and mentally (Citius, Altius, Fortius). They are required constantly to push their boundaries and blaze new trails. Olympians have an additional responsibility. The Olympic Charter demands that Olympians have “Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play”.

It is within this framework that I would like to discuss the use of doping in elite sport. I believe that athletes must be punished with the necessary sanctions provided for such abuses. But at the same time, offenders must be offered help. The first reason is to give them back a place in society and in their community. Secondly, and equally importantly, offenders must be offered help so as not to let them fall into the hands of an(other) entourage with lower ethical standards. In the case of Pantani I am convinced that had he not been left to his fate, things would never have gone so far. Rasmussen was also in danger. If I am to believe the media, he twice considered committing suicide in a team leader's car when he was thrown out of the Tour de France.

The criminal law system in the Netherlands always provides resocialisation¹ programmes while meting out punishment for a serious offence. In The Netherlands, anyone who commits one or more murders can benefit from such guidance throughout his or her life. The form and length of the resocialisation programme is based on the level of need.

Sport is a reflection of society. However, in contrast to normal society, an elite athlete who is sanctioned for doping is completely excluded from sports society and society in general, as if he had an infectious disease. And this continues after he has served the related sentence. The elite athlete is, and remains, an outlaw.

In my view as an International Olympic Committee (IOC) member, treating (alleged) doping offenders as *personae non gratae* is a form of antisocial behaviour. Solidarity is required both during and after the event. Sports federations, authorities and sponsors have a moral duty to accompany offenders and encourage their resocialisation. This is the true meaning of Olympism and solidarity.

Olympians have a duty to live by this principle of solidarity all their lives and abide by the adage “Once an Olympian, always an Olympian”. They should form part of the entourage of an elite athlete as a mentor, buddy or in other ways. Olympians have got a great deal out of sport and should be expected to apply their knowledge and experience in the future. The Olympic family must commit itself to this kind of entourage dynamic.

It is time to take a closer look at the entourage of elite athletes. The professionalisation of sport and the financial pressures that have arisen around elite sport have led to entourages who hold themselves in high esteem. They see elite athletes as a commercial product, from whose success huge amounts of money can be made. When the profit factor disappears, there is a serious risk that the entourage will also disappear. The elite athlete has to once again rely on himself and runs the risk of falling into the hands of abusive people.

There is a greater risk that the entourage will keep the athlete apart from the outside world under the pretext of helping him or her concentrate solely on sports performance. Often the entourage controls every detail of an elite athlete's daily life, which can rob an athlete of the experience needed to develop a strong personality and to stand on his or her own two feet. This can be especially problematic when an athlete needs to reintegrate into society after their sporting career comes to an end. In this regard, I am pleased that as an elite athlete myself, I always made my own way, which regularly made me use my own creativity. I never felt the need to such kind of influence by an entourage. My life would have turned out differently if I had followed my entourage.

Considerable demands must be made of the entourage. Sport for and by athletes is my starting point for this. Members of the Olympic family (National Olympic Committees (NOCs), national and international Olympic sports federations and the IOC) have the duty to create programmes that offer athletes guidance during and after their sports career, whenever necessary including a resocialisation process. The athletes who



commit doping offences and serve the sentences imposed are also fully entitled to receive this support.

During my 22 years as an IOC member, I have many times voiced my ideas about the balance between information, controls, punishment and resocialisation for (alleged) doping offenders. In 1990, I started the “I practise fair play in sport action”, whereby I called on Dutch elite athletes to volunteer for out-of-competition testing. In 2007, I wrote the memo “Give the athlete his dignity back”, in which I pleaded for a balance between information, controls, punishment and follow-up care. I first raised the issue of resocialisation for doping offenders with IOC President Dr Jacques Rogge and was encouraged to produce this contribution for the Virtual Olympic Congress and to place this subject high up the agenda in my own country.

In my home country of The Netherlands, the resocialisation initiative has been well received. The Prime Minister, the two Vice-Presidents, the Secretary of State of the Sports Department and the Director of the National Doping Authority have all reacted positively. At its management board meeting in February 2008 the NOC-National Sports Federation (NSF) established (under the heading “Follow-up care in relation to doping use”) that social, financial, medical and mental care should be made available to athletes for up to two years after losing their elite athlete status.

1. “Resocialisation” also includes “reintegration”.

MARCEL GOELDEN

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COMPÉTENCES « HUMAINES » DES ATHLÈTES DE HAUT NIVEAU

Les carrières des athlètes des sports de compétition sont d’une durée limitée. Par conséquent, les athlètes devraient se voir offrir des perspectives pour leur vie professionnelle future. Débuter une carrière après le sport n’est pas toujours facile en raison des réserves émises par certaines entreprises, qui évoquent souvent l’âge des athlètes, essentiellement à cause de leur engagement dans le sport de haut niveau et de leur manque d’expérience professionnelle par rapport aux autres candidats à d’éventuels postes.

La contribution décrit la situation actuelle en Allemagne et donne des informations sur une étude qui compare les compétences « humaines » de 548 athlètes de haut niveau et de 1779 diplômés allemands. Leurs compétences techniques ont été évaluées en utilisant un questionnaire type. Les premiers résultats montrent que les athlètes de haut niveau se distinguent plutôt bien

par rapport aux autres candidats et pourraient donc donner de la valeur ajoutée à une entreprise. Les résultats de cette étude pourraient être intégrés dans le cadre de la recherche scientifique actuelle.

Only a few elite athletes worldwide are able to finance their living on the fruits of their sporting career. For this reason, people have become aware of the need for, and the importance of, a so-called “dual career”. The underlying idea is easy to explain. During an active sports career athletes should also prepare and start an accompanying professional career. There are already some approaches in place to enhance the compatibility of sporting and professional careers. The cooperation agreements between the International Olympic Committee (IOC) and the employment agency Adecco is one such agreement.

However, in most countries no professional post-sports career-management programme exists and this area still requires a lot of work. National Olympic Committees and Sports Confederations also have the task of creating a framework, which not only provides the best possible training conditions for young athletes but at the same time shows them possibilities for vocational training and/or university studies and professional career development.

In Germany, during the entire phase of practising top-level sports, athletes are supported by about 35 “career development consultants” at the Olympic Training Support Centres who give advice on questions concerning school, education, studies and professional activities. They try to find individual solutions for each athlete by acting as social environment managers.

German authorities such as the police at federal and regional levels, as well as customs and fire brigades, offer about 300 jobs for elite athletes in sport-promotion groups to enable an education and profession within these institutions, alongside their high performance sport. Furthermore, over 700 top-level athletes have the possibility of joining a sport-promotion group of the German Federal Armed Forces during their engagement in high performance sports.

The German Sports Aid Foundation offers financial support and at present promotes about 3,800 athletes. The monthly allowance is aimed at helping students financially. However, it only covers part of their total costs of living, studies and sport. Applications for reimbursement of salary loss, due to athletes’ absence from work for training and competition are also possible for employed top-level athletes.

These initiatives are all important. But there is still much to be done in this area. Finally it is all about whether graduated elite athletes will be hired by companies or not. Nevertheless, why should a company employ an athlete? Compared to “non-athletes”, top-level athletes



need longer periods of education. Therefore they are older and – in most cases – lack job experience due to their ambitions to develop both education and sports. They also have a higher rate of absenteeism due to their training and competition schedules.

On the other hand, the ability to work in teams, and their endurance and motivation for high achievement are essential characteristics of a top-level athlete's personality. These features are desirable from a potential employer's view. They are even defined as "key skills" and considered as prerequisites.

Whether top-level athletes really have superior profession-oriented soft skills has been examined through an empirical study at the University of Muenster by myself, as a member of the German Shooting Team and the German Athletes' Commission. Study-participants were adult top-level athletes from the German national teams involved in Olympic sports.

A scientifically well-founded test has been used to analyse personal skills, which also includes the elements of the "Big Five", the well-known motivation entities of McClelland.

Moreover, diverse findings are integrated, which originate from practical diagnostic research and expert inquiries. The development of this test is entirely based on one of the largest worldwide studies on this subject. For a personality test, its quality criteria, such as reliability (Cronbachs Alpha between .74 and .91) and validity (bivariate correlations with diverse professional criteria reach values clearly above $R=.40$), are very high. [1]

The study classifies the profession-oriented soft skills as follows: [2]

1. PROFESSIONAL ORIENTATION

- achievement motivation
- creative power for change
- leadership motivation

2. WORK BEHAVIOUR

- conscientiousness
- openness
- action-mindedness

3. SOCIAL SKILLS

- sensitivity, intuitional grasp
- extraversion
- agreeableness
- teamwork ability
- self-assertion

4. PSYCHICAL CONSTITUTION

- emotional stability
- endurance power (including strain resistance)
- self-consciousness/self-assurance

By answering the standardised questionnaire, top-level athletes (N=548) build up profiles of themselves, based on the above-mentioned characteristics. Subsequently these profiles are compared with data of high school graduates (N=1,779).

In conclusion, the results illustrate that top-level athletes show a significantly higher level of profession-oriented soft skills in almost all attributes. Only three out of fourteen characteristics are less distinct, compared to high school graduates. [3]

It seems to be of great interest to compare these results with findings of advanced psychological research. It becomes obvious that the attributes particularly distinct in top-level athletes are precisely those that have been especially relevant for professional success.

It has been known for many years that particularly top managers and executives need to have a strong desire for achievement in order to have a successful career. [4] The findings of a second-order meta-analysis demonstrate that not only conscientiousness but also neuroticism/emotional stability is important for different criteria of success in inter-professional terms. [5] To establish, cultivate and use social networks, extraversion is important for professional success, as well. [6]

Due to the recent findings we conclude that top-level athletes have an added value for employers due to distinct profession-oriented soft skills. The IOC and National Olympic Committees (NOCs) are asked to communicate these findings to help top-level athletes on their way to a professional career with further support, in addition to the aforementioned options. Furthermore a special post-sport career centre should be established, justified by the social responsibility for retired top-level athletes.

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APOGÉE ET ATERRISSAGE

La découverte de jeunes talents est une des étapes importantes dans le processus mis en place par les différentes entités qui assurent le suivi et la formation de ces jeunes.

Malheureusement, ceci n'est pas vrai dans le sens inverse car souvent les champions finissent dans l'oubli et la déchéance. Ces mêmes entités qui les soutenaient du temps de leur gloire se détournent pour un autre champion ou un autre espoir.

Une politique au niveau national (mise en place d'une Commission Nationale du Sport de haut niveau) pour le suivi et la réinsertion des athlètes de haut niveau devrait être mise en place conjointement par le Ministère de la Jeunesse et des Sports, le Comité National Olympique (CNO) et les fédérations concernées.

Si les institutions ont les moyens collectifs de produire des champions, elles devraient de même pouvoir se donner les moyens de penser d'une manière collective à leur réinsertion.

La détection de jeunes talents dans le sport permet d'évaluer, à plus ou moins long terme, les chances de réussite sportive d'un jeune athlète.

Elle se distingue de la sélection, qui est quant à elle une prédiction à court terme, même s'il reste difficile de prédire longtemps à l'avance la performance sportive d'un athlète en se fondant seulement sur ses résultats précoces.

C'est pourquoi les chercheurs préoccupés par la détection de talents en sport se sont penchés sur les capacités et les attributs propres à chaque individu et susceptibles de déterminer leur niveau de performance ultérieure.

Ainsi, le club formateur met en place une structure d'accueil et d'accompagnement pour l'aboutissement d'une performance dans un avenir proche, contribuant à la promotion du sport dans un processus allant des pratiques de masse au sport de compétition

Le club formateur ayant misé sur l'athlète, celui-ci a l'obligation, vis-à-vis de cette entité, de porter les couleurs du club, puis celles du pays, du continent (coupe continentale, etc.).

L'athlète de haut niveau porteur d'un lourd fardeau sera obligé d'avoir une certaine éthique et représentera aux yeux de tout un peuple et de toute une jeunesse un espoir de vie meilleure grâce au sport.

En contrepartie, la fédération et le CNO se doivent d'assurer la protection de l'athlète par la systématisation du contrôle antidopage et de favoriser sa promotion sociale et sportive grâce aux mesures suivantes :

- sessions de formation en gestion du sport, marketing et nouvelles technologies de l'information et de la communication (NTIC) ;
- octroi de bourses de formation en administration et en gestion ;
- octroi de bourses d'entraînement et de perfectionnement d'athlètes ;
- création de centres régionaux de formation pour l'élite jeune ;
- création de centres régionaux de haut niveau ;
- signature de convention avec des instituts de formation et d'entraînement pour l'accueil des athlètes de haut niveau.

Les fédérations nationales doivent, grâce à l'organisation de compétitions civiles, militaires, scolaires et de quartiers, toucher un large éventail de sportifs, trouver par la suite des fonds pour l'entraînement et le suivi médical des athlètes, et subvenir à leurs besoins surtout dans nos pays africains où l'athlète de haut niveau vivote et doit trouver par ses propres moyens des fonds pour survivre.

Une politique au niveau national (mise en place d'une Commission Nationale du Sport de haut niveau) pour le suivi et la réinsertion des athlètes de haut niveau devrait être mise en place conjointement par le Ministère de la Jeunesse et des Sports, le CNO et les fédérations concernées.

L'athlète de haut niveau devrait aussi intégrer les instances dirigeantes du pays en matière de sport (club, fédération, ministère, CNO) pour pouvoir défendre les intérêts des autres athlètes. Malheureusement, la plupart de nos athlètes ne pensent aucunement à l'après-compétition. Leur réinsertion devient difficile et ces athlètes sont souvent oubliés dans une déchéance totale, après avoir fièrement servi le pays et porté ses couleurs.

La fédération ou le CNO, voire le Ministère, devront aussi essayer dans la mesure du possible d'organiser des séances de discussion ou des tables rondes en donnant la parole aux athlètes, pour pouvoir cerner



les maux du sport national comme par exemple un manque d'infrastructures ou de cadre technique, de financement, de formation pour la préparation de la réinsertion des sportifs.

Les discussions et ces réunions pourraient aboutir sur des questions pertinentes sur leur état de santé, leurs suivis médicaux, leur avenir tant sportif que professionnel. En Afrique, le facteur santé est largement oublié alors qu'il est un point capital pour l'établissement de performances mais aussi pour éviter le dopage et tous les débordements (drogues, maladies, etc.).

Le sujet doit être traité avec beaucoup de sérieux via une sensibilisation de tous les instants et par toutes les instances et institutions, ainsi que par le noyau familial (centre de développement communautaire, associations, clubs, établissements scolaires, parents).

Des centres de recherches en médecine sportive devraient voir le jour pour le suivi de nos athlètes de haut niveau.

Le suivi médical et scientifique des sportifs a effectivement lieu depuis les clubs jusqu'au niveau fédéral. Son organisation dépend largement de la qualification du personnel médical et scientifique.

Au niveau des clubs, ce suivi est plus ou moins bien organisé par un personnel médical en collaboration avec les techniciens du sport (préparateurs physiques). Il dépend largement de l'importance des clubs, des moyens matériels et financiers mis en œuvre et de l'environnement technique de proximité.

Les sportifs qui sont membres des équipes nationales doivent normalement être gérés au plan médical par les centres de médecine du sport.

Les sportifs de haut niveau vivent plus ou moins longtemps de leur passion, et la plupart décrochent autour de la trentaine. L'heure de la reconversion sonne alors. De même qu'il est conseillé de débiter jeune son sport de prédilection, il est recommandé de préparer cette autre vie le plus tôt possible.

Mener de front les études et le sport pendant sa jeunesse peut s'avérer fort utile.

Plusieurs solutions s'offrent aux futurs champions : les sections sport-études permettent d'aller jusqu'au baccalauréat, les universités de suivre des études supérieures. Les athlètes y reçoivent une formation à la carte en préparant leur baccalauréat, un brevet de technicien supérieur (BTS), une maîtrise en Sciences et techniques des activités physiques et sportives (STAPS), mais aussi un Brevet d'État d'éducateur sportif (BEES), un diplôme souvent exigé pour exercer une profession d'encadrement ou d'enseignement du sport dans le privé ou dans le service public.

L'État n'est pas non plus en reste. Il attribue des bourses et propose des formations débouchant sur des diplômes qui permettent de tenter des concours pour devenir fonctionnaire.

On parle souvent d'ailleurs des difficultés psychologiques du champion à se reconvertir. Mais, quand on y songe, ce qu'on appelle « difficultés psychologiques » est une manière d'individualiser une difficulté et de déresponsabiliser la collectivité qui a fait et produit le champion, en pointant son incapacité à se reconvertir et à vivre dans le monde ordinaire.

Pourtant, si les institutions ont les moyens collectifs de produire ces champions, elles devraient de même pouvoir se donner les moyens de penser d'une manière collective leur sortie et leur réinsertion.

CHIHARU IGAYA

Comité International Olympique

DÉVELOPPER LA VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES

Pour un athlète, les études sont nécessaires pour parvenir au succès pendant et après la compétition au plus haut niveau. Bien qu'en termes de temps, il ne soit pas facile d'associer études et entraînement sportif, cela est possible avec un peu d'imagination. Les études aident non seulement à développer les aptitudes mentales, ce qui est aussi important que d'acquérir des compétences sportives, mais également à devenir une personne qui réussit tout autant dans la société après la carrière sportive.

Some Austrian visitors introduced skiing to Japan in the early 1920s and I was brought up in Japan when it was a relatively new sport. As my parents were keen skiers, it is not difficult to understand why I started to ski at the very early age of two!

At the age of 11, my parents arranged for me to compete in the "All Japan Slalom Championships". To everyone's surprise, I beat all the adult competitors by a margin of a whole six seconds.

After my success in this competition, my parents concentrated their efforts on bringing me up to become a competitive skier and I started to train, seriously. That was how I began my career as an athlete. My first objective, set by my parents, was to become an Olympian and then progress to becoming an Olympic medallist. After a period of incredibly hard training, I successfully reached the first objective and became an Olympian. I first took part in the 1952 Olympic Winter Games. These were the first Olympic Games, after World War II, where the International Olympic Committee (IOC) allowed for the participation of Japanese



athletes. Following this Olympic debut, I then competed in the Olympic Winter Games in 1956 and 1960.

I was fortunate to win an Olympic silver medal at the 7th Olympic Winter Games in 1956 as well as to become a silver and bronze medalist in the World Championships in 1956 and 1958.

As soon as I gave up my competitive career in 1960 at the age of 29, I started work in Japan at one of the world's largest international insurance companies. As I was a well-known sportsman with a sound academic background (this is an important point that I wish to emphasise), I was honoured to receive several job offers.

I set myself goals to attain at work, just as I did when I took up skiing. My ultimate objective was to become president of the company by the age of 45. Of course, I worked extremely hard and my reputation as an Olympic medalist was also a major factor in helping me achieve such an ambitious goal. Although my schedule did not quite go exactly to plan, I became president at 46 years of age and later, chairman of the company where I was responsible for more than 10,000 employees and over 250,000 agents.

My success as both an athlete and a businessman, I believe, can be largely attributed to my commitment to my academic work, which I never neglected even during periods of intense training for major sporting competitions.

Through my academic work, I learned to use my head. This helped me a great deal when I was competing in sports. All successful athletes know that the development of the brain is just as important as their sporting development.

Although I was not able to win a gold medal in the Olympic Games or become president of the largest company in Japan when planned, I had a reasonably successful career both in sports and business. I believe I was able to achieve these two ambitious goals because I never neglected my academic work.

Based on my own experiences, I wish to send the following messages, as a senior member of the Olympic Movement, to both athletes and their parents.

My first message is to the athletes. It is not easy to engage in both academic work and sports training simultaneously but somehow you have to find ways to do it, as I did.

Let me tell you how I did it. After long periods of contemplation on the matter, I eventually realised that certain kinds of training were required to develop the kind of physique necessary to be a skier while being simultaneously engaged in academic work at university.

I first listed the parts of my body that I had to build up to become fit enough to be a competitive skier. Then, I compiled another list outlining ways I could do this while studying both on my own and in the classroom. For example, in order to build strong arms for the use of ski poles, I placed a text book and/or a note book right below my face on the floor of my room and read while I did push ups. Another example was to build strong thighs. To achieve this, I did lots of reading in my room while maintaining a crouching position instead of sitting on a chair. As a slalom racer, I also needed to have good skills to memorise the slalom course. In order to improve my ability to memorise, I took only a bare minimum of notes during lectures and instead completed my notes later that evening.

Also, while training on the slope I always had a small piece of paper in my pocket and read it while I was going up on ski lifts. Indeed, I carefully scheduled my everyday activities so that I never wasted even a minute of precious time to do both, study and ski.

My message to parents is that they are responsible for unearthing their children's skills or talents (not only limited to sports) at as early an age as possible and for providing them with the best possible environment to develop that skill. A common feature of many successful athletes is that they commenced their sport at a very early age.

At the same time, parents must remember that their children's education is also vitally important. This will not only help them to become good athletes but also prepare them for a successful and happy second life after their sporting careers are over.

In conclusion, and based on my own experiences, I can confidently say that it is too late to start preparing for a successful career after finishing a career in sport. Somehow, athletes have to find ways to prepare for their post competitive life as early as possible.

TRINKO KEEN

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IL Y A UNE VIE (PROFESSIONNELLE) APRÈS LE SPORT !

Le sport de haut niveau aux Pays-Bas devient de plus en plus une profession à temps plein, ce qui se traduit par une entrée tardive sur le marché du travail « officiel » d'un nombre croissant d'athlètes. Bien qu'il soit largement accepté que le sport d'élite requiert des sacrifices, la société a choisi d'ignorer que le fait de consacrer autant de temps et d'efforts à cette activité a souvent des conséquences graves sur la vie sociale, l'éducation, les perspectives de carrière et le revenu des athlètes.



Le Comité Olympique Néerlandais a mis en évidence ce problème. Il pense que les sportifs et les sportives devraient bénéficier de plus de conseils et de soutien, bien avant la fin de leur carrière sportive. En 2008, le comité a organisé un congrès destiné à montrer aux responsables des ressources humaines la valeur ajoutée qu'apportent les (anciens) athlètes de haut niveau. Il a organisé ensuite un événement baptisé « Rencontres express ».

Si cette contribution examine de plus près l'expérience des Pays-Bas, il est évident qu'une plus grande coopération nationale et internationale est nécessaire pour améliorer la situation socioéconomique des athlètes d'élite dans le monde.

Elite sport in The Netherlands is increasingly becoming a full-time profession. The situation has resulted in the late entry of a growing number of athletes into the official labour market.

In The Netherlands there is a small group of some 100 elite athletes who can be characterised as full-fledged professionals. These sporting professionals are supported by financial contributions from NOC*NSF (grants system), as well as other income derived from their sport, such as sponsorship, appearance fees and prize money. And their number is expected to rise in the coming years. This group is part of a larger group of 800 to 900 Dutch elite sportsmen and women, who receive benefits (a maximum of 70 per cent of the minimum wage) and allowances for expenses from NOC*NSF.

The majority of the athletes in this group must, however, also hold down a job to make ends meet. If they had more income at their disposal, most of them would immediately turn professional, if only to devote more time to training and thus perform better. This particularly concerns active elite athletes. Looking at former elite athletes most of them have managed to carve out a good career for themselves, but have often only managed to do so after a long period of time or in a roundabout way. Half of the ex-sportsmen and women interviewed for a recent survey said that they had had no difficulty building up a new life. But the other half admitted that they had in fact experienced problems in making a fresh start. Then there is another group of athletes who saw their careers come to a premature halt because of serious injuries or lack of talent, for example. Very little is known about how their prematurely ended sport careers affected them as they rebuilt their lives.

Nowadays it is widely accepted that elite sport requires sacrifices. Although this has always been the case, in the past it was the individual athlete who chose to go down this path. These days, sport clubs and federations, the media and wider society put tremendous pressure on elite sportsmen and women to deliver first-rate performances and to commit themselves fully to their sport. Society chooses to ignore

that devoting so much time and effort to sport often severely affects athletes' social lives, education, career prospects and income.

In 2007, the European Olympic Committee (EOC) Athletes' Commission Forum focused on elite athletes' careers outside sport. The Athletes' Committee (AC) of the Netherlands has also turned the spotlight on this issue. The AC feels that too much of the burden of performing elite sport is being borne by the athletes themselves and that others, including the Olympic Committee, should shoulder more of the load. Fortunately in The Netherlands, the system of grants funded by NOC*NSF already allows elite athletes to devote more time to their sporting careers. But the AC believes that the National Olympic Committee (NOC*NSF) could provide more guidance and support to sportsmen and women, as they end their sporting careers and start exploring new professional avenues.

Athletes should receive the necessary advice and help long before they end their sporting careers. A few successful initiatives have been implemented to this end. At the Johan Cruyff University in Amsterdam, for instance, elite athletes can now follow university-level vocational education that has been geared toward individual students' (sport) situation. This prepares them for a professional career in sport as a manager or marketer.

The NOC*NSF, in partnership with Sport Randstad (one of the world's largest organisations for temporary and contract staff), is also seeking ways to give elite sportsmen and women a second career. They are doing this by examining the logical connections between sport and the corporate world. However, still more needs to be done.

In 2008, the Athletes' Committee organised the "Gold on the Work Floor" Congress that was aimed at showing human resource managers from the public and corporate sector the added value brought by (former) elite athletes. The AC held another successful event, called "Speed Dating". This enabled 80 athletes – who have either ended their sporting career or wish to combine their sport existence with a part-time or full-time job – to engage in "speed dating" with 29 companies and organisations. The athletes did one job interview after another with these prospective employers, with each meeting lasting no more than 7 minutes. All those involved found this to be a fruitful approach, which resulted in eight athletes landing a job. NOC*NSF is now looking into the possibility of hiring an official charged with helping to bring these "supply" and "demand" sides closer together.

As such, the Athletes' Committee of the Netherlands plays a central role in improving the position of its elite sportsmen and women and keeping the topic of athletes' professional careers high on the agenda. As the same issues play out in other countries, the Dutch AC is also seeking to link up with its counterparts around the globe in order to exchange



knowledge and ideas. The Forums being held by the International Olympic Committee (IOC) and EOC Athletes' Commission can further boost international cooperation in this field. There is currently a Dutch website under construction, to facilitate the exchange of information among athletes and those implicated in their non-sport professional life. The website and an interactive learning centre are currently being developed at the national level and could be applied to other countries as well as international and continental Athletes' Commissions. It will support all of us in contributing to the wider aim, which is to improve the socioeconomic position of elite athletes worldwide. In doing so, we can further raise the level of elite sport across the globe.

SAKU KOIVU

Commission du CIO • Commission des athlètes

UNE NOUVELLE VIE APRÈS LE SPORT DE COMPÉTITION

Les athlètes professionnels ont souvent besoin de changer complètement d'attitude dans leur vie après le sport de compétition. Si l'athlète n'a établi qu'un réseau social limité en dehors de sa carrière, il risquera de se sentir socialement exclu une fois celle-ci terminée. Cela est particulièrement courant chez les athlètes qui se sont éloignés de chez eux pour poursuivre leur carrière. Souvent, ces athlètes ressentent un immense vide professionnel et social, qu'ils ne savent comment combler.

Les athlètes individuels ou pratiquant des sports d'équipe rencontrent les mêmes difficultés. Il est important pour eux de réfléchir à leur vie après le sport, même si cela leur semble parfois hors de propos lorsque tout va bien et que la vie leur sourit.

I speak mostly from the viewpoint of a team sport competitor, in which the team is like a large family. In hockey, the team comprises thirty people, i.e. the players as well as the coaching and training staff.

This family is very international as the players come from different cultural backgrounds. Often players have no social life outside of work especially if they have moved from elsewhere and their language skills are limited as they have moved teams and cities many times. Therefore an athlete's social life often equals their professional life. It is common for team members to socialise together even after work hours. A big part of mental balance and happiness, in my opinion, is having a balanced social network within or outside the professional network.

The athlete's social life also depends on the inner chemistry of the team. Good team spirit is important to ensure sporting success.

In team sports everything is done from the perspective of bettering the team, not the individual.

Athletes who do not compete within a team are more used to working individually, out of necessity, and are more likely to build a social network outside of work. Perhaps for this reason they are more prepared for life after their active sports career. Unfortunately many athletes in team sports face many uncertainties in their life after professional sports. Many team sport athletes have limited professional plans for life after sports.

Some professional athletes make enough money during their sporting careers and as a result do not give much attention to planning their life after sports. Moreover, the team sport environment is not the best for athletes to learn self-sufficiency and how to take care of their own needs on a daily basis. This is because athletes often have everything done for them by the team's management.

Professional athletes often need to adopt a significant change in attitude when dealing with life after competitive sport. If team competitors have built limited social networks outside of their careers they may also feel socially deprived as retirees. This is especially common when athletes have moved far away from home to pursue their career. Often, athletes feel a huge professional and social void that they do not know how to fill.

Athletes in team and individual sports face the same challenges. It is important for them to find the mental space, which will allow them to think about life beyond sports even if this may sometimes feel irrelevant when things are going well and there is momentum on their side.

JOHANN OLAV KOSS

Organisation reconnue • RTP – Right To Play

SURMONTER LE STRESS POST-OLYMPIQUE: RÉUSSIR APRÈS LA COMPÉTITION

Les athlètes olympiques possèdent, au-delà de leurs capacités physiques, d'immenses talents qui peuvent être extrêmement précieux pour notre société. Malheureusement, nombreux sont ceux qui ne reçoivent aucune aide pour réussir la transition après le sport. Bien qu'il existe des services de soutien, ceux-ci doivent être améliorés. Si les organisations du Mouvement olympique ne trouvent pas de moyens efficaces de soutenir l'évolution sociale et professionnelle des athlètes durant toutes les étapes de leur carrière, la communauté sportive ratera une occasion importante de tirer parti de leurs divers talents. Mais



avant d'apporter des améliorations efficaces à la manière de soutenir les athlètes, une étude est nécessaire. Les membres de la famille olympique devraient par conséquent investir dans la réalisation d'une analyse détaillée qui étudiera cette question de manière plus approfondie.

Athletes who train for elite competition are extremely passionate, disciplined and hardworking. While training for elite competition, athletes build skills and characteristics in addition to their physical talents that can be extremely valuable to their life post-competition. Characteristics related to goal-orientation and achievement, for instance, can position elite athletes as effective leaders outside of the sporting realm. Similarly, skills gained in the areas of teamwork and problem-solving can make elite athletes ideal colleagues and collaborators. In today's changing global economy, it is essential that the sporting community find ways to harness the unique talents that post-Olympic athletes possess. Doing so will contribute to improvements in our collective productivity, creativity, and social well-being.

The life of an elite athlete is characterised by intense training, focus, determination and commitment – often to one specific goal. With their “eye on the prize”, many athletes engaged in rigorous training do not take the necessary steps to prepare for life beyond competition. As a result, life post-competition can present huge challenges.

As with anyone facing retirement, a period of upheaval ensues. Because the lives of elite athletes tends to be so intensely focused on one specific goal or outcome, their transition to retirement can be particularly traumatic. In addition to losing the physiological benefits that training brings (i.e. the production of serotonin), newly retired elite athletes report feelings of frustration, loss of purpose, lack of identity, confusion and even depression¹. These feelings are even more pronounced for elite athletes who compete as part of a team. Team-based athletes report additional feelings of loss related to friendships and social connectivity. This transitional phase might be referred to as “post-Olympic stress disorder”. In their own words, two Olympians describe their experiences :

“I completely lost my sense of purpose and the feeling of ‘belonging’ to something that was in many ways unique and uplifting. I also lost my team, a huge part of my enjoyment of the sport and my career. [This] manifested itself primarily in lack of confidence. Even though I had ended my career extremely successfully, I felt that moving forward I had very little to be confident about... no education/work skills/experience/ etc. It has been a hard adjustment.”

“When I was done competing, I felt lost and struggled to find another passion to dedicate myself to again so wholly... I no longer had a team to meet up with... I slipped into depression. I felt aimless and incredibly frustrated.”

While life post-competition can be a period characterised by confusion and depression, it can also be a time of great opportunity. In fact, life post-competition can be intensely liberating for some athletes – many of whom speak about their retirement with great excitement. Presumably, if athletes feel well-prepared for their retirement, and they receive appropriate support along the way, adjusting to life post-competition can be an enjoyable period of self-discovery, renewal, and self-evaluation. For many, the opportunities to ignite new passions during this time are boundless.

Although some research exists in this area, it is not extensive. Some experience indicates there is a positive correlation between the degree to which an athlete prepares for retirement and their ability to negotiate this life transition successfully. In their own words, three Olympians describe their experiences :

“My transition into retirement was relatively peaceful. While I was training, my life had balance ; I pursued studies and made sure I had other outlets besides sport. This helped me a great deal [after retirement].”

“Life after the Olympic Games will always be turbulent for everyone. I was greatly assisted by having an assured job available when I wanted it, having adequate savings to take some time to myself, having a great support network of family and friends...”

“I was lucky. When I was 18, my National Olympic Committee sat me down and asked me what I wanted to do after sport. It was the first time I had really thought about it. They helped me map out a career plan and enroll in University. Although it was challenging to train and to go to school at the same time, today life is better because of it.”

Although the ultimate responsibility will rest with the athletes themselves, Olympic organisations and the partners of the Olympic Movement must take an active role to help athletes prepare for their retirement during the early stages of their careers. Greater efforts must also be undertaken to support the social and professional development of athletes during and after retirement. Even though some support services exist to assist athletes with this transition (such as career counselling, life coaching, scholarships, etc.), many athletes are either unaware of the services available, or dismissive about their effectiveness. Sadly, some former Olympians also express disappointment with the deterioration of the relationship between themselves and their National Olympic Committee and/or Sport Federation after they retire. It seems apt to conclude that retired elite athletes would benefit from the continued support of a centralised body to help them stay connected to the Olympic Movement throughout all of the stages of their lives. Both sporting and non-sporting bodies (including private sector partners) are well-positioned to assist athletes after they retire by providing access to internships, fellowships, and other work-related opportunities.



If Olympic organisations, and the partners of the Olympic Movement, continue to make only short-term commitments to athletes, the consequences within the sporting community over the long term will be grim. Fortunately, members of the sporting community now have an enormous opportunity. There is a fascinating wealth of information yet to be unearthed on this topic, and importantly, athletes are passionate about and want to speak on this subject. To ensure that their voices are heard, funding must be allocated towards the development of an in-depth study to research the social and professional experiences of athletes throughout the various stages of their careers. Without a better understanding of the complexities surrounding these issues, recommendations for further action would be premature. Only once the sporting community is equipped with the information, knowledge, and research needed to make informed decisions, can meaningful improvements be made.

Note: This is a joint contribution by Sibel Cicek, Lindsay Glassco and Johann Olav Koss.

1. Information presented in this submission is based on a series of informal interviews conducted with a sample of seven former Olympic athletes from six countries (Australia, Canada, Jordan, the Netherlands, Norway and the United States). Opinions expressed may not represent the experiences of all athletes. To respect confidentiality, athletes have not been individually identified.

MUSTAPHA LARFAOUI

FINA – Fédération Internationale de Natation

AIDER LES ATHLÈTES DANS LEUR VIE APRÈS LE SPORT

Les athlètes méritent une attention spéciale durant leur carrière sportive professionnelle. La plus grande difficulté survient lorsqu'un athlète décide d'arrêter la compétition. Les organisations sportives devraient pouvoir mettre en place des systèmes qui permettent aux athlètes de s'intégrer dans la société tout en continuant de faire partie de la « famille du sport » s'ils le souhaitent.

Note: This contribution represents the views of FINA.

Athletes deserve special attention during their professional sporting career. They are primarily guided by a coach, within a club, registered with a National Federation. The National Federation is a member of the International Federation, which governs the sport and its rules. This structure is completed by the medical, physiotherapeutic, public relations and media staff.

Working within this framework, the athlete is capable of delivering optimal performances over a certain period of time.

The biggest challenge occurs when an athlete decides to retire from competition. When this happens the structure, which has accompanied the competitor through their early years, disappears. "Yesterday's champion" becomes "today's regular civilian". In many cases, this transition is painful and occurs without the necessary support from those who were involved with the athlete during their professional career.

As sporting organisations, we should be able to create social systems that allow the athlete to integrate in society while still remaining part of the "sport family" if they wish. This can be achieved through programmes that provide athletes with an education and help them to integrate into life after professional sport. This would enable the athlete to engage in activities of their choosing or in the development and promotion of their sport.

After receiving so much from the sport they have practiced, such programmes will allow the athlete to give back some of their experience and background to society.

STEPHEN MARTIN

IRL – Olympic Council of Ireland

LA VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES

Un programme de « style de vie axé sur la performance » devrait faire partie intégrante d'un système de performance élevée.

Il est important que les athlètes aient la possibilité de tirer le meilleur parti de leurs environnements sportif, universitaire et professionnel pour donner le meilleur d'eux-mêmes dans tout ce qu'ils font !

Les nombreux aspects de la vie d'un athlète s'influencent mutuellement et chacun de ces aspects doit être soigneusement planifié et géré pour pouvoir atteindre tous les objectifs.

Pour que les athlètes d'élite maintiennent un style de vie axé sur la performance, ils doivent pouvoir intégrer les nombreux aspects de leur vie sportive, éducative et professionnelle dans leur programme d'entraînement intensif. Les programmes de soutien en faveur d'un style de vie axé sur la performance devraient être spécialement conçus pour aider chaque athlète à créer l'environnement unique nécessaire à son succès.



A “Performance Lifestyle” programme should be integral part of a high performance system.

It is important that athletes have the chance to get the most out of their sport, academic and work environments. In short, it is important that they produce their best in everything they do!

There are many facets to an athlete’s life, with each impacting on the other. Every aspect of an athlete’s life needs to be carefully planned and managed if all his or her goals are to be achieved.

For elite athletes to maintain a performance lifestyle they have to find time to nurture the sporting, educational, and business aspects of their life during their intensive training programme.

Performance lifestyle support programmes should be a tailor-made service specifically designed to help each athlete create the unique environment necessary for their success.

Properly trained and accredited athlete advisers can provide guidance on maximising that focus, while helping athletes fulfil other important career, family, social and financial commitments.

The approach should be to work closely with coaches and support specialists as part of an integrated team. This should be done to minimise potential concerns, conflicts and distractions, all of which can be detrimental to an athlete’s performance, and at worst, may end a career prematurely. Too many athletes end their careers before they have maximised their potential.

LIFESTYLE ISSUES

Today’s high performance athletes need a high degree of self-management and professionalism. However, they need support in the form of advice on an individual basis and in group format, with their peers from other sports. Seminars and guidance is essential in areas such as time management, dealing with the media, sponsorship & promotion activities, conflict management, career advice, maximising their curriculum vitae.

EMPLOYMENT

A world class system should also be put in place to provide professional support for athletes on finding a suitable job and deciding on a future career. Such a system could, for example, assist athletes with:

- 1) finding a job to supplement income and fit around training demands;
- 2) finding work placements to give a taste of possible career options;
- 3) planning their transition into life after sport by ensuring that athletes find suitable education or employment.

Athlete advisers should have links with local employers and promote the range of skills and experiences athletes can bring to the workplace.

EDUCATION

Some athletes will be trying to combine study with their sport while others may think about taking further qualifications and training in preparation for life after sport.

Athletes should receive more guidance on :

- available part time or professional courses;
- ways to gain flexibility in an existing study programme; and
- making the right education choices to fit into their sporting demands.

A BALANCED AND SYSTEMATIC APPROACH

Performance lifestyle services should be available to athletes who are part of a high performance system at development and senior level. In other words once they have been selected to take part in a high performance pathway within their sport, they need to be nurtured and to have a systematic and balanced approach to their sport and all-round lifestyle.

IOC, NOC AND NATIONAL FEDERATION SUPPORT

I believe that this is a programme that fits well with the aims of both the International Olympic Committee (IOC) and each National Olympic Committee (NOC). These organisations have the capacity to either leverage existing global or national sponsors to be part of an Olympic Employment Opportunities programme, linked to an Institute service of support in career and education guidance.

The NOC and National Federation should also provide the athlete with a systematic approach to planning for success in their sport.

In this way each of the contributing agencies in high performance sport can contribute to the athletes’ well-being and success both on and off the field of play.



GEORGE MAVROTAS

GRE – Comité Olympique Hellénique

L'IMPORTANCE DE L'ÉDUCATION DES ATHLÈTES DE HAUT NIVEAU

La clé du succès est l'éducation. Bien que cela demande des efforts supplémentaires considérables, les athlètes d'élite devraient consacrer le temps et les efforts indispensables pour étudier. Les organes dirigeants appropriés devraient mettre sur pied des programmes qui les inciteraient à suivre cette voie.

La pratique d'un sport permet aux athlètes de se forger le caractère, de développer leur confiance en eux, une autodiscipline, l'esprit d'équipe et la condition physique parmi d'autres qualités. Si on ajoute à ces caractéristiques une bonne éducation, il est évident qu'ils pourront devenir des modèles pour les jeunes et, de ce fait, représenter un capital social formidable. Les organes sportifs pourraient être les premiers à tirer parti de tels athlètes.

I started my sporting career in swimming when I was 10 years old and 3 years later I turned to water polo. My first competition with the national team was at the 1984 Olympic Games.

Since then, I have competed in 511 international competitions in all major events, including 5 Olympic Games. In 1999, I was selected to participate in a team consisting of the best players in the world. Hence, what I am going to say is not an opinion of an outsider but rather one of a "deep-insider".

During my sporting career the time I could devote to out-of-sport activities was very limited. The truth is that after 4-6 hours of training there was not much time or the mood to do something else. However, elite athletes must always keep in mind that their career has an expiration date and they must find the time to prepare themselves for the post-sport era of their lives.

By focusing on the prospect of securing a job in the public sector many are "hypnotised" and devote themselves exclusively to their sporting career without exploring other opportunities that could expand their future horizons.

Others use their sporting experience to become coaches, managers or advisors, for example. Very few of them are lucky enough to acquire enough money to lead a financially secure life.

I strongly believe that the key to success is education. Despite the fact that it demands considerable additional effort elite athletes should

devote the necessary time and effort to studying something that they are interested in. The appropriate governing bodies should establish incentives that motivate them towards this direction (e.g. registration in universities of their choice with no exams; scholarships for postgraduate studies; or the establishment of education structures).

Their involvement in sport allows athletes to develop strong character, self-esteem, self-discipline, teamwork and physical status among other qualities. If proper education is added to these characteristics it is obvious that they can become life-models to young people and, hence, a tremendous social capital. Sport bodies could be the first to benefit from such athletes.

Unlike elite sport, sport does not have an expiration date. I still participate in master activities, and my children do sport, as well as most of my friends. We all enjoy it.

SAMIH MOUDALLAL

Comité International Olympique

COMMENT AIDER LES ATHLÈTES APRÈS LEUR CARRIÈRE SPORTIVE?

Dans bon nombre de pays, les athlètes rencontrent de réelles difficultés dans leur vie car ils doivent faire des choix à la fin de leur carrière. Doivent-ils consacrer du temps au sport, à l'éducation ou à leur carrière professionnelle? De nombreux athlètes quittent leur carrière sportive professionnelle sans avoir suivi la moindre préparation pour la retraite.

Les idées avancées dans cette contribution ont pour objectif d'aider les athlètes à réussir la transition du sport de haut niveau au monde du travail. Cela implique que le monde sportif et les organisations internationales y relatives doivent mieux accompagner les athlètes pour leur permettre d'avoir une vie équilibrée tout au long de leur carrière sportive afin de mieux les préparer à leur reconversion professionnelle.

In a number of countries athletes meet with real difficulties in life as they have to make choices at the end of their career. Should they dedicate time to sport, education or professional development? Many athletes leave their professional sporting careers, unprepared for retirement.

The ideas discussed here are intended to help athletes move from elite sport into a working environment. It implies that the world of sports and related International Organisations need to better support athletes to



enable them to have a balanced life throughout their sporting career in order to prepare them for their transition into life after sport.

Research shows that support programmes exist in a limited number of countries. The International Olympic Committee (IOC) could take the lead in working with National Olympic Committees (NOCs) and International Federations (IFs) in order that active athletes are already informed and conscious about their future. Athletes should have clear information on their choices both during and after their career as well as choices related to education, employment, alternative occupations and even financial management. In most cases, active athletes are not prepared for their transition into life after sport.

How can this be achieved?

- By creating a special commission under the leadership of the International Olympic Committee, the Association of the National Olympic Committees, the Associations of International Federations with the United Nations and main or dedicated sponsors.
- By lobbying for funding from the IOC, the United Nations, sponsors or charities. Once this funding has been secured, NOCs would be responsible for the selection process with full agreement of the special commission. Steps must be taken to ensure that this assistance is attributed only one time. Strict control of the distribution and the use of the money granted will ensure the credibility of the programme. The programme must be communicated as widely as possible.

The programme would take into consideration :

- The level of performance (international and national results, plus scores) of the concerned athletes.
- The kind of help to offer such as study opportunities (schools, universities, e-learning), professional training (jobs, internship, training facilities) and others.
- The first budget in order to build the project.
- The selection of the countries and regions to test the programme.
- The nomination of a special commission to study the project and fix the rules.

The National Olympic Committee will be the link between this special commission and the athletes, for the selection, information and general follow-up of the programme.

SAMIH MOUDALLAL

Comité International Olympique

LA PROTECTION DES ATHLÈTES AVANT ET APRÈS LA RETRAITE

En ce qui concerne la protection des athlètes avant et après la retraite, je propose d'établir un nouveau système de retraite et d'assurance et de créer un programme international d'aide et d'assistance financière pour couvrir les cas de maladie, de chômage et de handicap chez les athlètes.

Regarding the protection of athletes before and after retirement, I suggest establishing a new pension and insurance system and to create an international programme for relief and financial assistance to cover cases of diseases, unemployment and athlete disability.

PETER MÜHLEMATTER

IHF – Fédération Internationale de Handball

LA DEUXIÈME CARRIÈRE D'UN ATHLÈTE : PRÉPARATION ET TRANSITION

La carrière d'un athlète ne s'arrête pas à la fin de sa carrière sportive. Quitter le milieu sportif peut être porteur d'un nouveau développement, d'une nouvelle carrière, mais ceci est une chose qui se prépare.

La préparation de l'après-carrière permet au sportif d'anticiper cette transition, qui est loin d'être évidente. Cette préparation correspond au développement de nouvelles compétences.

Nous devons nous engager à mieux accompagner les athlètes pendant leur carrière sportive, afin d'acquérir les nouvelles compétences qui leur permettront de démarrer cette deuxième carrière.

L'atteinte et le maintien d'un haut niveau de performance sportive nécessitent un investissement et une focalisation sur l'accomplissement physique. Cependant, cette logique peut être un facteur de crise lors de l'arrêt de la carrière sportive de haut niveau, par la remise en question de l'ensemble des dimensions ayant été construites et reposant sur l'acte performant. Cette contribution s'intéresse au caractère dynamique et multidimensionnel de l'arrêt de carrière sportive à travers quatre aspects :



- caractériser la nature de l'arrêt d'une carrière sportive de haut niveau, des modèles de rupture vers des modélisations plus récentes issues des théories sur les transitions de vie ;
- identifier les répercussions psychologiques de la perte d'un statut socioprofessionnel « exceptionnel », marquées par un paradoxe entre gloire et crise ;
- mettre en évidence les facteurs jouant un rôle dans l'adaptation à une nouvelle situation socioprofessionnelle, et pouvant soit retarder soit accélérer l'adaptation à cette situation ;
- souligner l'importance de la remise en question du corps performant dans les difficultés d'adaptation, cette dimension corporelle ayant été récemment considérée comme facteur de crise.

Quitter le milieu sportif peut être considéré comme un événement anticipé positif et agréable de la vie d'un athlète. Il est porteur de possibilités de développement personnel caractérisé par exemple par la sortie d'un milieu restreint où ces possibilités sont réduites.

En effet, pour les athlètes, la fin de carrière sportive s'opère parallèlement à l'entrée dans la vie active. Ainsi, les réactions consécutives à l'arrêt sont compensées et modérées par le réinvestissement immédiat dans le monde professionnel.

La préparation de l'après-carrière

Le degré de préparation permet à l'individu d'anticiper la transition. Cette préparation correspond au développement de nouvelles compétences, d'un sentiment de contrôle de sa propre existence avant l'arrêt et en prévision de la confrontation à une nouvelle situation.

Il a été mis en évidence rétrospectivement que les athlètes ayant préparé et anticipé l'après-carrière en formulant de nouveaux objectifs et en s'assurant une reconversion professionnelle éprouvaient peu de difficultés d'adaptation émotionnelle et sociale. On peut souligner de même l'importance de cette préparation de l'après-carrière par rapport à certains facteurs pouvant de même influencer la qualité de l'adaptation à la transition.

Dans leur nouvelle situation, la dimension corporelle du sentiment de compétence est inadaptée et inutile, et doit être remplacée par l'investissement dans le domaine professionnel.

Durant la carrière sportive, nous devons nous engager pour aider les athlètes à préserver leur santé et les accompagner à préparer leur deuxième carrière. Ceci nécessite des démarches comme un « bilan » et des stages en entreprise par exemple.

LUKMAN NIODE

INA – Komite Olahraga Nasional Indonesia

VISION INTÉGRÉE DU DÉVELOPPEMENT SPORTIF

Jusqu'ici, les athlètes d'élite indonésiens privilégiaient l'excellence sportive. Rien ne les obligeait à poursuivre leurs études ni à développer leurs aptitudes sociales, et aucune aide ne leur était apportée dans ce domaine. Aussi nombre d'athlètes ont-ils eu du mal, une fois leur retraite sportive prise, à trouver un emploi leur permettant de continuer à œuvrer efficacement et utilement pour la société. Suite à cette constatation, l'Indonésie a lancé il y a peu un programme de suivi de carrière pour ses athlètes d'élite, qui prévoit 16 à 22 heures d'enseignement par mois pour promouvoir une culture d'excellence où les athlètes se consacrent à la famille, au travail, à l'entraînement, à l'éducation et à l'adoption d'un mode vie sain et équilibré, aspect fondamental de l'Olympisme et source d'inspiration pour la future génération de stars du sport et pour la communauté tout entière.

Great athletes are more than just a collection of unique muscle fibres with excellent strength and endurance, a strong powerful heart and keen commitment and drive: they are people. An integrated holistic view of athletes, as people, is required for them to develop their full potential. Traditionally elite athletes within Indonesia have focused purely on sporting excellence. There is, however, no assistance or requirement for them to develop their education and social abilities. This has resulted in many athletes retiring from sport and experiencing difficulties in securing employment in order to further contribute to society as useful and productive members.

In response to this observation Indonesia has recently launched a "Sports Career Programme" for their elite athletes, which has three main areas of focus:

1. It teaches all athletes the specific skills and techniques to help them realise their full potential.
2. It offers an extensive leadership training and self-development programme.
3. It helps athletes become national sports heroes and great countrymen.

Elite athletes within Indonesia are well supported by the government with an above average salary, provision of full board and accommodation, so that they can commit full-time to their athletic endeavours. However, the Sports Career Programme has recently extended these benefits to include the development of academic and social aspects for Indonesia's elite athletes. Thus all athletes in this programme are



involved in 16-22 hours of formal education per month in the following courses: basic English, basic accounting, basic management, job training, self empowerment, broadcasting, basic information technology and computing.

The vision is to provide the necessary training and education during the athlete's active career so that they can become productive members of society after their athletic career has been completed. The Sports Career Programme is designed to foster a culture of excellence, with athletes committed to family, work, training and education and the development of a healthy balanced lifestyle that is at the core of the concept of Olympism and which provides a useful role model of the next generation of sports stars and the community as a whole.

A central feature of the Sports Career Programme is the extensive training in self-development. This programme involves four key elements including:

1. Sustainable Leadership: Involving concepts pertaining to programme planning, periodisation, time management, pyramid of goals and thoughtful nutrition.
2. Mental Development: Involving the areas of championship thinking, motivation and expectancy, goal setting, level of confidence, managing anxiety, pain and fatigue, and character building.
3. Lifestyle Management: Covering topics such as code of conduct, commitment to excellence, maintaining a standard of living, support among fellow athletes, living excellence with colleagues and team mates.
4. Quality Leadership: Includes topics such as competitive greatness, team spirit, integrity, loyalty, courage and discipline.

The outcome of the programme will hopefully be the development of athletes with a strong sense of patriotism and nationalism, with a total commitment to excellence, a strong sense of self and purpose and inner strength and determination. It will also serve to develop outstanding role models for Indonesian society in general, who serve their country with pride and honour in the international sporting arena.

Future developments of the Sports Career Programme may involve all athletes spending 1-2 hours per week at a local school where they can share their expertise in conducting sporting classes in their chosen sport and giving motivational talks about their life experiences. Such school visits will be a tremendous inspiration for the children and will further enhance the capacity of our nation's best athletes to serve as role models and to give something back to the community which has supported them.

Another project that is under consideration is the development of foundations for sporting development that would involve highly successful

athletes donating a portion of their prize money, from their sporting success, to the development of sporting facilities in the province of their birth, under their name. This would allow future generations of sporting stars to make their start on the ladder of success.

Indonesia is determined to develop the very best athletes possible and to help and guide its best athletes to be the very best people and role models they can be during their competitive career and long after retirement from the competitive sporting arena.

ANA NIUMATAIWALU

Média • The Fiji Times Limited

OÙ EN SONT LES ATHLÈTES DE HAUT NIVEAU DU PACIFIQUE ?

Quatre-vingt-dix-neuf pour cent des athlètes du Pacifique se concentrent encore sur les Jeux du Pacifique mais ne commencent à se préparer que quelques mois avant cette manifestation et s'arrêtent le lendemain. Or, si vous avez pour objectif la compétition au niveau olympique et mondial, vous devez vous entraîner 12 mois par an.

Malheureusement, tel n'est pas le cas dans la région. Pratiquer un sport et s'entraîner à un haut niveau sont deux choses différentes et c'est là la raison de l'échec. Pour produire des athlètes de haut niveau dans la région Pacifique, l'attitude à l'égard de l'entraînement, de la discipline et de la mobilisation doit changer.

Toutefois, pour que ces changements interviennent, il est nécessaire de s'assurer que les meilleurs équipements et ressources sont fournis afin que les athlètes du Pacifique soient présents au niveau mondial. Le manque d'athlètes de haut niveau dans le Pacifique ne permet pas d'attirer le secteur des entreprises ou ceux que l'on appelle les agents sportifs.

If you asked Pacific athletes if they had a sports agent, they would either laugh in your face or reply "we can't even afford our bus fare home after training". Hold that thought, because the focus of this topic is elite athletes and how sporting bodies can best support them.

While the focus is the elite athlete, we, in the Pacific, have to be realistic about this issue because we can actually count the number of elite athletes we have.

We have to be realistic as to what sport we choose. The focus of most athletes in the Oceania region is the Pacific Games, which is a far cry



from events like the Olympic Games. In the Pacific Island nations only one athlete has won a medal in the history of the Olympic Games: a Tongan boxer, who won a silver medal at the 1996 Atlanta Olympic Games.

In putting my contribution together I could not help but pick the brains of some coaching experts in the region who I believed knew why many of our Pacific Island athletes failed to become world class athletes.

One of these coaches, Paul Coffa, of the Oceania Weightlifting Federation based in New Caledonia, proved my point that though we are blessed with talent and have the potential to produce such athletes, we have to be realistic in identifying the sport that best suits them.

Sports that require strength are ideal for Pacific Islanders. Athletes involved in the shot put, discus, hammer, javelin and combat sports like boxing, wrestling, judo, and karate, as well as weightlifting, have already produced results.

In the Pacific there are elite athletes but few of the class of weightlifters like Nauruans Yukio Peter (a silver medallist at the World Championships) or Itte Detenamo. Others include Manuel Minginfel from the Federated States of Micronesia, Ele Opeloge from Samoa, Dika Toua from Papua New Guinea, Sam Pera Junior from the Cook Islands and Fiji's Manuelli Tulo. All these athletes train at the Oceania Weightlifting Institute, focusing totally on the Olympic Games and the world level.

Although 99 per cent of athletes still focus on the Pacific Games, they only start training a few months before and stop training the day after. But if you are focusing on competing at the Olympic and world level you need to train for twelve months a year. Unfortunately this does not happen in the region. Playing sport and training at an elite level are two different things and that is where the downfall is.

Talent identification is the most important thing. There is no point spending money, which has been earmarked for the Olympic Games, to try and develop a long distance runner or a basketball, volleyball or gymnastics team, if their body structure is not suitable for those sports at an elite level.

To produce elite athletes in the Pacific the attitude towards training, discipline and commitment must change. Coaches at the base level must have the knowledge and the commitment to ensure that they are there on a daily basis, side by side with the athlete. Equally important in these often cash-strapped societies are ownership and the use of proper equipment. That is often the biggest hurdle after expertise.

However, if these changes are to take place, it is necessary to ensure that the best facilities and resources are provided so that athletes from the Pacific perform at the world level.

Firstly, the money that comes to the National Olympic Committee is not necessarily directed towards the development of elite athletes. Although the money that each Pacific country receives is not huge in amount, a large portion is directed to Mini Games and Pacific Games. These are small regional games that do not produce the elite athletes required to compete at Olympic standards. Very few sports focus on the World and Olympic level. And if you include the fact that we do not have major sponsors, like other big countries are able to generate, then that small amount of money becomes even less when it is divided among twenty or thirty sports. This is another reason why we cannot produce elite athletes.

The lack of elite athletes in the Pacific fails to attract the corporate sector or so called sporting agents. The region simply does not have enough businesses with a sense of social responsibility.

Without these two elements it is simply not worthwhile for a sports agent to even bother looking at the Pacific Islands. He would earn nothing but the agent must have the ability to understand the Pacific way of thinking because it certainly is not like the rest of the world. There are plans in place to raise the overall standard of the Pacific Games, by working closely with each sport on the programme to make sure that, where possible, the Pacific Games competition is a pathway event to an Olympic Games or World Championship.

In this way, the athletes can compete in their Pacific Games but have something else to strive for afterwards. It is no good if the athlete thinks the pinnacle is the Pacific Games. It can be done. Medals can be won by Pacific Island athletes providing the focus is at the elite level and not the regional level, which is the normal practice of Pacific Islanders.

CARLOS ARTHUR NUZMAN

BRA – Comitê Olímpico Brasileiro

LA VIE D'UN ATHLÈTE APRÈS LE SPORT DE HAUT NIVEAU

Dans certains pays, les jeunes athlètes poursuivent leur carrière sportive de haut niveau au détriment de leur éducation générale. Ils souffrent d'un manque d'orientation et de conseils en matière d'évolution professionnelle. Cela est particulièrement le cas en ce qui concerne leurs études et la préparation à leur vie après le sport. Comment pouvons-nous aider les athlètes d'élite à préparer leur transition entre le sport et la vie normale ?

There is a need to design programmes that provide career counselling for elite athletes. Due to their hard work, and extensive hours spent practicing, competing and travelling, athletes should have special



conditions to carry on studying while competing. This means providing them with flexible hours and more opportunities to work at home.

Elite athletes have been investing their whole life in sport and have their identity framed by their success. They will probably face a hard moment by the time they have to retire. It is worth mentioning that they have a lot of skills to be proud of, such as motivation, determination, persistence, devotion and guts, among others. They must be aware that these virtues could help them along with a new career and academic knowledge.

Transition to a normal life is a very difficult and challenging process, which must be done gradually. To this end, athletes should:

1. Be encouraged to develop an outside interest, prior to their retirement phase;
2. Have a period of detraining towards the end of their career;
3. Combine sport and study to help them plan for their life after elite competition;
4. Be given counselling on nutrition and offered psychological help that would be of use during their transition period;
5. Be trained (through short-term courses) in skills like sport administration and coaching. Elite athletes would officially graduate from this programme and would have a qualification recognised by the International Olympic Committee, International Federations and their National Olympic Committees.

OLGA PIPERIDOU

CYP – The Cyprus National Olympic Committee

IMPACT DE LA PERFORMANCE SUR LA VIE SOCIALE ET PROFESSIONNELLE

Le but de cet essai est d'étudier la corrélation entre la performance sportive des athlètes d'élite chypriotes et leur vie sociale et professionnelle pendant et après la compétition de haut niveau.

Le principal objectif est de comprendre comment et à quel niveau la performance d'un athlète d'élite influence sa vie sociale et professionnelle pendant et après la compétition.

Il s'agit de tirer certaines conclusions quant aux facteurs positifs et négatifs influant sur la vie sociale et professionnelle de l'athlète pendant et après la compétition de haut niveau, et naturellement d'examiner dans quelle mesure les athlètes sont satisfaits de leur vie sociale et professionnelle.

L'échantillon étudié comprend des athlètes d'élite des équipes nationales de Chypre dans tous les sports.

Il s'agit d'une étude quantitative, menée par la voie de questionnaires. Trois cents athlètes ont été priés de répondre à un questionnaire visant à collecter des informations générales, du type niveau de performance en termes de résultats, exploits, ainsi que le niveau de satisfaction dans leur vie sociale et professionnelle pendant et après la compétition de haut niveau. Enfin, l'étude examine la corrélation entre ces trois facteurs ainsi que les conséquences déterminant de manière positive ou négative le niveau de satisfaction de l'athlète.

The correlation between the level of performance of elite athletes and their social and professional life during and after the competition has held the interest of society, the young, and researchers for years and years.

A number of research studies have discussed this subject and examined the situation of top level athletes all over the world.

Comparisons between the lives of athletes indicated that the creative opportunities offered by sports appear more important to contemporary athletes. These athletes live in a close-knit circle, which includes their family, their club, town, village and so on rather than society more broadly.

Those who were strongly committed to obtaining a place in elite competition indicated that creativity and prestige are more important to them than to those who were less committed in obtaining a "position" as high level athletes. Less committed athletes considered the atmosphere and sports conditions as more important than being surrounded by strongly committed persons.

Some major findings included:

1. Job availability and social security, benefits earned, conditions and contribution to humanity are factors that encourage participation in sports.
2. Money was not perceived as important for athletes at the beginning of their sporting lives.
3. Sports were viewed as a "good profession" for both men and women (especially for men).
4. It is family, teachers and coaches who predominately encourage individuals to become an elite athlete.



5. Participants encourage others to enter sports.
6. Almost all the individuals under investigation were interested in engaging in the sports field, but few of them were committed to achieving high level records.

The main aim of this study is to enhance an understanding of what stimulates athletes to continue participating for many years in elite competition. The result of the research is that continued participation in top level sports is strongly associated with the satisfaction of athletes in their social and professional life.

More specifically the study determined the motivation and expectation factors of elite athletes and examined the relationship between selected athletes' characteristics and the factors influencing their choice. The findings showed that the main factor is the prestige and the upgrading of their social and professional life.

One other target of this investigation is to analyse the degree of satisfaction of Cypriot elite athletes with their social and professional life during and after top level competitions, and finally, to clarify their expectations for their life when entering the sports field and what they have earned.

Conclusions regarding an athlete's "education" as well as his or her recruitment, selection and retention will be detailed using components of conceptual structure theory.

It is essential for study and research to investigate the personal and family background characteristics as well as the reasons, influences or orientations of athletes.

Some of the ideas behind the questions that will be addressed by questionnaire or personally by open-ended interviews are:

1. What is the level of their commitment in sport?
2. What has influenced their decision to select sport?
3. What sporting attitudes push these athletes to participate in the fields of sports?
4. What are their career goals?

In the context of this study, it is necessary to clearly define the following: What do we mean by social and professional life? What does or does not motivate top level athletes? What are their expectations in the sports and social environment as well as other important parameters needed to enhance the subject under investigation?

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

LA VIE PROFESSIONNELLE ET SOCIALE DES ATHLÈTES

Des études universitaires affirment qu'une participation accrue aux sports organisés aide les individus à obtenir de meilleurs résultats universitaires et réduit leur consommation d'alcool et de tabac. Les athlètes d'élite s'organisent mieux et ont plus d'énergie.

Les étudiants du système scolaire moderne reçoivent l'aide nécessaire pour trouver leur domaine d'intérêt et leur talent. En revanche, aucun conseil de ce type n'est offert aux athlètes.

S'agissant du statut des agents, nous ne pouvons pas attendre des agents qu'ils jouent le rôle de parent pour un athlète et nous ne devrions pas attendre des parents qu'ils interviennent dans le travail des agents.

Nous devrions:

1. **mettre l'accent sur les études universitaires comme outil essentiel pour le succès sportif des athlètes;**
2. **introduire le concept « d'olympien intelligent », pour souligner l'importance du développement complet d'un athlète;**
3. **ne pas s'intéresser uniquement à la vie professionnelle et sociale d'un athlète « pendant et après » la compétition, mais également « avant »;**
4. **aider les athlètes à trouver le juste équilibre entre leur carrière sportive et leur vie personnelle;**
5. **promouvoir l'importance du sport auprès des membres de la société.**

Academic studies strongly suggest that increased participation in organised sport helps individuals to achieve better academic results and decreases their use of alcohol and tobacco. Top athletes are better organised and have more energy.

In the modern school system students are provided with the necessary assistance to finding their area of interest and talent. However, no such advice is available to athletes.



With regards to an agent's status we cannot expect commercial agents to play the role of "parent" to an athlete and we should not expect parents to get involved in the agent business.

We should :

1. Emphasise academic education as a vital tool for athletic success.
2. Introduce the concept of an "Intelligent Olympian", which emphasises their all round development.
3. Not only be concerned with the social and professional life of an athlete "during and after" competition but also "before".
4. Assist athletes with finding the right balance between their athletic career and personal life.
5. Help promote the importance of sport to members in society.

JACQUES ROGGE

Comité International Olympique

AU-DELÀ DU SPORT : AIDER LES ATHLÈTES À RÉALISER LEUR POTENTIEL

L'instruction des jeunes athlètes est souvent négligée, voire délaissée durant leur carrière sportive. Comme peu d'entre eux vivent de leur sport, ce manque de culture générale est souvent préjudiciable aux athlètes à long terme. Le Mouvement olympique se doit de protéger la santé physique et mentale des jeunes, ainsi que leurs besoins en matière d'éducation.

Les gouvernements, les Comités Nationaux Olympiques (CNO), les fédérations nationales et les Fédérations Internationales (FI) doivent s'investir davantage afin d'assurer l'avenir des athlètes. La famille olympique et ses partenaires doivent mettre à profit les programmes publics et privés actuellement en place partout dans le monde. Le Comité International Olympique (CIO) peut faire office d'organisme centralisateur pour les stratégies et modèles utilisés par différents pays ainsi que par les partenaires du Mouvement olympique.

With the help of scientists, the world of sport has developed elaborate talent-detection schemes. These schemes have brought talented young athletes into well-organised coaching structures where they experience intensive training and competition.

The Olympic Movement has the responsibility to protect the physical and mental health, as well as the education needs, of young people. Young athletes and their parents often neglect or abandon their education, which negatively impacts their all-round development. This can

also jeopardise an athlete's chances of developing a marketable set of professional skills. These skills are necessary in the long-term as relatively few athletes can make a living from their sport.

Many countries have addressed this problem by creating sport schools and adapting their university structures to suit the training and competition needs of young athletes.

Employment schemes that allow elite athletes the flexibility to practice their sport are offered by the armed forces, customs, ministries and/or state-owned companies. These organisations also provide athletes with professional training and offer them permanent employment after their sporting career ends. Some countries even offer pension schemes for medallists. This is done by governments alone or through joint ventures between governments and commercial companies.

The International Olympic Committee (IOC) contributes to an athlete's integration into professional and social life after their sporting career, through the Adecco programme. 3,500 athletes from more than thirty National Olympic Committees (NOCs) have received an assessment of their skills as well as guidance for future employment and an education on job-seeking.

The educational component of the Youth Olympic Games will emphasise the need for proper education and preparation for future professional life.

The sports movement has a major responsibility towards the young athletes we discover and then train for competition. But we must ensure this is not at the expense of their education. We cannot just shake their hands at the end of their careers and say, "Well done. Now take care of yourself!"

At the national level, sport ministries, NOCs and National Federations have a major responsibility to ensure the all-round development of their young athletes. International Federations (IFs) also have a role to play in this area and many have already developed efficient strategies to assist their athletes. There is no universal model for countries to apply and each country, with its different assets and culture, has to determine its own strategy. We have a lot to learn from each other. The IOC can serve as a clearinghouse for the strategies and models used by different countries and Olympic Movement stakeholders. The IOC administration will present a more detailed contribution on this subject.



MANUELA SENTDERDI

CRO – Croatian Olympic Committee

L'IMPORTANCE DE L'ÉDUCATION POUR LES ATHLÈTES

En raison des obligations prenantes inhérentes à la pratique sportive, de nombreux athlètes sont contraints de délaisser leur formation. Ce manque d'éducation est source de problèmes une fois leur carrière sportive terminée. D'un autre côté, de nombreux jeunes talents renoncent au sport afin de poursuivre leurs études.

Le manque d'éducation est l'une des causes principales des difficultés rencontrées par les athlètes lorsqu'ils tentent de s'insérer dans la vie active une fois la compétition de haut niveau terminée.

Things have changed since the abolition of the amateur rule that governed an athlete's entry into the Olympic Games, a few decades ago. The International Olympic Committee (IOC) has recognised and accepted the fact that amateurism is not well-suited to the new development and situation of top-level sport, which cannot be treated as a hobby anymore, but as a profession in a highly competitive environment.

Due to time-consuming obligations related to sport, many athletes are forced to neglect their education. As a result, the lack of education creates problems for the athletes upon completion of their active sports career. On the other hand lots of talented athletes abandon sports in order to complete their education. A lack of education is one of the main reasons for the difficulties that athletes experience when they try to integrate into life after elite competition.

By dealing with these problems it is of vital importance for athletes to get support from two partners: the government and the national umbrella sports organisation. They are responsible for creating an environment where the athlete can achieve both: success in sports and an appropriate education.

The national umbrella organisation should provide counseling to athletes during their sports career and not leave them to their own devices in this very important aspect of their life. It should encourage athletes to take part in further training or some skills certification programmes, which are offered through partners or sponsors. The Croatian Olympic Committee, for example, offered its athletes the possibility to take part in an end-user computer skills certification programme, the European Computer Driving License (ECDL). It is a distance learning programme, so participants were also able to learn while they were at competitions or in training camps.

However, further training and certification programmes are only a small aspect of the solution to the education problem. This can be offered by the national umbrella organisation. But an overall solution to the problem is only possible in cooperation with the government.

Most of the education systems do not take into consideration the fact that an athlete cannot attend school like an average student because of intense, frequent training and regular competitions. For that reason athletes have to be integrated into the education system in consideration of their specific circumstances. Very good examples of this integration are high schools for athletes that are adapted to fit the needs of young sportsmen and sportswomen. But students who decide to devote themselves to professional sports should be able to attend any school or university and not have to narrow down the choice. This is easier if their status is regulated by law, so they are not left to the goodwill of the school and university staff.

The first step towards the integration of athletes into the education system is to provide an understanding of their specific situation so that not only sportspersons, but also others involved in sports can sympathise with them. After this step there are many possibilities offered, for example, by today's technology, which offers interesting solutions, especially in terms of electronic distance learning.

Besides a school and university education, on-the-job-training is another option for the athletes. The national umbrella sports organisation can be an important partner for this kind of education. It can find appropriate employers for these athletes, also among its partners and sponsors.

There is no doubt that education is important in the life of athletes after elite competition. A lack of education is a key component of the problems they are facing. It is obvious that finding a solution cannot be left to the athlete. It has to be an issue for the government and the national umbrella organisation.

SHAMIL TARPISCHEV

Comité International Olympique

RELATIONS ENTRE LES ATHLÈTES, LES CLUBS, LES FÉDÉRATIONS ET LES CNO

Les relations entre les sportifs, les clubs, les fédérations et les Comités Nationaux Olympiques (CNO) sont définies avant tout par leurs intérêts vitaux. La base juridique de ces relations est souvent établie dans des accords entre ces entités ainsi que dans des documents tels que chartes ou règles des organisations sportives aux niveaux local, régional et international.



Bien souvent, les intérêts des athlètes coïncident avec ceux de leurs clubs, fédérations et CNO, en particulier lorsque tous visent les meilleurs résultats sportifs et une plus grande efficacité sur le plan financier. Mais parfois leurs intérêts entrent en conflit. Dans bon nombre de cas, les systèmes juridiques et contractuels ne permettent pas de trouver une solution à ces conflits. Il est nécessaire de trouver de nouvelles idées et d'établir des documents qui permettront de trouver un compromis ou une solution en cas de différend.

Relations between sportsmen, clubs, Federations and National Olympic Committees (NOCs) are defined, first of all, by their vital interests. The legal basis of these relations is often defined in agreements between these entities and in documents such as organisational charters or the regulations of sporting organisations at the local, regional and international levels.

More often, athletes' interests coincide with the interests of their clubs, Federations and NOCs especially when they all aim to achieve the highest sporting results and financial efficiency. But sometimes their interests collide. In many cases the legal or contractual mechanisms do not provide a solution to the conflict. It is necessary to find new ideas and establish documents, which will allow for a compromise or solution in case of a dispute.

The establishment of dispute resolution mechanisms is often delayed and there are many unsolved conflicts between an athlete and the club, Federation or NOC that rupture relations. The problems are often caused, by an athlete's transfer between clubs, their participation in promotional activities, their use of forbidden drugs and methods, insurance and gratuity-related issues or when an athlete's academic responsibilities conflict with their training schedules. It is easy to find examples of disputes among the various constituents.

Although no conflict is impossible to solve, unfortunately, they are solved too late or result in great losses for both sides and Olympic sport in general.

To prevent this all necessary legal mechanisms should be provided for and established. But the authors of these legal documents, especially those people who work in Federations and National Olympic Committees, must not procrastinate. It is well known that "to rule means to foresee".

Effective legal and other mechanisms of dispute resolution can prevent the clashes between athletes and sport organisations from deteriorating. It is important to do so as these conflicts undermine the authority, and sometimes even the foundations, of the Olympic Movement. In my opinion it is necessary to pay attention to the selection of the professionals who create these mechanisms.

LOUISETTE RENÉE THOBI

Média • Mutations

LA VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES

Au Cameroun, la pratique du sport de haut niveau est très aléatoire à cause des différentes crises que connaît le pays. Le sport n'est pas une priorité sauf quand il y a des résultats.

On retrouve, parmi les sportifs, des élèves, des étudiants et des sans-emplois âgés entre 18 et 25 ans au début de leur activité ; ils arrêtent leur carrière vers 35-40 ans et il est trop tard pour se consacrer à une autre carrière. Leur avenir débouche alors sur une impasse.

C'est l'occasion pour nous de soumettre à l'attention de tous, aux dirigeants du Mouvement olympique, aux responsables des fédérations et aux autorités politiques, un véritable plaidoyer pour les sportifs de haut niveau qui ne réussissent pas ou qui n'assurent pas leur reconversion dans les pays à faibles revenus. La majorité finit dans la drogue et l'alcool. Il est plus qu'urgent de mettre en place dans tous les pays africains une vraie politique de reconversion des athlètes de haut niveau. C'est le cas déjà dans certaines structures.

DÉFINITION DES TERMES

1. Le sport de haut niveau

- D'après le dictionnaire Larousse, le sport est « un ensemble d'exercices physiques se présentant sous forme de jeux individuels ou collectifs pouvant donner lieu à compétition et pratiqués en observant certaines règles, chacune suivant des formes particulières de ces exercices ».
- Le sport peut être considéré comme une activité physique ludique et compétitive ; il peut être populaire, individuel ou collectif. Selon l'intensité de sa pratique, il peut devenir un sport de compétition et déboucher éventuellement sur un métier. Le sport de haut niveau est le sport de compétition ou professionnel. C'est lui qui concerne notre étude.

2. Vie sociale

C'est l'ensemble des rapports qui existent entre les individus d'une même société ou du même environnement. Plus particulièrement, c'est l'ensemble des rapports qui lient l'athlète de haut niveau et les autres entités de la collectivité. C'est l'ensemble des éléments qui constituent l'environnement du sportif de haut niveau pendant et après la compétition.



3. Vie professionnelle

La vie professionnelle n'est consacrée qu'aux sportifs qui ont fait du sport leur métier, ce qui n'existe pas dans notre environnement.

Sur la base de ces ébauches de définition, il est important de relever que notre travail portera sur le cas du Cameroun, un pays émergent. Elle concerne une centaine de sportifs camerounais des années 1970 à 1985 dont l'âge variait entre 18-35 ans. Le sport de haut niveau se limite au sport professionnel que nous ne saurions séparer de la vie du sportif ; on ne saurait dissocier la vie sociale de la vie professionnelle de l'athlète de haut niveau.

LA VIE SOCIALE ET PROFESSIONNELLE DE L'ATHLÈTE PENDANT LE SPORT DE HAUT NIVEAU

1. En cas de résultats positifs

Pendant la compétition de haut niveau, les résultats de l'athlète sont suivis par toutes les composantes de la société. Il est « encadré » ; c'est la star.

- Pour le grand public, le sportif est la fierté nationale, qui suscite des élans de nationalisme, des vocations, et acquiert de la notoriété.
- C'est le « précieux client » pour les journalistes et pour les annonceurs.
- Pour le politique, c'est l'exemple à suivre, le modèle.
- Sur le plan économique, les victoires sportives procurent d'énormes retombées financières.
- C'est le pilier de la famille dont il améliore les conditions de vie.

2. En l'absence de résultats

Un athlète qui ne produit pas de résultats n'intéresse personne. Au début, la presse s'intéresse un peu à lui et puis ne s'en occupe plus du tout. Les politiques, s'ils sont gentils, peuvent aider à la prise en charge en cas de blessure car il n'y a pas de relais entre les joueurs et les politiques. Le dernier rempart demeure donc la famille.

Ladite famille est toujours présente tout le long de la carrière du sportif de haut niveau. Même s'il faut reconnaître que les encadrements technique et psychologique, complétés par des formations tendant à assurer la reconversion des athlètes, sont de mieux en mieux structurés.

LA VIE SOCIALE ET PROFESSIONNELLE DE L'ATHLÈTE APRÈS LE SPORT DE HAUT NIVEAU

Elle dépend sur le plan social :

- de la gestion de la carrière de l'athlète pendant la compétition de haut niveau ;
- des conditions dans lesquelles la carrière a été arrêtée (blessure, limite physiologique, etc.) ;
- de la réussite de la reconversion (acquisition de connaissances dans un métier).

Et elle permet aux sportifs d'assurer leur reconversion :

- dans les affaires (homme d'affaires, etc.) ;
- dans l'encadrement sportif (fédéral, technique, psychologique, médiatique, etc.) ;
- au sein des organisations internationales du sport, au Comité International Olympique (CIO) ou dans les Fédérations Internationales (FI) ;
- dans la vie politique de son pays (homme politique, etc.).

Il ressort de cette étude qu'on ne peut dissocier la vie sociale de la vie professionnelle pendant et après la compétition de haut niveau. La qualité de cette vie induit la qualité de l'après-carrière sportive. Il serait indiqué de prévoir la reconversion des sportifs. Un volet qui est très souvent négligé par les athlètes eux-mêmes et par la société.

Au Cameroun, la pratique du sport de haut niveau est très aléatoire à cause des différentes crises que connaît le pays. Le sport n'est pas une priorité sauf quand il y a des résultats. On retrouve, parmi les sportifs, des élèves, des étudiants et des sans-emplois âgés entre 18 et 25 ans au début de leur activité ; ils arrêtent leur carrière vers 35-40 ans et il est trop tard pour se consacrer à une autre carrière. Leur avenir débouche alors sur une impasse. (Voir les remarques à la fin de cette contribution)

C'est l'occasion pour nous de soumettre à l'attention de tous, aux dirigeants du Mouvement olympique, aux responsables des fédérations et aux autorités politiques, un véritable plaidoyer pour les sportifs de haut niveau qui ne réussissent pas ou qui n'assurent pas leur reconversion dans les pays à faibles revenus. La majorité finit dans la drogue et l'alcool. Il est plus qu'urgent de mettre en place dans tous les pays africains une vraie politique de reconversion des athlètes de haut niveau. C'est le cas déjà dans certaines structures comme la Fédération Internationale de Football Association (FIFA), l'Association Internationale des Fédérations d'Athlétisme (IAAF), le CIO...



REMARQUES

- Tsebo, Joseph-Antoine Bell: 1 %, c'est le pourcentage des sportifs de compétition qui sont devenus hommes d'affaires.
- Cécile Betala, Directeur de Ministère, Roger Milla, ambassadeur, ou Manga Onguene, diplômé de l'Institut National des Sports et de l'Éducation Physique de Paris (INSEP) et chef du projet GOAL de la FIFA: 4 %, c'est le pourcentage de sportifs qui ont bénéficié du soutien des politiques à travers une nomination.
- Ernest Tche: 15 %, c'est le pourcentage d'anciens champions qui, faute de débouchés, ont pu être recrutés par la fonction publique.
- La majorité des footballeurs de la Coupe du monde 1982: 80 %, c'est le pourcentage de sportifs qui, à l'issue de la compétition, n'ont pas eu d'issue et ont terminé dans l'alcool et la mendicité.

TONY THOMPSON

GUM – Guam National Olympic Committee

LA VIE D'UN ATHLÈTE OLYMPIQUE

Alors que tout athlète rêve de remporter une médaille d'or aux Jeux Olympiques, la vie sociale et professionnelle des athlètes olympiques va au-delà des terrains de sport ou aires de jeux. Cette contribution montre les possibilités qu'offrent les Jeux de se créer un réseau et de se sociabiliser, deux éléments tout aussi importants à long terme pour le développement personnel et professionnel de l'athlète.

The social and professional life of Olympic athletes extends far beyond playing fields or courts. Dedication, star-like publicity, and networking are the key ingredients that keep athletes focused on their dream of having their best performance at the Games. Once in the limelight, athletes tend to adjust to the media frenzy and the socialisation.

Total dedication and commitment to one's sport usually takes precedence over one's life during the training period before a competition. Coming from a small island or nation, athletes do not have much time or freedom to socialise with others outside their training group. Because of lack of facilities and knowledgeable coaches, a few athletes get invited to go to national training centres in New Zealand and Australia to train with other athletes from around their region. It is at this point that these few athletes gather together not only to train but to form a common bond that will never be broken for the rest of their lives.

Total commitment to training keeps young athletes from participating in social activities, such as intramurals, athletic events and extracurricular activities like the Academic Challenge Bowl and prom. The main focus at this point is to get their bodies into perfect shape so that they

may represent their country to the best of their ability with pride and dignity. Daily training schedules and watching their diet becomes a part of their everyday lifestyle. With this hectic schedule, athletes must also find time to balance and concentrate on academics if they are in high school or college, and their job and families.

The five minutes of fame for athletes from smaller countries and the star-like publicity of athletes from larger countries are totally enjoyed by all athletes. Athletes are surrounded by lights, cameras, action, and interviews for at least two months leading up to the competition until the closing ceremonies. Whereas athletes from larger countries seem very calm with all the media attention, athletes from smaller countries seem nervous and scared until they have their first major interview. During this stage of the competition, the more serious athletes keep to themselves, focusing on that gold medal and giving interviews only when they are told. The other athletes welcome any publicity they can get while enjoying their time to socialise outside of their practice times with other countries. Smiling for the cameras, signing autographs and attending press conferences become the highlights of the Olympic Games.

The greatest highlight of the Games is being able to meet and greet famous athletes like Kobe Bryant, Michael Phelps, and Lisa Lesley. Being around the professional and famous athletes is one thing, but actually getting a chance to talk to them everyday either at lunch, dinner, or sitting with them at other events change one's perspective on their lavish lifestyles. The coverage and the star-like publicity lasts a lot longer for professional and famous athletes whereas for the Olympians from smaller countries, this lasts only a short time after the Games are over. A perfect example is Michael Phelps and Kobe Bryant who are still being seen in commercials all of the time and getting paid the big bucks; most other athletes are only highlighted during the Games and do not get paid like the professional or famous athletes.

After all of the blood, sweat and tears from the competition, the athletes are usually ready to get their life back by going to parties or hosting one to celebrate freedom. At this point business takes priority over workouts or training sessions. Socialising with family and friends becomes a daily event so one can be caught up with what he or she missed during training for the Games. Networks that were formed during the Olympic Games become the lifeline of each athlete who look out for future opportunities by staying in contact with others from all over the world. By using this network, athletes are able to go on vacations, search for new business ventures or just hang out enjoying one another's company.

The socialisation starts the minute athletes get off the bus at the Games and grows stronger at the opening ceremony as they walk out to face over ninety thousand people in front of bright lights, loud noises and fireworks. These images are forever embedded in each athlete's mind.



After the Games, socialisation not only becomes one of the main focuses in an athlete's life, but also becomes a part of their life as they have shared that once in a life time opportunity of being on the world stage, competing in front of millions, with and against the best athletes in the world. By telling our stories to family and friends we can pass on our experiences and knowledge to future generations and encourage them to compete not only for their personal best, but the ultimate gold medal. Dedication, publicity, and networking will forever live on in the lives of an Olympian.

JAMES TOMKINS

AUS – Australian Olympic Committee Inc.

VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES (1^{ÈRE} PARTIE)

Le Mouvement olympique considère ses athlètes comme des meneurs et des modèles. Un olympien idéal possède de nombreuses compétences, une aptitude innée à être embauché et un ensemble de principes moraux admirables. La recherche suggère cependant que notre olympien idéal est une espèce menacée car nombre d'athlètes se retirent du sport avec une éducation restreinte, une formation ou des aptitudes à la vie peu applicables en dehors de la sphère sportive.

Le Mouvement olympique devrait jouer un rôle directeur dans la formation complète des athlètes afin de les équiper en vue de la transition à effectuer lorsqu'ils sortent du monde du sport. Cette méthode qui tiendrait compte du bien-être global de l'athlète ne devrait pas se restreindre à la phase sportive de la vie d'un athlète. Au contraire, les athlètes devraient pouvoir bénéficier d'une structure de soutien à leur entrée dans la phase post-sportive. Elle devrait se concentrer sur 1) le soutien à la carrière et à l'éducation, 2) la prise en charge psychologique et sociale.

Cette première partie de la contribution se concentrera sur le soutien à la carrière et à l'éducation qui peut être proposé aux athlètes durant leur carrière sportive.

OVERVIEW

The Olympic Movement envisages its athletes as leaders and role models. An "ideal" Olympian comes packaged with a broad skill set, innate employability and a suite of commendable morals. Yet research suggests our "ideal" Olympian is an endangered species. Recent studies indicate that many athletes retire from sport with little education, training or life skills applicable beyond the sporting sphere¹.

In response, the Olympic Movement should take a lead role in cultivating well-rounded athletes who are equipped to make the transition out of the sporting sphere. The benefits of encouraging a balanced approach to sporting excellence are multifaceted. The Australian Sports Commission has conducted research showing that athletes with an integrated lifestyle are more likely to achieve their sporting goals, cope better with stresses such as injury and retirement, and have more confidence in what the future will hold after sport.

This holistic approach to athlete well-being should not be restricted to the sporting phase of an athlete's life. Rather, support systems should remain available to athletes as they make their transition into the post-sporting phase. The nature of high performance sport is such that poor form or injury can end a career as quickly as it started, and even for the most successful athletes, the transitional period can be difficult. The support structure should focus on two main areas:

- career and educational support
- psychological and social support

The Olympic movement is a brilliant leader in so many fields: humanitarian assistance, the Olympic Truce, cultural education. It must not overlook the health and well-being of its most important asset: its athletes.

CAREER PLANNING: STRATEGISING THE FUTURE

In cultivating well-rounded athletes equipped to manage in the "real world", the ultimate goal of support structures should be to ensure that no athlete finishes his or her sporting career with only sport-specific skills.

It is trite to say that an elite sporting career requires sacrifice. Unconventional training times, rigorous competition schedules and relocation requirements are among the impediments to athletes maintaining regular jobs or study arrangements. The common result is that the pursuit of excellence necessitates the abandonment of work and study.

By putting in place structures providing flexible work or study opportunities, however, we facilitate athlete choice. Sporting organisations should encourage continual development of a broad skill set and should require from their athletes, at a bare minimum, a carefully thought-out career plan. Proposed structures operate at three main levels:

- flexible employment options
- flexible study options
- mandatory availability of professional/personal development programmes



1. FLEXIBLE EMPLOYMENT OPTIONS

Proposals in this area are twofold :

- introducing an Olympic job opportunity programme to all nations²
- promoting an attitudinal shift among employers, athletes and National Federations (NFs) regarding work/sport balance

a. Olympic Job Opportunity Programme

Elite athletes are highly employable for a number of reasons :

- discipline to maintain training schedules
- ability to focus on goals
- time management
- strong work ethic
- strong values, particularly attitude, pride, the ability to work in a team, respect and individual responsibility

Each NOC could position itself as a “broker” between athletes and companies to “sell” the transferability of skills inherent in performing at a high level in the sporting sphere to the workplace.

The viability of tax incentives for employers who subscribe to an Olympic Job Opportunity style programme³ should be explored. The scheme should be about expanding athletes’ skill base rather than “exempting” them from skill acquisition. The emphasis must be in enabling athletes to utilise their professional skills in workplaces that accommodate the special circumstances, training hours and competition absences inherent in elite sport.

The type of partner organisations involved in any Olympic Job Opportunity style programme should be as varied as possible, catering for the intrinsically broad skill sets and interests of elite athletes. Partner organisations stand to benefit from goodwill acquired by positioning themselves as part of the Olympic Movement and access to a hard-working and inspirational pool of potential employees.

b. Attitudinal Shift

Work and study is not uncommonly viewed by coaches and athletes as a distraction from the sporting goal. Along with the time commitment necessary to hold down a job or complete a degree, the added “stress” is often perceived as a “burden” on the ability for athletes to perform.

The majority of research suggests otherwise. Athletes who have responsibilities outside the sporting arena are often better placed to manage setbacks such as injury and poor performance, and often benefit from a mental release from the monotony and anxiety of high-performance training regimes.

2. FLEXIBLE STUDY OPTIONS

Elite athletes are confronted with a number of impediments to commencing or continuing study :

- difficulty meeting university attendance requirements due to training times
- the possibility of training/competing overseas during exam time
- the common requirement in team sports for athletes to re-locate for many months at a time
- the difficulty in pre-planning due to the unpredictability of making teams, moving states, injury, etc.

The Elite Athlete Friendly Universities Network developed in Australia is a step in the right direction. This programme is in its infancy, but in the long term it seeks to enable flexible study options, support for course entry and advice from specialised university contacts.

The essence of the system is that athletes be admitted to courses and pass courses on their merit but doing so with flexible study options, such as the ability to listen to lectures on-line, sit exams interstate/overseas, soften compulsory attendance requirements and adapt subject/assessment options.

Further work is needed to bridge the gap between the conventional university “one size fits all” approach and the needs of elite athletes. Expanding relationships with online universities and broadening the choice of courses available to athletes (including cross-institutional) should be explored.

A collaborative approach between athletes, tertiary institutions and sporting organisational representatives is necessary to remove the barriers to study. No athlete should be impeded in pursuing their academic goals by procedural barriers.

3. PROFESSIONAL DEVELOPMENT

Sporting organisations should ensure all their athletes are “job ready”. This is particularly pertinent for those athletes choosing not to study or work. Athlete funding should be contingent on the attainment of a base level “life plan awareness”. This could be satisfied by :

- Evidence of employment/ employability.
- Evidence of study.
- Involvement in a minimum number of skill development sessions in areas such as public speaking, media training, job interviews, resume development, career planning and time management. The onus should be on National Federations and/or state based institutes of sport (the athlete’s daily training environment) to provide or out-source these programmes.



- Involvement in National Federations and/or state based institutes of sport programmes such as coaching/speaking in schools, charity opportunities or mentoring programmes.

Funding allocations for athletes who would benefit from outsourced professional development courses or coaching courses, should be considered.

1. Fortunato (1996), McGillivray (2005) and Price (2007)
2. It is important to acknowledge the work of Adecco with many NOCs implementing programmes, but not all nations have access to this programme.
3. Under the US Olympic Job Opportunity Programme for example, over 100 US Olympians were employed by a company called “Home Depot”. The programme required participants to work 20 hours per week, in exchange for a full-time salary.

JAMES TOMKINS

AUS – Australian Olympic Committee Inc.

VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES (2^E PARTIE)

Le Mouvement olympique considère ses athlètes comme des meneurs et des modèles. Un olympien idéal possède de nombreuses compétences, une aptitude innée à être embauché et un ensemble de principes moraux admirables. La recherche suggère cependant que notre olympien idéal est une espèce menacée car nombre d’athlètes se retirent du sport avec une éducation restreinte, une formation ou des aptitudes à la vie peu applicables en dehors de la sphère sportive.

Le Mouvement olympique devrait jouer un rôle directeur dans la formation complète des athlètes afin de les équiper en vue de la transition à effectuer lorsqu’ils sortent du monde du sport. Cette méthode qui tiendrait compte du bien-être global de l’athlète ne devrait pas se restreindre à la phase sportive de la vie d’un athlète. Au contraire, les athlètes devraient pouvoir bénéficier d’une structure de soutien à leur entrée dans la phase post-sportive. Elle devrait se concentrer sur 1) le soutien à la carrière et à l’éducation, 2) la prise en charge psychologique et sociale.

Cette deuxième partie de la contribution se concentrera sur le soutien psychologique et social qui peut être proposé aux athlètes durant leur carrière sportive.

PSYCHOLOGICAL PREPARATION

There is an appealing simplicity to life as an athlete. Life is largely goal-oriented, simplifying decision making. Coaches and managers often determine permissible and impermissible behaviour. Sporting tours frequently endeavour to minimise athlete distraction so as to maximise performance. This often means meals, medical and house-keeping services are provided on tap. The responsibilities and burden of the “real world” can be daunting after a long career “on the inside”.

Athletes tend to define their self-worth by performance-related markers. Life beyond sport is much more indeterminate. Athletes acquainted with “being the best” and being accomplished in a particular area are confronted with a new arena where “success”, if there is such a thing, is defined by a plethora of factors, none of which is “victory”.

1. Transitional Support

National Federations (NFs) could be funded by their respective National Olympic Committee (NOC) to provide transitional support for their athletes. The NOCs could in turn receive support from the International Olympic Committee (IOC) in the form of a percentage attributed from TOP sponsorship for this initiative. This must extend beyond “life planning” during the athlete’s career, to an on-going relationship following retirement. Clear debriefing structures should be designed and implemented, as should post-retirement “check-ups”. Professional development programmes and assistance in job seeking should continue to be available post-retirement. NF duty of care for athlete well-being survives the competitive lives of their athletes.

The importance of NFs displaying continued interest, respect and support for its athletes cannot be underestimated. For an elite athlete, retirement is an emotional experience. For many it signifies the exit from a sphere of success to one which is new, daunting and potentially unknown. The feeling of accomplishment, a corollary of achieving on the sporting field, may be absent upon retirement, especially if an athlete is unprepared for the new challenges he or she will face. Examples of sports people who struggled to adapt to life outside of sport are plentiful.

Successful retirees will often require just as much support as unsuccessful retirees. Structures must also ensure that non-retiring athletes be adequately debriefed and counselled after major championships.

2. Social Networks

That many athletes sacrifice their social lives during their sporting career is accepted as part of elite sport. Distance from family and friends is largely unavoidable. The corollary of athlete exclusion from regular social networks can mean, however, that upon retirement, isolation is not uncommon.



NF responsibility in this respect extends to :

- recognising the importance of family occasions such as Christmas, weddings and funerals, even during the training cycle
- making available athlete mentoring programmes
- ensuring strong alumni networks are functioning

Athlete agents also have a responsibility in this respect. The line between athletes and celebrities is being increasingly blurred by agents. [1] For many sports people, the importance of family life cannot be underestimated, nor can it be compensated by extra promotional or sponsorship opportunities. NFs and coaches should adopt accreditation guidelines requiring sport-specific agents to be skilled in both the commercial and social aspects of athlete management.

SUMMARY : LIFE AFTER SPORT

An attitudinal shift emphasising the importance of life balance should be encouraged as integral to the Olympic Movement. By promoting well-balanced athletes, the NOCs can play a large role in beginning to displace the stigma that performance is impeded by “distractions” such as work or study.

Sporting stakeholders should accept a duty of care to the well-being of their athletes, both during their sporting careers, and after retirement. This duty should be encapsulated in a simple charter of responsibility.

THE CHARTER

The charter should function in three ways. It should be :

- Coercive : funding incentives to comply with the charter and implement structures should ensure that its messages become a priority for both National Federations and athletes.
- Educational : the charter improves the public image of Olympic athletes as “well-rounded”.
- Symbolic : the charter serves as a statement to all stakeholders of values inherent in notions of Olympism and the Olympic Movement.

THE ATHLETE

- We believe that Olympism is a product not only of athletic performance, but of life balance.
- We value expanding our non sport-specific skill set.
- We understand the importance of maintaining a balanced life.
- We strive to perform on the sporting field and prepare ourselves for life off it.
- We pride ourselves on excellence, camaraderie and respect, both in our sporting life and beyond it.

THE NATIONAL SPORTS SYSTEM

- We believe that Olympism is a product not only of athletic performance, but of life balance.
- We accept responsibility for the well-being of our athletes during their career and after it.
- We believe that no athlete should retire with only sport-specific skills.
- We will actively encourage any athlete who wishes to pursue study or work options.
- We pride ourselves in being part of the Olympic Movement and support its objectives to the best of our ability.

Structures could follow a “Pyramid of Responsibility”, whereby the NFs in partnership with national sports systems and NOCs and athletes are funded depending on the successful roll-out of such initiatives. Together, a collaborative approach can achieve the desired goal of supporting athletes in a holistic manner. Over time, we believe it is possible to provide the support mechanism to ensure more of our Olympians are successful not only in sport, but also in life beyond their sporting achievements.

REFERENCES

[1] A 2001 study by Cameron Stewart

PERNILLA WIBERG

Comité International Olympique

LES RESPONSABILITÉS DES FI, DES CLUBS ET DES ASSOCIATIONS NATIONALES

Les athlètes de haut niveau consacrent aujourd’hui énormément de temps à l’entraînement, mais beaucoup moins au «reste». Les associations de sport n’abordent pas toutes la question de la même façon. Certaines s’occupent très bien de leurs athlètes, d’autres ont des agents pour aider ceux qui en ont besoin. Quelle est la meilleure façon de procéder ? Pourrait-on faire autrement ?

Being an elite athlete today you have a lot of time for training but not so much time to do other things that are necessary to have a good life. In some sports they almost take too much care of you so that in the end, an athlete who has finished their sporting career is left with questions like: “How do I book a flight ticket? Do I really have to pay for my own apartment now? How long does it take to cook a potato?” I think it is important to teach athletes during their career what life is really about and what it is like not being a celebrated World or Olympic Champion as well.



In other sports there are agents/managers who normally take care of all these other things. But today there are no exams to pass to be able to call yourself an agent or manager. Of course it is an interesting job to do because if an athlete is doing well, his or her agent will earn 10-20% of all sponsorship deals signed on behalf of the athlete. However, this is also the only official benefit that agents get. Some agents/managers sign deals on behalf of their athlete but without her/his knowledge.

I would think that it would be easy for the International Federations (IFs) to have some kind of “agent licence”. This licence should, of course, include liability insurance that would help an athlete in case the manager or agent is a dishonest one. The athletes would then know to look for this licence before going into a deal with him/her. The sport gear companies have to be notified about this as well so that they also can ask for this licence whenever an agent or manager approaches them to sign a deal for an athlete.

PIRJO WILMI-ROKKANEN

FIN – Finnish Olympic Committee

GÉRER LA VIE DES ATHLÈTES D'ÉLITE PENDANT ET APRÈS LEUR CARRIÈRE

La nécessité et l'importance d'une vie sociale un tant soit peu normale et d'une bonne éducation sont parfois des aspects négligés dans la vie des athlètes d'élite. La réalité de la compétition professionnelle est que des blessures peuvent mettre fin à des carrières et que tous ceux qui se battent pour devenir les meilleurs ne parviennent pas à leur fin. Il faut vraiment voir plus loin et planifier très tôt et de manière objective sa vie après la compétition de haut niveau, afin d'éviter un effondrement de sa vie d'athlète à la fin de sa carrière sportive. Outre les responsabilités personnelles des athlètes, les conseillers et les agents ont également le devoir d'agir de manière responsable afin d'assurer aux athlètes d'élite une vie productive après la compétition de haut niveau. Le rôle des organisations, des dirigeants et des agents est brièvement examiné dans ce contexte.

Even during their sporting careers, athletes should be part of normal social life to as large an extent as possible and reserve sufficient time for either studies or some level of work. Their training may suffer if there is not a proper balance, with all attention and focus placed solely on sport.

The background of young athletes who receive financial support from National Olympic Committees should be examined carefully, especially with respect to their financial and schooling needs, and should be

examined with a long-term perspective that does not only focus on the sporting career itself, but on post-elite sport employment.

Much attention is often paid to the physical fitness of the athletes by their various trainers. These same trainers should also take care of the athletes' psychological well-being. However, more attention should be paid to the social well-being, in the form of family and education (which will ultimately lead to a profession) and that are all part of a person's holistic well-being.

Studies and a profession are also important especially in cases where athletes are not able to fully complete their sporting career, due to a major injury or other reason. Studies and a profession act as a safety net for athletes and prevent them from disappearing into thin air, so to speak, and give them a place in a social community.

The agents and managers of athletes should have expertise in many different fields, not only in economics, sponsorship and competition contract matters. They should also understand the various key factors that affect the athletes' future life, such as education and employment. If the agent is unable or unqualified to deal with such matters, a second or third person should be solicited to advise, and the group consisting of the manager and other specialists should work together to advise the athlete, who ultimately must always have the right to make the final decision on all matters concerning him or herself. In short, the manager should assist, but never exploit, the athlete.

It is especially important to pay attention to the factors mentioned before, especially education, when dealing with athletes from poor or developing countries. If these athletes are awarded a scholarship to a high school, college or university, they will be building a future for themselves for the time when their professional athletic careers are over.

In poor and developing nations, there may not be sufficiently qualified sporting bodies for all athletes. However, coordination of aid and assistance to athletes should be conducted through the Olympic Solidarity Movement and the local National Olympic Committees. Proper coordination of aid is extremely important, and should be handled systematically and professionally, in order to provide the necessary continuum in the athletes' lives.

Exclusively cherry-picking promising new talents or star athletes should be avoided, and a longer-term commitment should be striven for. Being an elite or top athlete is only a small part of an athlete's life, although it is potentially a very important part, both financially and otherwise. Due to the fact that such a relatively short time in a top athlete's life is so important, professional advisors with expertise and experience need to be available to advise the athletes.



In conclusion, it is evident that athletes have a personal responsibility over their lives, but there are many different organisations, experts and managers who share that burden. The roles and responsibilities, management strategies and ways in which aid is given, should be further examined and improved to ensure success on a broader front. The majority of professional athletes should not be forgotten at the expense of the fewer successful ones.



COMMENT FAIRE POUR QUE LES JEUX DEMEURENT UNE MANIFESTATION DE PREMIER PLAN ?

FERNANDO AGUERRE

FI reconnue • ISA – International Surfing Association

CHANGER POUR DES JEUX MEILLEURS

Les Jeux Olympiques peuvent être considérés comme un événement de premier ordre tant par l'exposition que par les revenus provenant de toutes les sources concernées, tels que les contributions des athlètes, la mobilisation des sponsors, la couverture des médias, les rapports sur l'audience et les ventes de billets. Chaque revenu découle directement de la ressource la plus influente – les individus. Si les Jeux Olympiques pouvaient utiliser un moyen afin d'attirer continuellement l'attention des individus et de générer les revenus souhaités, ils auraient une plus grande chance de maintenir leur statut d'événement de premier ordre.

Cet objectif peut être atteint en mettant en place des sports pertinents par rapport à notre société actuelle et en incluant des sports que le public souhaite voir. Ce processus débutera lorsque le Comité International Olympique (CIO) commencera à «élaguer l'arbre des Jeux Olympiques». Ceci peut se faire en mettant en œuvre une procédure d'évaluation des sports existants afin de revoir leur statut au sein des Jeux Olympiques et de notre société, en changeant le processus de sélection tous les trois à cinq ans et en changeant le nombre de sports inscrits aux Jeux.

The Olympic Games can be measured as a premier event by the exposure received and the revenue generated from all outlets involved such as sport and athlete contributions, sponsorship involvement, media exposure, broadcast ratings and ticket sales. Each outlet directly stems from the excitement and anticipation generated by the largest, most influential avenue in the world: the people.

If the Olympic Games can establish a way to continuously capture the attention of the people and generate desired revenue, it will have a better opportunity of maintaining its status as a premier event. To do this, the Games must find a way to ensure it incorporates the sports people want to see.

This process will start when the International Olympic Committee (IOC) begins to “prune the Olympic Games tree” by adding relevant new sports and excluding no longer relevant sports. The IOC should treat the Games as a product-driven event and constantly evaluate the product and lineup. The cards should be reshuffled every time.

The IOC should implement an evaluation process for existing sports to review their status within the Olympic Games and society. The evaluation process should be reviewed on a regular basis by the IOC Executive Committee that is the committee responsible for feedback received from partners and consumers. This way, the decision making process would be treated as a business decision, one that includes many considerations, specifically strategic considerations reflecting the best interests of the IOC.

A good solution would be to change the selection process from three to five years. Currently, a new sport must start its campaign at least nine years before a particular Olympic Games as the final lineup of sports is decided seven years prior to any Games. This policy places the Games in a position where a sport may no longer be relevant by the time they actually happen. Shorter time for admission is desirable, but presents the potential problem that it might not be feasible due to venue lead time and having them ready for inspection one year before the Games. However, pending the sport in discussion, this should not be a problem as some sport infrastructures are very simple, taking less than one year to build (like open water surfboard paddling (SUP) or a BMX track.)

The IOC could also change the number of sports in the Games. There is currently a cap of 28 sports per Games, 24 to 25 of which are “core” sports, which is not in the best interest of the Games. Focusing on the health of the IOC and the Olympic Games, bringing in new, contemporary youth or extreme sports will result in better ratings and sponsor interest. If the IOC were to shrink the quantity of events, or amount of disciplines, but expand the amount of sports included, it could target more sports per Games. This would result in a clear win-win situation.

In conclusion, the only way to guarantee the Games maintain their premier status is to maintain the attention of the people by implementing the sports relevant to today's society. If our world is constantly changing with the introduction of technological advancements and the enforcement of new rules and regulations, the IOC should do the same.

SAID ALI HOUSSEIN

DJI – Comité National Olympique et Sportif Djiboutien

DES OLYMPIADES PLUS ATTRACTIVES ET PLUS ACCESSIBLES

De l'avis des observateurs sportifs, des pays organisateurs, des pays membres, de toutes les organisations étatiques, des spectateurs et téléspectateurs, les Jeux Olympiques demeurent de loin la première manifestation sportive mondiale. Pendant seize jours consécutifs, les meilleurs athlètes du monde dans leurs disciplines respectives s'affrontent autour des valeurs olympiques d'amitié, de fair-play, de respect, de partage et d'échange.



Cependant, des initiatives supplémentaires se révèlent être nécessaires afin de les rendre plus attractifs et plus accessibles à un public plus large.

Les différentes initiatives présentées dans ce texte contribueraient fortement non seulement à une meilleure connaissance des valeurs olympiques, mais également à l'élargissement de la famille olympique tout en transmettant aux générations futures un héritage basé sur le respect mutuel entre les peuples, le partage des valeurs communes et surtout l'appartenance à une même famille, malgré les différences d'ordre culturel, national, racial et religieux, de la famille olympique universelle.

Grâce au Comité International Olympique (CIO) à ses partenaires, aux médias et aux athlètes, les Jeux Olympiques sont un événement extraordinaire magnifié par les pays organisateurs, regardé dans les coins les plus reculés du monde, attendus et applaudis au fin fond des villages africains. Ils restent une manifestation de premier rang, car pratiquement tous les sports y sont représentés et les meilleurs athlètes y sont invités pour se surpasser : c'est le temps des records, des larmes de joie et de dépit. C'est aussi un grand moment de solidarité car, grâce à cet esprit, les plus petits pays ayant un Comité National Olympique (CNO) sont associés et peuvent donc participer et défiler en faisant briller leur drapeau sur le stade et dans le village olympique, fierté de toutes les nations.

La magnificence des derniers Jeux Olympiques de Beijing restera pendant longtemps dans l'histoire des Jeux modernes. Grande participation avec 204 CNO présents à Beijing. Grand frisson sur le plan sportif aussi avec la performance des athlètes tels que le nageur américain Michael Phelps, qui a remporté huit titres olympiques en une seule Olympiade, ou le phénoménal Jamaïquain Usain Bolt, qui a réalisé un doublé au 100 et 200 m, s'adjugeant deux records du monde pratiquement les mains dans les poches. Les performances réalisées ont été aussi de premier ordre avec 43 records du monde et 132 records olympiques battus. La Chine, avec toutes les médailles remportées et son organisation, quoi qu'en puissent dire certains, marque un tournant dans l'histoire des Jeux Olympiques, et ceci malgré toutes les controverses.

Ajouter quelques initiatives supplémentaires symboliques au format actuel des Jeux Olympiques ne peut que contribuer à leur essor. Ces initiatives peuvent être introduites à plusieurs niveaux et de manière progressive :

- Au niveau de la communication, par exemple, il serait souhaitable de traiter sur un pied d'égalité toutes les disciplines olympiques et de se départir de cette culture de favoritisme pour des épreuves qualifiées de reines comme la natation, la gymnastique et l'athlétisme, pour ne citer que celles-là, au détriment des disciplines comme la lutte, l'escrime et autres parents pauvres des Olympiades comme le tennis de table.

- Un domaine qui mérite une attention particulière est celui du renforcement des capacités, surtout dans les pays qui viennent de sortir de situations de guerre et dans ceux encore en guerre. Ces pays ravagés par plusieurs années de guerre ont souvent des infrastructures et institutions déjà existantes mises à mal par les conflits. Il faudrait que le CIO contribue à la promotion d'une culture de paix dans ces pays à travers des programmes de formation intensifs, tant sur le plan des disciplines sportives (déléguer des formateurs professionnels dans des disciplines que ces pays jugent prioritaires pour eux) que sur l'aspect administratif (former le personnel administratif des CNO dans la rédaction des propositions de projets, des courriers, etc.). En outre il faudrait proposer au CIO d'initier la Médaille du Courage, qui serait décernée aux participants de ces pays à titre symbolique à la fin des Jeux, et cela pour souligner l'importance des sacrifices consentis malgré les difficultés.
- Dans le même ordre d'idée, mettre en place un programme d'échange d'expertise entre pays membres du CIO pour un meilleur rendement aux Jeux Olympiques me semble être une initiative ingénieuse et efficace. Le CIO permettrait par exemple à un groupe d'athlètes éthiopiens ou kenyans de bénéficier d'un programme de formation dans des disciplines comme les 100 et 200 m aux États-Unis d'Amérique parce que l'on sait que les Américains sont spécialistes dans ces épreuves ; et, inversement, à un groupe d'athlètes américains de venir se former dans des disciplines comme les 5 000 et 10 000 m en Éthiopie ou au Kenya. Cela permettrait non seulement de renforcer l'esprit d'échange, qui est l'une des valeurs intrinsèques des Jeux Olympiques, mais aussi de rehausser la fierté des athlètes éthiopiens et kenyans en particulier et des athlètes de tout le continent de manière générale.
- Les initiatives relatives à la promotion des Jeux Olympiques demeurent de loin l'aspect le plus important mais aussi le plus diversifié. Instituer par exemple que la torche olympique puisse traverser tous les pays membres du CIO les mois précédant les Jeux, en opposition à un nombre de pays présélectionnés comme c'est le cas actuellement. L'objectif escompté ici étant de sensibiliser davantage les ressortissants de chaque pays aux valeurs olympiques de base et cela avec l'aide des télévisions locales à travers des documentaires éducatifs courts et ludiques.
- Toujours dans la même optique, il faudrait aider les CNO des pays membres à organiser des concours et tournois sportifs dans les collèges et lycées dans le cadre de la Semaine olympique. Ainsi des concours de dessin et de littérature peuvent être organisés, lesquels concours mettraient l'accent sur des thèmes tels que l'échange, le partage, la paix et la tolérance, qui sont des valeurs olympiques essentielles. Permettre ensuite aux gagnants des concours et tournois respectifs de passer une semaine de visite olympique pour mieux se familiariser avec les valeurs olympiques au siège du CIO à Lausanne.



- Une autre initiative judicieuse serait d'utiliser les anciennes gloires olympiques dans des campagnes de promotion à travers les pays membres du CIO, et cela afin de partager leur riche expérience avec les jeunes.

Nommer par exemple Carl Lewis comme Ambassadeur du CIO auprès de l'Afrique et permettre ainsi aux entraîneurs africains d'athlétisme et à leurs athlètes de côtoyer une légende vivante et de bénéficier de son savoir-faire en matière d'athlétisme.

- Instituer le « hall of fame » serait je pense une idée à ne pas négliger car elle fera partie de l'héritage que nous laisserons à nos enfants et sera une consécration autre que matérielle à tous ces champions qui défilent et qui, pour certains, sont oubliés après les Olympiades.

Je pense que si au moins une partie de cet ensemble d'initiatives proposées étaient adoptées, elles contribueraient fortement non seulement à une meilleure connaissance des valeurs olympiques mais également à élargir la famille olympique tout en transmettant aux générations à venir un héritage basé sur le respect mutuel entre les peuples, sur le partage des valeurs communes et surtout sur l'appartenance à une même famille malgré nos différences d'ordre culturel, national, racial et religieux, de la famille olympique universelle.

FERNANDO F. LIMA BELLO

Comité International Olympique

CESSONS DE DÉPENSER TROP D'ARGENT POUR LES JEUX OLYMPIQUES !

Les 119 recommandations qui figuraient dans le rapport final de la commission d'étude des Jeux Olympiques en juillet 2003 portaient principalement sur la réduction des dépenses exagérées entraînées par l'organisation des Jeux Olympiques. Le but était de permettre à plus de villes, en particulier celles ayant des moyens limités, de poser leur candidature à l'organisation des Jeux. Mais dans quelle mesure ces recommandations ont-elles été appliquées ?

Chaque édition des Jeux Olympiques ainsi que les candidatures des autres villes montrent que les dépenses ont augmenté de manière exponentielle, sans aucun avantage visible pour le succès des compétitions sportives ou des athlètes eux-mêmes. Les villes continuent d'être étouffées économiquement et l'héritage des Jeux Olympiques est réduit à bon nombre de réalisations coûteuses et sans grande utilité.

À l'avenir, toute ville qui propose d'organiser les Jeux d'une manière modeste et qui offre la garantie d'une capacité d'organisation minimale devrait être acceptée. Même si les Jeux et leurs compétitions doivent plaire au grand public, les dépenses exorbitantes ne sont souvent pas justifiées.

The Olympic Games Study Commission presented its interim report at the 114th International Olympic Committee (IOC) Session in Mexico City (Mexico) in 2002 and its final report at the Session that followed in Prague (Czech Republic) in 2003. Both reports were approved by the Session after lengthy debates.

The 119 recommendations proposed in the Commission's Final Report were mainly concerned with decreasing the exaggerated expenses involved in hosting the Olympic Games. The intention was to allow more cities, especially those with limited economic means, to bid for the Games. Such measures would allow countries in all continents and in different stages of development to host the Games.

However, to what extent have these measures been implemented ?

Each edition of the Olympic Games that followed and bids from other cities have shown that expenses have exponentially increased and are now out of control. Moreover, the increase in costs comes without any visible advantage to the success of sporting competitions or the athletes themselves.

Cities have continued to be stifled economically and the Olympic Games legacy has been reduced to many "white elephants" that have stayed behind.

Is it not the mission of the Coordination Commissions to guide these cities in the development of their budgets ? If not, who should take the necessary measures to avoid these situations ?

There is general agreement that the Olympic Games in Beijing were the best ever. Even I was overwhelmed by the extraordinary spectacles and performances. However, any future bid to host the Games in a modest way and that comes with a guarantee of minimum standards and organisational capacity, would certainly have my vote.

However, it is necessary to understand that there are limits to the modesty of the Olympic Games. As we all know, the money needed for the Olympic Movement and Sport comes from television rights and The Olympic Partner Programme (TOP) of the IOC. Although the Games and its competitions have to appeal to the general public the exorbitant expenses are often not justified.



Tradition demands an opening and closing ceremony of the Olympic Games. I for one still enjoy them as I did when I was an Olympian. However the costs can surely be cut without losing the exuberance of the Games. Personally, one of the most emotional examples of this was at the 1988 Olympic Games in South Korea when a boy – born on the day the IOC chose the city of Seoul to host the Games – crossed the field alone while chasing a simple, old and modest hula hoop. Another excellent example was during the 1992 Olympic Games in Barcelona when all the athletes in the Olympic stadium were covered with a huge IOC flag.

It would be interesting to compare television ratings of recent editions of the Games with the 1996 Olympic Games in Atlanta, Georgia. Due its financial problems the Opening Ceremony in Atlanta was more low-key and for this reason was not appreciated by a number of people. I personally felt that these Games possessed a great deal of dignity and demonstrated the true essence of the culture of the United States of America (USA).

What I have noted above in terms of money, could also be applied to the protection of the environment or universalism of the Games with small adjustments to the arguments.

ANTHONY TH. BIJKERK

Organisation reconnue • ISOH – Société internationale des historiens olympiques

TROIS PROPOSITIONS POUR LE CONGRÈS OLYMPIQUE VIRTUEL

1. **La cérémonie d'ouverture devrait être limitée à un maximum de trois heures, dont une consacrée à l'entrée des athlètes. Chaque pays devrait limiter le nombre des participants à 300 personnes avec des officiels ne dépassant pas 10%.**
2. **La flamme olympique devrait être amenée en relais d'Olympie à Athènes. Elle devrait se rendre d'Athènes à sa destination finale, le pays ou les Jeux seront organisés par transport régulier, c'est-à-dire par avion, train, bateau ou par la route. Le relais devrait se poursuivre à son arrivée dans le pays hôte. Après consultation approfondie avec le Comité International Olympique (CIO), le comité d'organisation est autorisé à mettre en place un relais de la flamme dans certaines villes d'autres pays.**
3. **Le CIO et le Musée Olympique à Lausanne devraient prendre toutes les dispositions pour vérifier de manière approfondie la correction historique de toutes les publications et le contenu de son site. Les recherches et publications scien-**

tifiques les plus récentes devraient être utilisées et elles devraient obtenir le soutien de la Société internationale des historiens olympiques (ISOH).

1. The Opening Ceremony should be limited to a maximum of three hours, an hour of which should be used for the entrance of the athletes. Each nation should limit the number of participants to 300 persons with officials comprising no more than ten percent.
2. The Olympic Flame should be brought from Olympia to Athens by a torch relay. The torch should be taken from Athens to its final destination, the country where the Games will be organised, by regular transport, i.e. plane, train, boat or car. The torch relay should be continued upon arrival in the organising country. The Organising Committee is allowed, after thorough consultation with the International Olympic Committee (IOC), to organise torch relays in certain cities in other countries.
3. The IOC and the Olympic Museum in Lausanne should make an all-out effort to thoroughly check the historical correctness of all its publications and the content of their website. The latest scientific research and publications should be used and they should seek the support of the International Society of Olympic Historians (ISOH).

PREDRAG BOGOSAVLJEV

FIBA – Fédération Internationale de Basketball

POUR QUE LES JEUX DEMEURENT UNE MANIFESTATION DE PREMIER PLAN

Aucun événement ne peut être comparé aux Jeux Olympiques. Le fait que les valeurs olympiques soient uniques et intéressent aussi bien le public que les médias et les athlètes témoigne de la portée incontestable de cette manifestation dans le monde d'aujourd'hui, ce qu'illustre également la couverture médiatique et télévisée. Nous devons néanmoins sans cesse nous remettre en question pour préserver cette portée dans un milieu où la concurrence fait rage.

There is no event that can be compared with the Olympic Games. That the Olympic values are unique and are of interest to the public, media and athletes is an indication of their unquestionable relevance to today's world. Media and television coverage, in particular, reflects this relevance. However, we always need to challenge ourselves to ensure that this relevance is maintained in a highly competitive environment.



One of the most important preconditions to keep the Games a premier event is to secure strong support and participation from all stakeholders and to facilitate an effective transfer of knowledge and experience from one edition of the Games to another. The International Olympic Committee (IOC) has already made a great deal of effort in this respect, but there is still room for improvement.

For example, International Federations (IFs) have a lot of input to give in order to keep the Games relevant to spectators. More efforts need to be made to consider the extensive experience IFs bring from their own events. It has to be understood that only strong IFs and high-quality competitions will help to secure the Games' prestige. If the IFs give the Olympic Games high importance, then the IOC should allow the Games to be used to promote participating sports and should adopt technology and procedures tested successfully by IFs.

COMPETITION FORMAT AND PRESENTATION

The IOC should work closely with IFs in order to secure participation of top athletes in each Olympic sport, as top level competition is one of the most important components of the Games' success. The IOC will have to continue to monitor the mix of sports in the Olympic Competition and the way in which the Games are presented to ensure that the Games continue to be appealing to athletes and spectators, especially youngsters. Also, the IOC has to take the lead in improving the standard of sport presentation to enhance the overall experience. At the moment, the sport presentation is mostly based on initiative and the budget of some ambitious IFs, which is not sufficient and has to be changed.

PROMOTION

Broadcasters, media and commercial partners are the most valuable promoters of the Games. They must keep this role in the future and the campaign will, hopefully, be even more successful through further developments in new media and technology. Additionally, there are some opportunities that are so far, not being used fully to promote the Games:

- IFs should be able to give and contribute to as well as promote their Olympic sport competition without strict legal or marketing restrictions. The IOC's promotional material should be adapted to each sport and available for use by IFs, without restriction.
- The "Public Viewing" and "Fan Miles" concept that has been hugely successful in other major sport events has not yet been exploited. This is valid for the Host City of the Games, but also on an international level. In general, we believe that it is crucial for the Games' future, for it to be on a global level, if they are to get sports fans out of the living room and into festive, family-friendly interaction with other fans.

TECHNOLOGY

Developments in technology will have a strong impact on the Games' support services and media presentation. The IOC needs to be at the forefront of these trends/changes in order to secure state of the art services on site and to bring top level Games' experiences through various media to the rest of the world.

It is known that the consumer behaviour of the world's youth is dramatically changing. Online services are strongly competing with television and shorter sports formats are more popular than multi-hour broadcasts. The willingness to play sports is diminishing. Trend sports like the X Games are more popular than traditional sports and therefore the Youth Olympic Games (YOG) is a splendid idea.

It has to be considered seriously that the young population is more familiar with new media formats such as mobile phones, social networking sites, online television channels, web conferencing, online collaboration and content aggregation. Some federations and sports are very advanced in this area.

ANCILLARY EVENTS AND HOSPITALITY ARRANGEMENTS

As mentioned before the Games are no longer just a sporting event. Sport is evolving following public needs and the entertainment element is just as important. Entertainment programmes during the competition period is part of sport presentations. But there is also a need for out-of-competition entertainment programmes, offered to both public and Games' participants. It has to be mentioned that ancillary events are growing together with the Games in numbers and quality. However, further improvements are still possible taking into account target groups attending the Games as well as their habits and needs.

One of the current problems is that hospitality or entertainment areas in and around the sport venues do not exist or not at the requested level. There is, however, a demand from National Olympic Committees (NOCs), IFs, fans and partners. This area has to be improved and small investments and organisational changes could have huge effects. Sponsors' hospitality in this case is too limited.



DOMINIQUE BOUTINEAU

FI reconnue • FIPV – Fédération Internationale de Pelote Basque

PROJET DE LA FÉDÉRATION INTERNATIONALE DE PELOTE BASQUE

La pelote basque aspire, un jour, à devenir sport olympique. Pour cela, elle a commencé un travail qui passe par la simplification de la pratique sportive et par la réduction du nombre d'installations de jeu et de spécialités pratiquées.

La Fédération Internationale de Pelote Basque (FIPV) est consciente que les Jeux Olympiques sont la plus grande et la plus belle manifestation sportive au monde et qu'elle doit le rester, mais elle pense aussi que davantage de sports devraient avoir la chance de figurer au programme olympique et souhaite, en conséquence, que le Comité International Olympique (CIO) redéfinisse des critères permettant une plus grande ouverture.

A number of sports aspire to participate in the Olympic Games. But in order to do so they must:

- Offer specific sports practice ;
- Reinforce educational and sports practice ;
- Find new financial means ;
- Define a “format” that is compatible with the Olympic Games.

Basque pelota must also adapt to these requirements and position itself as a sport that:

- Offers a set of highly specific and unique games of pelota (ball) in which a ball is hit either by hand or with equipment against some walls ;
- Seeks to expand beyond the 28 countries in which it is more or less established ;
- Seeks new means of finance to support this development ;
- In the medium and long term, aims to meet the criteria required to become an Olympic Sport.

In fact Basque pelota has reflected long and hard to answer the question: How can Basque pelota become an Olympic Sport?

In order to achieve this goal it is necessary to:

1. Simplify the playing facilities which currently comprise different types of wall courts (also known as “Frontón”). This would involve combining the courts into one single playing area in order to minimise construction costs.
2. Reduce the number of specialities practised from 14 to 4, based on the ease of learning while maintaining the specificity of Basque pelota.

3. Adapt the rules of play to broadcasting requirements, principally television.
4. Standardise playing material such as balls and equipment, to ensure that these are inexpensive and easy to supply.
5. Ensure that federation structures evolve to become organisations that are highly open to the exterior.
6. Maintain ethical and “clean” sports practices.

Once these conditions have been defined and duly set out, it will be necessary to win the approval of the International Federation of Basque Pelota (FIPV) and the world of Basque pelota in general. This will ensure that the adapted resolutions are taken and applied in order to achieve the Olympic conditions required for Basque pelota. Today, the sport is practised in a considerable number of countries and is highly recognised for its sporting, human and educational qualities.

The International Federation of Basque Pelota (FIPV) is working to achieve this goal and has set itself a deadline of October 2010 to take the decisions which will determine its future.

In the planning of this future, the FIPV considers that the IOC should propose a series of milestones at which certain conditions should be met, in order to ensure greater accessibility to the Games.

Basque pelota was admitted as a demonstration sport at the Olympic Games in Paris (1924), Mexico (1968) and Barcelona (1992). However, demonstration sports have since disappeared from the Games and consequently a highly motivating opportunity for show-case sports has ceased to exist.

Is there a possibility of reinstating this show-case status? Olympic-style competitions, such as the Pan American Games accept non-Olympic sports, such as ours, and this provides tremendous support for its development. Showcase sports could be a mandatory step required to achieve full Olympic status and for the Federation to be recognised by the International Olympic Committee (IOC).

To sum up, Basque pelota is determined to make a considerable effort to achieve Olympic status and in return we ask to be received with “open arms” in order to provide us with the necessary assistance to accomplish this goal.



FRANCO CARRARO

Comité International Olympique

JEUX OLYMPIQUES

L'un des principaux objectifs du Comité International Olympique (CIO), en étroite collaboration avec les Fédérations Internationales (FI) et les Comités Nationaux Olympiques (CNO), est de créer un programme qui permettrait aux Jeux Olympiques de devenir une extraordinaire manifestation sportive.

La plus grande difficulté est de sélectionner les 28 sports et les 302 épreuves les plus représentatifs parmi l'ensemble des sports et épreuves. Grâce aux derniers changements apportés à la Charte olympique, la Session du CIO est maintenant capable de prendre des décisions ponctuelles sur la base des propositions de la commission exécutive. Cette proposition s'appuie sur une enquête préparée par la commission du programme olympique en étroite collaboration avec les FI, les CNO et les représentants des athlètes.

Il me semble que nous avons à notre disposition les outils nécessaires pour permettre le choix des sports inscrits au programme des Jeux Olympiques d'été, qui prend en compte le temps limité des Jeux et le besoin d'éviter les débordements en termes d'organisation, tout en montrant la réalité de l'évolution des différents sports. À cet égard, j'espère que les contributions au Congrès olympique virtuel nous permettront de prendre la meilleure décision.

The Olympic Games are one of the most important events of humanity. As the 2008 Olympic Games in Beijing demonstrated, their political, social, cultural and economic significance increases with every edition.

Sport is the foundation of it all. It is the actions of the athletes in all 302 events that are the hub of this complex event, which is followed with passion and emotion by millions of men and women throughout the world.

One of the main objectives of the International Olympic Committee (IOC), in close collaboration with the International Federations and the National Olympic Committees, is to create a programme that would enable the Olympic Games to become an extraordinary sporting event.

The Olympic Games never go over 17 days, including the opening and closing ceremonies. Unlike the Olympic Winter Games that involve only sports played on snow and ice, it is more difficult to set up a programme of Summer Games. The aim of placing an upper limit of 28 sports, 302 events and 10,500 athletes is to prevent accommodating

athletes in an over-sized Olympic Village and to prevent the Games from becoming too awkward in size. Obviously, these limitations lead to difficult and unhappy choices. The IOC, through its continuous dialogue with National Olympic Committees, International Federations and athlete representatives, has taken decisions on these matters and should continue this way.

While the Olympic Games feature the finest athletes in all its events, football is the exception. In an agreement between the IOC and the Fédération Internationale de Football Association (FIFA), teams comprise players under 23 of age with the possibility of including a maximum of three over-age players. Although the rule was changed to allow for football's huge following in many countries, it has prevented the very best football players from taking part in the Games.

Teams reach the final competitions only after pre-Olympic qualifying events. It can happen that an athlete of outstanding talent and reputation is excluded when his team fails to qualify. Aside from these exceptions and other unforeseen circumstances the best athletes take part in the Olympic Games and train with determination and grit for many years. There can be no doubt that for all sports, with the sole exception of football, the Olympic medal is more important than winning the World Cup.

The most difficult problem is selecting the most representative 28 sports and 302 events from among all sports and competitions. Through the latest changes to the Olympic Charter, the IOC Session is now in a position to take timely decisions based on Executive Committee proposals. This proposal is put forward on the basis of a survey prepared by the Olympic programme Committee in close collaboration with the International Federations, the National Olympic Committees and the athlete representatives.

It seems to me that we have, at our disposal, the instrument to permit the selection of sports on the Olympic Summer Games programme, which takes into account the time limitations of the Games and the need to avoid being overwhelmed in terms of organisation while representing the reality of the evolution of various sports. I hope that the Virtual Olympic Congress contributions on this topic will allow us to arrive at the best decision.

For now, the Olympic Movement should be very proud of the latest results. At the Games in Beijing 42.37% women and 57.63% men took part. Given the trend seen in the latest editions of the Games, I think that we are close to fully achieving the IOC's goal of having a fifty-fifty spread of male and female participation.

The collaboration between the Organising Committees and the International Federations ensures that the Olympic events run smoothly,



happen in ideal conditions and allow athletes to give and achieve their very best. World records are often broken. In some competitions, especially in those in which judges decide the result, controversies and disagreements arise. But looking back we can say that there has been much progress in this area to date. The International Federations continuously endeavour to make use of all the latest technology to ensure that the decisions of juries are fair and credible.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

CRITÈRES POUR MESURER LE SUCCÈS DES JEUX

Cette contribution présente les quatre critères qui pourraient être utilisés pour mesurer le succès d'une édition des Jeux Olympiques :

1. « **taille** », car il est important que les Jeux conservent et mettent à profit leur popularité ;
2. « **audience** », plus précisément la notoriété dont jouissent les Jeux auprès de notre public cible et qui indique notre position par rapport aux épreuves concurrentes ;
3. « **qualité** », à savoir l'attrait qu'exercent les Jeux sur leur public cible et le degré de satisfaction généré ; et
4. « **respect** » des exigences fixées par le Comité International Olympique (CIO) en termes de prescriptions techniques et de valeurs pour garantir un suivi au niveau de l'expérience, ainsi que la santé du produit « Jeux » sur le long terme.

There are at least four criteria by which we can measure the success of an Olympic Games :

1. SIZE

It is important for the Games to keep up and build on its popularity. This popularity can be measured in terms of global audience, number of tickets sold, number of participating National Olympic Committees (NOCs) and the amount of sponsorships.

2. SHARE

The share of mind among our target audience shows our standing versus competing events. It can be measured by media ratings, coverage and through target group research.

3. QUALITY

These criteria describe how the Games brand stays as attractive and satisfying to its target audience. The brand attributes, such as “friendly Games” or “green Games” can be measured by various qualitative and quantitative research techniques.

4. COMPLIANCE

Compliance with the International Olympic Committee (IOC) requirements in terms of specifications and values is the key to ensure consistency of experience and long-term health of the Games product. It is important to be able to formulate targets for each of these criteria and monitor the progress in reaching them. Moreover, such criteria and corresponding targets may be different and need to be set and managed by each client and stakeholder group, including spectators, media, global audiences, athletes, officials, employees and sponsors.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

INITIATIVES POUR QUE LES JO RESTENT UNE MANIFESTATION DE PREMIER PLAN

Les Jeux Olympiques sont véritablement une manifestation internationale de premier plan, la plus populaire et l'une des plus appréciées. Cela étant, le monde change rapidement et les Jeux doivent suivre le rythme et les tendances qui se dessinent (en particulier en termes de mondialisation et de révolution numérique) pour poursuivre sur la voie du succès. Cette contribution présente quelques initiatives qui pourraient être envisagées afin que les Jeux conservent leur statut de manifestation de premier plan.

The Olympic Games are truly a global premier event that are the most popular and one of the most loved. However, the world is changing very fast and the Games need to keep up with the pace and the trends (especially in relation to globalisation and the digital revolution) to remain successful. The following initiatives may be considered to ensure that future Games continue to be viewed as a premier event.

LISTEN TO THE MARKET

The more complex and dynamic our environment, the more attentively we need to listen to it. A thorough “premier-event market” research system needs to be integrated into the decision-making processes of the Olympic Movement. This may include proven business methods,



such as an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT), competitive and target audience analyses for example. The results of such analyses will help to define the areas that need change and determine priorities for the development of the Olympic Movement. It will also serve as a method of constantly monitoring our effectiveness.

MAKE IT UNIQUE AND SPECIAL

Premier events need to be a “once-in-a-lifetime” experience. Constant innovation is the key to sustain excitement from one edition to the next. One way to ensure it is to award the Games to as many different geographical areas as possible. This would add a unique national flavour to the experience. Another idea is to present the latest technologies and methodologies (without jeopardising operations, of course) in order to attract the progress-minded audience. At the same time, the Games are an opportunity to create a unique legacy for the Host City and nation. The premier experience would live on for generations in the carefully planned Olympic Park and Olympic University for example.

ACTIVATE IT WITH THE AUDIENCES

For many participants (particularly spectators and local communities) taking away great experiences from the Olympic Games depends a lot on how much they get involved in the action. It is not enough just to watch the Games. Interactive elements can improve experiences of the audience at many events. It may be even worth including some sports and entertainment activities that would involve the guests as performers in the Games programme. Moreover, this involvement may start years before the Games through preparation activities such as the countdown and selecting the national team attending test events, for example.

DEVELOPING THE SPORTS PROGRAMME

Sport is the core of the Olympic Games product. The sports on the programme need to reflect its popularity and ensure adequate geographical representation. Demonstration sports that highlight regional sports for local fans and fashionable/extreme sports for the youth may be a good way of remaining relevant to audiences at particular Games. Including sport stars with charisma and sex appeal can also help to enhance the popularity of an event.

COMMUNICATE FAIRNESS

Scandals and controversies are bad for the brand image of the Olympic Games as they present a risk of long-term alienation of significant audiences. Some of the risky areas here relate to the fairness of competition and include alleged biases in political affiliation, anti-doping and

refereeing. This is where suspicions and rumours can do damage if communication is not open, timely and clear. The International Olympic Committee (IOC) together with the International Federations (IFs) should undertake proactive communication and education initiatives in this area.

COMMUNICATE ON THE HOST-CITY ELECTION PROCESS

Each of the Olympic Games starts with the process of the host-city election. The process may be perceived as closed and unclear. Effective communication about the process and making it transparent can serve two important purposes: it protects the brand image of the Games and engages the relevant audiences (sport fans) all over the world on a constant basis as one election cycle follows the other.

OTTAVIO CINQUANTA

Comité International Olympique

INITIATIVES POUR QUE LES JEUX RESTENT UN ÉVÉNEMENT DE PREMIER ORDRE

Cette contribution propose d'inscrire deux nouveaux sports au programme des prochains Jeux Olympiques de la Jeunesse (JOJ). Ces sports seraient d'abord présentés comme des sports de démonstration, l'un après l'autre, et certaines disciplines sportives pourraient ensuite être présentées comme épreuves olympiques officielles.

La création d'une manifestation conçue pour la jeunesse doit volontairement et particulièrement engendrer une prédisposition envers les sports populaires auprès des jeunes. Une telle disposition devrait permettre de clairement déterminer un principe important: ouvrir la porte à de nouvelles expériences.

Présenter un sport en premier comme une démonstration est une démarche moins risquée qui permet davantage de flexibilité. Les sports couverts par les spectateurs et les médias bénéficieraient d'un surcroît d'activité tout en étant intégrés à une structure organisationnelle.

The question of “How to keep the Games a premier event?” is an integral part of the wider Congress discussion on the role of the Olympic Movement in society and in particular its relationship to change. In an increasingly pluralistic global context, international sports bodies are called upon to accompany perpetual sociocultural change, be it modification to behavioural and belief patterns or the permutation of society itself.



The speed with which alterations can occur in this digitalised age of real time communication has shaped contemporary socio-economic systems. While transformation has always been a part of society since time immemorial, attitudes to change have evolved. The word itself is now synonymous with progress.

Sports administrators in this context are called on to constantly evaluate change within branches of their sport disciplines and to determine the impact on activity. Ongoing amendments to statutes and sporting regulations and a willingness to embrace progress are the outcome of this new approach. New sport disciplines have been created and endorsed by the wider sporting community.

It is no secret that all international sport movements aim to be part of the Olympic Family, achieving Olympic recognition and having their sports disciplines included in the Olympic Games programme. The Olympic Movement has been prompt in acknowledging the existence and the practice of new sports. As the Olympic Charter provides detailed criteria for inclusion in the Games programme, the International Olympic Committee (IOC) is not in a position to approve many of the requests for Olympic programme inclusion which international governing bodies may and do legitimately submit.

The Olympic Summer and Winter Games are the most important sporting events worldwide. The world's sporting population aspires to take part in the Games, which are also an inspiration to the population as a whole. The event is monumental not only in terms of prestige but also organisation. As each edition of the Olympic Games lasts over two weeks there is no room for adding an unlimited number of sport disciplines to the programme.

The International Olympic Committee (IOC) is committed to respecting the Olympic ideal, which opens the door to innovation and new sports. At the same time it must also honour tradition and the history embedded in Olympic sporting achievements. This apparent contradiction presents the IOC with a real challenge. The founding pillar of sports remains a point of reference in many regions and continues to enhance the participation of numerous nations in the Olympic Games, a pluralism and inclusiveness which is truly Olympian.

Meanwhile the aspirations of the so-called "new" sports also reflect that of their populations and likewise need to be addressed. Working as a catalyst for cooperation between the actors of the wider Olympic Movement, the IOC must continue to nurture sports that create the Olympic spirit, and which inspire so many, while addressing the ambitions of sports that aim to become part of the Olympic programme.

The Olympic Movement has the honour of encompassing many non-Olympic events that are part of multi-sports events, continental

championships as well as many other major events and competitions. Particularly important is the increasing prominence given to the Paralympic Games and a special welcome is to be given to the most recent initiative of the IOC, the Youth Olympic Games (YOG). It is through the youth and in particular, through the YOG, that I wish to personally present the following idea.

In 2010, Singapore will host the first edition of the Summer Youth Olympic Games, which will be followed by the Winter Youth Olympic Games in Innsbruck in 2012. The current structure foresees that these events will host sports that are currently part of the Olympic Games Programme. I would like to suggest that perhaps the Youth Olympic Games could be used to present two "new", non-Olympic sports. Such "new" sports would need to meet certain prerequisites to be eligible for consideration, the most important being that the sport must be of wide appeal to young people.

The idea would be to include these two "new" sports in the programme as demonstration sports, on a rotational basis, which might lead certain sport disciplines to then be presented as an Olympic event. The inclusion of an event designated for the youth would purposely and specifically generate a predisposition for sports that are popular with the young. Such a provision would allow the determination of a clear and consistent principle for which the door to new experiences may be opened.

I am conscious that this proposal would not satisfy the ambitions of all sports, but in my opinion it could be an important step towards sustainable action, integrating the notions of positive progress and change. Introducing the sport first as a demonstration sport is a less risky initiative that allows for a certain amount of flexibility. The sports accompanied by spectators and the media would benefit from enhanced activity while being integrated into the organisational structure. This of course also takes into account certain financial considerations. Economic questions are important however not addressed in this contribution, which is intentionally focused on the sport and the event programme.

SEBASTIAN COE

COJO • Londres 2012

POURQUOI LE MONDE A-T-IL PLUS QUE JAMAIS BESOIN DES JEUX ?

Cette contribution examine la position unique des Jeux en tant que première grande manifestation sportive du monde. Elle étudie le pouvoir des Jeux comme plateforme en faveur du changement grâce à de nouveaux projets d'infrastructure, de programmes, de normes et de politiques, tous liés aux Jeux.



Sont également examinés les plans du Comité International Olympique (CIO) et de Londres 2012 visant une nouvelle politique en matière d'héritage et de développement durable, qui est axée sur la communauté et qui visera, pour la première fois, une participation accrue des jeunes dans le sport. Cette contribution souligne le rôle de plus en plus important des Jeux en tant que plus grande scène du monde en faveur du développement sportif et communautaire.

INTRODUCTION

The Olympic Games and Olympic Movement mean many things to many people. They have come to signify:

- The most universal and unique social phenomenon for bringing together the peoples, cultures and countries of the world;
- The most successful movement for building international goodwill, co-operation and interaction yet devised, which has more members than the United Nations;
- The embodiment of a set of values relevant to all societies;
- The world's premier peacetime event.

People who often have no interest in sport are drawn to the spectacle and drama of the Games as the pinnacle of human endeavour and performance.

Next to a place in a national Olympic team, a Games medal remains one of the most universally respected and recognised symbols of achievement and excellence!

The Olympic Games also provides a uniquely powerful platform for sport, and the many different and positive roles that sport plays in our communities and societies. It is the hidden social worker, the catalyst for community change, a source for international understanding, and, yes, even peace.

Today there are growing examples in the United Kingdom (UK) and around the world of the ways in which young people, particularly disengaged and disadvantaged young people, can build a bridge with the communities they live in and beyond. The local sports club often provides the only stability in the lives of many young people from challenging circumstances. Coaches offer sports expertise as well as crucial pastoral care.

The Games provide the most powerful demonstrations of the manner in which sport can change lives, cultures and societies.

Athletes have been the agents for much of this change and success. Stories and performances of Olympians have captured the world's

imagination and inspired generations of young people, as role models and as symbols of the Olympic values.

Take as an example the 1936 Berlin Games, when the American sprinter Jesse Owens demolished Hitler's theories of white supremacy with a series of inspirational track and field performances. His was a statement to the world about racial equality that was more powerful and more eloquent than any Games boycott or protest.

Social commentators say Aboriginal runner Cathy Freeman's gold medal at the Sydney 2000 Olympic Games did more to unite black and white Australia than decades of debate and protests over reconciliation.

North and South Korean athletes marched into the Opening Ceremony of the Sydney Games together under the same flag in an unprecedented gesture of unity and hope that had long eluded diplomatic and political efforts.

Similarly, the achievements of Paralympians in extending the boundaries of human performance have helped to provide more positive attitudes towards people with disability and promote greater inclusion and involvement of people from all backgrounds in wider society beyond sporting venues.

The Games are also the most powerful vehicle for developing sport globally and spreading the benefits of sport.

The recent Beijing Olympic and Paralympic Games opened up more countries to sport than any ever before:

- 204 National Olympic Committees took part;
- A record number of women participated;
- 87 countries won medals, more than ever before;
- Some countries won medals for the very first time.

The Beijing Games also produced the largest global television audience ever, with a staggering two-thirds of the planet tuning in online or on television at some stage during the Games.

The importance of the Games as sport's largest stage is highlighted by the landmark findings of a new report by the respected "Sport for Development and Peace International Working Group". It confirms that sport is a uniquely powerful bridgehead in addressing seemingly intractable problems that have appeared all too resistant to other orthodox approaches.

The benefits of sport, as outlined in this report, extend way beyond the sporting field, and include areas as diverse as disease prevention, promoting gender equity, advancing the welfare of those with disabilities, social inclusion, reducing conflict and contributing to peace.



The international community needs the Games more than ever, especially in a world where more young people suffer from obesity and other lifestyle-related illness or lack the opportunity and facilities to play sport due to poverty and other daily survival challenges.

This is where International Olympic Committee (IOC) President Jacques Rogge and the current IOC leadership have got it so right, stressing sustainable benefits from the Games in order to strengthen our communities and strengthen sport. If Pierre de Coubertin were here today, he would have included sustainable development among the Olympic principles.

With its venue and infrastructure requirements, global reach, focus on culture, education and the environment as well as sport and zero tolerance of drugs, the Olympic Games is uniquely placed to help deliver and develop long-term community benefits through sport. London 2012 is working with the IOC to implement a new legacy and sustainability-based Games model, designed to maximise benefits for the economy, health and social welfare of communities, and the environment.

For the first time, this will involve increased participation in sport among young people in the UK and internationally, including the London 2012 International Inspiration Programme. This is an initiative aimed at providing high quality sport, physical education programmes and opportunities that reach out to 12 million children and young people in 20 countries by 2012.

CONCLUSION

The Olympic Movement was at the forefront of the 20th century revolution in sport, bringing more women into the field than ever before. It has showcased sport around the world and made sport more accessible to people globally through innovations such as the IOC's "Sport for All", its solidarity programmes, and those related to women and sport.

The new focus on community change and development planned around the London 2012 Games and beyond, heralds a new era that will help further consolidate the Olympic and Paralympic Games as the world's premier major international event for the 21st century. This will be an era that heralds an increasingly important role for sport in modern society (especially among our youth) and will allow for the combination of sports and urban planning.

Young people represent the future of our communities, cities and countries as well as sports movements. The Games provide a blueprint for young lives.

Every day young athletes – and young people not training for the Games – wake up knowing that the Games provides an anchor and a focus for their dreams, both on and off the sporting field.

The business of the Olympic Games and Paralympic Games, of Organising Committees of the Olympic Games (OCOGs) and host cities should be to help fashion the future of young people, while changing lives through sport.

Now, more than ever, is the time to harness the power of the Olympic Games and Paralympic Games. The Olympic and Paralympic Movements help to inspire young people to take up sport and spread the benefits of sport for all.

ANITA L. DEFRANTZ

Comité International Olympique

LES SPORTS AU PROGRAMME OLYMPIQUE

La question de savoir quels sports devraient figurer au programme des Jeux Olympiques a été examinée à maintes reprises. En 2005, la commission du programme olympique du Comité International Olympique (CIO) a effectué une étude complète de chaque sport inscrit au programme. Certes, nous savons qu'il y a des implications en termes de finances et de réputation pour la ville hôte, mais nous devons encore examiner la valeur du sport pour les olympiens et les autres athlètes qui prennent part à des compétitions avant et durant les Jeux Olympiques. Nous devons également trouver un moyen de montrer l'importance de chaque sport figurant au programme olympique.

Il est essentiel que nous fassions cet effort pour comprendre tous les aspects des sports que nous soutenons à travers le programme. Quelle approche rendra plus facile la décision concernant les sports qui souhaitent intégrer le programme? Nous ne pourrions répondre à cette question qu'une fois cette analyse commencée.

A great number of studies have been undertaken to assess the financial impact of the Games in a city and country. Without exception, hosting the Olympic Games increases the visibility of a city and has a multiplier effect on its economic growth. Since 1984, the Olympic Games have provided financial support that has benefited the entire Olympic Family.

The question of what sports should be on the Programme of the Olympic Games has been discussed many times. During 2005, the Olympic Programme Commission of the International Olympic Committee (IOC) undertook an exhaustive survey of each of the sports on the programme. There was a set of evaluation criteria used to assess "the strengths and weakness of each sport and the value that each sport adds to the Olympic programme". [1]



Generally, the survey questions sought to quantify various aspects of individual sports and provide that information for comparison with other sports on the programme. The final report provided comparisons of the similarities and differences between the sports. However, the question concerning the “value that each sport adds to the Olympic programme” remained unanswered.

A different type of analytical approach is needed to answer this question. While we know that there are implications in terms of finance and reputation for the Host City, we have yet to explore the value of sport for Olympians and other athletes taking part in competitions before and during the Olympic Games. We have also to find a way to express the value of each sport on the Programme of the Olympic Games.

To begin with, it seems that we should carefully review the nature of the sports on the current programme. It is possible to arrange the sports in a number of categories. For example:

WATER SPORTS (4 OR 8)

- Aquatics
- Diving
- Swimming
- Synchronised Swimming
- Water Polo
- Canoe/Kayak
- Rowing
- Sailing

LAND SPORTS (7)

- Athletics
- Cycling
- Equestrian
- Gymnastics
- Modern Pentathlon
- Triathlon
- Weightlifting

MARTIAL ARTS/COMBAT SPORTS (8)

- Boxing
- Archery
- Judo
- Fencing
- Wrestling
- Shooting
- Taekwondo
- Fencing

HAND EYE COORDINATION / TEAM SPORTS (10)

- Badminton
- Basketball
- Baseball (out after 2008)
- Football
- Handball
- Hockey
- Softball (out after 2008)
- Table Tennis
- Tennis
- Volleyball

Another way to view these sports is to determine whether they are individual or team sports. Discussions about the size of the Games often focus on the number of athletes in attendance. Team sports require greater numbers of athletes and are more difficult for smaller National Olympic Committees (NOCs) to develop. Is there a good balance between individual sports and team sports?

INDIVIDUAL

- Archery
- Athletics
- Aquatics
- Diving
- Swimming
- Synchronised Swimming
- Boxing
- Cycling
- Equestrian
- Fencing
- Judo
- Modern Pentathlon
- Shooting
- Table Tennis
- Taekwondo
- Tennis
- Triathlon
- Weightlifting
- Wrestling

TEAM SPORTS

- Basketball
- Baseball (out after 2008)
- Football
- Handball
- Hockey



- Rowing
- Softball (out after 2008)
- Volleyball
- Water Polo (aquatic sport)

For the benefit of the athletes who are aspiring to become Olympians, we need to understand the demands of the sport on their educational and career opportunities. And of course, the demands on the health and welfare of the athletes will need greater scrutiny.

As we work to remove drugs from sport, is there something implicit in the sport that leads to cheating and doping?

All of these questions are difficult to address and will be even more difficult to answer. Nevertheless, as the leaders of the global sport movement, it is essential that we make the effort to understand all aspects of the sports which we support through the programme.

Will this approach make it easier to decide among the sports that wish to join the programme? We will be able to answer that question only after the analysis begins.

REFERENCES

- [1] See *Olympic Programme Commission: Report to the 117th IOC Session*, International Olympic Committee, Lausanne, Switzerland, 24 May 2005, p. 7. A full copy of this report can be found at the following address: http://www.olympic.org/uk/organisation/commissions/programme/full_story_uk.asp?id=1349

HELMUT DIGEL

IAAF – Association Internationale des Fédérations d’Athlétisme

REPENSER LE PROGRAMME SPORTIF ET CULTUREL

Depuis les Jeux Olympiques de 1996 à Atlanta, il apparaît que seuls quelques sports olympiques répondent réellement à la demande mondiale, ce qui se traduit par un intérêt limité des spectateurs aux Jeux. Ce qu’il faut à présent, c’est une évaluation équitable des sports qui figurent actuellement au programme olympique, ainsi que de ceux qui aimeraient y figurer. Les sports souhaitant adhérer aux règles olympiques doivent avoir une chance d’être inscrits au programme des Jeux. Il faut également envisager d’accroître le nombre de sports figurant au programme olympique.

Le programme culturel des Jeux Olympiques revêt une importance extraordinaire. Or, comme l’ont montré les Jeux de Beijing, il n’y a souvent aucun lien réel entre le programme culturel et

les Jeux eux-mêmes. Par ailleurs, les « maisons des Comités Nationaux Olympiques (CNO) » qui sont établies pendant toute la durée des Jeux vont à l’encontre de bon nombre des valeurs olympiques car elles n’encouragent généralement pas un mélange des cultures. Au contraire, ces structures soulignent les différences entre les pays et contredisent les idées et idéaux de l’Olympisme.

OLYMPIC SPORTS PROGRAMME

Although each Olympic summer sport has its own history, qualities and achievements, they all need to be tested against the objectives and interests of the Olympic Movement. We need to ensure that the sport is worthy of retention or inclusion in the Olympic Games and that it meets the entertainment needs and desires of the youth.

Since the 1996 Olympic Games in Atlanta, it is apparent that only a few Olympic sports really meet global demands. Some sports are practised in limited regions of the world or are hardly known in some significant cultural spheres. As a result they generate limited spectator interest at the Games.

Within this framework, it is important to critically review both traditional and modern sports. Mountain bike competition, an example of the latter, attracted a small audience at the recent Games in Beijing. Although the race was televised, spectators on location showed minimal interest. While this can be put down to inadequate promotion, these competitions also suffered from a total lack of atmosphere.

Today, only a few sports are in a position to attract a sufficient number of spectators on all competition days. At the Games in Beijing the athletics and swimming events consistently drew large crowds. However, the stadiums were nowhere near full capacity for many team sports, especially during the qualification rounds. Surprisingly, these gaps also existed in sports that can rightly be called “Asian”.

There is a need to assess fairly the sports that currently appear on the Olympic programme and to evaluate new sports for future inclusion.

In my view, sports willing to adhere to the Olympic rules must be given a chance to be included in the Olympic Games. Therefore rugby, golf, different roller and inline skate sports as well as the martial arts need to be given their opportunity to become an Olympic sport.

An increase in the number of sports on the programme must also be considered with selections being based on a fair evaluation system.



OLYMPIC CULTURAL PROGRAMME

The Olympic Cultural Programme is of extraordinary importance. In Beijing the Cultural Programme covered the fine arts, literature, drama, music and science. There were numerous events prior to as well as during the Games, throughout the metropolis.

However, there was no real connection between the Cultural Programme and the Games itself. As a result athletes were not informed about these events and could not participate in them. The Olympic Family took part in these cultural events on an ad hoc basis and international visitors, usually too exhausted after a whole day of sport events and visiting tourist attractions, were not motivated to attend the Olympic Cultural Programme.

“National houses” that are set up for the duration of the Games, such as Casa Italia, German House, Russian Club, and Canadian Forum, run counter to many Olympic ideals. This is because they do not usually encourage an intermingling of cultures. So, for example, Germans meet other Germans, to praise and boast about their own “culture”, drink German beer, eat Bavarian sausages or roast pork legs with sauerkraut; Russians might do likewise with caviar, vodka and borscht. These can hardly be called intercultural meetings. Night after night the focus is on hobnobbing with your national stars. For this reason an entrance ticket to the German House has become a very desirable asset. These structures only serve to highlight the differences among countries and contradict the ideas and ideals of Olympism.

HELMUT DIGEL

IAAF – Association Internationale des Fédérations d’Athlétisme

VEILLER AU DÉVELOPPEMENT DURABLE DES SITES OLYMPIQUES

La question du développement durable a commencé à attirer sérieusement l’attention du public après les Jeux Olympiques de Sydney et d’Athènes. Ces Jeux ont montré l’importance de concevoir des installations sportives qui viseront plusieurs objectifs à long terme. Il convient d’aborder cette question de manière plus créative, ce qui peut nécessiter la consultation d’experts en développement urbain spécifique au sport.

Si le succès des Jeux de Beijing est incontestable, il importe toutefois de souligner que les éditions futures ne doivent pas être comparées à eux ni les imiter, car ces Jeux ont été extraordinaires et sont inimitables. Il convient de prendre garde à ne pas décourager les pays plus petits qui ont moins de ressources mais qui souhaitent tout de même organiser les Jeux à l’avenir.

The International Olympic Committee (IOC) has made great strides in streamlining the bidding process for the Olympic Games. Moreover, it provides expert counselling services to the bid cities during the application process. However, the Olympic Games in Sydney and Athens brought the issue of “sustainability” to the forefront of public attention. Since then the IOC has come under pressure to approach the physical architecture of the Olympic Games differently.

It is important that sports facilities intended for the Olympic Games are designed to serve many purposes over the long-term. Additionally, organisers must reconsider the size of stadiums, taking into consideration the desired number of spectators at the Games. There is a need for a more creative approach to these problems, which may necessitate consulting experts on sport-specific urban development.

While the success of the Beijing Games is unquestionable, it is important to stress that future Games should not be compared with or modelled on the Beijing Games. Future host countries must not compare their facilities with the architecture of sports facilities in Beijing. Moreover, China’s tendency towards rapid “modernisation” should not be the benchmark for future Olympic Games. Such a rate of progress is easier and less problematic to achieve in a country with 1.3 billion people than in countries with smaller populations. Moreover, different uses of these facilities are almost guaranteed.

Each host country needs to develop its own identity and must work with the IOC to ensure the establishment of multi-purpose sports facilities that have long-term use. The Beijing Games were extraordinary and defy imitation. Smaller nations with fewer resources must not be discouraged from hosting the Games in the future.

JULIO ESCALANTE

ARG – Comité Olímpico Argentino

COMMENT FAIRE POUR QUE LES JO RESTENT UN ÉVÈNEMENT DE PREMIER ORDRE ?

Grâce à notre expérience des quatre dernières éditions des Jeux Olympiques, nous sommes conscients du fait que le transfert depuis et vers la cérémonie d’ouverture est un long et parfois pénible voyage.

Nous pensons que les athlètes sont les acteurs les plus importants des Jeux Olympiques, aussi est-il essentiel de tous les laisser participer à la cérémonie la plus emblématique des Jeux Olympiques, à savoir la cérémonie d’ouverture.



La cérémonie d'ouverture devrait donc commencer par le défilé des athlètes de façon à ce qu'une fois la cérémonie terminée, ces derniers puissent en profiter dans un endroit du stade qui leur serait exclusivement réservé.

From our previous experience in the last four Olympic Games we are aware of the fact that the transfer to and from the Opening Ceremony is a long and sometimes exhausting trip.

We consider that athletes are the most important actors of the Olympic Games and so it is very important to let them all participate in the most emblematic celebration of the Olympic Games, which is the Opening Ceremony.

The Opening Ceremony should therefore start with the athletes parading in such a way that once the ceremony has finished, they can enjoy it while sitting in an area of the stadium that should be specifically reserved for them.

ANTONIO ESPINOS ORTUETA

FI reconnue • WKF – World Karate Federation

COMMENT ACCÉLÉRER LE PROCESSUS DE MODIFICATION DU PROGRAMME OLYMPIQUE

En 2013, la Session du Comité International Olympique (CIO) décidera du programme olympique pour 2020.

Le « noyau de sports principaux » défini à la Règle 46 de la Charte olympique pour les Jeux de 2020 comprendra 25 sports en 2013, contre 26 en 2009. Mais cela est loin d'être suffisant car seuls trois autres sports au maximum auront ainsi l'occasion de figurer au programme olympique.

Ce problème peut être facilement résolu sans que le CIO n'ait à réduire le nombre de sports principaux.

Il faudrait uniquement ajouter une nouvelle disposition – 2.1.5 – à la fin du paragraphe 2.1 du texte d'application de la Règle 46 de la Charte olympique, disposition qui serait ainsi libellée :

« Une Fédération Internationale (FI) non citée au point 2.1.2 ci-dessus et dont le sport est accepté au programme olympique par la Session du CIO figurera automatiquement dans la liste des FI mentionnées à ce même point 2.1.2. »

En ajoutant simplement ces trois lignes à la Charte, le CIO pourrait accélérer le processus et ainsi réduire considérablement la période durant laquelle le programme olympique n'est pas en phase avec les attentes de la société.

In 2009, the International Olympic Committee (IOC) Session will decide on the Olympic programme for 2016, allowing for the inclusion of up to two new sports on the official programme. This would be the first – but small – change in the programme in sixteen years.

As this pace is far slower than that at which society is currently evolving, the Olympic Games programme does not include sports that have become very popular and are practised worldwide.

In 2013, the IOC Session will decide on the Olympic programme for 2020.

The “core of sports” defined in Article 46 of the Olympic Charter for the 2020 Games will comprise 25 in 2013, instead of 26 in 2009. But this remains far from sufficient since only a maximum of 3 other sports would then have an opportunity for inclusion.

This problem can be easily overcome without the IOC having to reduce the number of core sports.

Today, the Olympic Charter does not anticipate that a sport from outside the 28 International Federations (IFs), listed in Rule 46, will automatically be added to that list. On the contrary, any 2 sports presently on the list but not in the core and that are not reinstated in the programme, will remain on the list of the 28 IFs.

Now, imagine that two outsider sports that are not on the list of 28 IFs enter the Olympic programme in 2009. If added to the list of 28 at that time, then the IOC would have to select a “core” of 25 sports from a list of 30 in 2013, and this would significantly increase the alternatives for the IOC to introduce more changes if considered adequate. In 2017 this figure of 5 could become 6 or 7, for example.

It would be necessary only to introduce the additional disposition 2.1.5 at the end of point 2.1 of the Bye-law to Rule 46 of the Olympic Charter, which would read as follows:

“An IF not listed under point 2.1.2 of the Bye-law to Rule 46, and whose sport is decided by the IOC Session to enter the Olympic programme will automatically be included in the list of IFs listed under point 2.1.2.”

By simply adding these three lines to the Charter, the IOC could accelerate the process, and thus directly and significantly shorten the period within which adequate convergence between society and the Olympic programme could be achieved.



ALBERTO FERRER VARGAS

COL – Comité Olímpico Colombiano

PROPOSITION DU COMITÉ OLYMPIQUE COLOMBIEN

- 1. Repousser l'âge limite des membres individuels du Comité International Olympique (CIO) – Règle 16.1.1.1.**
 - 2. Retirer de la Charte olympique la Règle qui stipule que les sports à propulsion mécanique ne peuvent pas figurer au programme des Jeux Olympiques.**
 - 3. Introduire et retirer des sports au programme des Jeux Olympiques.**
1. Repousser l'âge limite des membres individuels du CIO – Règle 16.1.1.1.

Il y a des membres du CIO qui, une fois atteint l'âge de 70 ans, ont non seulement une grande expérience du Mouvement olympique, mais sont aussi encore en pleine possession de leurs facultés. Il convient de ne pas perdre ces compétences et cette expérience. Nous recommandons que ces membres poursuivent leur mandat jusqu'à 76 ans.

2. Retirer de la Charte olympique la Règle qui stipule que les sports à propulsion mécanique ne peuvent pas figurer au programme des Jeux Olympiques.

L'égalité des chances étant un des Objectifs du Millénaire, nous proposons de mettre en pratique la devise du rénovateur des Jeux Olympiques, le baron Pierre de Coubertin : « tous les sports pour tous ».

3. Introduire et retirer des sports au programme des Jeux Olympiques.

Nous recommandons que les sports qui sont mesurés en fonction des taux d'audience télévisée et qui occupent les deux dernières places de ce classement soient retirés du programme des Jeux d'été pour être intégrés dans celui des Jeux Mondiaux. En contrepartie, les deux sports ayant les meilleurs taux d'audience aux Jeux Mondiaux auraient la possibilité de figurer au programme des Jeux Olympiques.

L'évaluation se ferait à la fin d'une édition des Jeux Olympiques et une rotation des sports aurait lieu tous les quatre ans.

JAN C. FRANSOO

Organisation reconnue

ARISF – Association of the IOC Recognised International Sports Federations

UN PROGRAMME OLYMPIQUE QUI REFLÉTERAIT LES INTÉRÊTS DU MONDE

Les Jeux Olympiques sont devenus un programme exclusif réservé à une série limitée de sports. Or, les intérêts ont changé et continueront d'évoluer de plus en plus vite parmi les différents groupes d'âge dans le monde entier. Dans cette contribution, je propose un modèle qui permettrait aux Jeux de rester le pinacle du sport pour les athlètes, tout en améliorant la souplesse du programme afin de suivre l'évolution de l'intérêt des jeunes. Et je suis convaincu qu'on peut le faire sans accroître la taille ni la complexité des Jeux.

The Olympic Games are the pinnacle of sports events. However, there are many sports from around the globe that do not appear on the programme of this magnificent event. Indeed, many athletes practise sports that are not on the Olympic programme and are a favourite of many children and young adults around the world. New sports appear and develop rapidly but the current decision-making process requires many years to recognise a new sport and include it on the Olympic programme. Many rapidly growing sports do require the use of specific facilities, a characteristic that no doubt lent itself to its rise in the first place. Multi-sports facilities are necessary when developing sports venues. Usage and standardisation of these facilities can allow new sports to be added much faster to the Olympic programme for only a slight increment in facility costs.

The Olympic programme currently comprises 28 sports, more than 40 disciplines and just over 300 events. However, the general public really does not understand the difference between a sport and a discipline. It is important to ensure that we in the Olympic Movement understand why diving is a swimming discipline while the biathlon is not a skiing discipline. Such disparities also exist in terms of the events. Does the concept really make sense if both an athletics event that is dealt with without qualification in half an hour is an event, while the football competition with many matches of each 90 minutes in length is also an event? Yet, we maximise the capacity of the Games by limiting it to 28 sports and just over 300 events.

There is a justified need to limit the size of the Games. However, we first need to consider the real constraints that impact the host cities. It is clear that the size of the Olympic Village needs to be limited as does the number of accreditations. Unfortunately, the athletes form a relatively small fraction of the current number of accreditations and



these numbers need to be increased. I would strongly support a study that shows the ratio of athletes to the total number of accreditations and that suggests ways in which the total number of accreditations can be increased.

There is also a need to limit the number of venues, especially those that are not multi-purpose. Parts of the venues remain empty during part of the Games. It should be possible to have new and exciting sports events at those venues during those times.

Finally, we need a limit on “event attention”, which is the amount of broadcast time and publicity that an event receives. A well-managed Olympic Games programme has highlights of many events in order to address different audiences. However, some single matches in team competitions are considered more of an event than an entire qualification series in another sport or discipline. Therefore, events need to be weighted, and a total weight of events needs to be maximised rather than just the number of events.

In terms of composing a well-balanced programme, there need to be limits on the number of disciplines (as disciplines are currently defined). A manageable number of disciplines allows for variety to be maintained. This distinguishes the Olympic Games from other large sporting events that cover a single sport or discipline. I argue that variety can be defined in the following manner. The Olympic programme needs to be attractive to every single individual in the world. But not everyone is interested in every discipline or event. Each event addresses a particular niche market based on age groups, social classes, geography, culture, and of course personal interests. The interests of each group can be met by including several events on the programme. The needs of every individual, with his or her own personal profile, can therefore be met by a limited number of events. When joined together we get a giant multi-dimensional matrix that is filled with numerous events targeting specific markets.

How can we realise such an event? I propose three steps:

1. All International Federations (IFs) offering an event that can attract viewers from a specific age, social or economic group, under-represented in participation and/or viewership, should be recognised as Olympic Sport Federations. However, the IFs must meet some important basic criteria which must be based on the extent of the International Federation’s global reach, its record in the fight against doping, its recognition of the Court of Arbitration for Sport (CAS) and its adherence to the principles of good governance.
2. For each potential event that an Olympic Sport Federation can offer, the IF needs to decide the target audience it wants to attract, the event’s value to the Games as a whole, the “gap” the event fills in

the programme and the manner in which it addresses audiences that are currently under-represented.

3. The International Olympic Committee (IOC) composes the programme out of the events on offer, such that:
 - A global audience is reached with the Games as a whole;
 - A balance of different types of sports is maintained;
 - The value of the Games is maximised (Note: value is much more than just monetary value);
 - By limiting the number of disciplines and (weighted) number of events we are able to maximise the impact, reach and value of the Games.

JON LONG

FI reconnue • ICC – International Cricket Council

RENDRE LES JEUX PLUS INTÉRESSANTS POUR LE PUBLIC LOCAL ET LES JEUNES

Les Jeux Olympiques sont parfois critiqués pour la rigidité de leur programme sportif. Peut-être vaut-il la peine d’examiner le processus d’évaluation certes relativement lent mais bien structuré qui évite au Comité International Olympique (CIO) et à la ville hôte sélectionnée de se demander ensemble: «Qu’est-ce qui rendrait cette édition des Jeux magnifique?»

Si les Jeux sont décernés à Chicago, il ferait peut-être sens de réintroduire le baseball au programme olympique. S’ils sont décernés un jour à New Delhi, pourquoi ne pas y ajouter le cricket? Si c’est à Rio de Janeiro, allons-y pour le surf!

Making the Games relevant to the local audience and, particularly, young people in the host country is a crucial component of keeping it a premier event.

The Olympic Games are sometimes criticised for the inflexibility of the programme of sports. While consistency in the programme is important, it does potentially restrict hosts from showcasing their own sporting heritage to visitors and viewers.

Perhaps it is worth reviewing the well-structured but relatively slow-moving evaluation process that seeks to measure the suitability of sports against an exhaustive set of criteria even before a Host City has been selected. Arguably this process prevents the International Olympic Committee (IOC) and selected Host City from getting together to ask, “What would make this edition of the Games great?”



If the Games are awarded to Chicago, it might make sense to put baseball back on the programme. If it goes to New Delhi in the future, why not slot in cricket? If it is in Rio de Janeiro, bring on the surfing!

The current obsession with sports “losing their place on” or “getting on” the programme is not necessarily beneficial for world sport. It could be argued that too much energy is being expended on extensive and expensive campaigns to promote the inclusion of certain sports on the programme. While International Federations spend much time worrying over whether their sport will be retained or rejected and IOC administrators produce extensive evaluation reports, the losers are arguably sports consumers.

Of course there would need to be some criteria in place to make sure only sports that mirror the IOC's values can make it onto the programme. But these would not be materially different from the current criteria that ensure that IOC-recognised Federations promote universality, good governance, anti-doping and other areas of integrity.

Although the introduction of new disciplines in recent Games and the re-packaging of other sports with more entertaining presentation have both had a positive impact, the programme needs to constantly evolve. In so doing, it would maintain its relevance and ensure that local attendance does not follow the same curve as television viewership among the older and more conservative demographic.

It is important to ask questions like, “Are young kids in Chicago going to get excited watching the dressage, modern pentathlon and fencing in 2016?” Those of us who cherish the history and values of the Olympic Movement sincerely hope so. But perhaps the overall offering needs to balance this rich heritage with sporting contests that are directly relevant to the local audience. For example, if Chicago hosts the Games in 2016, adding baseball to the programme would certainly encourage local youth to go to the ball park, cheer on their country and forever remember a wonderfully positive Olympic experience.

The same could be said for overseas visitors, who travel to the Games to get a flavour of both the event and the Host City. If a group of European students are on holiday in Rio during the Olympic Games, are they going to have the time of their life at one of the traditional indoor sporting venues or on the Copacabana beach with the surfers?

It was Sir Martin Sorrell who reminded sport stakeholders at the Sport-Accord conference in 2007, that consumers take their habits with them for life. It is essential to hook the next generation on the Olympic Games early on in their lives. The more traditional Olympic sports do not need to panic as the sporting tastes of young children will broaden over time.

It is also important to think of the legacy of the Games. No individual wants to see white elephant stadiums. The IOC has done a good job of discouraging hosts from engaging in over-the-top construction projects. Is it right and proper to use the Games as a platform for enhancing the existing sporting venues of the Host City?

What would be better for the long-term sporting prosperity of New Delhi, for example? Is it a temporary beach volleyball stadium that is dismantled minutes after the Olympic flame has been extinguished? Or is it a sensible refurbishment of the Feroz Shah Kotla stadium that would make the major cricket venue in the country's capital the envy of the cricket world?

There is also the cultural legacy of the Games that must be taken into account. If visitors like the baseball experience in Chicago or the rugby in Paris, for example, they know they can experience more of the game in the same city, in the future. No matter how good the handball is at London 2012, what will be the cultural and economic impact of this event in the same city the following year, compared to cricket or rugby?

Of course this new approach will not be easy to adopt. There is arguably too much fear that the popularity of new sports will overshadow the old which may, consequently, never return.

The alternative is that the programme barely changes over the next two decades and potentially becomes less and less relevant, especially to the two audiences that matter most: young people around the world and people living in the Host City.

It is the passion of the Host City that makes a great Olympic Games and it is the enthusiasm of the young that will ensure the Games endure and grow stronger. Perhaps it is time, therefore, to consider a more flexible approach to the selection of sports for the world's greatest sporting spectacle.

ALAIN LUNZENFICHTER

Média • L'Équipe

HALTE AUX FAUSSES PROMESSES

Aujourd'hui, les risques de procès sont partout et le Comité International Olympique (CIO) n'est pas exempt de ce risque, en particulier dans l'élection de la ville hôte des Jeux Olympiques.

Tout se plaide désormais et le CIO n'est pas à l'abri d'un procès intenté par une ville battue par un vainqueur ne respectant pas son projet initial, car il n'a pas la possibilité de le faire.



Pour se mettre à l'abri de ce genre de désagrément, le CIO doit réagir et prendre les devants.

Il faut tout simplement prévenir tous les candidats à l'organisation des Jeux Olympiques que tout changement du projet initial sera sanctionné.

Aujourd'hui, les risques de procès sont partout et le CIO n'est pas exempt de ce risque, en particulier dans l'élection de la ville hôte des Jeux Olympiques.

Richard Pound a toujours dit que « les meilleurs livres de fiction sont les dossiers des villes candidates aux Jeux ». Il a raison. De plus en plus de projets olympiques sont faits pour séduire les membres du CIO le jour du vote et uniquement le jour du vote.

Le but? Être beau et brillant sur papier glacé, le moins cher possible quitte à oublier quelques charges fixes pour tromper son monde. En effet, de plus en plus, les projets définitifs n'ont plus rien à voir avec les projets initiaux et montrent que la course à l'organisation n'a plus un cadre éthique.

C'est se ficher du CIO mais aussi prendre ses membres pour des imbéciles en cachant les problèmes techniques derrière des messages émouvants faits pour détourner l'attention. Car l'important n'est plus de participer mais uniquement de gagner, quitte à franchir la ligne jaune.

Une fois les villes élues, c'est le CIO qui est pratiquement pieds et poings liés, et son seul moyen de se défendre, c'est de faire les gros yeux et d'accepter les changements demandés par la ville, qui n'est maintenant plus dans la séduction mais plutôt dans la réalisation d'un projet qu'elle savait de longue date irréalisable.

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Sanctionné par une grosse somme d'argent à déterminer. Cette somme dissuasive sera donnée à la direction des relations internationales du CIO, qui pourra ainsi aider les pays en voie de développement pour construire des aires sportives de première nécessité.

BARRY MAISTER

NZL – New Zealand Olympic Committee Inc.

LA PROLIFÉRATION DES JEUX ET SON IMPACT SUR LES CNO

La prolifération des jeux multisportifs internationaux, à laquelle doivent faire face aujourd'hui tous les Comités Nationaux Olympiques (CNO), a un effet potentiellement négatif sur l'aptitude des CNO à fonctionner en accord avec la Charte olympique et avec leurs moyens financiers.

Between 2009 and 2012 the New Zealand Olympic Committee (NZOC) will “service” exactly double the number of multi-sports Games than it did during the previous Olympiad (2005 – 2008).

Discussions with other National Olympic Committees (NOCs) indicate that this is also the case for most, if not all, NOCs.

The “Games mix” for us at the NZOC, includes the Olympic Winter and Summer Games, the Summer and Winter Youth Olympic Games, the Commonwealth Games, the Commonwealth Youth Games and the Australian Youth Olympic Festival. This amounts to 8 international Games in 4 years.

“Games” are an essential component of international sport and are a fundamental part of its development. Striving for excellence is a defining feature of the Olympic Movement and Games provide an outstanding opportunity for this excellence to be expressed on the sporting field. However, the proliferation of Games (especially the increase in the number of Youth Games) has significant consequences for and places a number of demands on many NOCs.

I draw attention to three such consequences:

1. All Games cost NOCs money, regardless of the level of “subsidies”. As the Games increase so does the amount of money to be found and the proportion of precious NOC funds that is required. The selection, preparation and organisation of multi-sports teams are a complex and resource-hungry process. In the more professional environment of sport today, our athletes continue to have higher expectations for the organisation and management of our Games Team. While this is totally desirable, it does come at a cost. For those cash-strapped and stretched NOCs with limited independent means (such as ours), this can be challenging indeed.
2. We do not subscribe to the view that Games in themselves promote sport development in our country.



It is true that assisting with the development of sport in one's country is a fundamental element of NOC activity.

However, international competition (through Games) is only one component of such development, along with strong youth participation programmes, athlete pathways, talent identification programmes, coach development programmes, and opportunities for good club, regional and national competition.

We believe that a total preoccupation with Games planning and preparation could be counter productive to overall sport development, an important legacy for NOCs to strive towards.

3. An overwhelming Games focus will impact on the ability of an NOC to deliver on its other expectations, such as those outlined in the Olympic Charter.

The element which sets the Olympic Movement apart is that it is founded on a philosophical base and a set of values, which manifests itself in a variety of ways, through sport.

For NZOC this is demonstrated in our "Sport for All Olympic programmes" that includes our Olympic Week activities (including Olympic Day Run), education programmes (in schools and the community), Sport and Refugee programme, Olympic Ambassador Programme, Women in Sport programme, Olympic Academy as well as our Olympic Museum and Study Centre work.

The increasing focus on international multi-sports Games places significant pressure on these programmes. NOCs have to determine whether these events are peripheral or essential components of its activity.

We believe that NOCs should not have to decide.

Both are integral to what we do, and both provide the inspiration for NOC activity.

Clearly the NZOC can independently decide on its participation in a selected number of Games (Youth Games in particular). Our involvement in these is currently being evaluated.

With this Games pressure, it is easy for NOCs to pay lip service to the fundamental philosophies and values of the Olympic Movement. The perceived obligation to service all the Games on offer represents a considerable challenge to meeting the wider NOC responsibilities on which the Olympic Movement was founded.

URVASI NAIDOO

FI reconnue • IFNA – International Federation of Netball Associations

PROGRAMME DES JEUX OLYMPIQUES

Comment l'enthousiasme, la théâtralité et l'esprit du plus grand événement sportif du monde peuvent-ils être maintenus? Quelles sont les initiatives nécessaires pour s'assurer que les Jeux Olympiques continuent d'être considérés comme un événement extraordinaire? Le netball avance qu'un facteur clé pour atteindre cet objectif est d'examiner avec attention quels sports et disciplines sont inscrits au programme des Jeux Olympiques.

The whole process of evaluating sports and disciplines for inclusion on the Olympic programme and the Olympic Youth Programme needs to be carefully considered by the International Olympic Committee (IOC) as this is key to ensuring that the Olympic Movement always maintains momentum and continues to be recognised as the true pinnacle of sporting achievement.

Currently there are between 25 to 28 sports on the Olympic Summer Games programme and 31 Recognised Sports. There is a reasonable argument that not all of the sports and disciplines currently on the Olympic programme are relevant to the Olympic Games today.

As sports trends change over time the Olympic programme should adapt and move with the times. The Olympic Games must remain relevant to their audience. Introducing alternative disciplines of a sport is one way to achieve this as seen with the introduction of BMX cycling at Beijing. Some sports are losing popularity and are no longer relevant whereas others are rapidly growing in popularity. The sport of netball, for instance, has rapidly increased in terms of popularity, particularly for women. We estimate more than 20 million women and girls play throughout the world. It is relevant and appealing in all regions, and to all ages. This is reflected in the diverse range of countries include Japan, Switzerland, Dubai and Sweden who have recently joined the International Federation of Netball Associations (IFNA).

IFNA proposes that there should be more flexibility when determining which sports are included on the Olympic programme. IFNA proposes that after a proper evaluation process, the number of core sports on the programme should be reduced to 20 and that six other sports ("tier two" sports) be chosen, which would include all those IOC-recognised sports that wished to be included on the programme. The tier two sports could be included in the Games on a rotational basis thereby ensuring that each Games has fresh impetus and excitement. It also allows those sports to showcase their sport on the greatest global stage.



The “core” sports should be subject to continuous evaluation to ensure that each of their disciplines continue to be relevant and worthy of being part of the Olympic programme. Following this evaluation it should also be possible that their “core” status be removed. This sport would then be moved to “tier two” status thereby allowing one of the other recognised sports to move up to “core” status.

One aspect of the evaluation should be financial viability. Consideration should be given to prioritise sports, which demand minimal infrastructure expenditure, organisational requirements and which utilise small playing areas. This is especially poignant given the current economic climate.

Of course there could be logistical challenges with rotating the sports but if the decision is made at the same time that the Host City is selected, i.e. seven years from the actual event, then there should be ample time for preparation. Refreshing the sports for each Olympiad would ensure that there is something innovative and contemporary at each Olympic Games and each one would be unique in the combinations of sports which are represented. This would ensure that, globally, the Olympic Games remain a truly magnificent inclusive, multi-sports, multi-discipline event.

When assessing the primacy of an event on the world stage the position of allowing professional athletes to compete in the Olympic Games cannot go unmentioned. When David Beckham, one of the world’s greatest footballers, was interviewed at the Beijing Olympic Games, he was asked: “If you were an Olympian which sport would be your ideal sport?” His response was one of the running events.

The Olympic Games is not viewed as the ultimate event for footballers. Their ultimate event is the Fédération Internationale de Football Association (FIFA) World Cup. It is also inconsistent with the notion of the highest level of competition, to allow a junior football team (under 23) to participate in the senior Olympic Games. Of what relevance is this competition to footballers and to their audience? What value does it add to the Olympic programme?

For many professional sportsmen and women the Olympic Games is simply not their supreme event. In order to remain the greatest event in the world the Olympic Games must be selective in the sports and disciplines that it maintains on its programme. Those sports and disciplines selected have to embody competition at the highest level, they have to deliver the best possible entertainment and value to the Olympic stakeholders while maintaining adherence to the Olympic Charter and the Olympic Values.

In order to maintain primacy the Olympic Games must remain vibrant and appealing to all its stakeholders, not just participants but also spectators, viewers and consumers who ultimately fund the event. The inclusion of a predominately female sport, such as netball, would

certainly boost female ratings and would assist the IOC in achieving its objective of balancing the programme of the Games and reaching a 50-50 balance (in Beijing it approached 55-45).

One of the fundamental tenets of the Olympic Games is that every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires respect and mutual understanding in a spirit of friendship, solidarity and fair play. This is a grand ethic and in the interests of promoting the most exceptional sporting event in the world, it is important that it is adhered to and that even discrimination against other sports is not tolerated. The Olympic Games must be seen to be fair to all sports and inclusive. It is, therefore, imperative that the process and procedure for evaluating sports and disciplines is transparent.

IFNA appreciates that achieving this is a complex endeavour and IFNA is committed to working with all International Federations and the IOC to build a better and more transparent process for the future. This will ensure that sports fans all around the world continue to believe in the primacy of the Olympic Games.

DANIEL O’KEEFFE

GUM – Guam National Olympic Committee

POUR QUE LES JEUX DEMEURENT UNE MANIFESTATION DE PREMIER PLAN

Les Jeux Olympiques sont un événement unique au monde. De la valeur intrinsèque du mot «olympique» aux anecdotes véritables et sincères, en passant par l’illustration des valeurs olympiques, aucune manifestation au monde ne peut se targuer de faire mieux. Le fait que ce Mouvement englobe le monde entier ne le rend que plus puissant. Ce sont là les éléments essentiels que le monde a reconnus. Les éléments qui font que les Jeux Olympiques sont la plus grande manifestation sportive du monde et qu’ils doivent le rester.

The greatest moments in human achievement happen at the Olympic Games. Whether it is a World Record in speed or strength, an example of world unity (such as the standing ovation at the Opening Ceremonies for the Iraqi National Team in 2004) or overcoming obstacles (like speed-skater Dan Jansen), the Olympic Games present premier human achievement, unmatched by any other event in the world. These qualities and Olympic values, innate and available to everyone in the world, not only sets the Olympic Games apart from other events, but are the cornerstone of focus for presenting and maintaining the Olympic Games as a premier event.



Just say “The Olympic Games” and one immediately associates it with supreme, worldly competition. It is almost not fair to compare it with a title like “League Champions”, “Grand Final”, or “World Series”. We use “Olympic” to describe anything of superior quality. Olympic calibre anything implies the best in the world! Saying “The Olympic Games” also conjures up images of regal stature, god-like individuals competing at maximum levels, the entire world united in athletic contests, and the world’s best emerging victorious. These images are again, unmatched by any other sporting event or event period.

Yet even while these images may seem unreachable to the average person, they become reachable when they convey a true human aspect. Take the Derek Redmond story that touches every father-son relationship. Sure, Tiger Woods’ father’s hug after his first Masters victory was special, but difficult for people to relate to winning the Masters. The helping hug given by Redmond’s father was not only an Olympic moment, but was a father helping an injured son to walk. This is something people can relate to. Putting it under the world spotlight at the Olympic Track and Fields finals made it surreal. Viewers of the Olympic Games will agree that superior feats of strength, speed and agility are fantastic, but the human interest combination truly exemplifies the Olympic Games. All of these images and titles, combined with genuine human qualities are unique and unparalleled by any other world event. It is paramount to preserve and foster these intrinsic elements in order for the Olympic Games to continue being a premier world event.

The name and images alone, however, may not be enough for maintaining the Olympic Games as a premier event. While previously they may have, and the anthem alone reigned supreme over any jock-rock in a dome, times have changed. Fortunately the deep-rooted Olympic tradition is founded on values, Olympic values. Born with the Greeks and alive in the Olympic Movement, this also separates the Olympic Games from other events. Take the story of Canadian rower Lawrence Lemieux, who sacrificed his second place position, in order to rescue the Singaporeans who fell victim to the dramatic change in weather conditions. Such acts do not happen in any other event. Sometimes an individual will make a sacrifice for the good of the team. At the Olympic Games an individual makes a sacrifice for the good of the whole sport. And as the case may be, the sacrifice is for the betterment and furthering of the Olympic Movement.

Olympic values reach far beyond national and political boundaries. North and South Korea walking together in the 2000 Sydney Olympic Games, does not happen anywhere else, anytime, or for any reason. It happens at the Olympic Games. Olympic Values reach human beings and these values are immune to race, creed, colour or nation. Some are developed through the journey of training to be one second faster or jumping 4 cm higher, which in the grand scheme of life may be very small, but the dedication creates an Olympic bond, an Olympic Value that speaks to

all Olympians. These values reach human beings for what they are and what they share as humans, regardless of other surface differences. Drive, determination and heart are qualities that the entire human race can unite on and only in the Olympic Games are they manifested.

The Olympic Values are what shape and define the Olympic Games, and these values are in large part developed by the inclusiveness and universality of the Games. The arguments against it are obvious, but it does not change the fact that world records are broken and landmark human achievements occur. Moreover, the inclusion of the whole world at the highest level of competition, at a time when the world is separated in terms of “haves” and “have-nots” as never before, is perhaps the greatest attribute of the Olympic Games. The amount of national pride and unity that was created in Zimbabwe after Kirsty Coventry won three and then four Olympic medals, at a time when civil strife and corruption permeated the country, was phenomenal. A country does not unify like that even over a world champion. But an Olympic Champion brings the values that can foster true national unity.

Certainly the athletes and anyone staying in the Olympic Village can appreciate the unique feeling of having so many, if not all, countries represented in one event. It is not a World Championship, Commonwealth or Pan Pacific Games. It is everyone in the world, every four years, going for THE gold medal and it is unique and unparalleled. Combine that with the unique and overwhelming bond all athletes share in dedicating their life to the common goal of being better. Sure, some of the smaller countries lack the resources and in turn may not compete at the same level. But even Eric “The Eel” Moussambani embodied Olympic Values that everyone in the audience respected with a standing ovation.

It will take time for developing countries to compete and they may need to “cross-train” with more developed programmes. Giving back and continuing to further their home country’s programme will undoubtedly aid in their development. Papua New Guinea and Costa Rica among others have boasted swimmers worthy of competing in the final heats. Samoa too, has shown lifters and throwers capable of reaching the finals. Much like the world has caught-up with American basketball, smaller nations will continue to improve and compete with larger ones, thus enhancing the premier aspect of the Olympic Games.

The Olympic Games possess the most distinctive attributes of any event in the world. From the intrinsic value of the Olympic name, to the unfolding of heartfelt true stories, to the exemplification of Olympic Values, no event in the world can claim more. The inclusion of the whole world in this Movement only makes it that much more powerful. These are the keys that the world has acknowledged. These are the elements that make the Olympic Games the greatest event in the world, and these are undoubtedly the essential keys to maintaining the Olympic Games as the world’s premier event.



CRAIG PHILLIPS

AUS – Australian Olympic Committee Inc.

RÔLE DES CNO POUR QUE LES JEUX DEMEURENT DE PREMIER PLAN

«Les Jeux Olympiques sont des compétitions entre athlètes, en épreuves individuelles ou par équipe et non entre pays. Ils réunissent les athlètes sélectionnés par leurs Comités Nationaux Olympiques (CNO) respectifs, dont les inscriptions ont été acceptées par le Comité International Olympique (CIO). Les athlètes concourent sous la direction technique des Fédérations Internationales (FI) concernées.» (Règle 6.1 de la Charte olympique)

Il fait peu de doute que les Jeux Olympiques sont une manifestation de premier plan. Nombreux sont ceux qui prétendent que, sur plusieurs fronts, ils éclipsent toutes les autres manifestations en termes de popularité, de signification mondiale et d'émotions, quels que soient la race, la religion, le sexe, les circonstances économiques et l'âge du public. Le terme de «public» s'entend au sens le plus large. Il comprend les spectateurs, les téléspectateurs, les lecteurs de journaux et de magazines, les auditeurs et les utilisateurs d'Internet.

Il serait simpliste de suggérer que la seule raison pour laquelle les Jeux sont une (la) manifestation de premier plan, c'est parce qu'ils sont le théâtre de performances athlétiques extraordinaires. Tandis que la compétition entre les athlètes de haut niveau est et doit demeurer au cœur des Jeux, nombre d'autres éléments en font une manifestation de premier plan.

THE ROLE OF NATIONAL OLYMPIC COMMITTEES

The Olympic Charter defines the mission and role of National Olympic Committees (NOCs) in Rule 28.1 of the Olympic Charter. Specific to the Olympic Games, the Olympic Charter determines the role of the NOCs in Bye-law 2.1 to Rules 28 and 29 and paragraph 1, Bye-law 2.3 to Rules 28 and 29.

There are other provisions that reinforce the role, authority and responsibility of the NOCs with respect to the participation of athletes at the Olympic Games. These are supported by documents such as the International Olympic Committee (IOC) Protocol Guide and Manufacturer Identification Guidelines.

The Olympic Charter tells us that the NOC is responsible for ensuring that its athletes not only conform to the entry requirements and are

prepared for high level competition but that they also have the ability to serve as appropriate role models for the sporting youth.

The NOC has the responsibility to ensure that its athletes are appropriately equipped for Olympic competition and in a way that maximises the promotion of the NOC's identity by using national colours, country names and acronyms, national flags and NOC emblems on their uniforms.

The Olympic Charter requires NOCs to promote the Olympic Movement in their respective territories. Key to this promotion is the acceptance of and affiliation with Olympians, and the feeling of "ownership" of and connection to the Olympic Team by the general public.

ROLE OF NOCS IN KEEPING THE OLYMPIC GAMES A PREMIER EVENT

The Olympic Charter provides the framework within which the NOCs operate. But it does more than simply provide a set of rules to be followed. It provides opportunities for the NOCs to contribute to making and keeping the Olympic Games a premier event. It can be argued that there is in fact an obligation for NOCs to do so.

The findings of the 2008 Olympic Consumer Research [1] survey conducted by the IOC in sixteen nations, on five continents, indicated that two emotions shared by the majority of television viewers worldwide is their amazement with the extraordinary athletic performances and feeling a sense of national pride. Additionally, the survey revealed that 10% of respondents believed that national pride, national flags, national anthems was second in ranking only to the Opening Ceremony as the most memorable moment of the Beijing 2008 Olympic Games.

Hence, it can be argued that a significant part of the appeal of the Olympic Games is reliant on the inclusion of elements that provide for the recognition and celebration of the national identity of athletes, teams and NOCs. These include:

- The parade of athletes during the Opening Ceremony;
- The national colours, emblems and designs used on team uniforms;
- The use of national anthems and flags during the Medal Ceremonies; and,
- The stories that the media "tell" about an Olympic performance, i.e. where an athlete comes from, the journey they took and sacrifices they made, who were their heroes, and what it means to them to represent their country at the Olympic Games. These stories give the audience, particularly children, the opportunity to connect with the athlete ("he came from the next village so maybe I can go to the Olympic Games too").



This focus on national identity could be viewed as being at odds with Rule 6.1 of the Olympic Charter. This need not be the case. In fact, the focus on national identity should be used by NOCs as a vehicle to celebrate the achievements of their athletes and, in cooperation with media organisations, share these achievements with a national audience.

As the IOC's 2008 Olympic Consumer Research reveals, one of the key emotional "hooks" of the Olympic Games is the feeling of national pride that audiences derive from watching, reading about or listening to the feats of their own athletes and the celebration of those feats through medal ceremonies and the like. To successfully utilise the opportunities available to it, a NOC must find ways of promoting the national identity of its athletes. These include :

- Applying consistent national colours, design motifs, emblems and fonts across all uniforms regardless of the sport so the athletes are immediately identifiable as being part of one Olympic Team. For example, an Australian hockey player's uniform matches that of his or her track and field counterparts ;
- Using the Opening Ceremony's parade of athletes to make a statement about national identity through the team's uniforms. For example, consistently from Games to Games, Bermudan athletes are clearly identified by their long (Bermuda) shorts and long socks ;
- Setting standards of behaviour to ensure that Olympic Team members serve as positive role models for young people in their country. For example the Australian Olympic Committee's Athletes' Commission has developed a set of team values (the "aspire values") that all Olympic Team members must follow ;
- Ensuring that the NOC has at its disposal information that helps to "tell" an athlete's story is vitally important. The story of how an athlete comes to be at the Olympic Games is often as powerful as the story of their achievements at the Games. This storytelling provides the inspiration for subsequent generations of athletes, particularly, those from the same nation.

The promotion of national identity is of great value to the NOC. It will assist with increasing coverage by the media and interest by the general public. This increased interest and coverage, if positive, could potentially lead to greater financial support for Olympic sport from national sponsors and government agencies while inspiring future generations of Olympians. Invariably, the NOCs from countries that have teams with strong and positive national identities have the capacity to generate substantial public and financial support.

For the Olympic Games, there is a positive cumulative effect that is derived from having multiple NOCs maximise the national identity of their

respective teams. Increased public interest in, affiliation with, and support for Olympic Teams (in other words, the celebration of national identity) ultimately leads to greater interest in the Olympic Games itself.

As revealed by the IOC's 2008 Olympic Consumer Research, the feeling of national pride was one of the top two emotional connections that the general public have with the Olympic Games. At its core, the representation of national identity at the Olympic Games is very much the domain of the NOC. Therefore, the continued presence of national imagery at the Olympic Games and the emotional response that it evokes are largely dependent on the NOCs and the management of their teams.

If the power of national identity is to be retained as a key emotional connection (national pride) to the Olympic Games, and therefore continue to contribute to its status as a premier event, NOCs must continue to be empowered and encouraged to foster and celebrate the national identity of their athletes and Olympic Teams.

The question was: "What role do the NOCs play in helping to make the Olympic Games a premier event?" A more pertinent question may be: "How would the status of the Olympic Games as a premier event be diminished if the NOCs were not present or empowered to play their part?"

REFERENCES

- [1] *2008 Olympic Global Research*, commissioned by the IOC Television and Marketing Services

RICHARD W. POUND

Comité International Olympique

GESTION DES RISQUES

Les protestations qui ont entouré le relais de la flamme ont fait l'objet au printemps 2008 d'une couverture médiatique excessive.

Le Comité International Olympique (CIO) devrait analyser les risques que représentent des activités telles que le relais international de la flamme avant l'événement et non pas en réponse à une crise. Si les Jeux sont dans une certaine mesure apolitiques, le CIO doit mieux évaluer les signaux qui sont envoyés et tenir compte de la possibilité que les Jeux soient détournés à des fins politiques.

During the spring of 2008, the torch relay was organised to include an international portion. The idea was to have the Olympic flame visit a number of countries – some the hosts of previous Games and others



possible future hosts – for a short period of time in each country. Opponents of the current Chinese government took advantage of the torch relay to advance their own causes.

The protests attracted an inordinate amount of media coverage. This was because they involved some degree of violence, such as attacking the runners and attempting to extinguish the Olympic flame, an internationally-recognised symbol of peace. Unfortunately for the protesters, their violence caused them to lose the moral high ground, especially those who were protesting against violence in Tibet.

The International Olympic Committee (IOC) should analyse the risk profiles of activities like the international torch relay before the event and not in response to a crisis.

I have a personal aversion to an international torch relay on the basis of the costs, logistics, high risk and low rewards. The first three elements are self-evident, while the fourth, the low rewards, can be summed up by asking the question: what benefit is derived from a half-day event several months prior to the Games in a single city? Someone should have been paying greater and sooner attention to the likelihood of disruption of the relay, given the long-standing protests relating to certain domestic and foreign policies of China.

While, in the end, the protesters damaged their own cause, there was initial and conflicting attention on the IOC and the sustainability of the Games themselves. While the Games are to some degree extra-political, the IOC needs to have a more active appreciation of the signals that are sent and the possibility of the Games being hijacked for political purposes.

RICHARD W. POUND

Comité International Olympique

LE SPORT OLYMPIQUE IMPORTE-T-IL TOUJOURS ?

Le Mouvement olympique se félicite de la relative stabilité du programme olympique. Pour bon nombre de sports inscrits au programme olympique, les championnats du monde intéressent très peu le public ou les médias. Ces sports attirent l'attention d'un public plus large uniquement durant les Jeux Olympiques.

Le Comité International Olympique (CIO) a décidé de réviser le programme olympique après chaque édition des Jeux. Son refus de révéler aux membres du CIO les résultats des votes concernant chaque sport doit être reconsidéré. Je suis pour le scrutin secret, mais pas pour garder secrets les résultats des scrutins.

The Olympic Movement has prided itself on the relative stability of the Olympic programme. However, there has been a tendency to expand the number of sports disciplines and events over the years in order to be sure that the Olympic Games are as important for each sport as the world championships.

This tendency may well be worth further analysis to determine whether the objective has been accomplished or, indeed, whether the objective itself was worth the expansion of the programme to the current degree. World championships in many of the sports on the Olympic programme have very little public or media appeal and such sports command attention among the wider public only when they are part of the Olympic Games. Part of this latter issue may be the outcome of too much programming of competitions that have little, if any, importance, or which take the form of entertainment, with none of the excitement and uncertainty of competition.

I do not want to paint too black a picture here, since many sports have never attracted vast audiences, whether actual spectators or television viewers, and have managed to survive and grow to the point of becoming international. They depend, however, on localised support and in many cases government support at the international level. Their International Federations depend increasingly on their share of the Olympic television rights to exist and function. This, again, does not apply to all International Federations, some of which do very well financially and for whom the Olympic television proceeds are simply icing on an already rich cake. But for the smaller International Federations, the Olympic revenues are all that separates them from financial oblivion.

There has been some pressure on the International Olympic Committee (IOC) to expand the programme of the Games to include sports that have an appeal to today's "youth", which has led to inclusion of such sports and disciplines as triathlon, snowboard, snow cross, freestyle skiing, synchronised diving and the like. Whether or not this will have the desired impact remains to be seen, as does the apparent willingness to pander to whatever "youth" may mean.

The IOC has determined to review the Olympic programme following each edition of the Games. The first occasion for such a review followed the Athens Games in 2004 and at the IOC Session held in Singapore in 2005 the sports were voted upon, one-by-one. To remain on the programme, each sport needed 50% plus-one of the votes cast. The outcome was that both baseball and softball did not achieve the required majority and will not, therefore, appear on the programme in 2012. This probably did not cause the shedding of many tears at the London Organising Committee.

The next step in this process was to consider four other sports that had been recommended for inclusion by the IOC Programme Commission:



squash, karate, rugby and golf. Admission to the programme required a two-thirds majority, but none of the new sports achieved this level. It was clear that all those who had favoured baseball and softball would vote against the admission of sports to “replace” them, so the outcome was that the IOC removed two sports and was unable to add any new ones. This has led to a decision to lower the admission threshold to 50% plus-one, but, in the process, to protect the core sports from the regular indignity of being reassessed.

Extraordinarily, the IOC refused to release the voting results regarding each sport to the IOC members. This was the result of pressure from the International Federations, which did not want the information to become public knowledge. Each Federation was entitled to contact the Swiss notary who had the results to find out what was its own outcome. Apparently there were concerns that a low score might have affected their sponsorship arrangements. I believe strongly in secret ballots, but not in keeping the results of those ballots secret. Imagine if we simply announced the outcome of ballots for host cities by saying that the outcome was what it was, but the candidate cities were not allowed to know how many votes they obtained.

RICHARD W. POUND

Comité International Olympique

LES COÛTS D'UNE CANDIDATURE À L'ORGANISATION DES JEUX

L'organisation des Jeux constitue aujourd'hui une énorme entreprise. Les sommes que les villes candidates sont prêtes à investir pour obtenir les Jeux augmentent proportionnellement à la valeur ultime du succès attendu.

Les villes candidates ressentent elles aussi l'embarras que suscitent l'escalade des coûts et la capacité réelle à promouvoir leur candidature comme bon leur semble. Elles ne supportent pas le refus du Comité International Olympique (CIO) de les autoriser à promouvoir leur candidature comme elles l'entendent. Il y a de considérables tensions chaque fois que des candidatures sont en jeu. Par ailleurs, le CIO ne peut pas contrôler toutes les activités des candidates, ce qui vient ajouter aux problèmes.

Une mesure prise par le CIO s'est toutefois révélée efficace, c'est la procédure en deux phases aujourd'hui mise en place. Ce système évite au moins aux villes requérantes éliminées d'engager la totalité des dépenses de la campagne de promotion, surtout lorsqu'il n'y a aucune chance de succès final.

Hosting the Games is now a major undertaking. Cities use the opportunity of being Olympic hosts to accomplish much broader infrastructure upgrades, all necessary or desirable in their own right, but which might not otherwise be achieved on the same schedule. The advantage is that the timing of the Games is known and set in stone. The Opening Ceremony begins at the agreed date and hour – not five minutes later, not a day later, not a month later. Everything must be ready and it must work. The expanded ambitions mean that much greater resources will be deployed in and around the Games and at the required facilities. The economic multipliers for a Summer Games may well be in the tens of billions of dollars. The stakes, therefore, in winning or losing are huge and the competition to host the Games is fierce.

The costs which candidate cities are prepared to invest in obtaining the Games increase in proportion to the ultimate value of the successful outcome. This has become a matter of increasing discomfort to the International Olympic Committee (IOC), in terms of principle, perception by the public and of personal conduct at the level of the IOC members. The latter was made notorious following the revelations of the conduct of certain IOC members arising from the bid by Salt Lake City for the 2002 Olympic Winter Games.

The discomfort regarding costs and the ability to promote their candidacies as they see fit is shared by the candidates, who resent the IOC's refusal to allow them to promote their candidacies in the manner they choose. There are considerable tensions generated each time candidacies are in the field.

The IOC cannot control all of the activities of the candidates, which adds to the problems. It can prevent its own members from visiting the cities. However, when major cities are involved there will inevitably be occasions when members may find themselves in such cities for professional or other reasons. When this happens a personal responsibility on the part of both candidate and member is engaged. The IOC can prevent a candidate's attendance at certain meetings and prohibit visits to IOC members in their countries. It can limit the size and contents of bid books and the costs of promotional materials. In the context of a multi-billion dollar project, this is little more than chicken feed, all of which is resented by the candidates and is an embarrassing perceived commentary on the IOC members.

One step that has been effective, however, is the two-stage process now in place. A city is first an applicant and an assessment is made regarding its readiness and reasonable ability to host the particular Games. For 2012, there were nine applicants, of which five moved on to the candidacy phase and for 2016 there were seven, of which four survived to the candidacy stage. This at least saves the eliminated



applicants from the full expense of the campaign, especially when there is no likelihood of eventual success. By and large, the choices made regarding the cities which are dropped and those which proceed are defensible, although the apparent order of preference in the application phase often leads to raised eyebrows and scratching of heads. To be fair, the same behaviour is often elicited following the report of the Evaluation Commission regarding the candidate cities.

RICHARD W. POUND

Comité International Olympique

RECTIFIER LA MISSION DU CIO

Le Comité International Olympique (CIO) devrait avoir pour mission de susciter un état permanent d'excitation et d'anticipation ainsi que le rêve de participer un jour aux Jeux Olympiques, d'avoir la chance de devenir un champion olympique, de concourir avec les meilleurs athlètes du monde dans une ambiance de fair-play, de paix et d'amitié qui ne trouve son égal dans aucun autre rassemblement sportif.

Créer et encourager la mystique, telle devrait être la tâche du CIO, et non pas s'assurer que les bus partent à l'heure.

Until now, the Olympic Movement has been remarkably resilient. Considering the many hurdles that had to be overcome, the journey from sport as an activity limited to gentlemen of independent means, to an activity that is all but universal, has been accomplished with a minimum of difficulty. The Movement's showpiece Olympic Games have assumed an importance on a world scale that would have been unimaginable to their founders. The paroxysms of world war, political upheaval, boycotts and social revolution have been weathered with comparative ease.

The guiding organisation, the International Olympic Committee (IOC), has relied on three major personalities over the first century of its existence to help it weather the many challenges – some handled more perceptively than others. Coubertin, Brundage and Samaranch have each made essential contributions to the figurative DNA of the Olympic Movement: Coubertin was the founder; Brundage was the glue who held the Movement together in the critical post World War II period; and Samaranch was the person who made the transition from the proverbial kitchen table to the boardrooms of the world. None had a perfect record, but without any one of them in his place and time, there would be no Olympic Movement on its present scale.

The novelty, however, of building something new and exciting has now worn off. There are no new continents to involve. There are no major

countries to recruit. Gender equity (in the sense of numbers of female participants in the Games) has all but been achieved. Television has brought billions of viewers to the Movement. Sport has become a business for many and a commodity for millions. Corruption has infiltrated into many aspects of sport. There is increasing separation between the philosophy and the delivery of sport. More choices exist for more people regarding their leisure time. Many of the traditional sports do not appeal to the younger generations, who neither watch nor participate. Many sports leaders seem blissfully unaware of the gathering storm clouds and of the need for change.

I was struck by a recent comment emanating from the IOC, to the effect that the main responsibility of the IOC was "to organise successful Olympic Games". This is a perfect example of not understanding the role of the IOC. In the first place, the IOC does not organise Olympic Games. That is done by the Organising Committees, with some occasional help and supervision by the IOC, which, to be fair, has learned some things by watching other Organising Committees over the years.

In my opinion, the fundamental job of the IOC is to ensure that hosting and participating in the Olympic Games continue to be something worth doing, that the Games remain the most desirable sports manifestation in the world and every athlete's dream, and that the Games are differentiated from the thousands and thousands of sports events that occur every day.

Confusing the quadrennial organisation of the event and the stuff of dreams is, in my view, the recipe for eventual disaster. The IOC's mission should not be to ensure that the events start on time. Its mission should be to generate a continuing state of excitement and anticipation as well as the dream of one day being at the Olympic Games and having a chance to become Olympic champion, to compete with the finest athletes from the entire world in an atmosphere of fair play, peace and friendship unmatched in any other world gathering.

It is the creation and fostering of the mystique that should be the job of the IOC, not making sure that the buses run on time. The IOC will pay a huge price if it fails to address this matter soon and creatively.



ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

COMMENT FAIRE POUR QUE LES JEUX RESTENT UN ÉVÉNEMENT DE PREMIER ORDRE

J'espère que la simplicité des mots qui vont suivre reflète de manière adéquate l'importance de l'Olympisme : nous devrions rester fidèles aux valeurs olympiques et travailler d'arrache-pied pour faire connaître et promouvoir l'Olympisme.

It is hoped that the simplicity of the following words adequately reflects the importance of Olympism : we should stay loyal to the Olympic values and work hard to identify and promote Olympism.

ALEXANDER RATNER

Commission du CIO • Commission de presse

LES DIFFICULTÉS DE LA RÉALITÉ

Bon nombre de facteurs ternissent l'image de ce qui devrait être la plus grande manifestation sportive du monde : les Jeux Olympiques. Cette contribution examinera de plus près certains de ces facteurs ainsi que leur impact sur la perception des Jeux par le public.

Il y a de nombreuses difficultés à surmonter, notamment : 1) la révision des résultats officiels une fois les compétitions terminées ; 2) le changement de nationalité d'un trop grand nombre d'athlètes célèbres ; 3) le juste milieu entre le principe de l'universalité et la participation des meilleurs athlètes ; 4) les villes hôtes qui modifient le concept des Jeux initialement présenté dans leur candidature ; et 5) la procédure de vote pour sélectionner la ville hôte des Jeux.

Cette contribution fait des recommandations et suggestions pratiques.

There are many factors that undermine the image of what should be the world's premier sporting event: the Olympic Games. This contribution will look more closely at some of these factors and its impact on the public's perception of the Games.

One major challenge is the revision of the official results after competitions have concluded. In recent years this happened as a consequence of subjective refereeing or as a result of delayed doping-control. Both

do not add credibility to the Games. Spectators at the stadiums and viewers all over the world must be sure that the outcome of competitions will not be changed.

The International Olympic Committee (IOC) President spoke about this particular challenge in an interview at the end of 2008. He outlined progress in the fight against doping and biased refereeing during the recent years. In relation to the former the IOC President mentioned the following developments: an increase in the number of doping tests including those taken during the training period; police assistance at the 2006 Games; the readiness to ban any athlete who has been suspended for six months or longer from the Games.

The President also mentioned additional measures taken by the IOC such as the analyses of samples collected during the Games. While the IOC is following through on its zero-tolerance policy against doping, it nevertheless puts into doubt the real value of past competitions. A case in point is the suspension of three medal winners after the Games in Beijing. What happens if this number grows considerably in the next 2 to 3 years?

In relation to the problem of refereeing the IOC President recalled the figure skating tournament in Salt Lake City. While it is necessary to take measures against biased refereeing, more must be done to guarantee that the results will not be changed after competitions have concluded.

Another factor undermining the credibility of the Olympic Games is the change in nationality of many athletes. It is understandable that people get married, divorced or change nationalities on account of certain geopolitical events. However, in recent years we have seen how rich countries easily grant their nationality to well-known athletes from poor countries in order for them to take part in the Games. Is this not cheating?

The balance between the principle of universality and participation of the best athletes requires further attention. Practically all sports have quotas for participating athletes and complicated qualification systems. Some sports are even excluded from the Olympic programme because they cannot guarantee participation of the best athletes. At the same time there are many participants that come to the Games for reasons of quantity and not quality. This also undermines the value of the Games as a premier sports event.

I would now like to draw attention to the challenges in the selection of host cities for the Games. Host cities have nearly always made changes to some competition sites or introduced infrastructural improvements after obtaining the right to stage the Games. When these changes affect the original concept presented in the bid, does this not spoil the perception of the Games as a premier event? Would these changes have affected the outcome of the voting at the IOC Session? And how can



we ensure that candidate cities that lost the bid will not take the matter to court in case the winning city starts to propose changes that affect the original concept?

Finally, some words on the voting procedure. Electronic voting, of course, is modern and quick. But it puts into question the outcome. This is not because somebody may think about pre-programming the result but simply because there are too many different buttons to press and IOC members might be confused. Traditional voting with paper ballots is more credible even if the ballots remain anonymous. Moreover, the public opinion would always be sure of the exact numbers and that each IOC member gave his or her voice in favour of the right city. With 110-115 members, 3 or 4 rounds of voting will not take long, and will have a 100% guarantee of certainty.

In conclusion I would like to suggest some recommendations that might help to maintain the perception of the Olympic Games as a premier event in the world of sports.

1. In no case should the official results of the Games be changed after the medals are awarded or at least after the Closing ceremony. Athletes who test positive for drug use should be excluded from the Games. These results must be obtained quickly and reliably during the Games.
2. Change of nationality rules should be strengthened. Athletes who have won medals at the Olympic Games or World Championships representing one country should be allowed to represent another country at the Games only in exceptional and well-justified cases.
3. Organisers should differentiate between participating in the Games and participating in the competitions themselves. The former category would include participants taking part in the Opening and Closing ceremonies and other official activities representing their countries. Thus, it will be possible to better combine the principle of universality by ensuring the participation of only the best athletes in the Olympic competitions.
4. Host cities should not be allowed to propose changes to sports venues and infrastructure that affect the original concept of the Games presented during the IOC Session. If these changes are the only way to save the Games, the IOC should place financial sanctions on the organisers.
5. The voting procedure to elect the Host City of the Games should be conducted through paper ballots. In the first round of voting, the Electoral Commission should include one IOC member from each country that has put forward a candidate city, and those who are still not entitled to vote in the next rounds.

CRAIG REEDIE

Comité International Olympique

LE RÔLE DU PROGRAMME OLYMPIQUE

La révision du programme olympique fait partie des responsabilités mentionnées dans la Charte olympique. Dans un monde en perpétuelle évolution, il peut s'avérer nécessaire de prendre en considération toute une série de facteurs parmi lesquels: 1) le nombre de sports inscrits au programme olympique; 2) la souplesse du programme et la possibilité d'y inclure régulièrement différents sports; 3) la possibilité de donner aux villes candidates le droit de faire des propositions; 4) l'examen des épreuves et disciplines actuellement au programme; et 5) la révision du système financier.

Ce faisant, il faudra définir les partenaires qui sont véritablement prioritaires lors de cette révision.

Il est quasiment certain que seul un consensus permettra de parvenir à un résultat, mais un débat est nécessaire.

In an ever-changing world, the Olympic Games programme must be a major contributing factor in the overall aim of maintaining the Games as a premier event. In particular it is necessary to consider how the programme could be changed or modernised to achieve this aim. This contribution will discuss a range of options for the Summer Games.

The present Olympic Charter :

- provides for 25 core sports and a maximum of 28 sports to be included in the Olympic programme;
- gives the International Olympic Committee (IOC) Session the power to review and decide the final composition of sports to be included in the Olympic programme;
- permits the Executive Board to put forward proposals to the IOC Session regarding the disciplines and events for inclusion in the Olympic programme;
- allows for the participation of a maximum of 10,500 athletes.

The IOC reviews the programme after each edition of any Olympic Games.

There are a number of questions that may be considered in relation to the current regulations governing the Olympic programme :



1. Is 28 an optimum number of sports for the Olympic programme ?
2. Should there be a larger number of “Olympic programme Sports” with only a certain number included in the actual programme depending on the popularity of that sport in the Host City ?
3. Should there be a form of “parachute” financial payment given to those sports not included in the final programme ?
4. Should Candidate Cities be allowed to bid for the inclusion of a sport that reflects the local choice ?
5. Is there a need to examine the complete list of disciplines and events to allow for the possible inclusion of more sports ?

Before embarking on any such major structural review it may be necessary to debate the priorities to be given to any particular group(s) of stakeholders as listed in the background to this sub-theme.

It is argued that greater priority should be given to athletes, spectators, media and members of the public. However, there should also be an overall understanding of the interests of commercial partners.

If the programme is to be revised, it is important to consider if this revision should serve the interests of:

- the athletes and from how many sports ;
- the television viewers and from which particular age group ;
- the written media whose obligations are mainly national ;
- the spectators and the public whose appreciation and admiration of the Games is essential to maintaining the importance of the Olympic Games in the future.

The result will almost certainly have to be arrived at through consensus but the debate is necessary.

FRANCESCO RICCI BITTI

ITF – Fédération Internationale de Tennis

AMÉLIORER L'EXPÉRIENCE OLYMPIQUE POUR LES COMPOSANTES CLÉS

Dans un climat économique et politique où chaque sport, qu'il soit olympique ou non, doit lutter pour conserver sa crédibilité et décrocher des parrainages, il est important d'examiner les procédures de fonctionnement pour chaque édition des Jeux afin de voir où apporter des améliorations. De cette manière, l'expérience olympique continuera d'être positive pour toutes les composantes et permettra de se protéger en prévision de périodes difficiles.

La Fédération Internationale de Tennis (ITF) a identifié trois problèmes pour les Fédérations Internationales (FI): la procédure de qualification pour les athlètes, la gestion des zones réservées à la famille olympique, et l'accréditation des personnalités des fédérations nationales.

INTRODUCTION

In an economic and political climate where every sport, Olympic or not, must compete for credibility and sponsorship, it is important that the International Olympic Committee (IOC) examines operating procedures for each Games to see where improvements can be made. In this way, the Olympic experience will continue to be a positive one for every constituency and hedge itself against challenging times.

The International Tennis Federation (ITF) would like to suggest areas – not just from an International Federation (IF) perspective – where we feel changes can be made to enhance the Games. If it is to remain the benchmark for athletic competition, then it may be necessary for the Olympic Games to vary from traditional practice in order to maintain its status. In the current economy, for sporting events to succeed, they must embrace new ideas and take an innovative approach to every aspect of their operation. This is also true of the Olympic Games.

The ITF has identified three problem areas for International Federations: the qualification procedure for athletes; the management of Olympic Family areas; and the accreditation for National Federation VIPs. Each will be addressed separately.

QUALIFICATION PROCEDURE FOR ATHLETES

The ITF believes that there must be only one standard, per sport, for athletes to qualify for the Olympic Games. This is fair to the athletes



who want to compete in the Games, to the media who cover it and the spectators who purchase tickets for competitions. International Federations (IFs) are required to agree on qualification criteria for each Olympic Games with the IOC. However, these criteria are not always respected by some National Olympic Committees (NOCs). The IOC itself is the only body able to take leadership on this matter. It must recognise that it is not in the long-term interest of the Olympic Games for an IF to be taken before the Court of Arbitration for Sport (CAS), by a NOC, to defend a qualification process that the IOC has agreed to in the first place. The ITF believes that this is an embarrassment for the Olympic Games as well as the IF, that must function for all but two weeks of every Olympiad with its athletes and National Federations.

While conceding that NOCs are intrinsic to the organisation of the Olympic Games, it is equally true that they may not have the necessary expertise to evaluate the ability of an athlete to perform at the Olympic Games. This expertise resides with the National Federations (NFs) who identify, develop, train and maintain athletes from junior through professional stages and prepare them to represent their country in team competitions and the Olympic Games. In addition, it is the ITF's view that it is contrary to the Olympic spirit to discriminate against an athlete who, having qualified by an international standard, is judged nationally as unable to achieve a medal and therefore denied entry to the Games. Since it is in the interests of all parties to have the best athletes compete at every Olympic Games, the IOC must take strong action to harmonise the positions of the NOCs and IFs and to consider the specificity of each sport in this most international of competitions, the Olympic Games.

OLYMPIC FAMILY AND PROTOCOL

The ITF believes that every IF must not only be consulted but also deputised to manage the key Olympic Family areas at its venue. While fully appreciating the experience of the IOC in this regard, it is the IF that is vulnerable when these areas do not function properly. The ITF believes that most IFs also have considerable expertise in the quality management of these areas at their World Championships. It is, therefore, in the interests of the IF and the Olympic Games for the Olympic Family areas to be managed similarly or at a higher standard than IF World Championships. The IF President and his senior team are considered by most guests to be the hosts of Olympic Family areas at their sport's venue. However, in the current system, the IF is not given enough authority to affect change when problems arise and sometimes decisions are taken on agreement between the IOC and the OCOG without informing or involving the IF (such as assigning a sport "Primary Event Access"). Working together as a team with the IOC and the Organising Committees of the Olympic Games (OCOG) on plans and implementation for Olympic Family areas is in the best interests of all concerned. It is important for this teamwork to start at the planning stage and for the IF to have a person with authority on site.

ACCREDITATION FOR NATIONAL FEDERATIONS

National Federation Presidents and VIPs are a category of stakeholders who do not receive accreditation priority. The National Federations develop athletes who are then entered by their National Olympic Committees using qualification criteria from the IF. However, the granting of accreditation for key NF personnel remains at the discretion of each NOC. The ITF proposes that each National Federation with athletes in the Olympic Games automatically be given full accreditation by their respective National Olympic Committee for that sport. This should be given to the President and one guest with consideration given to additional accreditations for other NF VIPs. The IOC should act to ensure that consistent procedures for the accreditation for National Federation Presidents and VIPs are applied across all NOCs so that embarrassing on-site situations of inconsistent treatment from nation to nation, can be avoided at future Olympic Games.

CONCLUSIONS

There are many other areas where the IFs can work closely with the IOC, NOCs and OCOGs to improve and enhance the Olympic experience. This includes, but is not limited to, accreditation for an athlete's family and coach, media facilities and spectator facilities. The ITF is certain that every IF would be happy to collaborate on these issues. However the three areas defined above are, in our view, intrinsic to the successful operation of the Games and the overall Olympic experience for athletes and Olympic Family. We hope that these improvements will be considered as soon as London 2012.

HARVEY W. SCHILLER

FI reconnue • IBAF – International Baseball Federation

PRÉSERVER LA RAISON D'ÊTRE DU MOUVEMENT OLYMPIQUE

Le Mouvement olympique inscrit habituellement au programme des Jeux des sports qui sont pratiqués dans la société actuelle. Toutefois, les critères utilisés pour le maintien des sports au programme olympique fluctuent et font souvent, à ce titre, l'objet de critiques.

Les diffuseurs et les sponsors ont souvent pressé les dirigeants du Comité International Olympique (CIO) de faire en sorte que les sports figurant au programme répondent aux besoins de leurs clients. La gageure aujourd'hui consiste à reconnaître la valeur de la tradition tout en préservant la raison d'être du Mouvement olympique.



The word “relevant” is defined as “having a bearing on or connection to the matter at hand”.

How then does the Olympic Movement stay relevant in today’s society and its ever-changing environment? The goal seems unattainable when we consider cultural, ethnic, political and other dimensions.

From a broadcaster’s view, a sport is relevant when it is considered to be in line with viewer interest and generates financial gain. A sponsor cares about the sales of its product through image or direct sales return. No sport, in spite of its federation’s claims, can maintain true universality or relevance.

The International Olympic Committee (IOC) Programme Commission has listed “the long-term development/viability” as a consideration for a sport’s inclusion on the Olympic programme.

How then does one ensure that a sport – currently “relevant” to a particular population base – remains viable? Can one guarantee that a modern sport will bring public and media interest in the years to come? This is a particularly interesting question given the manner in which modern technology has changed our society.

I suggest that there should be a minimum barrier of entry when considering the relevance of a sport. As such, consideration should be given to economics, social acceptance and simplicity as a way of ensuring a sport remains relevant. Sports that are practised on the field and provide the spectator with an “experience” before, during, and after the event, will best meet the test of relevance. After all, the Olympic Games experience must leave each and every attendee with a feeling of satisfaction.

MARTON SIMITSEK

COJO • Athènes 2004

MAINTENIR LA VALEUR DES JEUX OLYMPIQUES

Les Jeux Olympiques sont le premier événement sportif du monde car ils rassemblent les meilleurs athlètes qui concourent dans un environnement prônant les valeurs de fair-play, de solidarité, de paix et d’amitié.

Pourtant, les paramètres relatifs à l’organisation des Jeux sont de plus en plus grands et complexes. Chaque ville et chaque pays s’efforcent de donner la meilleure image sur la scène mondiale par le biais d’une organisation réussie de l’événement. Toutefois, cela conduit à des décisions sur le plan de l’organisation qui rendent plus tard les Jeux trop gigantesques.

Ce qui devrait être un événement de premier ordre risque de devenir un événement grandiose, ce qui décourage les candidatures, engendre des antagonismes culturels et affecte de manière négative l’image du Mouvement olympique.

Afin de préserver l’image des Jeux, nous devons nous débarrasser des excès qui ne remplissent pas les objectifs olympiques. Cela peut se faire en précisant et en séparant les obligations en termes d’organisation des attentes et des aspirations et en les rendant explicites pour toutes les parties concernées.

There are two key factors that make the Olympic Games a premier sporting event: 1) the best athletes from around the world come together to participate; and 2) they compete in a context that promotes the values of fair play, solidarity, peace and friendship. These are recognised as universal human values that transcend time and culture.

On account of these parameters, the Games are an ideal forum for the Host City (and country) to demonstrate, to the world, its own contribution to athletic excellence and fundamental human ideals. The city contributes, of course, through its own very specific culture and history. This contribution to the organisation of the Olympic Games enriches and ensures their continuity as a global premier event.

In recent decades, the organisational parameters of the Games have increasingly become bigger and more complex. Their flawless organisation has become a challenge for any city. Each city and country strives to impress its image on the world scene through the successful organisation of the event. However, this leads to organisational decisions that further oversize the Games. Bigger and grander sports venues, other lavish facilities and an extravagant level of services for stakeholders, lead to increasingly costly investments, not always with well-secured legacy prospects.

Arguably, the “oversize” of the Olympic Games is the result of its success as the world’s foremost sporting event and of continued effort by all involved to achieve excellence at all levels. However, it also entails the following risks for the future of the Games in terms of its image and expectations:

- Cities of smaller and economically less prosperous nations may be discouraged from bidding, fearing organisational failure if the size of the investment is not high enough. Worse, they may be excluded de facto.
- There seems to be an underlying element of competitiveness between host cities and countries in terms of who organised “better Games”. The cultural diversity which is at the core of the Olympic Movement’s contribution to civilisation risks turning into cultural antagonism.



- The image that a given Host City or country chooses to project to the world during the Games increasingly drives organisational decisions, which in turn impact the image of the Games themselves.

On the whole, there is the risk – if not already the trend – that instead of adapting the organisational aspects of the Games to the cultural specificities of each host, each host will use the organisational parameters of the Games to upgrade its international image.

It is inevitable that the greater the means, the better the result. But which result and for whom? What should be a “premier event” risks becoming a “grandiose event”, which is not in accordance with the values that have given birth to, revived and sustained the Olympic Movement since ancient times. Nor is it likely that it will sustain it over time.

The way forward should be to specify and separate the organisational requirements from any other expectations or aspirations, and to make this explicit to all involved. This must be the task and responsibility of the International Olympic Committee, through a dedicated, expert task force that would undertake to study in detail the issues at stake and propose concrete measures. To this end, it is necessary to:

- study the technical requirements and recommend measures for “affordable” Games;
- develop means for Host Cities and Organising Committees to rationalise the management of the Games;
- regulate the stakeholders’ demands vis-à-vis the Organising Committees;
- undertake an expert study of the public’s perception of the Games and, based on its substantiated results, define the actions that will continue to uphold the Olympic values for future generations.

We need to safeguard the image of an Olympic Games that belong to humanity. We need to welcome and encourage cultural diversity in order to enrich the organisation of the event, but remove excesses that do not meet Olympic objectives or that jeopardise the image of the Games. This is the way forward to uphold the Games’ status as the worldwide premier sports event.

LUZENG SONG

CHN – Chinese Olympic Committee

COMMENT FAIRE POUR QUE LES JEUX DEMEURENT DE PREMIER PLAN ?

Pour que les Jeux Olympiques demeurent une manifestation de premier plan, il est indispensable d’étudier d’abord les divers types de manifestations sportives internationales en vue d’améliorer la gestion des activités de la famille olympique internationale. Un système devra être mis en place qui unifie la responsabilité, les droits et obligations de tous les partenaires. Il faut aussi:

- 1. renforcer l’intervention de la culture internationale et enrichir modérément la connotation du système idéologique olympique;**
- 2. établir des mécanismes de contrôle des manifestations sportives internationales et respecter les sports régionaux et traditionnels.**
- 3. prévenir un développement commercial excessif, et se garder des effets négatifs des interférences politiques.**

1. To study the various types of international sporting events and to monitor the basic situation and characteristics of their development regularly

A large number of new sports events are out of the control of the IOC and some new projects and events are constantly evolving, although there are 64 International Federations in charge of the IOC. The IOC should be highly concerned about the trends of those important events in order to keep its leadership in the world. For example, a number of commercial events as well as transnational professional tournament and the four major U.S. professional sports leagues must be considered. Although these events are unlikely to impact on the leader status of the Olympic Games directly, some strategies such as the disturbance of social resources, the social attention, the sales of the television rights and the expansion of the community are worth the attention of Olympic Games organisers. The practice of absorbing the sports programme from a number of high-impact projects has proved insufficient to ensure that the Olympic Games are the world’s premier event. It makes great sense for the Olympic Games to learn something from this operating area.

2. To improve the management of the international Olympic family and to establish a system in which responsibility, rights and obligations are unified



The number of people who have an interest in the Olympic Games increases with the expansion of the Olympic Games as to the types of organisations involved in the Olympic Games. In this case, the unity of the Olympic family is essential. The management of the FIFA, the ITF, IAAF and other big sports federations will determine the fate of the Olympic Games in the future. Although asking these organisations to accord with the International Olympic Committee “gathering of the world’s most elite athletes in the Olympic Games” in a short period cannot work; it is necessary to pay close attention to these changes in international organisations, and to collaborate to promote their responsibility, rights and obligations and to avoid conflicts.

3. To strengthen the intervention of the international culture and to enrich the connotation of the Olympic ideological system

The ideological system of the Olympic Movement has centred on Olympism. The explanation of the Olympic aim, Olympic Ideal, Olympic spirit and Olympic motto has not changed. There are many new ideological trends and some cities and countries that have hosted the Olympic Games have excavated much from the new Olympic spirit resources.

For example there are five kinds of spirit (Patriotic spirit, enterprising spirit, professional dedication spirit, initiative spirit, teamwork spirit), which can enrich the Olympic spirit of the Olympic Charter. So the Olympic Games can be combined with the international community and the culture of sport. It can also put a new element into the explanation of the original ideological system, which will allow the Olympic Movement and the international ideological trend to combine together to keep up with contemporary thought.

4. To establish the control mechanisms of the world’s sporting events and to respect traditional and regional sports

There are still some contradictions between the traditional events and new ones, just like between strong events and weak ones. Though the schedule of The World Games appears to be stable and reasonable, it also contains a certain degree of a power struggle.

Some strong events do not want to make way for the Olympic Games. In the long term it is not conducive to keep the Olympic Games a premier world event. For example, the International Olympic Committee makes a July-August timetable for the candidate cities eight years before the Games. It appears to respect the traditional order of the international sporting events while keeping the rights of the city which want to host the Olympic Games. For example, Doha bid to host the 2016 Olympic Games during December, which is outside of the regular timetable for the Olympic Games. In fact, the Games could have been held in December if the enthusiasm of holding regional and national events was respected. The 1964, 1988 and 2000 Summer Olympic Games

were not held in July-August. Of course, a certain space should remain to accommodate all ethnic and regional traditional sports in the entire schedule of international events. This is one option to respect the multi-sports culture.

5. To prevent excessive commercial development, to guard against the negative effects of political interference and to strive to keep Olympic Games a premier world event

As a non-profit, termless international agency, the International Olympic Committee should not be controlled by business, media or political groups. The Olympic Games can be completely self-sufficient if it uses its economic and political resources reasonably and effectively and without being disturbed badly. This has been proven by development experience and lessons of more than 100 years of Olympic Games history. It is also supported by the general logic of the development of international cultural activities.

At present, the International Olympic Committee should prevent the loss of the human spirit as a result of excessive commercial exploitation and it is necessary to guard against the negative effects of political interference to avoid being exploited by political groups. For example, it must be careful in the set-up and adjustment in the Olympic Games in order to prevent manipulation by television business groups. It is also important to stay fair and non-political in the Olympic host city selection.

Note: This contribution has been submitted on behalf of Yi Jiandong (Beijing Sport University).

PETROS SYNADINOS

GRE – Comité Olympique Hellénique

COMMENT FAIRE POUR QUE LES JEUX DEMEURENT DE PREMIER PLAN ?

Les Jeux Olympiques ont été rénovés et non pas fondés au XIX^e siècle, précisément du fait primordial que leur rôle est unique. Des expositions internationales, des manifestations culturelles majeures et même la formation de sports de masse et d’organisations d’athlétisme existaient déjà. Mais à tout cela manquait le point de référence souverain : l’unicité.

Les Jeux Olympiques modernes attirent l’intérêt du monde entier. Ils constituent une manifestation exceptionnellement renommée dans l’océan des activités et des informations actuelles qui aspirent à une reconnaissance mondiale. Ils ont aussi remporté la bataille de la technologie sans perdre de leur attractivité.



L'unicité des Jeux Olympiques, dont le but est finalement l'amélioration de l'expérience olympique d'une vie, ne doit pas manquer de nous préoccuper notamment à un âge où, en dépit de la crise économique, la génétique et autres technologies en sont à un stade de rapide développement dans tous les domaines.

The Olympic Games were revived and not founded in the late 19th century, precisely because their uniqueness played a very major role. There were already international exhibitions, major cultural events, even the formation of mass sports and athletic organisations. But all these lacked the sovereign point of reference : uniqueness.

Since their revival in 1896, the modern Olympic Games have followed in the footsteps of their ancient counterpart but have also differentiated themselves from it, chiefly in terms of their geographical scope and their correlation with the economic life of the modern age.

This was achieved by communication. The modern Olympic Games attract world interest and they constitute an exceptionally well-known event in today's ocean of activities and information, which are seeking worldwide recognition. They have also won the battle with technology, without losing their attractiveness.

Although there have been many achievements there have also been losses, naturally enough. The gigantism of the Games, the need for the complete installation and functioning every four years of an entirely new urban infrastructure, has brought with it the need for the concentration and management of investments, which have to be materialised in a very short period of time, in a very small area, and afterwards a way has to be found of paying them off.

Today, we are at a crossroads and there are many issues that need to be discussed. These issues include :

1. Structural renewal : The Salt Lake City scandal shocked the Olympic community and produced a series of reviews, new rules and hard thinking from the International Olympic Committee (IOC).
2. The Olympic Truce : The IOC has had the courage in the past to isolate state aggressiveness. Nevertheless, it has not proved possible for the noble principle of the Olympic Truce to be put into action effectively.
3. Human rights : The two-way political intervention on the issue of human rights in Tibet showed very clearly the inability of the Olympic Family to convince the public that it is capable of overcoming a political conflict, which involves human rights.

4. The problem of poor countries : The question arises as to why an African city or country is not "favoured", either in the immediate or more distant future, as a venue for the Olympic Games.
5. The ever-increasing demands for investments : I would estimate that this will prove catastrophic for the world prestige of the Games.
6. The environment : As Beijing showed convincingly this third pillar of Olympism cannot be supported by strategic and short-term planning alone.
7. Culture : The second pillar of Olympism is not without its problems. Although the Olympic Family gained by the introduction of the opening and closing ceremonies of the Games, it should not blind us to the fact that cultural events, generally, fall far behind the original objectives of the Olympic Idea.
8. Gigantism : The issue of gigantism is a consequence of competition. The IOC is under pressure from the cities, states, and International Sports Federations for an increase in their executive role, for an extension of the duration of the Games and for an even greater improvement in sports infrastructures.

In the end, for whom are the Games held ? As the situation has taken shape today, it seems there is increasing pressure to increase and develop a super-mechanism for the management of the Olympic Idea, which, however, remains one-sided.

The IOC must undertake many initiatives, since its responsibility remains great, and the efforts of so many decades of the modern period should not be undermined. The needs and the principles of the Olympic Movement must take priority. Without this legitimate basis, the Games will be in serious danger.

THE PROPOSAL

We, as Greeks, have the moral right to propose a world debate on the future of the Olympic Games. We have an obligation to entrust to the IOC and to the committees of "sages" who have been put in that position by world recognition, to investigate, discuss, and propose the best possible solutions on each of the issues, which I have spoken of above.

The best representatives of the world community, in each field of knowledge, art, sport and the economy, should be invited to a creative exchange of ideas. This invitation should not leave out distinguished representatives of medicine, philosophy, and political science nor those



pioneering people who have changed the spirit of business enterprise in the last 20 years.

They can choose from scores of thoughts and memoranda, which have from time to time been lodged on the Olympic Games. A revival of the original spirit of the Olympic Games seems to me the most attractive management solution.

The thinking on these problems is varied and has resulted in some ground-breaking ideas. The following have been proposed at various times:

- Thinking should start from scratch, and should be more tied up with the “authenticity” of the ancient Olympic Games.
- Olympic records should be zeroed, and a new basis of grading and evaluation should be started.
- An Olympic grand prix should be (re-)introduced in all areas of the modern cultural process.
- The number of events, disciplines, athletes and coaches should be re-defined.
- New criteria regarding the prolongation of the Games (within the same year) and the undertaking of the organisation by more than one city from different states, based on the model of world football, should be introduced.
- Stricter rules on principles of sustainable development, protection of the environment and a time period for holding the Games, among other things, should be instituted.
- The Olympic Solidarity Institution, under the auspices of the IOC, should be broadened and/or transformed into a Universal Fund (supported by sponsors, private financing institutes, nations) aiming to bring about the development of sport and infrastructures in under-developed countries.

In any event, special issues, such as the phenomena of over-professionalism, doping, mild development and technical assistance to candidate cities should be permanently documented through an ongoing reference base, so that those attending the IOC and its bodies would have updated information on each issue, on a constant basis.

This uniqueness of the Olympic Games – its final aim being the enhancement of a composite Olympic life experience – must be of concern to us especially in an age where, in spite of the economic crisis, genetic and other technologies are at a stage of rapid development in every field.

CHING-KUO WU

AIBA – Association Internationale de Boxe

BOXE FÉMININE AU PROGRAMME OLYMPIQUE

L'Association Internationale de Boxe (AIBA) souhaiterait faire inscrire la boxe féminine au programme des Jeux Olympiques de 2012 à Londres. Cette proposition est pertinente avec la mission et le rôle du Comité International Olympique (CIO) tels que stipulés dans la Charte olympique, à savoir «encourager et soutenir la promotion des femmes dans le sport, à tous les niveaux et dans toutes les structures, dans le but de mettre en œuvre le principe de l'égalité entre hommes et femmes».

Since the first Olympic Games in 1896, which was limited only to men, the participation of women in the Olympic Movement at all levels has changed considerably. The International Olympic Committee (IOC) in particular has encouraged International Federations to develop and to increase the number of women participating in the Olympic Games.

AIBA's efforts to promote women's boxing represent the values of modern society worldwide. Women's boxing was officially accepted under AIBA in 1994 with the aim of raising awareness of the need to ensure strict equality between men and women. Today it is widely practised in over 120 countries and on five continents. World Championships in women's boxing were organised in 2001, 2002, 2005, 2006 and 2008, and the number of countries and participants has been growing steadily. AIBA has also undertaken extensive studies and invested in the safety of boxing for women. The most recent studies confirm that women's boxing under the AIBA rules is safer than many other Olympic sports.

The IOC has constantly played a complementary role to enhance women's participation in sport at all levels, especially in the last decades with a view to strictly applying the principle of equality between men and women. However, since the Olympic Games in 2004, boxing is the only sport that excludes women.

AIBA has undertaken all efforts to comply with IOC prerequisites for the inclusion of women's boxing in the Olympic programme, and is consequently requesting the application of the principle of equality between men and women in the Olympic Games.



CHING-KUO WU

AIBA – Association Internationale de Boxe

LE RÔLE DES FI DANS LE CHOIX DES SITES OLYMPIQUES

Les Fédérations Internationales (FI) de sports sont à la base du Mouvement olympique. Les Jeux Olympiques constituent l'apogée pour toutes les FI. Le succès sportif et commercial des Jeux est essentiel pour le bien-être, la promotion et le développement futur de chaque sport olympique.

Les FI ont aussi besoin de jouer un rôle principal dans la définition des critères de sélection pour le choix des sites olympiques.

The International Sport Federations are the fundamental basis of the Olympic Movement. The Olympic Games is the climax of a four-year cycle for all International Federations (IFs). The sporting and commercial success of the Olympic Games is vital for the well-being, promotion and future development of each Olympic sport.

Therefore the selection of the venue of the Olympic Games has a crucial impact on the future progression of the IFs. Consequently it is important that the International Olympic Sport Federations have a more decisive and leading role, not only in the election of the next Olympic City, but also in the selection process.

IFs also need a principal role in defining the selection criteria for the choice of Olympic venues. This involvement should not be limited to only the technical aspects. Test events organised before the Olympic Games are key to ensuring the legacy of the Olympic Cities and the use of these facilities, promoting sustainable development of sport in the respective region in the future.

PROPOSITIONS

The International Boxing Association (AIBA) proposes that the fundamental interests of the International Federations are reflected in the bidding and selection process as well as in the application requirements for each Olympic candidate. In particular there is a need for:

1. Stronger and permanent representation of IFs in the International Olympic Committee (IOC) candidate city evaluation committees;
2. Candidate cities to present a long-term (legacy) plan, not limited to just the general use of the sports facilities, but also the future bid for international events organised by the IFs before and especially after the Olympic Games. These plans have to be endorsed by the IFs although the allocation of the international events remains at the IF's discretion and depends on its bidding and selection process.



LES VALEURS OLYMPIQUES

SHAHID ALI

Comité International Olympique

LES VALEURS OLYMPIQUES

Les politiques menées tour à tour par le Comité International Olympique (CIO) ont eu généralement un effet favorable sur la promotion des Jeux et l'intérêt qu'ils suscitent dans le monde. Cet intérêt ne devrait pas fléchir à moins d'un bouleversement radical dans l'ordre du monde. Tant que le Mouvement olympique s'en tient à la lettre et à l'esprit de la Charte olympique, et que les Jeux offrent la perspective d'une saine compétition et d'une ambiance riche de culture et de spectacle, ils continueront à être la plus grande et la plus fascinante manifestation mondiale.

Due to the assiduous efforts of their founder, Baron Pierre de Coubertin, the Olympic Games have evolved from their modest beginning into the largest regularly staged event. This has catapulted the Games into the category of a premier global event.

One criterion for assessing the impact of the Olympiads is to consider the way in which the Olympic Movement acts to ensure that the Games remain a premier event.

The Olympic Movement is governed by the Olympic Charter, which elucidates the rules for the International Olympic Committee (IOC). The members of the IOC represent the organisation in their respective countries. They, along with the International Federations and the National Olympic Committees, constitute a concerted impulse to organise world sports under the rubric of the Olympic Movement. Together, all the constituents of the Olympic Movement serve to reinforce public perception of the importance of the Olympic Games.

A second criterion that is fulfilled when judging the Olympic Games as a premier global event is nationalistic pride. In any given country, its people focus on the performance of their national teams at the Games. It is an interest that is encouraged and facilitated by the media, which brings the Games into every drawing room, as it were.

The extensive coverage by the media is itself testimony to the global interest the Olympiads generate. It has been estimated that at the 2004 Olympic Games in Athens, 44,000 hours of television were relayed to a potential audience of 4 billion people in about 160 countries.

The above factors indicate that the IOC's policies have been generally conducive to the promotion of the Games and to sustaining global interest. It is not expected that this interest will wane, unless there is a cataclysmic jolt to the world order. As long as the Olympic Movement adheres to the Olympic Charter in letter and spirit, and the Games provide an opportunity for healthy competition and an ambience replete with culture and spectacle, they will continue to be a riveting, premier global event.

A factor which will continue to reinforce this status is the universality of the Olympiads. Sports people from all nations are invited to participate. Also, contrary to the ancient Games, which were confined to Athens, the modern Olympiads are held in any candidate country, which best fulfils the IOC rules. In this sense, one may say that the Olympic Games belong to the world. The IOC strives to promote universality by including those sports in the Olympiads that are played in a maximum number of countries. Furthermore, the structure of the Olympic Movement, through the concatenation of its various arms, namely the IOC, the International Federations and the National Olympic Committees, all disseminate the universal message of the Olympic Charter. Their coordination promotes an elevated degree of commonality and fraternisation in world sports.

It is sometimes argued that the spirit of universality is vitiated by fierce nationalistic competitiveness, because individuals participate under their respective flags. But then, consider this: within a single nation, individuals with conflicting interests exist. Yet, in the ultimate analysis, they conceptually and practically coalesce to form one people and one state. Similarly, the Olympic Games provide the opportunity for sportspeople from across the world to gather together, and despite nationalistic competitiveness, to discover the universal goals to which mankind aspires and, in the ultimate analysis, welds us together as humankind.

It has also been said that the principle of universality is adversely impacted by the discrepancies that prevail between the advantaged and disadvantaged nations. But that is an argument that would only apply to levels of expertise and excellence. The universal message of the Games is that it is not whether you win or lose, but how you play the game. And the fact is that all countries do endeavour to participate and be a part of the celebration of sports at a global level. Participating in the Olympiads is a dream and inspiration shared by a boy running barefoot in the highlands and on the beaches of a developing country as well as the boy who is nurtured in the most advantageous of conditions.

When Baron Pierre de Coubertin conceived of a rebirth of the Olympic Games, he did not intend it to be a morally vacuous exercise in physical superiority. His afflatus was, of course, the ancient Olympiads, which were elevated beyond mere physical competition. In fact, during the Athenian Games, an *ekecheiria*, or truce, was declared between the



participating states. That was the level of consideration accorded to the event. The modern Games seek to provide an opportunity for individual sportspeople to strive on a level playing field and in a congenial atmosphere to achieve the Olympic goals of "Citius, Altius, Fortius". In endeavouring to encourage universality, the Games emphasise the aspects of human cohesion instead of divisiveness which, in turn, are elements that promote world peace. In one of his speeches, Kofi Annan, former Secretary General of the United Nations, stated, "Olympic ideals are also United Nations ideals: tolerance, equality, fair play and, most of all, peace."

Incontrovertibly, the world is still riven by hostility, aggression and warfare. The Olympic Movement and the IOC scarcely have the power to counteract the worst excesses of nationalistic aggressiveness. But then, in history, no single entity has ever incorporated that overarching power. And, after all, the Olympic Movement is part of the Zeitgeist. But, it has striven through the ideals it espouses to mitigate negative elements, in the national and international spheres, on a practical level through bans and moral pressure. What is irrefutable is that the Olympic Movement and the Games have concertedly and unremittently provided the opportunity for that aspect of the human nous which yearns for cooperation and peace to express itself. To the extent that the Olympic Games continue to promote the prescriptive values of humanity, they will continue to be relevant in the global order.

NASSER ALI AHMED

DJI – Comité National Olympique et Sportif Djiboutien

LES JEUX OLYMPIQUES D'AUJOURD'HUI

Les valeurs olympiques telles que décrites dans la Charte changent avec les exigences de notre époque.

La recherche de la performance absolue supplante la confrontation d'homme à homme, qui était la principale valeur d'antan.

Depuis l'Antiquité à nos jours, les vainqueurs sont toujours récompensés de lauriers et de médailles.

Aujourd'hui, le Comité International Olympique (CIO) peut, s'il le décide, récompenser d'autres critères que la seule victoire. Il pourrait récompenser certains pays ou athlètes qui font preuve de courage ou de fair-play.

Plusieurs pistes peuvent être étudiées comme :

- récompenser un pays qui participe aux Jeux alors qu'il est en guerre ou occupé ;

- réussir à réunir dans un but de paix deux pays sous un même drapeau ;
- récompenser un pays qui n'a aucune infrastructure permettant de s'entraîner dans de bonnes conditions ;
- récompenser un athlète qui a fait preuve de courage et de bravoure durant une épreuve ;
- encourager sans relâche et par tous les moyens les pays en guerre à cesser toutes hostilités au moins pendant la durée des Jeux Olympiques.

Selon Pierre de Coubertin : « Pour ennoblir et fortifier les sports, pour leur assurer l'indépendance et la durée et les mettre ainsi à même de mieux remplir le rôle éducatif qui leur incombe dans le monde moderne ».

Le rétablissement des Jeux fut donc mis au service du grand projet pédagogique, intellectuel et moral lié au renouveau de l'athlétisme au XIX^e siècle. C'est également grâce à l'immense prestige de l'Antiquité que Coubertin put imposer les Jeux modernes et établir les fondements philosophiques du nouvel Olympisme.

La Charte olympique prône :

- le développement du sport amateur ;
- la consolidation et l'amitié entre sportifs de tous pays sans discrimination ;
- le traitement des disciplines sur un pied d'égalité.

À la différence de ce qui se passe de nos jours avec l'entrée des professionnels, les quotas des sélections et les négociations avec les sponsors, la Charte a changé avec les exigences du sport contemporain.

La recherche de la performance supplante la confrontation d'homme à homme, qui était la principale valeur d'antan. L'apport de la science a tout changé avec la mesure du temps et de l'espace.

Pour Pierre Coubertin, l'Olympisme ne fut pas un but, mais un moyen pour populariser les exercices physiques et promouvoir le sport.

Peut-on imaginer d'autres critères de performance que la seule victoire ?

Depuis l'Antiquité à nos jours, les vainqueurs sont toujours récompensés de lauriers et de médailles.

Aujourd'hui, le CIO peut, s'il le décide, récompenser d'autres critères que la seule victoire. Il pourrait récompenser certains pays ou athlètes qui font preuve de courage ou de fair-play.

Plusieurs pistes peuvent être étudiées comme :



- récompenser un pays qui participe aux Jeux alors qu'il est en guerre ou occupé (Somalie, Palestine, etc.);
- réussir à réunir dans un but de paix deux pays sous un même drapeau (par exemple, la Corée du Nord et la Corée du Sud);
- récompenser un pays qui n'a aucune infrastructure permettant de s'entraîner dans de bonnes conditions (Afghanistan);
- récompenser un athlète qui a fait preuve de courage et de bravoure durant une épreuve (par exemple, la Coréenne en taekwondo à Beijing en lice pour la médaille de bronze, qui finit son combat avec un genou mal en point mais qui perd la médaille, ou l'Africain qui finit dernier en natation à Sydney, allant au bout de ses forces, et qui n'avait même pas de piscine aux normes à sa disposition pour s'entraîner);
- encourager sans relâche et par tous les moyens les pays en guerre à cesser toutes hostilités au moins pendant la durée des Jeux Olympiques.

SIMON BALDERSTONE

Commission du CIO
Commission d'évaluation des Jeux de la XXXI^e Olympiade – 2016

VALEURS OLYMPIQUES : ÉTEINTES, MENACÉES OU PRÉSERVÉES ?

Le Mouvement olympique doit faire plus pour promouvoir ses programmes et autres mesures positives afin d'accroître le niveau de soutien et l'efficacité de ces initiatives. Il ne devrait pas faire preuve de modestie, mais au contraire aller de l'avant en se montrant comme une force et un catalyseur en faveur d'un changement social positif.

This paper will discuss and analyse the extent to which the Olympic Games and other Olympic Movement programmes and events 1) reflect the Olympic Values and 2) are catalysts for positive social change. The Olympic Values refer to the vision, philosophies and aims of Pierre de Coubertin in founding the modern Olympic Movement.

There are many questions to consider :

1. If they still adhere strongly to Olympic values, why do the International Olympic Committee (IOC) and the Olympic Movement more generally have major image challenges ?
2. Does the Movement do enough to promote sport and physical activity ? If not, is this merely a reflection of changing attitudes and

priorities of society, especially youth ? Or is it an indication that the Olympic Movement has lost its way and no longer stands for the ideals and principles of Pierre de Coubertin ?

3. What needs to be done to bring us back in line with Pierre de Coubertin's values (and the Fundamental Principles outlined in the Olympic Charter) as well as his vision and desired outcomes ? How can this be done while adapting to modern societal trends and challenges, particularly pertaining to youth ?

The Olympic Movement is a unique international social phenomenon. No other institution or cause has such a profile, universal appeal and potential influence. Furthermore, no other sports event (including world championships) is built on a framework of ethical and social values like the Olympic Games.

This framework is, I would contend, the best foundation and springboard to get communities and youth to participate in and benefit from sport and physical activity and learn a set of universal ethical values. This would redress the adverse social and health effects of the decreasing level of sport and physical activity.

Much of the work of the Olympic Movement still adheres to the laudable ideals and ethical principles of Pierre de Coubertin which go way beyond sport. Pierre de Coubertin saw sport primarily as a means of achieving much wider outcomes. The Olympic Charter, therefore, does deliver positive social, ethical and physical results.

However, the Movement must promote and showcase those positive actions and programmes more strongly. Outside of the "Sport for All" and Solidarity programmes and their outcomes, the Movement does little to promote the positive legacies of each of the Olympic Games. Also, there needs to be effective promotion of the changes in the administration and policies of the Olympic Movement such as changes to bidding processes, the increased emphasis on the environment and the battle against doping and gigantism.

The Olympic Movement must now adapt to modern communication methods, including digital and new media. In so doing the Movement will improve its overall image while increasing support for its ideals and actions, around the world. This, in turn, will help maximise the positive effect of those programmes and actions that the Fundamental Principles in the Olympic Charter describe as "the educational value of good example and respect for universal fundamental ethical principles".

Many of the detractors of the Olympic Movement perceive an increasing level of over-commercialism and over-spending on Olympic ceremonies, non-sports activities and elite sport in general. These are cited as modern-day problems with the Movement and clear indications that



Pierre de Coubertin's values and ideas have gone "out the window". However, they fail to see that the vast majority of the Movement does in fact still adhere to and hold dear those values and principles. The vast majority are united in their desire to see those ethical principles come to the fore and hold sway while providing an example of how to make the world a better place.

The key is for the Olympic Movement to lead by example and help create better ways of life and a more peaceful, healthy and socially cohesive world. To do this, the Olympic Movement must not hide its light under a bushel, and should be positive and proactive in promoting how it is still a "hidden social worker" and a catalyst for positive social change and, in fact, more needed than ever.

Note: This contribution represents the personal views of Simon Balderson, former General Manager Executive Office SOCOG; founding member of the IOC Sport and Environment Commission; Member of 2008, 2012, 2014, 2016 Evaluation Commissions.

FERNANDO F. LIMA BELLO

Comité International Olympique

L'OLYMPISME ET LES DROITS DES TRAVAILLEURS

Le Comité International Olympique (CIO) œuvre pour l'amélioration du monde par le sport et, dans la limite de ses moyens, pour la résolution de nombreux autres problèmes sociaux. Cela étant, la question des droits des travailleurs ternit à l'heure actuelle l'image du CIO. Le CIO doit pouvoir superviser la construction des installations olympiques dans la ville hôte. Une telle prérogative doit être étayée par un amendement apporté à la Charte olympique.

Pierre de Coubertin's Olympic philosophy is succinctly expressed in the second fundamental principle of the Olympic Charter: "The goal of Olympism is to place sport at the service of the harmonious development of man, with the view to promoting a peaceful society concerned with the preservation of human dignity."

Much is being done to advance the development of athletes through sport as well as to protect their health and professional future. Other steps are being taken to improve the culture, education and ethics in sport and to reduce violence.

The International Olympic Committee (IOC) often uses its moral authority to try and better society and improve human dignity. As the organisation has no real power outside of the Olympic Games, its efforts are met with

varying degrees of success. Nevertheless the IOC has been working in tandem with the official authorities of countries as well as international organisations like the United Nations to promote the practice of sport; eliminate gender discrimination; facilitate contacts with people from different cultures in order to promote world peace; and fight against pollution at least locally around cities organising the Games, while providing recommendations on environmental issues and sustainable development.

In 2008, I received a strong complaint from the Portuguese Confederation of Trade-Unions and the organisation Play Fair 2008. It was only after a lengthy correspondence that they understood the limitations and restrictions of the IOC.

One of the complaints against the IOC is that it does not take any action when workers' rights are not totally respected. But the IOC could show itself to be socially responsible by introducing amendments into the necessary contracts that explain, to the public, the actions being taken to improve the situation.

It would probably be necessary to include this amendment in the Host City Contract, although, unlike the Olympic Charter, it is not a public document. The main point, however, is that the amendment is introduced into the contract. Many times representatives of the candidate cities have offered additional verbal proposals during their final presentation before the Session. Unfortunately, these proposals have later been forgotten or denied.

Amendments could also be made to cover other human rights such as individual liberties as well as freedom of speech and the media.

This proposed amendment, when legally translated, would give the IOC the authority to supervise working conditions on the construction of Olympic installations and to judge the quality of materials used. This was the case in Beijing, with the Organising Committee for the Olympic Games (OCOG) establishing a third-party organisation to monitor the work. The Organising Committee also worked with auditors linked to the Corporate Social Responsibility (CSR) committee and the World Federation of Sports Goods Industry (WFSGI).

This presupposes the collaboration with competent international organisations such as the International Labour Organization (ILO) for working conditions, the CSR committee and the WFSGI for the equipment to be used and the environmental aspects of the production (such as materials, consumed energy and waste management) as well as the working conditions in the factories that produce them.

Amendments to the Host City Contract would help to avoid the periodic criticism of the media that are detrimental to the IOC's image and that are repeated long after the Games have ended.



The majority of countries that have ratified the ILO's conventions no doubt respect them and understand that they do not infringe on their sovereignty. However, a general list of the main rights should also be included in the amendment to the Host City Contract.

ILO's International Labour Standards cover many aspects that could also be mentioned. However, the differences in cultures, the stage of development of the country (in terms of working hours; right to vacations and periodic resting days), discrimination against foreign workers, just pay, juvenile work, health and safety conditions in the workplace, local lodgings, access to food and potable water, should all be taken into consideration. The IOC would therefore ensure that workers' fundamental rights meet the minimum international standards.

The proposed amendment could be introduced following paragraph 2.13 Rule 1 of the actual Olympic Charter, and read, for instance: "to encourage and verify decent working conditions, according to the national laws and the main basic rights and freedoms of the workers, stated in ILO's Declaration on Fundamental Principles and Rights at Work, in the construction of the Olympic installations."

PAVEL BELSAN

CZE – Czech Olympic Committee

CRÉATION D'UN SYMBOLE DU FAIR-PLAY

La création d'un symbole du fair-play reconnu sur le plan international pourrait aider à renforcer l'éthique sportive.

Son but serait :

- d'encourager à agir avec dignité et tolérance ;
- de respecter les règles sportives ;
- d'inciter les sportifs à prendre part aux compétitions avec une parfaite honnêteté et dans un esprit sportif.

L'existence de ce symbole aiderait à mener une réflexion objective concernant tout ce qui entoure le sport.

Le fait de porter ce symbole permettrait de renforcer ce que l'on est en droit d'attendre au niveau de l'éthique sportive.

Au niveau de l'opinion publique, le but serait de démontrer une réelle volonté de lutter contre certaines dérives du sport contemporain.

Au niveau du sport, la création d'un symbole du fair-play reconnu sur le plan international pourrait aider à renforcer l'éthique sportive.

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L'existence de ce symbole aiderait à mener une réflexion objective concernant tout ce qui entoure le sport.

Au niveau de l'opinion publique, le but serait de démontrer une volonté de lutter contre certaines dérives du sport contemporain (fanatisme des partisans de clubs sportifs, intolérance, humiliation des concurrents de l'équipe adverse, approbation de comportements antisportifs, vulgarité et violence au stade, glorification exagérée de la victoire, xénophobie, appréciation partielle des idoles sportives, tricherie des juges et officiels, acceptation du dopage, escroquerie de certains managers, etc.).

Le fait de porter ce symbole permettrait de renforcer ce que l'on est en droit d'attendre au niveau de l'éthique sportive.

L'adoption officielle du symbole du fair-play et d'une réglementation aiderait, conformément à l'esprit que nous a légué le baron Pierre de Coubertin, à promouvoir l'idéal sportif ainsi que son prestige dans la réalité de notre monde actuel. Ce symbole et sa réglementation concerneraient non seulement les sportifs, juges, officiels, managers sportifs, journalistes et collaborateurs des médias, mais également les spectateurs et le public en général.

L'histoire confirme que les symboles ont plus d'influence sur la conscience collective que les paroles.

En raison de la grande diversité d'opinions et de cultures qui cohabitent dans notre monde, il est impératif d'expliquer activement ce que représentent les principes du fair-play ainsi que de les défendre dans la sphère du sport.

L'existence du symbole du fair-play proposé serait ainsi une incitation omniprésente à comprendre et à approuver les principes fondamentaux de l'éthique sportive.

L'auteur de cette proposition est prêt à consulter les représentants compétents du Comité International Olympique (CIO) et d'autres organismes compétents afin d'envisager la mise en œuvre de ce projet ainsi que, par exemple, les conditions nécessaires pour organiser un concours international en vue de créer le symbole.



SERGIO CAMARGO

GUA – Comité Olímpico Guatemalteco

LES VALEURS OLYMPIQUES

Les Jeux Olympiques et la philosophie du Mouvement olympique remplissent, seulement partiellement, les fins pour lesquels ils ont été créés. Ceci est dû à l'intérêt puissant et diversifié de la société et des partenaires par lesquels ils sont touchés. Néanmoins, cette diversité doit être également reconnue pour son important potentiel.

Le but du Mouvement et des Jeux Olympiques est de contribuer à la construction d'un monde meilleur et pacifique, d'éduquer la jeunesse par la pratique du sport sans discrimination de classe et d'encourager la diffusion de l'esprit olympique par la compréhension mutuelle, l'amitié, la solidarité, les défis et le fair-play. Bien que la Solidarité Olympique existe grâce aux efforts permanents des partenaires, davantage doit être fait pour que la famille olympique respecte cette déclaration d'intention.

The Olympic Games and philosophy of the Olympic Movement fulfil, only partially, the aim for which they were created. This is due to the strong and diverse interests of the society and stakeholders by which they are affected. Nevertheless this diversity must also be recognised for its great potential.

The aim of the Olympic Movement and the Olympic Games is to contribute to the construction of a better and more peaceful world, educate youth through the practice of sport with no discrimination in terms of class, and encourage the spread of the Olympic spirit through mutual comprehension, friendship, solidarity, opportunity and fair-play. Although Olympic Solidarity exists through the consistent efforts of stakeholders, more needs to be done for the Olympic Family to really comply with the above statement.

Indeed there are many threats to sport including drugs, doping, genetic alteration, materialism, pressure of the media (especially television), mercantilism, society's loss of values, a lack of sport leadership, coaches and athletes trying to obtain quick results, lack of proper preparation and pressure from society and governments. All these factors contribute to the differences between developed and developing countries. As a result the preparation and participation in competition is unequal and this can lead to people making mistakes because moral, civic and Olympic values, are not properly substantiated.

In order to protect the aims of the Olympic Movement, as well as to strengthen and enforce the Olympic Values the International Olympic

Committee (IOC) created an Olympic study centre in 1949 with the foundation of the International Olympic Academy. Its aim is to uphold the Olympic ideal. In 1963 the IOC decided to create a special commission for the Olympic Academy, which later became the IOC Cultural Commission.

Olympism implies a series of human and sport values that should be transmitted to all people immersed in the Olympic Movement. Although these values are not detailed in any specific way, they should be extracted from the content of the Olympic Charter. To this end the following values can be derived from the Charter: loyalty, honesty, respect, solidarity, sportsmanship, the wish to overcome difficulties, equal opportunity, lack of discrimination, pursuit of excellence, integration, comprehension, fortitude and courage in defeat, the ability to rest sober and moderate in victory, a spirit of friendship and fair play.

Another important value is that universality allows all the National Olympic Committees without qualified athletes to have the right to participate with a determined number of athletes in the Olympic Games.

Of these aspects, it should be pointed out that even though the Olympic Charter is an instrumental base of a constitutional nature as it sets and establishes the fundamental principles and essential values of Olympism, the values are not clearly denoted, but are left for each person to locate, interpret and use. This means that the values are widely interpreted and as a result are not applied in a uniform manner.

We have to avoid going down the same path that led to the closing of the Games in ancient times. The Movement has to ensure its values, but these have to be clearly defined and denoted in the Olympic Charter, as this is the base of the Movement's constitution and statutes.

It is important to point out that although the International Olympic Academy and the National Olympic Academies are entrusted with promoting the philosophy, principles and values of the Olympic Charter, they do not have the necessary legal support, which is a disability. Moreover they are under no obligation to put this legal framework in place, a lapse of logic especially since the content they deal with is necessary for the participation of the NOCs in the Olympic Games.

As it is not obligatory for National Olympic Academies to impart and strengthen Olympic philosophy, principles and values, this makes the Olympic Movement vulnerable to the penetration and negative impact of the threats mentioned above. As a result the initial purpose and aim of the Olympic Games is in danger of being lost in addition to the effects of the Olympic values on education and culture.

The question is, what should be done? The solution is practical and can be quickly executed.



1. The following aspects should be included in the Olympic Charter :
 - a. A specific rule concerning the International Olympic Academy, its aims and objectives, as well as its fields of action, should be included in chapter 1 of the Charter and would constitute the legal support for its functioning.
 - b. A rule should be included in Chapter 4 of the Olympic Charter, making it obligatory for all National Olympic Committees to have a National Olympic Academy as a permanent body and ensuring that all its objectives and aims for which it is established are fulfilled.
2. The establishment of the Olympic Academy should also be made an obligatory requisite for an NOC to participate in the Olympic Games, Continental and Regional Games.
3. An operational Olympic Academy should be a requisite to receive support from the International and the Continental Olympic Solidarity.
4. The International Olympic Academy has to re-establish the Commission for the Olympic Academy, and in this way become the World rector, and must establish the respective commission for the continental organisations.

VLADIMIR CERNUSAK

Comité International Olympique

L'OLYMPIADE CULTURELLE

Le Comité International Olympique (CIO) se doit de soutenir le développement et la diffusion des principes fondamentaux de l'Olympisme tels qu'ils sont stipulés dans la Charte olympique.

Le CIO organise et fait la promotion de nombreuses actions dont le programme culturel aux Jeux Olympiques.

Force est de constater que la popularité du programme culturel est nettement moins importante que les épreuves sportives. Sous l'égide du CIO, il est essentiel de renforcer la promotion des programmes culturels durant les Jeux Olympiques.

Il est également essentiel de privilégier ces actions de promotion de la culture et de l'éducation dans le cadre des Jeux Olympiques de la Jeunesse et dans le cadre d'autres manifestations sportives.

Soutenir le développement et la diffusion de principes fondamentaux de l'Olympisme formulés dans la Charte est une priorité du CIO.

Tout au long de son histoire, le CIO s'est toujours investi dans la promotion des principes fondamentaux de l'Olympisme tels qu'ils sont formulés dans la Charte olympique.

Le CIO organise et soutient beaucoup d'actions différentes dont, entre autres, le programme culturel qui se déroule durant les Jeux Olympiques.

Le comité d'organisation des Jeux Olympiques organise de nombreuses initiatives dans le cadre de l'Olympiade culturelle afin que certaines valeurs, issues de l'Antiquité et si chères au rénovateur des Jeux Olympiques modernes, Pierre de Coubertin, soient véhiculées.

Je souhaite mentionner que ces actions sont très importantes et pertinentes même si l'attention des athlètes, des officiels, des médias et des autres participants aux Jeux est concentrée sur les épreuves sportives. C'est bien naturel que les athlètes, les entraîneurs et les accompagnants se focalisent totalement sur l'entraînement et les épreuves sportives. Toutefois, les Jeux durent 16 jours.

Les organisateurs des Jeux tout comme le CIO devraient tout mettre en œuvre pour que l'Olympiade culturelle soit au cœur même des Jeux. Au sein même du village des athlètes. Au cœur même de l'événement.

Les spectateurs devraient également être impliqués dans le programme culturel. Il faudrait réfléchir à une plus grande synergie entre l'événement sportif et le programme culturel durant les Jeux Olympiques.

Cette synergie entre l'événement sportif et le programme culturel devrait être développée dans le cadre de tous les événements qui se trouvent sous l'égide du CIO, tels que les Jeux Olympiques de la Jeunesse.

De nombreux concepts provenant de la Grèce antique, tels que entre autres « Kalokagathia », ont séduit Pierre de Coubertin. Il a compris à quel point cette philosophie de vie pouvait former « un homme complet ».

Lors des Jeux Olympiques d'Athènes en 2004, les organisateurs ont su mettre en valeur l'importance de l'Olympiade culturelle.

Revenons à certains concepts de l'Antiquité. Souvenons-nous des mots de Johann Gottfried Herder :

« Geist und Körper zusammen nur eine blühende Blume ! »
(L'esprit et le corps ensemble comme une fleur florissante !)



DMITRY CHERNYSHENKO

COJO • Sochi 2014

APPLICATION DES VALEURS OLYMPIQUES GRÂCE À LA CULTURE ET À L'ÉDUCATION

Les valeurs olympiques ne vivent que si elles sont effectivement appliquées. Il est important que la réalité corresponde à l'essence de ces valeurs. Plusieurs initiatives peuvent être envisagées à cet égard: 1) élaborer des programmes d'éducation; 2) revoir le concept des «maisons nationales», qui cadre mal à l'heure actuelle avec la notion d'internationalisme; 3) encourager les échanges culturels.

The Olympic values live only when they are implemented in reality. It is important to ensure that real life corresponds to the essence of the Olympic values. Several developments may be considered in this regard:

1. Spectators are immersed in the atmosphere of Olympism for only a fortnight, once every two years, during the Olympic Games. It is essential, however, to elaborate Olympism's ideals on a permanent basis by promoting an educational, cultural and athletic community. Enlarging the International Olympic Committee (IOC) and Organising Committees of the Olympic Games (OCOGs) through educational programmes is vital. One suggested solution is to develop a mass awareness campaign to educate human resources and Games participants yet which is also adapted to guests.
2. Olympism's international nature may disagree with the national identity of participants. For example, the "National Houses" are becoming a kind of enclave where members of the Olympic Family are united by nationality to celebrate the victories of their own athletes and teams. The very concept of "National Houses" may be worth revising. "National Houses" must instead become "melting pots" that unite people and nations within the framework of the Olympic Movement and under the auspices of the Olympic values. One of the proposals is to convert them into a platform for inter-cultural dialogue, a meeting space for stakeholders. Alternatively, instead of a national cultural component of the houses, each of them could be dedicated to a certain sport.
3. Cultural exchange has an extraordinary significance for Olympism. A positive approach in this respect is demonstrated by the London Organising Committee for the Olympic Games (LOCOG) that is very balanced and open, as far as national cultures are concerned. We can also recall the experience of Eurovision in organising a collective Euroclub during competitions, where every nation is invited to present itself to others, and everyone is open to participation and dialogue.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

PROMOUVOIR LES VALEURS OLYMPIQUES DE LA MEILLEURE FAÇON POSSIBLE

Dans cette contribution, l'auteur explique comment rendre la promotion des valeurs olympiques: 1) intéressante et pédagogique; 2) novatrice et interactive; 3) ouverte et accessible; 4) divertissante et mobilisatrice; 5) distrayante et dynamique; 6) charitable et compatissante; 7) universelle et fédératrice.

In promoting Olympic values, the Olympic Movement must ensure that its efforts are:

INTERESTING AND EDUCATIONAL

There is a need to develop universal Olympic Educational Programmes for school children that are implemented internationally through National Olympic Committees (NOCs). The programmes could take the form of required Olympic lessons and tests (intellectual and physical), sport competitions under the International Olympic Committee (IOC) guidance or role games for example.

PROGRESSIVE AND INTERACTIVE

Olympic Family members, the fan community and everyone interested in the progress of the Olympic Movement can be invited to develop and launch a special Olympic Movement web portal. It will also help to form a "bank of ideas" that promotes the IOC's initiatives. This portal could be open only to subscribers (at no charge to the Olympic Family and with a low fee for fans sharing Olympic Values).

OPEN AND NEARER

Joining this Olympic Movement web portal should be an honour for Olympic Movement members or supporters. The registration procedure should be as follows: 1) The user agrees to respect principles of the Olympic Charter and fills out an application form. 2) After IOC approval of the application and payment, the user gets a Certificate providing temporary access to the portal.

ENTERTAINING AND ENGAGING

One way of doing this is to organise various contests among the Olympic Movement members (supporters), with nominations for "the best volunteer" or "the best pin collection" for example. The awards for winners may take the form of free memberships with access to the



portal, a mention in the press, or a souvenir from an Olympic partner for example.

EXCITING AND MORALLY UPLIFTING

This can be done by distributing information about athletes with a focus on individuals who have succeeded in overcoming many of life's hardships.

CHARITABLE AND SYMPATHETIC

This can be done by organising comprehensive charity programmes for orphans; actions could include the participation of famous athletes, free tickets, and sportswear distribution for example.

UNIVERSAL AND MOBILISING

An interesting way of doing this would be to initiate the International Olympic Day celebration on June 23 and cooperate with NOCs in organising a whole range of sport and cultural events throughout the day. National sponsors and Olympic partners could also get involved in these activities.

LINDA COADY

COJO • Vancouver 2010

GESTION DE L'EMPREINTE CARBONE DU SPORT

Depuis sa création en 2003, le Comité d'organisation des Jeux Olympiques et Paralympiques d'hiver 2010 à Vancouver (COVAN) dresse un inventaire des émissions de carbone générées lors de la planification, de l'organisation et du déroulement des Jeux Olympiques et Paralympiques d'hiver de 2010. Les Jeux émettront du CO₂ de diverses manières: déplacements, services de transport, opérations sur les sites et dans les villages, hébergement des visiteurs, technologie et activités de diffusion, manifestations culturelles, projets de constructions, etc. Alors que la Colombie-Britannique et le monde entier redoublent d'efforts pour lutter contre le changement climatique, les organisateurs à Vancouver sont également conscients de la formidable occasion qu'offrent les Jeux d'encourager les participants, les spectateurs et les citoyens à agir et à innover en visant une nouvelle réalité.

Cette contribution étudie la question de la mise en place d'un plan carbone pour les Jeux, qui soit capable de susciter l'intérêt et le soutien à la fois au niveau local et mondial. Elle examine l'expérience des partenaires de Vancouver qui élaborent

et appliquent une stratégie carbone efficace et rentable, tout en gérant les complexités et les différences entre les partenaires des Jeux et les parties prenantes externes.

MANAGING THE CARBON FOOTPRINT OF SPORT

Climate change and the impacts of global warming arguably represent the most pressing environmental, social and economic issues now facing the planet. Organisations and individuals throughout the world are being challenged as never before to reduce carbon emissions that contribute to global warming as well as to adapt to the many changes that are accompanying new climatic conditions.

Olympic and Paralympic Games, particularly Winter Games, are and will be affected by changing weather systems and their associated impacts. Previous Games have successfully executed programmes to manage their carbon footprint. In putting together its carbon plan for the 2010 Winter Games, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games (VANOC) has sought to build on Olympic practice to date as well as reflect current local and global trends on responsible management of carbon emissions.

INVENTORY AND OPPORTUNITY

Since it started in 2003, VANOC has been compiling an inventory of the carbon emissions generated through planning, organising and staging the 2010 Olympic and Paralympic Winter Games in Vancouver and Whistler. The Games will generate carbon from a variety of sources including travel to and from the region, transportation services, venue and village operations, visitor accommodation, technology and broadcast activities, cultural events, and permanent and temporary construction projects. As British Columbia (Canada) and the world step up to the challenge of climate change, organisers in Vancouver are also cognizant of the extraordinary opportunity presented by the Games to engage with participants, spectators and citizens on action and innovation targeted to a new reality.

CREDIBLE PARTNERSHIP

Anchored on a credible partnership among an Organising Committee for the Olympic Games (OCOG), a government and an Environmental Non-Governmental Organization (ENGO) the carbon plan for the 2010 Winter Games has four objectives:

1. To "know" how much carbon the Games are emitting and to publicly track and report on it.
2. To "reduce" as many emissions as possible, at source, through energy efficiency and the use of alternate and/or renewable energy.



3. To “offset” residential carbon emissions by investing in projects that remove an equivalent amount of carbon from the atmosphere.
4. To “inspire” and “engage” by using the 2010 experience to encourage awareness of and participation in local and global solutions to climate change.

TAKING ACTION

In order to meet these objectives VANOC and its partners are :

1. Publicly reporting and obtaining third party verification on the direct and indirect carbon emissions from the Games. This includes information on:
 - All operations and transportation during the 60 days of the Olympic and Paralympic Games;
 - VANOC activities since it start in 2003 as well as venue development programme, fleet operation and air travel by senior management;
 - Air travel to and from the Games by participants and spectators.
2. Quantifying and verifying results from its efforts to reduce carbon emissions.
3. Offsetting emissions from the Games by investing in carbon reduction projects that help create a legacy of carbon reduction and sustainable energy at the community level.
4. Using the spotlight on the Games to advance broader community-based efforts to raise public awareness of daily actions or choices that contribute to reducing climate change.

NIKOLAI DOLGPOLOV

Média • Rossiyskaya Gazeta

FAIR-PLAY

Dans un monde où le sport professionnel est dominé par la commercialisation à outrance, la notion de « fair-play » constitue un petit espoir pour nous tous.

At a time when the professionalism and commercialisation of sport is rampant, fair play remains with us like a ray of hope, flickering like a little candle in strong winds blowing from all sides.

It was only in the latter half of the 1980s that I understood the meaning of “fair play”. It was at this time that I was introduced to Jean Borotra during

the Roland Garros tennis tournament. This venerable, well-dressed gentleman always attended its important matches and as a rule his appearance at the VIP area was always followed by a wave of enthusiastic applause from the public. I already knew of Borotra, the famous French tennis player, the winner of numerous Davis Cups, Grand Slam tournaments and one of France’s “Four Musketeers” along with Lacoste, Coche and Brugnon. I was introduced to him and warned by my French friends that I should speak twice as loud in order to be heard properly.

Although his hearing left much to be desired, his state of mind was excellent. During my interview with him I received some extremely pertinent remarks on modern tennis. But most of all I was intrigued by his frank comments on the behaviour of today’s tennis players, their tremendous rush for money and the under-the-table deals that take place to encourage famous players to participate in tournaments. Borotra and I had exactly the same views on these issues. His attention then turned to the issue of “fair play”. After realising that I knew little, Borotra invited me to his home to educate me on the principles and notions of fair play.

To make a long story short and more understandable, I must first write that the notion of fair play in modern sport was implemented in 1963.

The initiative was launched by the Institute of Youth of UNESCO in Gauting (Germany) and the International Committee for Physical Education and Sport (CIEPS) as well as by sport journalists belonging to the Association Internationale de la Press Sportive (AIPS). It is important to stress here that sports journalists, who are sometimes undervalued and undermined by the highest sporting authorities, were among the principle founders. I note with pleasure that AIPS president Gianni Merlo as well as the former president Togay Bayatly (not forgetting myself) are among the members of the Administrative Council of the International Fair Play Committee.

On 17 September 1963 the founders met in Paris and prepared the launch of the Pierre de Coubertin International Fair Play Trophy. Among the founding fathers were Pierre Francois from UNESCO, Jean Borotra and William Jones of CIEPS as well as fellow journalists Felix Levitan and Jacques Ferran of AIPS.

They worked hard and fast. There was no time to lose and on 5 December the Provisional Organising Committee for the Pierre de Coubertin Trophy was established. Jean Borotra was a natural choice for President. Other members were also well-known : Sir Stanley Rous (FIFA president from the Great Britain) and William Jones from FIBA. Naturally AIPS was represented by Jacques Ferran, who became Secretary General.

The Pierre de Coubertin Trophy created by Jean Ipousteguy is awarded every year by the CIFP (International Committee for Fair Play) to



athletes, teams or organisations of international rank that demonstrate fair play in their whole attitude towards sport or through their exceptional sportsmanlike behaviour.

And at first the candidates for the trophy were submitted mostly by AIPS. Then, starting from 1968 the National Olympic Committees joined the game.

The first ever Pierre de Coubertin Trophy was awarded on 29 January 1965 to the famous bobsleigh champion Eugenio Monti for his actions at the Innsbruck Olympic Games in 1964. Noticing that his British rival Tony Nash and his team had a piece of their bob-sleigh broken, Monti made the noble decision to give them the required piece by dismantling it from his own bob. Nash won the golden glories leaving Monti behind. But is it not magnificent? Who was the winner in the hearts of the public? For me the answer is evident and clear.

The CIFP was given its official name in 1973. There are now three trophies: the Pierre de Coubertin Trophy for a gesture or act of fair play; the Jean Borotra Trophy for impeccable sporting careers; and the Willi Daume Trophy for the promotion of fair play. There are also diplomas as well as letters of congratulations in all three categories.

The CIFP is now under the leadership of the well-known Hungarian fencing champion and doctor of medicine Jenő Kamuti. The Administrative Council of the CIFP meets every year and examines applications from many countries in order to nominate three principal heroes and diploma winners.

Journalists who are the living witnesses of fair play and are the eyes and ears of modern society play an active role in the fair play movement. Our role in the promotion of fair play may become even more important.

ANN DUFFY

COJO • Vancouver 2010

COVAN : PROGRAMME « BUY SMART »

« Buy Smart » est un programme d'approvisionnement du Comité d'organisation des Jeux Olympiques et Paralympiques d'hiver 2010 à Vancouver (COVAN) qui tient compte, dans ses décisions d'achats et de licences, d'objectifs environnementaux, éthiques, sociaux et respectueux des populations autochtones.

Aucun autre comité d'organisation des Jeux Olympiques (COJO) n'a mis en place de programme d'approvisionnement prenant en compte autant de critères en matière de durabilité. C'est

également la première fois qu'un gouvernement hôte des Jeux Olympiques lance un programme pour promouvoir les entreprises qui œuvrent en faveur de la durabilité.

Cette contribution traite en détail du programme « Buy Smart » afin de partager les meilleures pratiques et expériences.

The Buy Smart Programme of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) is a procurement tool, which takes into account environmental, ethical, social and Aboriginal objectives in VANOC's purchasing and licensing decisions.

The programme is a key component of the Sustainability Management and Reporting System and targets VANOC's supply chain (suppliers and licensees), enabling the Organising Committee to leverage spending on staging the Games that generates other social, economic and environmental benefits.

When bidding on VANOC's business opportunities, prospective suppliers are asked to include information on: 1) their environmental programmes; 2) the degree to which they are Aboriginal-owned (or employ Aboriginal people); 3) the extent to which they are based in one of Vancouver's three inner-city communities (or employ people from an inner-city community); 4) the opportunities they provide for persons with a disability; and 5) other sustainability features.

This information is factored into VANOC's decision-making, along with price, quality and traditional purchasing considerations. Licensees of merchandise bearing the Olympic marks must also comply with VANOC's ethical Licensee Code of Conduct that sets out requirements for safe, healthy and environmentally responsible workplaces and factories.

The 2010 Commerce Centre, one of VANOC's government partners, supports the Buy Smart Programme through workshops and presentations to firms that highlight the sustainability features of and the focus on Aboriginal participation in the process. These presentations are also aimed at ensuring that firms hear about our bidding opportunities and are in a position to respond to Games-related Requests for Proposals directly, through sub-contracting or joint venturing with other firms. Additionally, the Commerce Centre's 2010 Business Network has created a database for all 2010 buyers that helps to easily identify and engage companies with specific sustainability attributes or Aboriginal engagement efforts.

No other Organising Committee for the Olympic Games (OCOG) has implemented a procurement programme that takes into consideration such a range of sustainability attributes. No previous host government has implemented a programme to identify and promote companies with sustainability attributes. The scale of procurement required for



the Olympic and Paralympic Games is an opportunity to award those organisations that adhere to sustainability practices and to encourage others to learn by example. Unique partners were brought together from the business community including ethical sourcing advocates, inner city and Aboriginal enterprises as well as government and community organisations.

The programme involves cross-functional participation within VANOC, engagement with the business community, and collaboration with the 2010 Commerce Centre.

As part of this programme, VANOC is able to track and report on spending directed to inner city and social enterprises, Aboriginal enterprises, as well as supplier and licensees who comply with our Codes of Conduct. Also included in VANOC's annual Buy Smart Reporting are the purchased assets that are donated back to targeted community organisations for legacy benefits.

Innovations resulting from collaborative and sustainable sourcing are featured in VANOC's Sustainability Report, website, Games time communications and signage.

ANN DUFFY

COJO • Vancouver 2010

GESTION DE LA DURABILITÉ ET PRODUCTION DE RAPPORTS

Cette contribution donne des détails sur le système du Comité d'organisation des Jeux Olympiques et Paralympiques d'hiver 2010 à Vancouver (COVAN) pour la gestion de la durabilité et la production de rapports. Ce système a été créé pour faire des engagements de Vancouver 2010 en matière de durabilité une réalité au quotidien.

The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) is the first Olympic Organising Committee and project-based sport event organisation to develop an integrated Sustainability Management and Reporting System (SMRS) to manage all aspects of sustainability (i.e. environmental, economic and social) within its direct sphere of influence. [1]

The corporate-wide SMRS is the management framework created by the Organising Committee to put sustainability-related Vancouver 2010 bid commitments into action on a daily basis. Creating the systems-based approach involved benchmarking previous Games experience to manage environmental and, where applicable, other commitments. It also involved incorporating stakeholder and sustainability practitioner

input, as well as collaborating with VANOC policy, technical, and Games-planning professionals.

VANOC has shared the SMRS manual with the London Organising Committee for the Olympic Games (LOCOG 2012) and the International Olympic Committee (IOC). In addition, VANOC has prepared a wiki web-enabled Sustainable Sport and Event Toolkit, a vastly simplified version of the SMRS. This is to help advance the planning and action around sport organisation management and event planning for domestic and international sport organisations and federations. The simplified version is receiving input from domestic and international sport organisations and is being designed as a legacy tool to assist future bid and host cities as well as enduring sport organisations.

The SMRS includes identifying, managing and reporting on economic, environmental and social performance objectives. It is based on the Environmental Management System model of the International Organization for Standardization (ISO 14001) and expanded to incorporate management of economic and social (including indigenous peoples and legacy) commitments. Principles of the Accountability 1000 Standard (AA1000 Standard), which provides guidance on accountability through inclusive stakeholder engagement, ensuring materiality and responsiveness have also been incorporated in the management framework. Finally, for guidance on performance reporting we drew on the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines.

The SMRS was tailored to the OCOG's strategic and business planning approach. It influenced all Functional Area business Plans, quarterly internal dashboards of key performance measures, Games-time policies, plans and procedures, recruitment, workforce (and volunteer) training and communications, verification, monitoring and reporting. To ensure good sustainability governance and decision-making, a Board Advisory Committee for Sustainability Performance was comprised of 20 experts who advised the Board of Directors on VANOC's sustainability plans and performance. Feedback from regular stakeholder engagement on VANOC's sustainability performance was used to improve the programme where possible. To help ensure credibility, third party assurance on VANOC's Sustainability Report will occur for the 2008-09 and 2009-10 editions.

By creating and implementing the SMRS, VANOC can address :

- Long-term legacy solutions that meet local community needs ;
- Green venues as well as village design and operation requirements ;
- Social inclusion opportunities for populations who do not typically benefit from large mega-events as well as accessibility commitments for persons with physical disabilities and health, safety and ethical business requirements ;



- Sport, economic, social and business opportunities for indigenous peoples;
- Sourcing with suppliers and licensees in an ethical and environmentally responsible way;
- Innovative solutions through corporate sponsors, government partners and non-government organisations;
- Accountability for credible sustainability commitments through stakeholder engagement, tracking and reporting.

By implementing the systems-based approach, VANOC and its partners have been able to generate sport venues with sustainability attributes while creating training and business opportunities for inner city individuals and businesses as well as Aboriginal (Indigenous) peoples, individuals and businesses. They have also created opportunities for engagement in sport and sustainable lifestyle choices and leave legacies that will benefit the region and nation for years to come.

The SMRS and Sustainable Sport and Event Toolkit (SSET) have already been shared with London 2012 and the International Olympic Committee. It will also be shared with other candidate, bid and host-cities as part of VANOC's knowledge transfer, post 2010 Games. By October 2009, VANOC will be able to account for the actual number of sport organisations who have benefited or been influenced by the SMRS and SSET as a result of outreach and workshop activities occurring earlier in 2009.

REFERENCES

[1] More information on VANOC's Sustainability Management and Reporting can be found at <http://www.vancouver2010.com/en/-/32678/q0c15c/index.html>

HILARY DUNN

COJO • Vancouver 2010

PARTENAIRES INDIGÈNES – UNE PREMIÈRE OLYMPIQUE

Pour la première fois de l'histoire olympique, des peuples indigènes ont été reconnus par un comité d'organisation des Jeux Olympiques (COJO) et le Comité International Olympique (CIO) comme partenaires officiels de la planification et de l'organisation des Jeux Olympiques.

La participation des autochtones est un élément clé du Comité d'organisation des Jeux Olympiques et Paralympiques d'hiver 2010 à Vancouver (COVAN). S'appuyant sur l'objectif de

l'Agenda 21 du Mouvement olympique, qui est de « renforcer la participation des femmes, des jeunes et des peuples autochtones aux Jeux », le COVAN et les quatre premières nations hôtes se sont fixé pour objectif « d'obtenir une participation sans précédent des autochtones lors de la planification et de la tenue des Jeux Olympiques et Paralympiques d'hiver de 2010 ». Le programme couvre cinq domaines : partenariats et collaborations, sport et jeunesse, développement économique, implication culturelle, sensibilisation et éducation.

Les leçons que l'on tirera des Jeux de 2010 à Vancouver seront précieuses à la fois pour les futurs organisateurs des Jeux et pour les communautés indigènes, qui cherchent à profiter au mieux de l'organisation d'événements.

For the first time in Olympic history, Indigenous Peoples have been recognised by an Organising Committee for the Olympic Games (OCOG) and the International Olympic Committee (IOC) as official partners in the planning and hosting of an Olympic Games. The Four Host First Nations (FHFN) – the Lil'wat, Musqueam, Squamish and Tsleil-Waututh – on whose traditional and shared traditional territories the Games will be held, are partners with the Vancouver Organizing Committee for 2010 Olympic and Paralympic Winter Games (VANOC) and the IOC. The FHFN and VANOC relationships began during the 2010 Bid Phase and the partners now work as one team to implement a signed Protocol Agreement based on shared decision making, respecting cultural protocols and creating opportunities and legacies for the FHFN and Aboriginal peoples in Canada.

UNPRECEDENTED ABORIGINAL PARTICIPATION

Aboriginal participation is a key element of VANOC's sustainability mandate and has been recognised by the IOC for the value it brings to the Olympic Movement. Building on the IOC's Agenda 21 objective to "strengthen the inclusion of women, youth and Indigenous peoples in the Games", VANOC and the Four Host First Nations have set a goal to achieve "unprecedented Aboriginal (Indigenous) participation" in the planning and hosting of the 2010 Olympic and Paralympic Winter Games. VANOC and the FHFN have established joint programmes in five areas: Partnerships and Collaborations, Sport and Youth, Economic Development, Cultural Involvement and Awareness and Education.

A number of the joint VANOC FHFN Aboriginal Participation programmes have been developed as Olympic firsts including a 2010 Aboriginal Athlete Poster Series, two Aboriginal Sport Halls of Fame, the 2010 Aboriginal Licensing and Merchandising Programme, the 2010 Aboriginal Recruitment and Procurement Strategies, the 2010 Aboriginal Participation in Torch Relays Strategy, the 2010 Venues Aboriginal Art Programme and the 2010 Aboriginal Youth Legacy Fund.



The FHFN and VANOC have also developed strong relationships with Aboriginal peoples – First Nations, Inuit and Métis – from across Canada to ensure an inclusive approach. The three National as well as Regional Aboriginal Organizations have signed partnership agreements with the FHFN to ensure opportunities are extended to Aboriginal Peoples across Canada. These Aboriginal Partners will also work with the FHFN and VANOC on delivering the Games time 2010 Aboriginal Pavilion which will be the Aboriginal gathering place located in downtown Vancouver and will showcase Aboriginal culture and talent to the world.

LEGACY FOR FUTURE OLYMPIC GAMES AND INTERNATIONAL SPORTING EVENTS

The Indigenous Partnerships and Participation that have been developed for the 2010 Winter Games can be used as a model for future Organising Committees or other organisations working with Indigenous groups. The lessons learned from Vancouver 2010 will be a great resource for both future organisers and Indigenous communities wanting to maximise the opportunities of hosting events.

NAWAL EL MOUTAWAKEL

Comité International Olympique

LE SPORT ET LE DÉVELOPPEMENT HUMAIN DURABLE

Le bien-être et la dignité sont des principes fondateurs du développement humain durable et de l'Olympisme.

Pour sa part, la Charte olympique définit l'Olympisme comme un processus qui vise à mettre le sport au service du développement harmonieux et de la dignité humaine.

Ainsi, pour que le sport soit en mesure de jouer un rôle efficient dans un développement humain durable, il est urgent et indispensable de mettre en œuvre une stratégie appropriée visant à :

- **une sportivisation des Objectifs du Millénaire pour le développement (OMD), des politiques publiques, des budgets et du milieu organisationnel du travail ;**
- **plus d'équité dans le déploiement de l'aide au développement, à la promotion du sport et dans les chances d'accès aux infrastructures et à l'encadrement sportif ;**
- **une répression de toute discrimination raciale, ethnique, d'âge, de sexe et de performance physique dans le domaine du sport et de l'éducation physique ;**

- **une réglementation de l'accès aux jeux électroniques en ligne et la soumission de ce secteur à une fiscalisation spéciale au profit du développement du sport.**

Le bien-être et la dignité sont des principes fondateurs du développement humain durable et de l'Olympisme.

Cette convergence de vision est d'ordre philosophique et pragmatique.

Du point de vue philosophique, il faut rappeler que le développement humain se définit comme un processus permettant de mener une vie longue et saine dans le cadre de la dignité personnelle et du respect des droits de l'homme.

Pour sa part, la Charte olympique définit l'Olympisme comme un processus qui vise à mettre le sport au service du développement harmonieux et de la dignité humaine.

Sur le plan pragmatique, les liens causaux du sport et du développement humain se retrouvent aux plans social, économique et écologique.

Socialement, outre que le sport est un droit pour tous, celui-ci participe à la formation de l'individu physiquement et psychologiquement, et ouvre la voie d'une société tolérante, pacifique, cultivée, saine et de plus en plus éloignée de la délinquance et de la criminalité.

Économiquement, le sport est un facteur qui stimule la productivité et la performance au travail.

De récentes recherches dans l'Union Européenne ont estimé que le sport participe à hauteur de 1,5% à 2,4% au produit national brut, et crée plus d'emplois que les secteurs bancaires et pétrochimiques.

Dans l'entreprise, il permet de déstresser le travailleur, de le protéger contre le burnout et de réduire les congés de maladie.

Pour la dimension écologique, le sportif a un besoin primordial d'espace et d'un environnement pour une pratique sportive saine.

Au Maroc, une étude exploratoire auprès du grand public sur le sport, réalisée en 2008, a permis d'identifier certains freins à son développement, notamment :

- l'absence d'espaces publics et d'espaces verts de proximité ;
- le faible ancrage de la culture sportive en milieu rural.

Par ailleurs, l'Initiative Nationale pour le Développement Humain (INDH) au Maroc fait ressortir, dans son bilan d'étape, que parmi 25 secteurs d'activité ayant fait l'objet de projets demandés par la population locale,



7 % concernent la jeunesse et les sports, contre 4 % pour la moyenne nationale, compte tenu d'autres projets d'éducation et des centres d'accueil intégrant des installations sportives.

Devant ces constats, il apparaît clair que le sport au Maroc est loin de jouer le rôle qui lui incombe en vue de hisser le niveau de développement humain du pays au seuil souhaité.

En conséquence, pour que le sport soit en mesure de jouer un rôle efficient dans un développement humain durable, il est urgent et indispensable de mettre en œuvre une stratégie appropriée visant à :

- une sportivisation des OMD, des politiques publiques, des budgets et du milieu organisationnel du travail ;
- plus d'équité dans le déploiement de l'aide au développement, à la promotion du sport et dans les chances d'accès aux infrastructures et à l'encadrement sportif ;
- une répression de toute discrimination raciale, ethnique, d'âge, de sexe et de performance physique dans le domaine du sport et de l'éducation physique ;
- une réglementation de l'accès aux jeux électroniques en ligne et la soumission de ce secteur à une fiscalisation spéciale au profit du développement du sport.

ALFRED EMMANUEL

LCA – St Lucia Olympic Committee

LES VALEURS OLYMPIQUES

La promotion et la protection des valeurs doivent être, en toutes circonstances, au centre d'une organisation, particulièrement des Jeux Olympiques, car cette manifestation a la plus grande audience planétaire.

Afin de souligner et de défendre les valeurs associées aux Jeux, nous devrions nous accorder pour suspendre à vie les tricheurs, qu'ils soient athlètes, entraîneurs ou administrateurs.

Nous devrions renforcer les académies olympiques existantes et si elles n'existent pas, nous efforcer de promouvoir leur création. Elles doivent être encouragées en toute occasion à tenir des sessions pour leurs membres afin de leur inculquer les valeurs que nous cherchons tous à promouvoir.

La question de l'universalité devrait être révisée pour permettre l'inscription d'autres disciplines et tirer parti de ce qui se fait déjà pour la natation et l'athlétisme.

En ce qui concerne la parité hommes/femmes, le moment est venu d'analyser la situation du netball et de voir si cette discipline peut être admise dans le calendrier sportif des prochains Jeux. Enfin, pour conclure, il devrait y avoir davantage d'activités culturelles dans et autour de la ville hôte au cours de la période qui précède la cérémonie d'ouverture des Jeux.

For any organisation to survive, the core values on which it is built, must be respected at all times as well as reinforced and strengthened to allow the organisation to keep up with a changing environment. In so doing, future generations will have the opportunity to enjoy these values.

That being established, we must now ask ourselves: "What are the core Olympic values?" For me these are equality, harmony, universality, knowledge, continuity and prevention.

Having identified the core values, I will now attempt to explore ways in which they can be maintained and strengthened.

For the Games and the Movement to survive, knowledge is an important factor. I believe that the International Olympic Committee (IOC) should, first and foremost, make it mandatory for all National Olympic Committees (NOCs) to establish an Olympic Academy. This institution no doubt will play an important role in educating athletes, coaches, administrators and members of the public about the Olympic Movement and at the same time provide a better understanding of the Games.

I believe that the National Olympic Academies (NOAs) of the world should hold annual sessions for Olympians and in the year of the summer and winter Games, ensure that all members of the team attend a session especially designed to prepare them for the environment in which they will live and compete. Such a session can help to avoid some of the many problems that are encountered by participants.

While the concept of universality is a good one, I believe that the IOC needs to review its policy on how this can be achieved during the Games.

At present athletics and swimming can enter two athletes (one male and one female) regardless of standards. Such a policy assures the universality of the Games but at the same time places most other sporting disciplines at a noticeable disadvantage.

I believe that the privilege enjoyed by athletics and swimming should be reviewed to provide more sporting disciplines with the same opportunity.



Maybe the entry of one male and one female unqualified athlete can be made on a rotational basis at every edition of the Olympic Games. In so doing, all International Federations (IFs) can enjoy the aspect of universality for their sport.

The preservation of the Games and its core values must also be enshrined in some noticeable institution such as an Olympic museum or through other means like publications. While the concept of establishing museums has been encouraged, there are few NOCs who take it seriously and as such the treasured memories are lost for ever. It is necessary to place an even greater emphasis on this aspect.

Exhibitions should also play an integral role in the promotion of values. Displays of photos of medallists as well as the sports wear and memorabilia collected from different Games all help to encourage people to get involved and aspire to become model Olympians, while appreciating the core values of the Movement.

Speaking of model Olympians, the Movement has had its many setbacks in terms of doping scandals and questionable dealings of IOC members to name a few. I believe that in order to promote Olympic values, we should at all times equip people with the pertinent information needed to help them make sound choices. After this is done, anyone found cheating should be banned for life. While I speak of a life ban, I wish to make it clear that not only athletes should receive such a ban if found cheating, but also the many people who are also directly connected to the athletes. The NOCs that are found guilty of suppressing such doping offences must also be held accountable and those in that organisation guilty of such behaviour should also be banned from anything to do with sports and the Olympic Movement. If such a position is adopted by the IOC then the aspect of equality will be enforced.

In terms of equality, I believe that the inclusion of females in all aspects of the Games will surely lend credence to the term. The IOC, in its attempt to keep the Games relevant, must always keep the female sex in mind when deciding on the disciplines that will appear on the Games schedule. Maybe the time has come for the IOC as a body to review the status of netball to see if it is feasible to include a sporting discipline dedicated solely to females.

And finally I would like to discuss the aspect of “harmony”, i.e. the blending of culture with education. While one can argue that the Olympic Games is a showpiece of sporting talent, the lead up to that exhibition should be complemented with cultural activities on an even greater scale than what currently exists. I believe that such cultural activity should take place at least two weeks before the opening of the Games. It will provide countries with an opportunity to showcase their diverse culture to the rest of the world, knowing that the world press is on hand and in a position to broadcast these events.

Such a showcase will expose people to unknowns and at the same time broaden their knowledge and appreciation of cultures which are different to their own.

ANTON GEESINK

Comité International Olympique

COMMENT RENFORCER LE SERVICE OFFERT PAR LES JEUX OLYMPIQUES

Selon la Charte olympique, un athlète qui participe aux Jeux Olympiques s’engage pour son Comité National Olympique (CNO) durant les 16 années qui suivent. On pourrait toutefois s’attendre à ce que les athlètes s’engagent pour la vie. En effet, il n’est pas naturel d’abandonner soudainement ses ambitions, ses critères et ses valeurs au bout de 16 ans.

Les olympiens expérimentés ne sont pas suffisamment utilisés dans l’organisation des Jeux Olympiques. Je propose ici cinq manières dont ils pourraient aider à renforcer le service offert par les Jeux Olympiques à l’Olympisme.

According to the Olympic Charter an athlete’s participation in the Olympic Games leads to a commitment to their National Olympic Committee (NOC) for sixteen years. However, one would expect that athletes make a life-time commitment. Indeed it is unnatural suddenly to abandon ambitions, standards and values after sixteen years. I hold firmly to the belief, “once an Olympian, always an Olympian”. This, for me, represents the enormous worth of the Olympic Movement as a whole and the Olympic Games in particular. I shall explain this using my own career as an example.

The Olympic Games form the top of the “Olympic pyramid”, which is built out of a variety of domains working together to fulfil the mission of the Olympic Movement.

The Pareto principle applies here : 80 % of the goals are achieved with 20 % of the activities. The Olympic Games receive more attention than the other areas of work in the Olympic pyramid. But the others are substantial, and even prestigious. Think, for example, of the hundreds of cultural activities taking place during the Olympic Games all over the Host City. During the 2006 Winter Games in Turin, for instance, there were almost 300 events.

My Olympic gold medal at Tokyo in 1964 had a big influence on my future and on judo itself. Judo grew from a continental into a global sport with the Olympic status. Based on my own career, I wish to show how activities during my career are connected to my knowledge, experience and



particular interests. You will see that not everything happens at the same time, but rather there is growth in phases (Citius, Altius, Fortius). This is why, as an Olympian, I have chosen to spend my life within sport.

In Japan, judo is regarded as a cultural activity (sport is culture), where tradition and future are one. I make a distinction between “judo as a sport” and “judo as a tradition”. I first realised the need for this differentiation when I took part in championships. It was then that I observed that the training was not attuned to competition and much of what I learned was unusable in this sphere. I became a lecturer at the Academy for Physical Education and the Royal Military Academy as well as a number of other highly qualified educational institutions. I also wrote reference books and developed a new judo teaching method based on social aspects and biomechanical principles. Due to my endeavouring for the international diffusion of judo, I was awarded an Honorary Doctorate in Letters from the Kokushikan University in Tokyo in 2000. At that occasion International Olympic Committee (IOC) Honorary President for Life Dr. Juan Antonio Samaranch pointed out: “He is among those who know that education is the essential basis for building a better world of mutual understanding.” My dissertation was entitled “Judo, based on social aspects and bio-mechanical principles: Judo as an Olympic Sport and traditional judo”.

In my dissertation, I showed that both forms of judo are worthwhile for the development of body and mind, but that both should enjoy a separate status if you wish to exploit them to full advantage.

As an Olympic sport, judo is generally practised by young people. Their aim is to compete and become champions through intensive training (Citius, Altius, Fortius). At this time, young people have no need for tradition and often experience it as a burden. But the period of being young, strong and handsome comes to an end and from that moment “traditional judo” comes into the picture. One then looks to judo as a lifetime commitment as well as a mental and physical activity rooted in tradition. It is a part of judo that never ends. If judo can be experienced and practised in this sequence, one does justice to what judo actually represents. Not separating these two dimensions harms both of them. It reduces both the motivation and satisfaction in addition to the personal progress of the judoka.

My own experience of growth in different phases can easily be placed within the context of the Olympic Games. Before and during the Games, the athlete is busy with his Olympic sport and wants to be the best. The Olympic Games make him want to taste the Olympic atmosphere. In the process, everything is seen in the light of performing at your best. This also brings the athlete – and this is unique – into contact with athletes from other sports where everyone lives, eats, competes, relaxes and encounters other sports together.

After their high level sports career, another phase opens up for Olympians. Then they are respected if they build on their Olympic experience and make this available to the next generation of athletes. This also applies to cultural activities. You see Olympians involved in all areas of the Olympic Movement. However, insufficient use is made of experienced Olympians in the organisation of the Olympic Games. I shall now list some possible ways they could contribute :

- The Olympic Charter stipulates that “whatever their composition, NOCs must include active athletes or retired athletes having taken part in the Olympic Games ; however the latter must retire from their posts at the latest by the end of the Games of the III Olympiad after the last Olympic Games in which they took part.” The position of Olympians differs greatly from one country to another, but I firmly believe that enormous benefit can be derived in this area.
- The Olympic Games form the top of the Olympic pyramid. People are much less familiar with other areas of activity. Great benefit can be gained here. The number of Olympians included differs from NOC to NOC. The International Olympic Academy can play a valuable role in this respect.
- The Olympic Village: The IOC and the Organising Committees for the Olympic Games (OCOGs) are right to be opposed to athletes staying outside the Olympic Village. The question of security is often used as a substantive argument, but more emphasis should be given to inclusivity.
- Watching competitions: The accreditations athletes receive today give them the right to watch competitions in their own sport. An increasing number of athletes taking part in the Olympic Games also want to watch competitions in other Olympic sports. As Delegate Member of Games Observation (for the tenth time in Beijing), I encounter this need regularly in daily reports from IOC colleagues. Efforts must be made to see whether NOCs, International Federations (IFs), the IOC and COGs can meet the athletes' wishes.
- In my other contribution to the Virtual Olympic Congress (“The social and professional life of athletes during and after elite competition”), I say that elite sport demands a healthy mind in a healthy body. Elite athletes are privileged, and have a social responsibility towards their neighbours. In addition, Olympians have a role model function linked to the educational sphere of the Olympic Movement, whereby they should think and act based on universal standards and values.

In Olympism, sport is not just an end, it is also a means. The Olympic Games act as a booster in this regard. And so the rights and obligations of Olympians are interlinked.



BRUNO GRANDI

FIG – Fédération Internationale de Gymnastique

LES VALEURS OLYMPIQUES

Cette contribution examine la nécessité de chasser l'idée reçue de la « victoire » dans le monde du sport. Dans le cadre des Jeux Olympiques, la « victoire » devrait être vue de manière plus large, pas seulement comme le fait de battre des records et de décrocher des médailles. Il faut également enseigner aux champions olympiques d'autres valeurs importantes et leur apprendre à accepter les responsabilités qui viennent avec la victoire. Les Fédérations Internationales (FI) doivent être les premières à promouvoir ces valeurs.

Once in a while, a speaker inserts a few words in his discourse with skilful innocence, giving the impression that it was not done purposely. The sentences unfold, the speech ends.

And we hear applause.

Once in a while, however, a more sensitive and attentive ear will capture the subtleties of the phrasing and detect a new sound in the discourse.

The sounds of words can be intriguing and interesting.

This is exactly what has happened over the course of the past few months. The fact could have gone by unnoticed, except that the speaker was none other than the President of the International Olympic Committee, who spoke with his typical wisdom and in barely veiled terms about the emergence of a more human face to sport. At least that is how we will visualise our perception.

The first hint came at the Fair Play Awards Ceremony in Paris, when the President of the International Olympic Committee (IOC) reminded the winners, that “the champion is not always the one who crosses the line first.”

The subtle allusion was detected for the second time at the recent seminar on Justice and Injustice in Sport at the International Centre for Sports Studies in Neuchâtel (SUI), when President Rogge remarked that the “true future champion will have to reach beyond the notion of victory and increase the value of his performance by giving the best of himself.”

The third speech was delivered in Macolin (SUI) at the Conference on Sport for the Cause of Development and Peace, in which the President

reminded his audience that “the Olympic Ideal is not made exclusively of athletic records and medals.”

At each of these three different occasions, his speeches revealed a quest for a new direction in sport, a call to all the federations to re-evaluate their philosophy, develop new values and review the Olympic values.

Could these recurring themes open the road for a new orientation in sport in the years to come? We are inclined to think so, since telling signs are already discernible. For instance, what will be the fate of the Olympic programme, of new disciplines and the Olympic manna after 2008?

It is evident that the marketplace is waiting for new and more spectacular disciplines that focus more on individuals and their feelings. In a more subtle way there is also an expectation emerging, which strongly supports disciplines that reject “dry” competition and welcome more noble values such as solidarity and development.

SAAD HASSAN ADEN

DJI – Comité National Olympique et Sportif Djiboutien

LES VALEURS DES JEUX OLYMPIQUES OU DES LENDEMAINS MEILLEURS

Depuis les origines, les Jeux Olympiques sont une source de paix, de réconciliation et de partage. Autant de valeurs nobles qui constituent les fondements de l'Olympisme.

Malgré tous les efforts, il reste beaucoup de choses à faire pour que les Jeux Olympiques et les valeurs qui lui sont propres soient largement suivis.

Des valeurs comme la paix, le partage, le dépassement de soi dans le fair-play total devraient être largement prônées au sein de tous les établissements scolaires des pays du monde entier.

Les Jeux Olympiques sont porteurs de valeurs éducatives, du respect de l'éthique et d'un style de pensée basé sur le plaisir de l'effort. Il est nécessaire de continuer par tous les moyens à véhiculer et à promouvoir ces valeurs.

Depuis les origines, les Jeux Olympiques sont une source de paix, de réconciliation et de partage. Cette manifestation, qui réunissait plusieurs centaines de milliers de personnes, a su par-delà le temps garder son statut d'événement fédérateur et suspendre pour un moment les guerres, et tous les problèmes, grâce à des instants immortels et immuables.



La quintessence des Jeux et sa signification profonde ont su changer les mentalités dans le monde entier, même dans des pays à feu et à sang (Irak, Palestine, Somalie) ou dans certaines nations en retrait et recluses comme Cuba ou la Chine.

Les Jeux Olympiques véhiculent des valeurs fortes, comme l'affrontement et l'atteinte d'un idéal, comme tous les jeunes apollons athéniens cultivant la beauté d'un corps au galbe parfait et se confrontant dans des joutes athlétiques ou pugilistiques, avec pour seuls objectifs la victoire suprême et le titre de champion, pour enfin porter sur leur front les célèbres lauriers tant convoités.

Et pouvoir ainsi rivaliser de célébrité avec les dieux antiques de l'Olympe (Royaume des dieux) car les jeunes sportifs étaient considérés comme les « dieux du stade », sans autre gratification que le titre et tous les honneurs du roi et de son peuple. Des valeurs nobles qui, au fil du temps, ont changé de physionomie et de sens.

Les Jeux Olympiques étaient composés à l'origine de quelques activités et avaient des objectifs beaucoup plus nobles que ceux qui motivent actuellement la plupart de nos athlètes :

- Du temps des hommes préhistoriques ou de l'homo sapiens, les activités physiques pratiquées étaient essentiellement la chasse, la pêche ou la fuite face aux prédateurs.
- En remontant le cours du temps lors de l'Antiquité, les activités sportives se cantonnaient à donner du spectacle au peuple pour éviter les guerres, faire oublier la famine, ou éviter une émeute en abreuvant le peuple de jeux.
- Lors de la Renaissance, les activités sportives étaient le propre du peuple avec une foule d'activités populaires. La bourgeoisie refusait le travail et les activités physiques en plein air, à part l'escrime qui faisait partie intégrante de l'éducation du parfait gentilhomme.
- Au XIX^e siècle, le sport prend plus d'importance, avec les grandes universités anglaises qui organisent des régates entre Cambridge et Oxford, des matchs de soule (sport qui change ensuite de dénomination pour s'appeler le rugby), des compétitions de courses sur route entre collèges (cross-country), tout ceci pour la reconnaissance de tel ou tel établissement scolaire.

Autant de valeurs nobles qui constituent les fondements de l'Olympisme. Et ainsi les Jeux Olympiques perpétuent cet état de fait mais à une très large échelle, avec des moyens accrus et une sensibilisation de tous les instants grâce aux médias.

Malgré tous les efforts consentis, il reste beaucoup de choses à faire pour que les Jeux Olympiques et les valeurs qui lui sont propres soient largement suivis. Il serait peut-être souhaitable par exemple que les gouvernements, en vue de propager l'esprit olympique, insèrent dans leur constitution et dans les textes réglementant le système éducatif des cours dédiés à l'Olympisme dès les petites classes, pour que très tôt les enfants puissent s'imprégner des valeurs véhiculées par l'Olympisme.

En milieu scolaire, cet enseignement serait un moyen de pouvoir inculquer dès le plus jeune âge les rudiments et les préceptes de l'Olympisme conformément à la Charte olympique.

Des valeurs comme la paix, le partage, le dépassement de soi dans le fair-play total sont des valeurs qui devraient être largement prônées au sein de tous les établissements scolaires des pays du monde entier.

D'où aussi la notion d'universalité. Les Jeux Olympiques deviennent le moyen de pouvoir s'affirmer. Toutes les nations y voient un moyen de faire connaître leur pays en montrant un visage attrayant. De nos jours plus de 200 Comités Nationaux Olympiques (CNO) participent aux Jeux, preuve du succès et du travail colossal accompli par le Comité International Olympique (CIO) et les CNO au sein de chaque pays, qui ont permis de faire de cet événement mondial le rendez-vous incontournable attendu par plusieurs milliards d'habitants de cette planète.

Le CIO a pour rôle essentiel de planifier des projets pour la promotion des préceptes de l'Olympisme, d'aider financièrement les différents CNO et de les aiguillonner en leur traçant les lignes directrices à suivre.

Les CNO sont la cheville ouvrière et œuvrent pour la mise en application des plans et objectifs généraux et spécifiques définis par le CIO.

Les fédérations ainsi que le Ministère de la Jeunesse et des Sports veilleront à la mise en œuvre des actions établies sur la feuille de route de manière concrète, sur le terrain, ainsi qu'à leur suivi.

Cette universalité des Jeux est donc avant tout une volonté politique de chaque nation et ensuite, dans un deuxième temps, un enjeu sportif.

Les Jeux Olympiques sont porteurs de valeurs éducatives, du respect de l'éthique et d'un style de pensée basé sur le plaisir de l'effort, et un moyen de promouvoir les valeurs olympiques serait peut-être la construction, dans chaque pays, d'un bâtiment ayant pour rôle la diffusion des valeurs olympiques, avec des galeries photos, des revues de presse, la mise en place de postes de télévision diffusant en boucle l'historique et les performances des anciens champions olympiques



(visites guidées comme pour un musée), avec aussi la parution dans chaque pays d'une revue mensuelle avec la collaboration du CNO pour la propagation des valeurs olympiques.

Mais de nos jours, la victoire en soi pour établir une performance n'est plus la raison première, car au fil du temps, avec le modernisme et la mondialisation, les valeurs premières de l'Olympisme ont tendance à se perdre et la victoire devient synonyme d'apport financier.

L'appât du gain est devenu la motivation première de l'athlète des temps modernes, qui n'hésite pas à utiliser des moyens et produits illicites pour remporter la victoire finale, la médiatisation à une large échelle étant aussi un des paramètres qui accentuent cet état de fait.

L'établissement d'une performance pour l'athlète devient un moyen de monnayer un contrat publicitaire, des invitations à des meetings internationaux, la possibilité d'avoir de nouveaux sponsors, et ainsi nous sommes loin de son aspect premier, qui était la victoire pour une satisfaction avant tout personnelle ou pour l'honneur d'une nation.

GEORGE HIRTHLER

USA – United States Olympic Committee

LES JEUX OLYMPIQUES: J'Y CROIS!

Tandis que des millions d'individus embrassent la foi religieuse aujourd'hui dans le monde, pour ma part, je place ma foi dans les valeurs du sport olympique. Je crois aux idéaux d'amitié et de paix à travers le sport, symbolisés par la philosophie du Mouvement olympique dans le monde. J'ai découvert que les Jeux Olympiques sont bien plus qu'une manifestation sportive au niveau mondial car ils enseignent aux jeunes à vivre ensemble malgré toutes leurs différences.

Certaines personnes se moquent lorsque j'affirme que la paix par le sport peut changer notre monde. Mais aux Jeux Olympiques, vous pouvez nouer des amitiés avec des personnes qui peuvent être vos adversaires sur le plan politique, religieux ou social. Je pense que le sport olympique peut être une plateforme pour unir le monde dans l'amitié et la paix.

While millions embrace religious faith in our world today, I put my faith in the values of Olympic sport. I believe in the ideals of friendship and peace through sport that are embodied in the philosophy of the worldwide Olympic Movement. For 20 years, I have had the opportunity to see that philosophy at work in cities all around the world.

In 1989, I was hired to write the candidature files for Atlanta's campaign for the 1996 Centennial Olympic Games. At the Olympic library in Lausanne, Switzerland, I discovered that the Olympic Games were far more than just the world's greatest sporting event. In the pages of Olympic history, I learned that the Games were in fact the most visible expression of a worldwide movement that seeks to instill the values of human excellence, mutual respect, friendship on the field of play and peace, through sport, in the hearts and minds of millions of young people in more than 200 countries, 365 days a year.

In the Olympic Movement, I saw distinct parallels to the goals of the Civil Rights Movement that had been headquartered in Atlanta, the city for which I was writing the bid. Baron Pierre de Coubertin, the French educational reformer who founded the modern Olympic Games in 1894, foreshadowed the ideals of Martin Luther King Jr when he said, "We shall not have peace until the prejudices which now separate the different [nations] shall have been outlived. To attain this end, what better means than to bring the youth of all countries periodically together for amicable trials of muscular strength and agility." Like Coubertin, King believed in the power of contact across the boundaries that separate us. "We must learn to live together as brothers or [we will] perish together as fools," he said.

The Olympic Movement teaches young people to live together despite all their differences. In the microcosm of the Olympic Village, we see the world living as one in friendship and peace at each and every edition of the Games, Summer and Winter.

Some people scoff when I say that peace through sport can change our world. But after Atlanta won, I had the opportunity to help Istanbul bid for the 2000 Olympic Games. And while Sydney took the prize, I saw Muslims, Christians and Jews filled with hope as they signed a "Declaration of the Spirit" and united in the quest to bring the youth of the world to Turkey. I saw the same dreams come to life in Stockholm 2004, Klagenfurt 2006, Beijing 2008, Vancouver 2010, New York 2012, Salzburg 2014 and now Chicago 2016, when working on successive Olympic bids with people from all walks of life who believe in the power of friendship and peace through sport.

At the heart of sport, you find play. And in play, you find hope. My friend Johann Olav Koss, who won three gold medals in speed skating at the 1994 Lillehammer Olympic Winter Games in his native Norway, carried the Olympic Ideals down to Africa and into the camps where refugee children were suffering. And there on those dusty fields – in the concrete reality of a child's need – he put play to work and watched the values of sport restore self-esteem among the battered and bruised, watched it unleash a positive force in a negative world and build hope for a better tomorrow.



At the Olympic Games, you can find friendships forming between people who would be adversaries in the political, religious or social realms. Palestinians and Israelis, North and South Koreans, Iranians and Americans discover common ground on the field of play. The most famous Olympic friendship of them all was formed in Berlin in 1936 between the grandson of an Alabama slave and a storm trooper for Nazi Germany. When Jesse Owens and Luz Long embraced their common drive for athletic excellence and dissolved the barriers that would have made them natural enemies, Coubertin's idealistic view of the power of sport came to life. As Owens wrote in his biography years later, that friendship meant more to him than all the accolades. As he said, "Awards become tarnished and diplomas fade. Championships are mythical things. They have no permanence. What is a gold medal? It is a trinket, a bauble. What counts, my friends, are the realities of life: the fact of competition and, yes, the great and good friends you make."

The power of sport moves from the personal level to the universal with ease, from two people to millions. Over the last few years, 400 million young people in China were being taught the Olympic Ideals in more than five million schools in the run up to Beijing Olympic Games. The total number of young people is larger than the population of Western Europe or the United States. China's future leaders were schooled in the values of a Movement that seeks to unite the world in peace through sport. They learned to believe in the possibilities of "One World sharing One Dream" as more than four billion people tuned in to watch the broadcasts of their Games. They celebrated with two-thirds of all humanity and this has positive implications for our future.

I believe Olympic sport can serve as a platform to unite the world in friendship and peace. And I work towards that goal every day through another Olympic bid campaign. Nearly a century after Coubertin launched the modern Olympic era, then International Olympic Committee (IOC) President Juan Antonio Samaranch summed up the work of the Olympic Movement by saying: "We pursue one ideal: that of bringing people together in peace, irrespective of race, religion and political convictions, for the benefit of mankind." For our troubled world, that is a goal worthy of all admiration and faith. And this is why I believe in the ideals of friendship and peace through sport.

PETR HRUBEC

CZE – Czech Olympic Committee

CHANGEMENT DES RÈGLES DES FÉDÉRATIONS INTERNATIONALES DE SPORTS

Nous demandons au Comité International Olympique (CIO) d'inviter les Fédérations Internationales (FI) de sports à modérer leurs prescriptions sportives et techniques concernant les stades et autres salles de sport pour les compétitions internationales. Les exigences excessives de certaines FI disqualifient automatiquement les pays qui n'ont pas les moyens de s'offrir de telles installations.

In the interest of spreading the ideals of the Olympic Movement, we request that the International Olympic Committee (IOC) work to change the rules of International Sports Federations with regards to the facilities for hosting international competitions

We request that International Sports Federations moderate their sporting and technical requirements for sports stadiums and halls intended to host large international competitions. The excessive demands of some International Sports Federations concerning the capacity of spectator facilities automatically disqualify countries that do not have such facilities from hosting these competitions. This negatively influences the development of a given sport in these countries and reduces its appeal for younger generations. The Olympic Movement should be about developing sport everywhere on our planet and not just in a few large and wealthy cities.

Opponents of this proposal would argue that as sports competitions are broadcast on television, it is not a problem if they are always held at the same place. But as every basketball, football and athletics fan knows, there is a big difference between watching sports broadcasts at home and being "right beside the action", where you experience the emotions of the players along with thousands of like-minded supporters.

Note: This proposal was approved by the Executive Committee of the Czech Olympic Committee on 10 December 2008.



PETR HRUBEC

CZE – Czech Olympic Committee

TABLEAU DES MÉDAILLES AUX JEUX OLYMPIQUES

Le tableau des médailles aux Jeux Olympiques n'est pas officiel et n'est pas mentionné dans la Charte olympique. C'est un pur produit des médias. Ce classement est discriminatoire à l'encontre des États qui n'envoient qu'une petite délégation d'athlètes aux Jeux.

Par cette contribution, nous demandons au Comité International Olympique (CIO) de se distancier officiellement de ce tableau des médailles.

This contribution puts forward a request to the International Olympic Committee (IOC) to distance itself, officially, from systems that rank states according to the number of medals won at the Olympic Games

As a product of the media, these unofficial medal rankings have no basis in the Olympic Charter and discriminate against states with small delegations.

To us, the Olympic Movement loses its meaning if participation in the Olympic Games is reduced to rankings and winning medals. It is clear that the IOC cannot ban the media from publishing these medal rankings. However, members of the IOC, led by their President, should publicly distance themselves from these rankings in their speeches and announcements.

Note: This proposal was approved by the Executive Committee of the Czech Olympic Committee on 10 December 2008.

CHI HARU IGAYA

Comité International Olympique

LES VALEURS OLYMPIQUES

Les Jeux Olympiques d'été comme d'hiver jouent un rôle vital pour promouvoir le Mouvement olympique. Cela signifie que plus il y a de personnes concernées par les Jeux Olympiques, plus la promotion du Mouvement olympique est efficace. Il y a quelques années, une idée a été émise par plusieurs membres du Comité International Olympique (CIO), dont moi-même, de faire passer certains sports de salle du programme des Jeux d'été à celui

des Jeux d'hiver. Cela permettrait d'accueillir plus de sports en plein air aux Jeux d'été et de promouvoir davantage le Mouvement olympique. Cette idée n'a jamais vu le jour car bon nombre de membres du CIO et d'autres personnes parmi les différents groupes constitutifs du Mouvement y étaient opposés. Le temps est peut-être venu à présent de revoir cette idée.

The ultimate objective of the Olympic Movement is to contribute to building and maintaining peace in the world, through sports. In fact, this is specifically stipulated in the Olympic Charter. The most important means of achieving this noble objective is the Olympic Games. Therefore, we should not consider the Olympic Games only in terms of being the largest sporting festival in the world.

In principle, the higher the number of sports on the Olympic programme, the more effective the contribution to the promotion of the Olympic Movement. This is because more athletes, television and internet viewers, newspaper readers, spectators and many others become closely involved.

We are, however, obliged to limit the maximum number of sports in the Summer Games to 28 and the number of athletes to 10,500 to avoid overcrowding the competition programme as well as to minimise any adverse effects on the normal day-to-day lives of the host-city residents.

On the other hand, there are only seven sports on the Olympic Winter Games Programme, restricted by the Olympic Charter to sports performed only on snow and ice.

Some years ago, a small number of International Olympic Committee (IOC) members, including myself, had the idea of transferring some indoor sports, usually held at the Olympic Summer Games, to the Winter Games. It was felt that this would allow for more sports on the programme of the Olympic Summer Games, which would help to more effectively promote the Olympic Movement. This idea, unfortunately, met with strong resistance among other members of the IOC and International Sports Federations. The major reason for their objection was that sports in the Olympic Winter Games must be performed on snow and ice as specified in the Olympic Charter.

However, I would like to propose that this idea be reviewed at the 2009 Olympic Congress, as I believe it would contribute to the enhanced promotion of the Olympic Movement. Once again, I wish to remind the reader that the Olympic Games are not merely the largest but also the most popular sporting festival in the world.

As mentioned in the Olympic Charter, the concluding sentence in paragraph 3 of the Fundamental Principles of Olympism reads, "It [the



Olympic Movement] reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games." It is my interpretation that the Olympic Charter places the Olympic Games as the ultimate means to promote the Olympic Movement.

During my time as an athlete, the Olympic Winter Games were held either in small towns or large villages as the number of participating athletes was limited to only several hundred. However, as winter sports have grown in popularity, and the Olympic Winter Games have gone on to become a major sporting occasion, the number of athletes has also grown to several thousand. The Olympic Winter Games are no longer hosted by small towns or villages, but populated cities. The past three Olympic Winter Games were successfully held in Nagano, Salt Lake City and Torino. The next two Winter Games will be held in the large, populated cities of Vancouver and Sochi.

The advantage of holding the Winter Games in populated cities, close to mountainous regions, are as follows: 1) it is possible to mobilise larger numbers of spectators to attend the Games; 2) host cities can minimise expenses as existing facilities can be readily used or converted to satisfy the needs of the International Sports Federations; 3) cities can minimise post-Games maintenance expenses for sporting facilities; 4) the legacy of the Games will be ensured; 5) more hotel rooms are readily available to meet the needs of the Games.

Today, the amount paid for television broadcasting rights and sponsorship fees is huge. It is my opinion that the Olympic Movement must begin to consider providing television rights-holders and sponsors with additional audience exposure to maintain the existing favourable relationship which the parties currently enjoy.

One way to increase the degree of exposure is to accommodate more sports in the Olympic programme. Some sports have huge numbers of participants and fans. Including these new sports will certainly contribute to increased television audiences as well as spectators and, in turn, satisfy the requirements of television rights-holders and sponsors.

In addition, there are currently many summer sports that would dearly love to be included in the Olympic programme. Many of these have the potential to become excellent Olympic sports. They would also become important members of the Olympic Family and make a significant contribution to promoting the Olympic Movement.

I write this paper in the hope that the values of the Olympic Movement are correctly interpreted and include the above ideas with a view to further promoting this noble Movement.

MONICA JAKO

COJO • Vancouver 2010

VALEURS OLYMPIQUES ET TRÊVE OLYMPIQUE AUX JEUX DE 2010 À VANCOUVER

La Trêve olympique des Jeux de 2010 à Vancouver invitera tout un chacun à faire régner chaque jour la paix dans leurs familles, leurs écoles, leurs communautés locales et dans notre société mondiale. Intitulée «Faites la paix», la campagne diffuse les valeurs de la Trêve olympique auprès des citoyens du monde.

À cette fin, Vancouver 2010 adoptera une approche unique et intégrée de la Trêve olympique en visant à:

1. sensibiliser davantage le public;
2. accroître l'engagement des jeunes;
3. laisser des héritages.

Les leçons tirées de Vancouver 2010 seront précieuses non seulement pour les futurs comités d'organisation et leurs partenaires, mais aussi pour les autres parties prenantes – gouvernement, organisations à but non lucratif, groupes communautaires et communautés indigènes – qui cherchent à tirer le meilleur parti de l'organisation d'événements.

En utilisant le sport comme une source d'inspiration, les jeunes et les communautés en général créent des liens et agissent selon les principes de l'Olympisme, tant au niveau local qu'international.

KEEPING THE OLYMPIC VALUES RELEVANT THROUGH THE VANCOUVER 2010 OLYMPIC TRUCE

Given the global reality in which sport and the Olympic Games exist, Vancouver 2010 will actively pursue the goals of protecting the interests of athletes and contribute to the search for peaceful and diplomatic solutions to conflict around the world. Canada is known internationally for its long history of peace at home and working towards peace abroad. This commitment to peace, an intrinsic part of the Canadian psyche, provides an appropriate platform for our outreach to Canadians across the country and to youth around the world.

The Olympic Truce has traditionally called on countries to lay down their arms. The Vancouver 2010 Olympic Truce will invite everyone to create everyday peace in their families, schools, local communities and our global community. Entitled "Make Your Peace", the campaign extends the Olympic Truce ideals of global citizenship.



It allows youth to engage in a local and very personal way and in a manner that is meaningful to them. When asked, youth and teachers said they would do the following to promote peace:

- Promote ideals (tolerance, inclusion, equality, fair play) in their school where bullying may exist;
- Coach a team;
- Start a club;
- Volunteer in their community to make it a better place to live;
- Encourage neighbours to set aside their conflicts;
- Be more aware of their responsibilities as global citizens.

The result is a truce that, for the first time, can be shared and owned by everyone.

UNPRECEDENTED LOCAL, NATIONAL AND INTERNATIONAL PARTICIPATION

Vancouver 2010 will take a unique and integrated approach to the Olympic Truce. Elements of the Truce will be incorporated into various aspects of our programmes with the three main objectives:

1. Increasing public awareness;
2. Heightening youth engagement;
3. Creating Truce legacies.

World-renowned diplomatic, cultural and sporting figures are serving as Truce patrons and champions. They are bringing the programme to life through their personal engagement.

The programme will build on the United Nations (UN) Olympic Truce resolution through a variety of initiatives. These initiatives are all supported by communications vehicles that reach out to our youth through print, broadcast and digital media in a manner that resonates with young people today.

LEGACY FOR FUTURE OLYMPIC GAMES AND INTERNATIONAL SPORTING EVENTS

Local, national and international legacies are the cornerstone of the integrated model. The partnerships and participation that have been developed for the 2010 Winter Games Truce programme can be used as a model for future Organising Committees or other organisations working with diverse groups. Dozens of organisations are involved.

An example of this partnership can be seen in the creation of three state-of-the-art accessible parks that celebrate diversity by providing an opportunity for children, regardless of their physical or mental ability, to

be included in a public play space. Through the efforts of six partners, the children will improve their physical and mental well-being through a tactile and imaginative environment. A number of diverse education and outreach programmes will encourage youth to act in a spirit of peace, inclusion, fair play and diversity. All initiatives are complemented by an international programme that will ensure that for every athlete that competes at the 2010 Games, a child somewhere in the world will have the opportunity to play.

The lessons learned from Vancouver 2010 will be a valuable resource for future Organising Committees and their partners and stakeholders in government, not-for-profit organisations, community groups and Indigenous communities seeking to maximise the opportunities of hosting events. Using sport as the inspirational vehicle, the result is youth and communities connecting to and acting upon the principles of Olympism, both locally and internationally.

NOUR EL HOUDA KARFOUL

SYR – Syrian Olympic Committee

LES VALEURS OLYMPIQUES

Nous devrions rechercher des moyens pratiques de promouvoir le concept olympique et ses dimensions philosophiques, humanitaires et sportives. Comment concilier ceci avec la rigidité des Fédérations Internationales (FI) concernant les règles relatives aux tenues sportives durant les compétitions? Je suggère que les différentes institutions olympiques, à commencer par le Comité International Olympique (CIO), demandent aux FI de faire preuve de plus de souplesse quant au respect du choix des tenues portées par les femmes durant les compétitions.

We should seek practical methods that promote the Olympic concept and its philosophical, humanitarian and sporting dimensions. Males and females in all age categories must feel and practise these Olympic values through sport and competition, which should be available to everyone. This is especially necessary at a time when, in many societies, sport is not available to children, women, youth or even men due to wars, calamities or religious strictness.

I perceive it is necessary to “pull the rug from under the extremists” and show sufficient flexibility when dealing with women and sport especially in needy and developing countries.

Could women stand up to extremist tendencies, rooted in their customs and traditions, while still abiding by the rules stipulated by the International Federations (IFs) or International Olympic Committee (IOC)?



How can we assist women and girls in situations where extremists hinder their practice of physical activity and participation in championships by claiming their clothes go against local customs, traditions and religions? How do we reconcile this with the strictness of IFs on rules about sporting apparel in competitions? In many cultures, enabling a woman or girl to have the freedom to decide on her sport, clothes and life course, principally means to stand by her.

I suggest that the different Olympic institutions, starting with the IOC, challenge IFs to show more flexibility in respecting women's choice of clothing to be worn in competitions.

Olympism provides the means of bringing together cultures; it is a unifying element that offers athletes the opportunity to meet, acquaint and accept each other. Sport is one of the most important means of social development.

JUDE KELLY

COJO • Londres 2012

LE DÉBAT OLYMPIQUE CULTUREL

L'importance de l'art et de la culture dans l'expérience des Jeux Olympiques est conforme à la vision qu'avait Coubertin des Jeux et de leur développement futur. C'est particulièrement vrai en ce qui concerne la participation d'un nombre accru de jeunes au Mouvement olympique. Les Jeux devraient être le summum de l'accomplissement artistique et pas seulement sportif. Ils dévoilent certes les talents sportifs, mais aussi artistiques et culturels. Ils doivent inspirer les jeunes du monde à la fois sur le terrain de sport et en dehors de celui-ci. Cette contribution examine comment la culture et le sport seront mis au cœur des Jeux de 2012 à Londres.

Bishop Desmond Tutu spoke recently about the "Triumph of Goodness" and the role that great figures play in changing life for the better. It made me reflect on the influence of Pierre de Coubertin on our modern world. It also made me think about the scale of his vision and what is still to be done.

Coubertin was an amazing man. Some figures stride the world stage and their influence for good extends far beyond their lifetime. Dictatorships and terrorist regimes eventually crumble, destined to become part of the flotsam and jetsam of history. But true goodness of purpose lives on for future generations to marvel at and the modern Olympic Movement is founded on such goodness.

Coubertin's story is both inspiring and sobering. Inspiring because he was so passionate about urging the world to unlock the potential in everyone; sobering because his dogged and uncompromising idealism needs to be replicated and refreshed generation after generation to ensure that the symbol of the Torch remains a genuine beacon for the triumph of goodness. The term "Olympic Movement" implies that we must create progressive change and that we not only preserve the best of tradition but also add fresh relevance and renewal to a cherished global event. He himself recognised the effort required to keep any flame of purpose alive.

In 1927 he wrote:

"Whoever learns from History as a whole should come to these conclusions: firstly, humanity makes very small steps along the path to a better life; secondly whatever humanity acquires is extremely fragile and breakable; thirdly, that only continuity and the co-ordination of effort from one generation to the next are capable of consolidating it."

As an artist I have always been fascinated by Coubertin's profound belief in displaying human potential as a way of increasing love and respect for humanity. I have also been fascinated by the slow but persistent journey of the arts to play a crucial role in the Olympic Movement.

It was in 1906 at a conference of sport and art that Coubertin introduced the idea of the integration of the arts into the Games. This was the start of the Olympic competitions, which in more recent times has become the Cultural Olympiad. Coubertin remarked that "art, whatever one does, will never be governed like sport." Although this is true, the synergies are huge.

The artist and the athlete have much more in common than would appear at first glance. They share the passion of a dream that must be realised and the same punishing lifestyle. Musicians spend years perfecting the mastery of an instrument; dancers embark on a life of physical labour from the earliest age to achieve exquisite grace and athleticism; writers spend years of solitary daily application, wrestling with the form and content of a novel; painters prepare for a life of meagre financial reward as they struggle to establish themselves. All of them run the risk of public condemnation if their work is judged to be less than world-class.

Artists and athletes make themselves uniquely vulnerable when creating moments of breathtaking drama or life-enriching encounters for the rest of us. In this respect artists and athletes belong together. Both make harsh, demanding personal journeys and both attempt to set new records or create new modes of expression.



More importantly, both provide inspiration for other young people. The world has many problems to tackle but engaging the positive energy of young people is the only way of passing good ideas into the future.

So what does the United Kingdom (UK) want to pass to the next Games? Well, one aspect is the central role of culture in the Olympic and Paralympic Games.

We are an island nation with a huge appetite and reputation for the arts, heritage and creativity. This creativity has also been fuelled generation upon generation by the steady influence of new voices as well as immigrant communities arriving with their own cultures and enriching and influencing all around them. Our thousands of musicians, dancers, actors, poets and painters reflect a world story in London and many have a direct link to the lives of millions of young people in the UK and internationally.

The Cultural Olympiad provides a world stage for artistic and cultural prowess and participation. Used well, the Cultural Olympiad can provide millions of young people with the inspiration to change their own circumstances through involvement with the arts. Like sport, it develops personal and social skills of discipline, focus, team cooperation, confidence, loyalty and raises self esteem.

Around the globe, millions of young musicians, fashion designers, writers, performers and artists swap ideas on the internet. They share dreams and learn from each other. Involving those millions in the Games is the next step in realising the power of the Movement to unite humanity, not through politics or religion, but through the celebration of talent.

It is still a regular occurrence for people to look bemused at the link between culture and the Olympic Movement, despite the long and important history of the arts. In a world where we encourage our children to follow either sport or art this is perhaps not surprising.

Of course it is easy to acknowledge the role of culture during the staging of the Games. The joyous parades and carnivals, the live concerts, outdoor performances and public artworks all add enormously to the festive atmosphere. Indeed without a cultural outpouring of energy and flair, it is hard to give expression to a city's joy in hosting the Games. But the Games, for many artists as well as athletes, should also be the crescendo of four years of effort and preparation. Truly great work comes from application and perspiration over months and years. That is what is needed to realise the true meaning of the Olympic Movement. Perseverance in the strangely selfless act of personal endeavour brings true rewards to all of us. Young artists, professional and amateur alike, should see the Olympic Movement as their natural champion, which provides a platform for showcasing the best of their work, and recognition of the dedication needed to succeed.

In the UK, we plan that young people will inspire the whole nation with the breadth and depth of their creative activity. We want young people to work alongside the great artists and storytellers of the world. We also want to present the best international artists who, like our elite sportsmen and sportswomen, create legendary experiences.

Importantly, we want to hand to the youth of the next host nation the certainty that culture plays a key role in the Olympic and Paralympic Movements. The youth of Chicago, Madrid, Rio or Tokyo should feel that the Olympic Movement belongs to them, because it does. Coubertin invented it for the youth of the world to realise their talent. And whether they are athletes or artists, we need their involvement in the future of the Games.

The 2012 Olympic Games provides a new global opportunity to marvel at what humans are capable of, i.e. of bringing about a generational change through sport, art, education and peace.

CYRIL KHOO

SYOGOC – Singapore Youth Olympic Games Organising Committee

L'ESSENCE DE L'OLYMPISME

L'Olympisme est ancré dans notre cœur. Il influence et façonne les croyances des personnes par la pratique d'un sport. Toutefois, j'ai observé que la véritable valeur de l'Olympisme n'existe plus chez la plupart des athlètes de nos jours. Quel est le but d'une participation des athlètes aux Jeux Olympiques? Le vrai enjeu des Jeux Olympiques est-il de remporter des médailles ou bien plus que ça?

D'une manière générale, si nous souhaitons vraiment faire la promotion de l'Olympisme dans le monde, je pense que nous devrions le faire à la manière des anciens Grecs, en modelant, développant et façonnant les valeurs intrinsèques de l'Olympisme dans le cœur des individus, que ceux-ci soient ou non des athlètes.

Olympism, in essence, is learning a set of life principles through the practice of sports, and the blending of sport with culture and education. However, Olympism cannot be taught. Its spirit is caught and instilled by the athletes through their experiences in sports. At the ancient Olympic Games, Olympism was celebrated and its beliefs were instilled in every single athlete. It is an athlete's expression of these beliefs that is inspirational. They display the beauty of sports and demonstrate the way in which it shapes an athlete's life and the community around him or her! Olympism is more than just winning medals. It is a way of life and forms



part of the belief system of athletes, helping them experience success not just in sport but also in their personal life.

Olympism is rooted in the heart. It influences and shapes a person's belief through the practice of sports. However, I have observed that the true value of Olympism is no longer seen in most athletes these days. What is the purpose of an athlete's participation in the Olympic Games? Is the real issue of the Olympic Games about winning medals or is it more than that?

If we really want to promote Olympism to the world at large, I feel that we should do it like the ancient Greeks, by moulding, developing and shaping the intrinsic values of Olympism in people's hearts, be they athletes or non-athletes.

MUSTAPHA LARFAOUI

FINA – Fédération Internationale de Natation

LES JEUX OLYMPIQUES ET LA PROMOTION DES VALEURS OLYMPIQUES

Les Jeux Olympiques sont la célébration suprême des valeurs olympiques. Les Fédérations Internationales (FI) se doivent de promouvoir ces principes importants auprès des athlètes et des officiels.

Par ailleurs, les FI estiment que le nombre d'athlètes participants et de personnes accréditées aux Jeux Olympiques devrait être limité. Ce n'est qu'ainsi que l'on pourra garantir l'universalité des Jeux et l'égalité des chances dans le monde. Cela ne sera possible que grâce à une coopération active entre les FI et le Comité International Olympique (CIO) en ce qui concerne la mise en œuvre de programmes de développement pour les pays émergents dans le domaine du sport.

The Olympic Games are the supreme celebration of Olympic values. As International Federations (IFs), we must promote and educate athletes and officials to follow those important principles.

Moreover, International Federations feel that the Olympic Games should be limited in terms of the numbers of participating athletes and accredited persons. Only in this way can we guarantee the universality of the Games and the equity of opportunities worldwide. This will only be possible through active cooperation between the IFs and the International Olympic Committee (IOC) on the implementation of development programmes for emerging countries in the field of sport.

DAVID MILLER

Organisation reconnue
AGFIS – Association Générale des Fédérations Internationales de Sports

POURQUOI LES JEUX OLYMPIQUES DOIVENT PERDURER ET PERDURERONT

Les Jeux Olympiques sont une occasion de rechercher et de montrer l'excellence dans la compétition – dans l'esprit de fair-play et la discipline inscrits dans les règles du Comité International Olympique (CIO) – et de reconnaître que dans le succès et l'échec, il y a aussi la dignité humaine et l'honneur.

L'Olympisme, comme Henry Ford aurait pu le dire, est absurde car personne ne peut définir exactement ce terme néo-religieux. Lord Killanin, ancien Président irlandais du CIO, admettait qu'il ne le pouvait pas même si, instinctivement, il en connaissait le sens de manière abstraite. Néanmoins, quelle que soit la définition de l'Olympisme, les Jeux Olympiques et le Mouvement olympique, dans son imperfection, ne peuvent survivre sans lui.

L'auteur, qui aspirait à devenir athlète et qui a grandi dans les années 1940 avec des images de légendes telles que Jesse Owens, Mal Whitfield, Arthur Wint, Emil Zatopek et Bob Mathias, expose à travers cette contribution sa vision de l'Olympisme.

Olympism is a part of that fabric of human nature that can sustain us in good times and bad as well as in life's successes and many failures. It is honesty and sportsmanship under the stress of challenge, which are encompassed in the term "fair play". It is recognising the virtues of others while striving to fulfil our own ambitions. It is friendship, tolerance, courtesy, generosity and, uniquely in the Olympic Games, universality, linking great and small.

The gigantism of the Olympic Games has made it difficult for the International Olympic Committee (IOC) to ensure its survival. However, the Olympic Games are a beautiful contradiction. While it celebrates the achievement of individuals it simultaneously holds a significance above and beyond any one man or woman. It is this ethic that captivates a global audience of billions. We cannot precisely define it any more than we can define honour, love or perfection, yet an ethical perception remains fundamental.

As the Olympic Games marches, with its ever-present uncertainties, into its second century, it is not the professionalism of competitors that count, but more their honesty and dignity. Without these emotional affiliations, public affection is lost.



As Randy Harvey, commentator for the Los Angeles Times, wrote during the Salt Lake City Winter Games, “We haven’t advanced that far through the Olympic Games in pursuit of a more perfect civilization, but the important thing is that we have the vehicle that enables us to keep trying.”

The need for self-fulfilment – whether it goes unnoticed or exists in the glare of international attention – is a basic human characteristic. It is loosely referred to as having a purpose in life. We all need it in some form, however small, or we despair about ourselves and then, often, become resentful of others. The activity may be as simple as singing in the church choir, fishing, growing roses or being a dab hand at poker. It may serve to show that we are quick, strong, enduring or dependable. The most visible and coveted platform to achieve this fulfilment (that is no more than a dream for most of us but is infinitely desirable for this very reason) is the Olympic Games.

The Games are constantly under threat due to lack of funds, administrative incompetence, chauvinism, nationalism, racism, political boycotts, professionalism, drugs, gigantism, corruption, and envy. Yet it is no coincidence that the Games have survived through all these hazards and are a driving force for the ambitions of the honest competitor, although in recent times it appears that the dishonest have prospered.

Malevolence stalks the Games at every turn as some commentators and critics seek to damn the festival of youth. However, the essential beauty of the occasion continues to burn brightly as it gathers the youth of the world in competitive harmony. For every cheat (and sadly there are not only a few), there are hundreds, indeed thousands, for whom it is a lifelong honour to have taken part.

The Olympic Games were perhaps never closer to burial than in Moscow in 1980, when they were close to bankruptcy and were civically shunned. Since then there has been a series of hugely spectacular events: the Games in Los Angeles will always be memorable for its warmth as will the Games in Sarajevo, Seoul, Barcelona, Lillehammer, Sydney, Athens and Beijing. The most strident critics of the International Olympic Committee (IOC) have cried: “Give the Games back to the athletes.” The IOC is an imperfect organisation in an imperfect world but the truth is the Games were never really taken away from the athletes.

As Alexandru Siperco, the late, erudite IOC member from Romania has said, “Sport is a metaphor for life. That was a legacy which England gave to the world. Nowadays, chivalry has almost gone. Chivalry and profit do not mix.” The venerable Siperco was a philosopher of the Olympic Movement, a man who for half a century had to juggle with the conflicting ideals of Olympism and communism, which the socialist world liked to believe were in some ways synonymous. Indeed they were, but for the repressions of the latter. It was ironic that Romania’s

evil and subsequently assassinated dictator should have broken with the Soviet Union in sending a team to Los Angeles in 1984.

I think that Siperco was unduly pessimistic in believing chivalry to be dead. It can be observed repeatedly. One crowning example – leaving aside the politically correct manipulation of the Organising Committee’s nomination of an aboriginal woman – was Cathy Freeman’s lighting of the flame in Sydney. It was an act of exceptional subordination of athletic ambition for Freeman to accept the role, when she already carried the burden of being the sporting soul of the nation. Disarmingly, Freeman denied that the responsibility placed additional stress upon her. “It made me feel good about myself” she said, although John Coates, President of the Australian National Olympic Committee (NOC), admitted that he had been seriously worried that the burden could harm her challenge for the 400 m title. Yet seemingly she understood her double appointment with history.

Whatever the attraction of the Games to the professionals, the event will always be an Everest to the unknowns, whose presence is as much a part of the magnetism for the audience as the superstars. Examples include Abebe Bikila who came barefoot from Ethiopia to win the marathon in 1960 and Josia Thugwane who participated in Atlanta’s Centenary marathon and gave South Africa its first gold medal won by a black man

Thugwane, a security officer from a township, who only a few months previously had been shot in the jaw when his car was hi-jacked, won by a mere three seconds. As he said:

“Winning the Olympic Games eliminated the poverty I have known all my life. More important, it has given me the opportunity to learn to read and write, an education I was denied by my circumstances. I will be able to ensure that my children have the education they deserve. When I received the President’s medal from Nelson Mandela, I knew that while someone might steal it on the way home, none could take what my teacher, Welcome Mabuza, had shown me: how to use my brain.”

The Olympic Games remain the most exhilarating and the most unfor- giving public examination in sport, and therein lies their appeal and charm. Yet every competitor should know that there is no failure if they have done their best. They can do no more. Just being present at the Olympic Games is a triumph which the rest of us should respect.

A minority of IOC members may have lost their way in recent years on account of self-interest and scorned their responsibility as trustees of an occasion precious to mankind. However, there still remains a majority who recognise the unique nature of their role: to preserve a field of experience, of joy and sometimes sorrow, for generation after generation, and to provide a lesson in life, which can never be replaced.



SAMIH MOUDALLAL

Comité International Olympique

LES VALEURS OLYMPIQUES

Ma contribution portera sur des propositions visant à promouvoir les valeurs olympiques.

My contribution will concentrate on proposals to promote Olympic values.

1. The study of Olympic values and principles must be made obligatory for elementary and secondary school students.
2. All continents must be given the opportunity to host the Olympic Games. We need to find an appropriate system for keeping the competition process fair.
3. Countries that have hosted the Games should not be allowed to put forward another bid for a period of 24 years. The emphasis should therefore be on the “country” and not the “city”. This is because one country could ask to host the Games in different cities.

HASSAN MOUSTAFA

IHF – Fédération Internationale de Handball

LES PRÉSIDENTS DES FÉDÉRATIONS INTERNATIONALES

La version actuelle de la Charte olympique stipule que le Comité International Olympique (CIO) est composé « de présidents ou de personnes occupant une fonction exécutive ou dirigeante au plus haut niveau au sein de Fédérations Internationales (FI), d'associations de FI ou d'autres organisations reconnues par le CIO ».

Cela étant, la procédure d'élection des membres du CIO qui occupent une fonction au sein d'une FI n'est pas claire. Aussi y a-t-il lieu d'uniformiser les procédures afin que les élections soient justes et équitables.

The manner in which International Olympic Committee (IOC) members are elected into office, is discriminatory. There is no concrete criteria for the election of International Federation (IF) presidents as IOC members. Many members of the IF General Assembly are unclear why their presidents are not IOC members. There are many questions which are left unanswered. Indeed, being an IOC member is currently a privilege given to some presidents and not to others.

The IOC statute should be amended to admit IF Presidents as IOC members after they are elected to their term of office.

COLIN MOYNIHAN

GBR – British Olympic Association

OLYMPISME : RÉFLEXIONS SUR LA PROMOTION DES VALEURS ET DE L'IDÉAL

Les Jeux de l'ère moderne reflètent le rythme des progrès enregistrés sur les plans sportif, politique et social au cours du siècle dernier. Leur taille et leur envergure ont augmenté de façon exponentielle. On craint toujours que les Jeux ne soient victimes de leur immense succès et qu'une commercialisation incontrôlée n'engloutisse les valeurs mêmes qu'ils sont supposés véhiculer, raison pour laquelle les six principes fondamentaux de l'Olympisme, tels qu'énoncés dans la Charte olympique, doivent être respectés et défendus.

S'appuyant sur l'exemple de Londres 2012, cet article examine les façons de promouvoir activement les principes de l'Olympisme à travers les Jeux. Il se penche également sur l'action menée de concert par le Comité International Olympique (CIO) et les Nations Unies en relation avec le sport au service de la paix, de la santé et des droits de l'homme.

The Olympic Games are unique, underpinned as they are by a Movement whose values transcend sport alone and articulate a universal philosophy of life. The founder of modern Olympism, Pierre de Coubertin, envisioned the Games as a means of promoting higher human ideals and of building a pathway to peace and understanding for all peoples. In our rich Olympic history, there are many examples of where this has happened and where barriers of race, culture, prejudice or gender have been broken down – from Jesse Owen's inspirational victories in 1936 to the incredible work Olympic Solidarity does today in dismantling barriers of poverty through the catalyst of Olympic sport.

The 21st century world is, of course, very different to that of de Coubertin's day. The modern Games have directly reflected the pace of sporting, political and social progress of the past century and their size and scope has increased exponentially. The power of the Olympic Games and its global reach is huge; the Beijing Games attracted some 4.7 billion viewers. There are always fears that the Games could fall victim to their own immense success and that rampant commercialisation could subsume the very values they were intended to inspire, which is why the six fundamental principles of Olympism contained in the Olympic



Charter must be respected and upheld. We have the opportunity at the 2009 Congress to evaluate the extent to which our Olympic values continue to contribute to the success of the Games and in this context, I would like to outline some of the ways in which London 2012 has a golden opportunity to advance Olympism and to consider more generally how this can be achieved.

Our emphasis must be on legacy and sustainability. The 2012 Olympic legacy will be grounded in the vitally important regeneration of east London. This will liberate some of the poorest and most deprived in our society from a dependency culture. That is why our pre-volunteer programme is focused on inclusivity, by targeting unskilled and historically excluded groups. London 2012 will create a matchless opportunity to inculcate Olympic values at the grassroots level in schools and sports clubs across the country, and to deliver real benefit to all young people in terms of sport and recreation. This will be the tangible fulfilment of Olympic values: the bequeathment of a universal sporting legacy for future generations. The Cultural Olympiad – the matching of physical excellence with cultural excellence – is also important. The blending of sport and culture is unique to the Olympic Movement and it should equally be celebrated. I would also like to see more prominence given to the Paralympic Games, which I am proud to say began in Britain in 1948, and which perhaps, above all, represent a triumph of the human spirit in accordance with the goals of Olympism. This is why, in London 2012, the Paralympic Games and the Olympic Games will, for the first time, be under the control of the same Organising Committee.

The power of sport and its tremendous value as a tool for development is undisputed. The International Olympic Committee (IOC) has a very strong record of work with the United Nations (UN) on the use of sport to promote peace, health and human rights. The revival of the tradition of the Olympic Truce is but one example. It is no accident that UN ideals and Olympic ideals are linked, not least symbolically through the presence of the UN flag at all Olympic competition sites. The UN and the IOC have cooperated to strengthen the use of sport as a tool to reduce tensions in areas of conflict and the UN has sought work with National Olympic Committees (NOCs) to ensure that sport is incorporated to a greater degree in educational curricula. It is important to build on this pioneering work and to help NOCs to spread the Olympic message on a national and local level. The British Olympic Foundation is the charitable arm of the British Olympic Association (BOA), whose goal is to inspire young people through sport and education, and to raise the profile and understanding of Olympic principles and ideals: this is a model that could, perhaps, be replicated more widely.

The core mission of the IOC is, of course, to lead the Olympic Movement by upholding the fundamental principles of Olympism and by placing sport at the service of humanity. I would argue that the Beijing Olympic Games were a major milestone in this respect. It is a sign of the global

importance accorded to our Olympic values that China's human rights record caused so much controversy. The IOC faced sustained criticism for the decision to award the Olympic Games to China and for its perceived failure to take subsequent action on human rights issues. Many believed that the IOC, as guardian of the Olympic Ideals, had a personal obligation to ensure the Beijing Olympic Games delivered human rights improvements. Yet the IOC's decision was absolutely within the spirit of Olympism. It was unrealistic to expect the Games alone to bring China into line with the human rights standards called for by the pressure groups, but the connection between the Olympic Games and the espousal of fundamental human values pushed the issue to the very top of the international agenda and created an unparalleled opportunity to shine the power of the Olympic Torch into the recesses of the host nation.

We should never underestimate the power of sport and the power of Olympism, the goal of which is to spread core human values as widely as possible, intellectually, culturally and geographically. These Olympic values differentiate our movement from all other sporting events, guiding us to approach the organisation of the Olympic movement in a different way to all other sporting events. The 2009 Congress is a timely opportunity to remember that "sport is about humanity and together through sport, we can create a better world."

CARLOS ARTHUR NUZMAN

BRA – Comité Olímpico Brasileiro

AUTRE CRITÈRE DE PERFORMANCE

La Règle 58 de la Charte olympique affirme que « le Comité International Olympique (CIO) et le comité d'organisation des Jeux Olympiques (COJO) n'établiront aucun classement global par pays ».

Sans un classement officiel des médailles diffusé par le CIO après les Jeux Olympiques, la participation et la performance des Comités Nationaux Olympiques (CNO) sont exposés, dans certains pays, à une analyse injuste et erronée des médias et du gouvernement.

Il est temps de changer. Le monde change et la communauté sportive également. Les CNO, les médias et la société en général souhaitent vivement avoir un outil officiel qui reconnaisse avec justesse leur performance et le développement du sport olympique dans leur pays et dans le monde.

Cette contribution avance certains critères possibles pour évaluer la performance sportive aux Jeux Olympiques.



Rule 58 of the Olympic Charter states that “The International Olympic Committee (IOC) and the Organising Committee for the Olympic Games (OCOG) shall not draw up any global ranking per country.”

Without an official medals ranking released by the IOC after the Olympic Games, participation and performance of National Olympic Committees (NOCs) are exposed, in some countries, to an unfair and wrong analysis by the media and by their government.

The press comes up with their own system of evaluation and this may cause internal problems and could lead to political and financial damage to the NOCs.

It is time to change. The world is changing and so is the sport community. There is a strong desire by the NOCs, the media and society in general, to have an official tool available that recognises with fairness their performance and the development of Olympic sport in their country and in the world.

I would like to make the following proposals:

1. Officially recognise a ranking by country at the end of the Olympic Games;
2. Set up a study group to identify the best criteria for this ranking. The study group could look at the following themes:
 - Should the medals table be based on the number of gold medals?
 - Should the medals table be based on the total number of medals?
 - Should the medals table be based on a weighted point system?
 - Should the medals table be based on a country's efficiency?

a. Medals table – relevant topics to be considered

- Should team events count for only one medal as in individual events?
- Should individual events with more than one athlete competing count for only one medal? Examples include relays, beach volleyball, figure skating (pairs), bobsleigh (four-man) and rowing (double, four and eight) among others.
- Should medals from team events be counted according to the total number of athletes awarded in the competition?
- Should team events consider the number of athletes that start playing the game (“starters”) according to the rule of their International Federations? Examples: basketball (five athletes), football (eleven athletes), ice hockey (six athletes), volleyball (six athletes), among others.
- Should the number of disciplines played by a country be considered in the final result?

b. “Efficiency recognition” – criteria based on medals and diplomas awarded

According to these criteria:

- “Standing points” will be given to the finalists of each event during the Olympic Games.
- In individual events points will be given to all finalists, from the first place to the eighth place.
- In team events points will be given to all finalists, from first to fourth place.

The following is an example of standing point criteria to be studied:

- 8 points to the winner – Gold Medal (individual and sport event)
- 7 points to the 2nd place – Silver Medal (individual and sport event)
- 6 points to the 3rd place – Bronze Medal (individual and sport event)
- 5 points to the 4th place – Diploma (individual and sport event)
- 4 points to the 5th place – Diploma (individual event)
- 3 points to the 6th place – Diploma (individual event)
- 2 points to the 7th place – Diploma (individual event)
- 1 point to the 8th place – Diploma (individual event)

This recognition would be welcome by all athletes, governments, International Federations (IFs), National Federations (NFs), media, sponsors and society as a whole. It is worth mentioning that being an Olympic finalist is a great achievement and should be duly recognised.

Furthermore, this point system criteria is already published by the International Association of Athletics Federation (IAAF) during the Olympic Games and is also used by many IFs in their championships.

In this regard, the media and the government would have enough data to analyse in depth the performance of NOCs, NFs and IFs, the investment made per athlete and per team sport and, more importantly, the increase of elite athletes and their achievements in the Games.

ESTANISLAO OSORES SOLER

ARG – Comité Olímpico Argentino

TABLEAU D'HONNEUR OU SYSTÈME DES MÉDAILLES ?

Le système des médailles aux Jeux Olympiques favorise à l'heure actuelle les pays et non les performances accomplies par des athlètes individuels. Cela est particulièrement vrai pour les sports d'équipe, dans lesquels les médailles sont comptabilisées par pays et non pour chaque membre à part entière de l'équipe.



Les propositions suivantes sont mises en avant :

- **éliminer le système de médailles actuel, qui indique seulement le nombre de fois où le drapeau d'un pays a été hissé près du podium des vainqueurs et où l'hymne national a été joué, sans tenir compte du nombre d'athlètes qui ont participé à la victoire ;**
- **mettre en place un rapport statistique qui prendrait en compte les médailles remportées par les athlètes représentant leurs Comités Nationaux Olympiques (CNO) et s'éloignerait du système de qualification par pays.**

Ces propositions reviennent à l'essence de la Charte olympique et permettent une plus grande rationalité et équité concernant les médailles octroyées à chaque sport. Elles apportent également une solution à la discrimination arbitraire au sein des équipes et compétitions sportives.

When reading the Olympic Charter, one comes to the conclusion that the current medal system of the Olympic Games, published in the official International Olympic Committee (IOC) Games reports and communicated by the media, is made without following any standards. Furthermore it is far from being fair since it only awards one medal to the first, second and third position in team competitions and team disciplines without considering the number of athletes on the team. Moreover, there is no statistical record of the medals that have been awarded.

In fact, nowadays, the order in the medal system is dictated by the number of gold medals granted and gives priority to countries and ignores the athletes. In so doing, it neglects one of the rules of the Olympic Charter, which is that "The Olympic Games are competitions between athletes in individual or team events and not between countries." [1]

It is also important to remember that Rule 58 reads, "The IOC and the Organising Committee for the Olympic Games (OCOG) shall not draw up any global ranking per country. A roll of honour bearing the names of medal winners and those awarded diplomas in each event shall be established by the OCOG and the names of the medal winners shall be featured prominently and be on permanent display in the main stadium." [2]

There is no doubt then that each member of the winning team, the runner up and those who place third must be given an award to recognise the personal success of the athlete and to acknowledge the relevant merit of the athletes that participate in individual contests as long as they have been involved in one contest or competition.

Failure to do so does not comply with the Olympic spirit and regulations. It also upsets the fairness of participation as athletes do not compete on

an equal footing. This is clearly seen when acknowledging the success and records of medal winners whether individuals, team members or members in a group competition. This can be noticed in the statistical data of the last Olympic Games in Beijing 2008. [3]

Consequently, we suggest a system that acknowledges and keeps a record of all the medals granted and delivered to those athletes that climb the podium at the end of the individual, team or group competitions.

This is nothing but the materialisation of the regulations in the Olympic Charter, and modifies a system that totally neglects the statistical accuracy of the medals that are really assigned.

The medals belong to the athletes and their personal merit must always be emphasised and recorded in all contests and sports whether group, team or individual. But currently their names are never mentioned and the medals are not registered.

The current medal system does not reflect sporting reality, nor does it acknowledge the individual effort of each team member of an individual sport. It is as if there were two kinds of athletes. Recognition for sporting merit is to be equally considered whatever the effort made by the athlete in group, team or individual competitions against similar opponents.

In a detailed analysis of the results of Beijing Games, 2,036 medals were awarded at the podium, but only 954 of them were acknowledged and disclosed by the media, official reports and statistical publications. This means that only 46.75% of the total medals was recorded; the remaining percentage was not. [4]

In all 14 team contests (7 masculine and 7 feminine), the teams that reached the three top positions comprised 629 athletes. But only one gold medal was awarded per winning team, one silver for the runner up and one bronze for the third position. Therefore only 42 medals (14 gold, 14 silver and 14 bronze) were actually delivered out of 629 (210 gold, 209 silver and 210 bronze).

The medals and the podium are the utmost expression of the Games and the Olympic Movement as well as the most important expression of spiritual effort. In order to place emphasis on these aspects, we suggest:

- Eliminating the current medal system, which only indicates the number of times a country's flag has been hoisted on the winners' mast and its national anthem played, regardless of the number of successful athletes.
- Implementing a global statistical record of medals with real data concerning the medals received by athletes representing their National Olympic Committees (NOCs), without setting a classification per country.



This proposal goes back to the essence of the Olympic Charter and provides greater rationality and fairness to the medals that are awarded to each sport. It also provides a solution to the arbitrary discrimination of the team and sport contests.

On the other hand, it is a valuable stimulus for the integration of group contests and team sports whose participation is usually egalitarian by the NOCs due to their integration problems and poor compensation with the recognition of just one medal, like the athletes of individual contests.

Finally, we would like to add that we are aware that the implementation of our proposal will increase the number of recognised medals by over 100%. This implies an increase of officially recognised group or team medal winners in 75% of the sports on the Olympic programme. However, all athletes who realise their dreams of winning an Olympic medal deserve to be included in the "Roll of Honour".

REFERENCES

- [1] See Rule 6.1 of the *Olympic Charter*, International Olympic Committee (IOC) in force as from 7 July 2007.
- [2] See Rule 58 of the *Olympic Charter*, International Olympic Committee (IOC) in force as from 7 July 2007.
- [3] This data will be made available by the 2009 Congress Secretariat, upon request.
- [4] All the statistics mentioned are taken from the Beijing 2008 Olympic Games official web page.

RICHARD W. POUND

Comité International Olympique

ÉTHIQUE ET FAIR-PLAY

Il convient plus que jamais de souligner qu'il n'y a pas de sport sans éthique ni fair-play. L'éthique et le fair-play s'appliquent à l'ensemble du sport, de l'athlète à l'entraîneur, en passant par les officiels, le personnel d'assistance et les spectateurs. Les athlètes ont un devoir envers eux-mêmes et envers leur sport, les entraîneurs envers leurs athlètes, les officiels envers les athlètes et le sport, le personnel d'assistance envers les athlètes, l'éthique professionnelle et le sport, et enfin les spectateurs envers les athlètes et le public en général.

Le Mouvement olympique s'est positionné en tant que mouvement éthique, avec les Jeux Olympiques comme vitrine et pinacle du sport éthique. Des exemples criants de mauvaise conduite, de tricherie et de partialité se produisent régulièrement dans

les sports olympiques et même durant les Jeux Olympiques. Les autorités responsables ont trop souvent agi lentement et diffusé des messages équivoques.

One might think that ethics and fair play should go without saying in sport and particularly the Olympic Movement. Unfortunately, this has not proven to be true. More than ever, it needs to be emphasised that there is no sport without ethics and fair play, whatever the activity might appear to be. At best it becomes meaningless and at worst, fraudulent or criminal.

Ethics and fair play apply across the entire spectrum of sport, from athlete, to coach, to officials, to support personnel, to spectators. No one can, or should, be exempt from application of the principles. Athletes have a duty to themselves and their sport; coaches to their athletes; officials to athletes and the sport; support personnel to athletes, professional ethics and the sport; and spectators to the athletes and the public at large.

The Olympic Movement has positioned itself as an ethically-based movement, with the Olympic Games as the showcase and pinnacle of ethical sport. It needs to be sure that it delivers on the implied promise. Primary responsibility falls on the International Olympic Committee (IOC), but the other components all have their own responsibilities as well, especially once they accept to become part of the Olympic Movement. I do not think that, collectively, we have done as good a job as we could and should. There has been ethical "creep" in the wrong direction. Blatant examples of bad conduct, cheating and partiality occur regularly within Olympic sports and even during the Olympic Games. The responsible authorities have been slow to act in far too many cases and have been equivocal in their messages on far too many occasions.

To focus on a single issue by way of example, I cannot imagine how it is that an official who has been found guilty of bias (or worse) can ever be allowed to officiate in future events, Olympic or otherwise. Yet even in blatant cases of this nature, suspensions, if given at all, are temporary and the same perpetrators are soon back at work. Sports authorities are particularly reluctant to acknowledge errors of this nature and to correct them in real time. It is almost as if they prefer to ignore or reward bad behaviour, at the expense of the athletes who have been cheated and the reputation of their sport. The knowing betrayal of athletes in pursuit of the private interests of officials is, with all due respect for any opposing view, completely unacceptable.

If I were King for a day, I would impose a life ban on anyone connected with such behaviour. Some might say that such a ban would be subject to court challenge. My answer to that is to let the individual put that objection before a court: "It is true that I have deliberately betrayed my duty as an official, but I want to come back despite that." If societal morals are



such that a court would endorse the return of someone of such character, so be it. But we should make it clear that so far as sport is concerned, we believe they should never come back again to taint sport.

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

LES VALEURS OLYMPIQUES

Il est important de reconnaître que le Mouvement olympique, avec ses valeurs, ses forces et ses faiblesses, s'est révélé plus durable et plus efficace qu'aucun autre phénomène social. À cette fin, il serait judicieux de :

1. plaider en faveur de discussions continues sur l'importance des valeurs olympiques ;
2. inciter tous les membres et parties prenantes à sensibiliser à ces valeurs ;
3. nous efforcer de transmettre ces valeurs afin que les résultats y afférents soient indiscutables.

It is important to recognise that the Olympic Movement, with its values, strengths and weaknesses, has proven to be more sustainable and effective than any other social phenomenon. To this end, we should :

1. Advocate continuous discussion on the importance of Olympic values ;
2. Involve all stakeholders and members in raising awareness of these values ;
3. Ensure that we use diligence in spreading these values so that the results are undisputed.

VLADIMIR RODICHENKO

RUS – Russian Olympic Committee

DES VALEURS OLYMPIQUES MULTIDIMENSIONNELLES

Dans son contexte multidimensionnel à grande échelle, la notion de « valeurs olympiques » est beaucoup plus vaste que celle des « valeurs de l'Olympisme », car cela comprend les valeurs qui ont été façonnées non seulement par l'Olympisme, mais aussi par le Mouvement olympique et les Jeux Olympiques.

Nous avons dressé la liste des 51 valeurs olympiques les plus importantes – de nature sociale, idéologique, organisationnelle, informative, éducative, juridique, technologique, économique, éthique, esthétique et hédonistique – pour les trois éléments suivants de la communauté mondiale moderne : l'être humain, la société et le sport comme une réalisation de la culture mondiale.

Ces valeurs olympiques multidimensionnelles encouragent une compréhension du monde, objectif social ultime de l'éducation olympique. Le système social et étatique de l'éducation olympique avait été instauré dans cette optique pour les jeunes en Russie.

When we speak of Olympic values, we follow some widespread definitions which take into account values of social meaning such as the qualities, customs, standards, goals, and principles of a people that are regarded as desirable and held by individual, class, society, group, etc.

The notion of "Olympic values" in its large-scale, multi-dimensional context is much wider than the notion "values of Olympism" (which is contained in the Olympic charter). This is because it includes the values that have been shaped not only by Olympism as a philosophy of life, but also by the Olympic Movement as the most massive non-political movement of modern times, and by the Olympic Games as the biggest multi-sports competition.

Olympic values may be of the following nature: social, ideological, organisational, informational, educational, legal, technological, economic, ethical, aesthetical, etc.

With this methodological basis we made a list of the fifty-one most significant Olympic values for the following three elements of the modern world community :

- Human beings ;
- Society ;
- Sport as an achievement of world culture.

Olympic values in the interests of human beings

- Olympism as the philosophy of the harmonious development of the individual.
- Priority of interests of an athlete as the main actor of sport.
- Positive image of an Olympian athlete as a role model for the future careers and conduct of youth.
- Contribution to the global promotion of humanism by placing the athlete's interests as a main social priority.
- Advancement of an Olympian athletes' position in the hierarchy of the social values thanks to his/her moving outside the regular sporting business at the Olympic Games.



- Participation of athletes in the governance of sport development through the athletes' commissions and membership of the International Olympic Committee.
- Contribution of Olympic competitions and Olympic ritual to forming the aesthetical views of the population.
- Contribution of the Olympic Games to forming the ethical convictions of the population.
- Contribution of Olympic education to teaching global ethical principles to future generations.

Olympic values in the interests of society

- Satisfying the entertainment needs of population through the unique multi-sports spectacle.
- Synthesis of sport, culture and education as realised in Olympism.
- Olympic Games as a unique model of communication.
- Model of the global democratic social movement.
- Model for achieving equality of opportunity in the social sphere.
- Synthesis of the world event, the global social movement and its ideology.
- Olympic symbolism as an example of the identification with social movements.
- Co-existence of socio-economic systems applicable to competitive geo-political situations.
- Model of tolerance, political conflict resolution, and of overcoming ideological oppositions.
- Globalisation in its productive aspect.
- Distribution of social optimism among the population of the Olympic Games host-countries.
- Fight against actual kinds of discrimination.
- Adequate response to the large-scale social movement to the global changes in society.
- Cooperative fight against negative social phenomena.
- Model of the social movement autonomy from the State.
- Olympic Games experience as a model of the world-scale complex event.
- Olympic Games as an area of volunteerism and development of its principles.
- Global manifestation of technological innovations.
- Cooperation with Mass Media at the world-scale event.
- Stimulus for the global television development.
- Impact upon forming a television synthetic sport spectacle.
- Impact upon the improvement of urban and regional infrastructures.
- Model of balance between creating the cluster infrastructures and environmental issues.
- Olympic education as an educational model of the social movement.

Olympic values in the interests of sport

- Coordination of all constituents of the Olympic Movement.
- Sport development on world and national levels through the development of the Olympic competition programme.
- Experience of Olympic Charter perfection as applicable for the perfection of the sports constitutional basis.
- Obligatory character of some essential Olympic Charter provisions for the unification of the constitutional basis in Olympic and recognised sports.
- Governance of sport at the national level by the impact of the performance at the Olympic Games.
- Possibilities under the Olympic Charter to secure the National Olympic Committee's autonomy.
- Model of resistance to use sports competitions for political aims.
- Model of feminine participation in the governance of sport.
- Pattern for forming a more stable programme of competitions.
- A pattern of the gender balance within the Olympic programme.
- Condensed experience in the preparation and the holding of the Olympic Games as applicable for a majority of sports.
- Using the scientific and technical progress for the perfection of the material and technical basis of sports.
- Experience in organising and forming the referees and the information technology for competitions.
- Forming the applied culture in holding the Olympic competition as a pattern of culture.
- Condensed reflection of vitality and acuteness of the trustworthiness of the sports competition results.
- Condensed experience of the officiating of sport competitions as applicable for a majority of sports.
- Partial financing of the different level sport organisation expenses.
- Olympic scholarships.

These multi-dimensional Olympic values in their completeness and totality promotes the understanding of Olympism, the Olympic Movement and the Olympic Games, as well as an understanding of the world. This is the ultimate social aim and value of Olympic education.

To achieve this aim, the social and state system of Olympic education was created in Russia for children and youth through the joint efforts of the Russian Olympic Committee and the Ministry of Education. This includes a distribution of texts (twenty editions of two different teaching aids) totalling 493,000 books at the end of 2007.



TERRY SASSER

MHL – Marshall Islands National Olympic Committee

BESOIN DE RESSOURCES EN LANGUES DES AUTOCHTONES

Il existe un grand besoin de traduire les supports principaux du Comité International Olympique (CIO) dans les langues des populations du Pacifique. Bon nombre de Comités Nationaux Olympiques (CNO) de la région d'Océanie ont la capacité au niveau local et ont simplement besoin d'une formation supplémentaire et d'équipement pour enregistrer des bandes vocales pour les ressources vidéo et des dessins graphiques édités numériquement pour les supports imprimés, sous la supervision du CNO. En permettant aux CNO du Pacifique d'accomplir cette tâche, le CIO ne fournit pas seulement une stratégie viable, réductrice de coûts, mais assure également que les jeunes et les communautés des îles du Pacifique sont informés des valeurs de l'Olympisme et bien préparés pour assumer leurs prochains rôles de dirigeants.

The Oceania National Olympic Committees (ONOC) comprises seventeen island nations, each geographically isolated with its own unique culture and language(s).

Most Pacific Island countries were – and continue to be – traditionally governed by an ancestral monarchy. In modern times these islands were occupied by Spain, Germany, Britain, France, Japan and the United States (US), seeking to expand their domain through colonisation. When the US entered the Second World War in 1941, the Islands assumed vital importance during the Pacific campaign and bitter fighting took place between the United States and Japan. Following the Second World War, several jurisdictions became United Nations Trustships administered by the United States, a few of which subsequently declared their sovereignty; others remain British- or French-governed colonies. Both the US and Japan are actively developing the Island countries and addressing their social needs in efforts to bring restitution.

The various colonial influences had lasting effects, both positive and negative, throughout the Pacific. While opening the door to globalisation, early explorers and colonisers modified the texture and underpinnings of traditional cultures, influencing government, economy and education. However, most of the Pacific Island jurisdictions maintained unique aspects of their traditional cultures, including their indigenous languages. Statistics show, through a select sampling of National Olympic Committees (NOCs) in the Oceania region, that indigenous languages persist as the primary languages spoken. Guam has one of the highest percentages of indigenous language spoken, with 38.3%;

American Samoa, 2.9%; Palau, 9.4%; Federated States of Micronesia, 1.4%; and Marshall Islands has the lowest with only 0.3%.

The Olympic Charter mandates, in Section 28, Subsection 2.1 that it is the mission and role of NOCs “to promote the fundamental principles and values of Olympism in their countries, in particular, in the fields of sport and education, by promoting Olympic educational programmes in all levels of schools, sports and physical education institutions and universities, as well as by encouraging the creation of institutions dedicated to Olympic education, such as National Olympic Academies, Olympic Museums and other programmes, including cultural, related to the Olympic Movement.”

However, in order to effectively promote Olympic values, it is necessary to do so using the indigenous Pacific languages. Each NOC regularly receives significant documents and educational materials (e.g. booklets and videos) from the International Olympic Committee (IOC), Olympic Solidarity, television and marketing Services, International Federations, and other NOCs. These resources are always of the highest quality and contain essential information. They are produced in the IOC-mandated languages of English, French and Spanish, but these languages fall short of reaching the majority of communities in the Pacific.

For example, the small Island countries of Oceania are gaining recognition and producing competitive elite athletes in individual sports, such as weightlifting. It is also in these individual sports that there lies the greatest temptation for doping. Use of alcohol and other recreational drugs has already reached alarming rates throughout the Pacific. Although numerous, high-quality resources are received from World Anti-Doping Agency (WADA) and Oceania Regional Anti-Doping Organization (ORAD), because few Pacific athletes are proficient in English, Spanish or French, these materials are largely ineffective.

There is a great need to translate these core IOC materials into the indigenous languages of the Pacific. Many Oceania NOCs have the local capacity and simply need additional training and equipment to record vocal overdubs for video resources and digitally edit graphic design for print materials, under the oversight of the NOC. By empowering the Pacific NOCs to accomplish this work, the IOC is not only providing a viable, cost-effective strategy, but also ensuring that the youth and communities of the Pacific islands are educated about the values of Olympism and equipped for future leadership roles.

One's cultural and linguistic roots are reflected in one's thinking and dramatically shape one's success. Neglecting to recognise the deeper orientations that drive Pacific youth will prohibit them from moving forward. However, learning to merge one's unique past with the best of modern thought and technology enables one to pass on knowledge



and education, which will benefit the sports development of each NOC, its participants and, by extension, the community. Successful integration of the past and future enables elite athletes to emerge as leaders, better equipped (in thought, story and action) to overcome the unique challenges of Pacific Island countries as a new generation of leaders and sport advocates.

JÖRG SCHILD

SUI – Swiss Olympic Association

ATTRIBUTION DES JEUX: DIGNITÉ HUMAINE ET DROITS FONDAMENTAUX

L'auteur suggère de reconsidérer les critères d'attribution des Jeux Olympiques en tenant compte des différents principes cités dans la Charte olympique, tels que la dignité humaine. L'auteur met en avant les notions de valeurs éthiques, de critères démocratiques, d'État de droit et de droits fondamentaux.

En tant que président du Comité National Olympique (CNO) suisse, il pense que la prise en compte de telles notions renforcerait la crédibilité et l'estime portées à l'ensemble du Mouvement olympique et de ses organisations.

En Suisse, comme dans beaucoup d'autres pays, les fédérations sportives nationales sont regroupées dans le cadre d'une association faitière. Et comme dans la plupart de ces pays également, le nom de cette association est suivi du qualificatif « olympique ». Un titre qui engage ! Un CNO – qui le ferait si ce n'était lui ? – a donc l'obligation de s'engager et de faire en sorte que le sport soit organisé et pratiqué dans le respect de l'esprit olympique.

Agir dans le respect de l'esprit olympique, c'est appliquer le contenu de la Charte olympique ou, si l'on veut, les valeurs et l'idéal qui lui sont propres. Ce qui détermine la valeur du contenu inhérent au Mouvement olympique, c'est la volonté de faire en sorte que le sport soit utile – où que ce soit – au développement harmonieux de l'être humain et, par ce fait même, à la constitution d'une société pacifique et soucieuse de la préservation de la dignité humaine. Le Mouvement olympique se fixe aussi pour objectif de participer à la mise en place d'un monde paisible et meilleur par le biais d'une éducation de la jeunesse prenant appui sur le sport: un sport fermé à toute forme de discrimination, mais ouvert aux bienfaits de l'esprit olympique, à la compréhension mutuelle, à l'amitié, à la solidarité et au fair-play.

La Charte olympique sanctionne les cas de non-respect de ses principes. La Règle 41 s'adresse aux concurrents, aux entraîneurs, aux

instructeurs et autres officiels tandis que, selon la Règle 34 chiffre 3, le gouvernement national du pays de toute ville requérante se doit de remettre au Comité International Olympique (CIO) un acte légalement contraignant, par lequel il garantit, sous engagement, que lui et ses autorités publiques se conformeront à la Charte olympique et la respecteront. Compte tenu du fait que, conformément à la Règle 37 notamment, le CIO est en droit de retirer, en tout temps et avec effet immédiat, l'organisation des Jeux Olympiques à la ville hôte, au comité d'organisation des Jeux Olympiques (COJO) et au CNO en cas de non-respect de la Charte olympique, l'attribution d'un certain nombre de Jeux Olympiques dans le passé pose question. Mentionnons, pour exemples, le non-respect des droits de l'homme ou les déclarations de guerre, pendant la durée des Jeux Olympiques, entre pays participants...

C'est la raison pour laquelle l'auteur de cette contribution suggère de reconsidérer les critères d'attribution des Jeux Olympiques à l'avenir. À l'heure qu'il est, le CIO porte, à juste titre, une attention méticuleuse à l'observation de diverses conditions techniques et au respect de l'environnement. Pourquoi n'en irait-il pas de même en ce qui concerne un certain nombre d'autres principes liés à la Charte olympique ?

Cette dernière exige le respect de la dignité humaine, ce qui n'est toutefois pas possible par le seul fait du sport. Sont également indispensables pour y parvenir: la mise en place d'un régime conforme aux exigences de l'État de droit, de même que l'observation des critères démocratiques universels et des droits fondamentaux.

Il est indispensable et urgent que le CIO accorde progressivement à ces facteurs une attention au moins équivalente. Un retrait de l'organisation des Jeux Olympiques au sens de la Règle 37 n'est guère envisageable dans la pratique. D'où la nécessité d'une évaluation approfondie, en la matière, des villes candidates dès la phase de présélection. Celles qui ne satisfont pas pleinement à ces conditions devraient être éliminées, et ceci indépendamment de la qualité des critères techniques présentés.

N'oublions pas qu'aujourd'hui déjà, le CIO a la possibilité d'ajouter « à son gré » d'autres critères d'attribution à son Code d'éthique, pour autant qu'ils aient vraiment un sens. Un processus d'identification accru aux valeurs éthiques fondamentales ne pourrait que renforcer la crédibilité de tous les milieux concernés, de même que l'estime qui leur est portée, qu'il s'agisse du CIO ou des CNO, en bref de l'ensemble du Mouvement olympique et sportif.

J'incite les lecteurs et lectrices de ce texte à réfléchir aux problèmes qui y sont soulevés et aux suggestions qui y sont faites. J'espère qu'il sera possible d'en débattre librement et ouvertement dans le cadre du Congrès olympique de Copenhague, au mois d'octobre 2009.



CHRISTIAN SEYCHAL

Média • Eurosport International

PROMOTION DES VALEURS OLYMPIQUES

Leader du mouvement sportif international, le Comité International Olympique (CIO) doit aujourd'hui innover pour promouvoir ses valeurs et sa philosophie humaniste, essence même du Mouvement olympique.

Pour toucher le monde, l'institution olympique a besoin d'histoires exemplaires mises en perspective par les médias et notamment la télévision.

Mais aujourd'hui, le sport à la télévision vit essentiellement du direct et n'a pas ou peu de place pour ces histoires. Le Mouvement olympique court le risque d'être dissout dans le monde omniprésent des événements sportifs et des émotions formatées!

Pour y remédier, le CIO doit développer des histoires sur les valeurs de son temps, entre les rendez-vous olympiques, par le biais de collaborations internationales renforcées ou en créant sa propre plateforme ou ses propres réseaux de distribution.

a. Pourquoi l'Olympisme ?

La force d'un visionnaire est d'avoir raison dans le temps. En rénovant les Jeux Olympiques (JO), le baron Pierre de Coubertin en avait arrêté d'entrée les principes fondamentaux. L'Olympisme était appelé à devenir un tronc commun à des aspirations humanistes basées sur le sport : aider à l'édification d'un monde pacifique et meilleur sur la base éducative des valeurs du sport telles que fair-play, respect d'autrui, dépassement de soi, etc. Pour Coubertin, les symboles olympiques rendront ces valeurs visibles.

b. Un succès dans le temps, fondé sur l'exemplarité des champions

Ces valeurs, l'Olympisme a pu les inscrire dans le temps. Basées sur l'exemplarité des championnes et des champions, elles ont trouvé de très nombreuses justifications sur plus d'un siècle d'existence des JO et se sont inscrites dans la mémoire collective internationale. Un exemple classique : la relation entre l'Allemand Luz Long et l'Américain Jesse Owens lors des JO de Berlin en 1936, et toute la symbolique attachée aux exploits du champion américain dans ces Jeux organisés sous le régime nazi.

c. Le relais des médias et de la télévision

Le succès des JO et de ses valeurs connaîtra une vraie mise en orbite grâce à la télévision, extraordinaire « caisse de résonance » planétaire. Cette dernière va avoir ses avantages... et ses inconvénients.

Ses avantages tout d'abord : en touchant le monde entier, elle apporte les Jeux, leurs exploits et leurs valeurs sur toute la surface du globe. La retransmission des Jeux, et surtout des programmes associés à leur promotion, a donné un impact considérable aux histoires « valorisantes » et à leurs retombées. Si nous reprenons l'exemple de Jesse Owens, les téléspectateurs qui connaissent ses exploits à travers les multiples rediffusions sont bien plus nombreux que les spectateurs qui ont réellement assisté à ses performances!

Rajoutons que l'anecdote – donc l'histoire ici – de la rencontre présumée entre le champion américain et Hitler a dû paraître dérisoire, voire invisible, pour la majorité des spectateurs dans ce stade « immense », alors qu'elle prend toute sa « valeur » dans le récit ! Ce sont donc les histoires et leurs retransmissions qui mettent en évidence les valeurs humanistes de l'Olympisme.

d. L'absence de mémoire

Mais aujourd'hui, le sport à la télévision vit essentiellement du direct et ne peut donc mettre en valeur que les gestes humanistes liés à la performance : une poignée de main, une émotion partagée et, à de très rares exceptions, un geste dépassant le cadre de la simple performance sportive. Conditionnée par des intérêts d'audience et de retombées financières, la télévision a de moins en moins de place pour la mémoire, donc pour la retransmission des valeurs. C'est un paradoxe à une époque où le sport n'a jamais été aussi présent dans les médias ! Mais quel sport ? Le sport spectacle aux émotions immédiates : joie, tristesse, résumés magnifiant le geste sportif, voilà, simplifiées, les retransmissions d'aujourd'hui. Et les Jeux n'échappent ni à la règle ni aux diktats télévisés. Plus de recul, pas ou peu d'explications hors performance, les Jeux occupent un « créneau » télévisé où tout doit avoir lieu ! Si une histoire valorisante voit le jour, elle a lieu pendant « leur couverture » et alors les retombées peuvent être extraordinaires (Cathy Freeman et la cause des aborigènes en l'an 2000 à Sydney).

e. Le risque d'une paupérisation

Si cette histoire est « hors champ », hors initiés et amateurs du Mouvement olympique, la portée internationale restera inexploitée ! À la télévision, une information chasse l'autre, tout comme un événement sportif en chasse un autre ! Le Mouvement olympique court le risque d'être dissout dans le monde omniprésent des événements sportifs : il a de moins en moins l'occasion de mettre en relief ses valeurs humanistes et de les promouvoir !



f. Développer des histoires

Un exemple : à Beijing lors des derniers JO, parmi les 204 nations présentes, l'Afghanistan !

À quoi se résume ce pays depuis ces 30 dernières années sur la scène internationale ? À des images négatives comme guerre, drogue, attentats, corruption...

Août 2008 sur les tatamis chinois, Rohullah Nikpaï remporte la première médaille du pays, le bronze en taekwondo ! Pour la première fois depuis longtemps, une information « positive » internationale touche l'Afghanistan. Ce pays – en liesse – a un champion !

Peu de gens connaissent cette histoire aux retombées multiples, où l'Olympisme est pourtant valorisé et présent à tous les niveaux grâce à la Solidarité Olympique !

Chaque Olympiade, chaque édition des Jeux, pour peu qu'on s'en donne la peine, est porteuse de ce genre d'histoires, auxquelles la télé et les médias ne répondent presque plus !

g. Développer des valeurs

Aujourd'hui, le monde est en manque de repères et cherche les valeurs que véhicule le sport. Il est invité, de plus en plus, à donner de la voix sur les grands problèmes actuels : que peut amener le sport pour l'environnement, la paix dans le monde, le lien social ?

Et le phénomène ne fait que commencer ! Les Fédérations Internationales (FI) l'ont bien compris puisque la majorité d'entre elles développent des actions en ce sens et que les médias – pour leurs propres raisons – y semblent favorables. Le CIO et le Mouvement olympique sont, là aussi, précurseurs dans ces domaines. À titre d'exemple, il y a longtemps que l'institution olympique travaille avec l'Organisation des Nations Unies (ONU) et ses filiales comme le Haut Commissariat des Nations Unies pour les réfugiés (UNHCR), le Programme des Nations Unies pour l'environnement (PNUE), l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO), etc.

Il y a donc de plus en plus de possibilités pour mettre la philosophie olympique en valeur, mais de moins en moins de possibilités pour la promouvoir à grande échelle !

h. Prendre la main : développer son réseau de « distribution »

Pour toucher le monde, aujourd'hui, le Mouvement olympique – le CIO en particulier – doit être le moteur de sa propre promotion. Comment ? En occupant le terrain notamment entre les Jeux eux-mêmes. Entre les

grands événements olympiques, il y a le temps pour revenir sur des histoires à valeur ajoutée, expliquer des actions et développer la philosophie grâce à l'évolution des médias et des supports, le tout complété par des partenariats avec les grands médias existants.

Les nouveaux médias comme Internet permettent de cibler d'avantage les publics recherchés. Ils sont extrêmement nombreux et variés et leur technologie télévisée est de plus en plus abordable pour une organisation telle que le CIO. Le CIO doit, le cas échéant, développer sa propre plateforme de programmes télévisés entre les Jeux.

Le CIO a les moyens de prendre ou de reprendre la main médiatique pour pérenniser sa philosophie et ses valeurs au sommet du sport mondial, et se placer comme perpétuelle force de proposition.

IZAN SIDEK

SYOGOC – Singapore Youth Olympic Games Organising Committee

LES VALEURS OLYMPIQUES EN DEHORS DES JEUX OLYMPIQUES

La vie place une foule d'écueils sur notre chemin et certains jeunes rencontrent parfois des difficultés à les surmonter. Ceci se vérifie tout particulièrement quand les valeurs fondamentales leur font défaut. Ils sont alors souvent tentés de prendre une mauvaise décision.

De solides valeurs sont donc essentielles pour nous permettre de bien nous comporter dans des situations délicates. Ces valeurs comprennent le respect de nous-mêmes, des autres et de la propriété, les vraies amitiés qui nous aident à nous dépasser et à nous battre pour l'excellence et le succès sans recourir à des moyens inappropriés et/ou illégaux.

Je suis persuadé que les valeurs olympiques ne sont pas seulement universelles, mais qu'elles sont également applicables dans la vie quotidienne. Ces valeurs devraient être acceptées et adoptées par tous afin de nous permettre ensuite de les inculquer à nos jeunes. Il est de notre responsabilité de transmettre ces valeurs et le moment est propice pour agir.

In our pursuit of excellence, be it in the academic or the sporting field, we face many challenges which often test our moral character.

It is natural for us to push ourselves through sheer hard work, perseverance and determination in order to achieve our respective goals. Indeed, there is no substitute for hard work. However, some people turn to cheating when they feel they fall short of achieving their goals. It is



not uncommon for students to cheat during examinations or for athletes to take performance-enhancing drugs for these reasons. Why do these people resort to cheating? The simple answer is that they lack values.

Life throws many challenges our way. Some challenges are the result of a delinquent dare (Should I steal because my friends dare me?). Other challenges are the result of greed (Should I steal because I cannot afford to purchase this item?). Then there are more serious challenges such as whether or not to employ dirty tactics to get selected for a team.

Some young people find it difficult to manage these challenges properly. This is especially so when they lack certain fundamental values. As a result they are often driven into making a wrong decision.

Strong values are needed to conduct ourselves properly in any challenging situation. These values include respect for oneself, for others and for property; maintaining true friendships that encourage one another to do well; and striving for excellence and success without having to resort to improper and/or unlawful means.

I strongly feel that the Olympic values are not only universal but also applicable in our everyday lives. They should be accepted and embraced by all to enable us to instill them in our young. It is our responsibility to carry this out and there is no time like the present.

VITALY SMIRNOV

Comité International Olympique

PROMOUVOIR LE PRINCIPE DE L'ÉGALITÉ ENTRE ATHLÈTES AUX JEUX OLYMPIQUES

Pour préserver le principe de l'égalité entre les athlètes participant aux Jeux Olympiques, il est nécessaire de revenir à la règle du Comité International Olympique (CIO) selon laquelle « tous les participants aux Jeux Olympiques doivent vivre au village olympique ».

In order to preserve the principle of equality among participants of the Olympic Games, it is necessary to return to the International Olympic Committee (IOC) rule that "All participants of the Olympic Games must live in the Olympic Village."

DAVID STUBBS

COJO • Londres 2012

LE MOUVEMENT OLYMPIQUE, CHEF DE FILE DANS LE DÉVELOPPEMENT DURABLE

Cette contribution examine le développement durable en tant qu'interprétation contemporaine des valeurs olympiques et montre comment les Jeux peuvent refléter les tendances de la société, y répondre et être un facteur favorable à un changement positif. Sont particulièrement examinés la planification de l'héritage post-olympique et le rôle des participants clés aux Jeux, notamment les athlètes, les diffuseurs et les sponsors. Les Jeux offrent une plateforme unique pour rendre le développement durable utile, attrayant et amusant. En même temps, le développement durable permet au Mouvement olympique de réorienter de façon cohérente ses relations avec la société.

Although Pierre de Coubertin may not have used the word "sustainability" in his lifetime, he would have been its leading advocate. His vision for the new Olympic Games was steeped in positive values and he wanted to bring people together to celebrate achievement and improve and create a better future.

Sustainability is about people and the way they live and behave. It is also about a better future. It is not another term for environmentalism although there is a profound recognition of the need for responsible treatment of the natural environment. This is a prerequisite for sustaining viable and healthy communities. But sustainability is something we do to balance present needs and aspirations with those of future generations – in short, ensuring long-term survival – through responsible and sustainable use of our planet's resources.

Many people see legacy as the real endpoint of sustainability of the Games. Certainly the focus of Vancouver, London, Sochi and the Candidate Cities, centres on creating a viable, community benefit from new sporting infrastructure and a host of other sociocultural, environmental and economic benefits. This may seem a paradox to some, given that the Games is the world's biggest peacetime event, involving significant resource consumption and international air travel to and from host cities.

The Games however provide vision, drive and an immovable deadline which can unlock previously conflicting needs and practices. So, taken on a large scale, the relatively temporary diversion of resources to deliver the Games can be massively outweighed by the long-term gains from a sustainable legacy.



The size and duration of those benefits depends on the extent to which a Host City reconciles the sometimes competing demands of Games delivery and future urban planning.

THE CHANGE AGENDA

The planning and staging of the Games can provide excellent opportunities for creating new (and sometimes unlikely) partnerships and inspire behaviour change.

For example, London 2012 has issued a Sustainable Sourcing Code, which in essence asks five basic questions of suppliers and licensees:

- Where do the goods come from?
- Who made it?
- What is it made of?
- What is it wrapped in?
- What will happen to it afterwards?

These simple questions address ethical supply chain issues, local employment, environmental impact, recyclability and end of life reuse or disposal. This requires suppliers to look at their business practices and seek out more sustainable alternatives. This is driving companies to review their business practices and many are finding increased competitive advantage through addressing sustainability.

People's behaviour is fundamental to achieving sustainability, which requires them to alter their key lifestyle behaviours including consumption and travel.

Such issues go well beyond the Games and are that of public policy. But again, the Games can accelerate change through active measures that promote cultural diversity and inclusion, improve accessibility and local environmental quality, as well as educational and cultural projects. The Games make people take notice. Sustainability can become relevant, engaging and fun. These are stepping stones to making people do things differently.

KEY PLAYERS

A bit of stardust also helps. What makes the Games so special is, of course, the sport. And that can only happen because of the athletes. Some 15,000 Olympic and Paralympic athletes makes a powerful army of advocates for healthier lifestyles. Their role as ambassadors for healthy living is critical.

All the leading brands associated with the Olympic and Paralympic Games are active in the field of corporate responsibility. Until recently

the two strands, sport sponsorship and corporate responsibility, rarely connected, but that is changing. More and more we see sponsors taking a view, and even an active role in the sustainability dimension of the events for which they have marketing rights. The mutual association of brands of sponsors and the Games requires both parties to be attentive to and proactive on sustainability. This is a positive association which plays well with employees and customers, as well as the wider public.

SUSTAINABILITY PARTNERS

London 2012 has taken this emerging trend one step further with the creation of an additional marketing rights designation of "Sustainability Partner". This is limited to a maximum of six companies (five have already signed up) who will work with the Organising Committee to implement and promote sustainability initiatives associated with the Games.

The collective reach of these companies through their employees, customers and supply chains is considerable. The focus on sustainability is a powerful message to convey to these large stakeholder groups. The added benefit is that while the specific Games-related sustainability initiatives may be temporary, the positive impact on sponsors and their constituents can be longer lasting.

IMPACT OF THE GAMES

This is a truly win-win situation both for commercial reasons and in terms of brand reputation. It places sustainability at the core of the strategy of an Organising Committee for the Olympic Games (OCOG), which makes it easier to put in place the necessary policies, processes and structures to embed sustainability practices across the organisation. In the past, "Green Games" initiatives were either something the city authorities did, or were "nice to have" additions for Games organisers.

Today the emphasis has shifted and sustainability, in its full sense, is integral to effective Games organisation.

The International Olympic Committee (IOC) has led the way on a journey to reduce the size, cost and complexity of the Games. It has established the "Olympic Games Impact Study" to provide a long-term evaluation of the environmental, social and economic outcomes of hosting the Games for a city, region and country.

Sustainability is the common thread through each of these initiatives. It is central to any contemporary interpretation of Olympic values and is essential for renewing the Olympic Movement's engagement with young people and societal values at large.

However, it is not enough to just be a voice for sustainability. The Olympic Movement and other sports organisers and events must also deliver



change. The adoption of the environment as the “third pillar” of Olympism and related initiatives in the 1990s, were leading examples during that time. These early and pioneering efforts now need to be renewed and made relevant to today’s society.

Opportunities for the Olympic Movement to further advance the cause of sustainability include :

- Integrating sustainability and ethical sourcing requirements into its own procurement activities ;
- Defining and agreeing sustainability requirements for The Olympic Partner Programme (TOP) sponsors and the Olympic Broadcasting Services (OBS) ;
- Establishing with OCOGs and other international partners a joint programme to tackle climate change, the most critical sustainability issue at a global level.

CONCLUSION

The Olympic Ideals challenge us as individuals and Organising Committees to act in ways that protect and enhance our communities for future generations. The Olympic Games cannot solve the world’s resource problems, but the focus on sustainability shows us ways in which the Olympic Movement can provide a powerful platform for raising awareness and creating new standards, policies, programmes and practices for responsible living that help to strengthen local communities and care for the environment.

This approach can also show young people with environmental concerns that sport can also be a driver for change in areas of interest to them. This will help bring new audiences to sport and the Olympic Movement.

VALERY SYSOEV

RUS – Russian Olympic Committee

PRÉSERVER LES VALEURS OLYMPIQUES DANS LE MOUVEMENT OLYMPIQUE MODERNE

Les Jeux Olympiques doivent actuellement faire face à de sérieux problèmes et le Comité International Olympique (CIO) ne saurait résoudre la situation à lui seul. Le programme des Jeux Olympiques est surchargé et toute tentative du CIO visant à le restreindre fait l’objet d’une grande opposition de la part de certaines Fédérations Internationales (FI). Par ailleurs, la nouvelle devise non officielle dans le monde du sport aujourd’hui

semble être « la victoire à tout prix » et les athlètes sont soumis à un sérieux surmenage physique et moral afin de parvenir à cette victoire et d’en tirer un revenu élevé.

Vu le gigantisme des Jeux Olympiques, il est souvent difficile pour une ville d’organiser toutes les compétitions. Les Jeux Olympiques sont devenus un spectacle riche en performances mais avec des implications politiques.

Le Mouvement olympique entre dans une nouvelle ère et il doit établir des pratiques de travail qui correspondent à l’environnement socioéconomique actuel. Ces problèmes ne peuvent être résolus que par le biais d’une participation active de tous les membres concernés de la communauté sportive internationale, ainsi que des États, des entreprises et des organisations sportives en question.

The contemporary Olympic Movement was built on the desire to bring together people, tired from wars and conflicts, with the help of sport. It was originally based on old but noble ideas and principles such as the saying, “The important thing in life is not victory, but struggle ; it is not essential to have won but to have fought well.” However, as the decades have passed, values have changed and so has the Olympic Movement. The Olympic Games has become a successful commercial event, existing within a rigid framework of business rules. The medals represent not only a struggle by individual athletes, but also by businessmen who have invested money in them.

One cannot ignore that the Olympic Games are currently facing some serious problems and the International Olympic Committee (IOC) cannot solve the situation alone. These problems need to be confronted collectively.

The Olympic Games programme is overloaded. The IOC struggles to shorten the programme and faces a great deal of opposition from some International Federations. On account of the gigantism of the Olympic Games, it is often difficult for one city to stage all the competitions. The modern Olympic Movement has become the beacon of globalisation.

Along with the programme overload, it is clear that Olympic values are changing. The new unofficial motto for the world of sport now seems to be “victory by all means”. It is not surprising that athletes are experiencing serious physical and moral overload in order to gain victory and earn high revenue. The field of pharmacology has stepped up to this demand by creating new doping substances.

The new “sport empire”, which blossomed at the end of the 20th century is nevertheless full of contradictions. The Olympic Games has become a show rich in performance but with political overtones.



Staging the Olympic Games at today's standards and preparing athletes for this international event is beyond the means of poor countries. It is possible only for economically developed countries to host the Games. As a result sport unwittingly deepens the social and political divides that exist in the world today.

The recent Olympic Games in Beijing once again highlighted the problems of the Olympic Movement. The Games demonstrated the economic power of the country and helped China gather its strength and “shake the world”. It also shook the world because of the support of millions of fans, a phenomenon never experienced before. The chief instrument of these Games was sports selection, which for the first time underscored the true meaning of the phrase “Victory by all means”.

The peculiar characteristic of the Games is that its preparation and staging will be carried out regardless of the world economical crisis. The IOC should examine all the options in order to avoid serious failures in investments and to preserve Olympic values.

The Olympic Movement is entering a new era and must put in the time to establish the manner in which the modern Olympic Movement should work within the current social-economic environment.

These problems can only be solved through the active participation of all interested members of the international sports community as well as states, businesses and corresponding sports organisations. Only through an open discussion of the pressing problems will we be able to correctly realise the fundamental aims of the modern Olympic Movement.

LISA WALLACE

CAN – Canadian Olympic Committee

LES VALEURS OLYMPIQUES AU PROGRAMME DES ÉCOLES CANADIENNES

En 1988, le Canada accueillait ses premiers Jeux Olympiques d'hiver à Calgary, Alberta. Pour la première fois, le Canada proposait un enseignement olympique à l'école et connaissait au niveau national un véritable engouement pour l'éducation olympique. C'est à partir de cet héritage que l'enseignement de l'Olympisme dans les écoles canadiennes a continué de se développer et de s'imposer dans les programmes scolaires, conçu « par les enseignants et pour les enseignants ».

En tant que prochaine nation hôte, à un moment où les écoles mettent davantage l'accent sur l'enseignement des valeurs, le Canada dispose d'un environnement d'apprentissage optimal

pour l'éducation olympique dans ses classes. Pour faire coïncider cette volonté d'intégrer des valeurs dans le système scolaire canadien avec les avantages offerts par l'enseignement de l'Olympisme, le programme éducatif est axé sur trois piliers : les Olympiens jouant le rôle de modèles, le développement de l'esprit critique et un plus large accès aux ressources olympiques.

C'est en assurant une bonne promotion des valeurs olympiques que l'on parviendra à attirer et à garder l'attention des élèves sur la magie et la puissance inspiratrice des Jeux Olympiques, et à les relier entre eux d'un bout à l'autre du pays.

In 1988, Canada hosted its first Olympic Winter Games in Calgary, Alberta. For the first time, Canada produced an Olympic-related curriculum and experienced nationwide enthusiasm and an uptake in Olympic education. It is from this legacy that the Canadian Olympic School Programme has continued to develop and grow into a reputable educational programme developed “for teachers by teachers”. As the next host nation, in a time when schools are placing increasing focus on values education, we have an optimal learning environment for Olympic education in Canadian classrooms.

School boards across the country have placed increased merit and focus on the education of values. Some school boards have mandated the education of these values in their classrooms. Whether under the guise of character education, values education, citizenship or civic virtue, there is recognition that this base education, at the root of the moral development of our students, is necessary. Using the Olympic Games as a vehicle to promote such values is a timely and relevant opportunity for Canadian schools.

To match the emerging values focus within the Canadian school system with the benefits offered by Olympic education, we have positioned our programming around these three pillars:

- Olympian role models;
- Developing critical thinking skills;
- Increased accessibility.

OLYMPIAN ROLE MODELS

Utilising Olympians as role models and emphasising everyday values such as excellence, leadership, fair play and respect helps students relate to the Olympic Games and our Olympians. Telling our Olympians' incredible stories of perseverance, individual excellence, leadership and fair play helps connect Canadian students to the Olympic values. Through this connection we hope to foster more Canadian students who participate in lifelong physical activity and who aspire to the individual excellence and positive leadership exemplified by our Olympians.



DEVELOPING CRITICAL THINKING SKILLS

Promoting values has been a consistent component of the Canadian Olympic School Programme. The extent to which students have absorbed these values has varied from general knowledge and awareness to positive behaviour change. Most recently, a concerted shift was made to the instructional design of the Canadian Olympic School Programme. This shift moved the curriculum from knowledge-based lesson plans towards lessons that challenge students to critically examine the Olympic values and to internalise these values.

At the elementary level, a series of three activities following each values-based Olympian story was designed to engage critical thinking and optimise the student learning environment. These activities walk students through the progression of connecting with the concept of the given value, processing the significance of the value and then transforming the featured value into something that guides their everyday behaviour.

For the first time since 1988, we have re-established a secondary school curriculum. Engaging high school students in a variety of subject classrooms, through the development of cross-curricular project packs, has proven a successful and meaningful way for promoting Olympic values to this older group. Through projects that put our students in authentic Olympic Games leadership roles, we challenge their thinking and enable them to independently associate the values with the Olympic Games.

For example, the project pack entitled “Standing Clean” asks students in high school communications-related subjects to host a mock Games time press conference. In this conference students are challenged to communicate the Canadian Olympic Committee’s position on a positive doping infraction of another country’s athlete that has affected a Canadian athlete’s medal position. This project is designed to lead the students through a process of self-discovery and debate of their values as applied to fair play. Students are asked to develop their communication plan and to deliver an international message on anti-doping through the roles of Press Chief and Chef de Mission. Secondary students appreciate the opportunity to formulate their own position and thoughts as well as the forum to have their message heard. This independence and critical thinking is a very effective way to engage secondary students in the Olympic values.

Challenging students’ critical thinking skills allows them to independently decide their position on each Olympic value and in turn fosters a connection to the values. Ultimately, the primary intent is to positively affect a behaviour change or to reinforce each student’s adoption of the universal Olympic values in their lives. The secondary intent is to create a learning experience around Olympic values that inspires physical activity and

creates dreams of Olympic Games participation. This connection between students and the Olympic values makes the power of the Games come alive while being relevant to their everyday lives and behaviour.

INCREASED ACCESSIBILITY

Housed online at www.olympicschool.ca, Canadian teachers and students can access all of the Canadian Olympic School Programme resources for free. The Olympic Library provides content for lesson extensions and independent student learning. Videos of Olympians and Olympic hopefuls dispensing advice to Canadian students on the values of excellence, leadership, respect and fair play can be accessed without any associated costs online. Online engagement creates an opportunity for after-school engagement and further leads our learners down a path of independent thought and engagement in the Olympic values.

CONCLUSION

In a geographically vast country, such as Canada, it is no secret that fostering a shared spirit is challenging. Through the delivery of the Canadian Olympic School Programme, teachers have the unique opportunity to engage their students in the Olympic values and create a memorable Olympic Games experience in their classroom. It is through the successful promotion of the Olympic values that we set out to capture, inspire and connect our students, from coast to coast, to the magic and inspiration of the Olympic Games.

CHING-KUO WU

Comité International Olympique

PROPOSITION D’ÉTABLISSEMENT DE MUSÉES PERMANENTS DES JEUX

Cette proposition suggère que chaque ville hôte s’engage à établir des Musées permanents des Jeux pour commémorer leur édition des Jeux Olympiques, de manière à encourager par ailleurs le Mouvement olympique.

This proposal suggests that each Host City commit to establishing a permanent Olympic Games Museum to commemorate its edition of the Olympic Games, thereby furthering the Olympic Movement. This commitment must be stated during the bidding process along with long-term planning and operating strategies.

These Olympic Games Museums could feature a permanent collection of Olympic memorabilia, stamps, coins, and all other relevant materials from the Games.



Additionally, these museums could serve as an archive library, knowledge service and research centre for the citizens of the Host City. They could also host travelling exhibitions from Olympic Games Museums around the world.

It is also highly recommended that each National Olympic Committee (NOC) build a National Olympic Academy (NOA). International lecture and student exchange programmes can be employed to reinforce global communication among NOAs in different countries. By doing so, I believe the Olympic Spirit will be effectively and widely spread to every corner of the globe.

ROSALINDA YAPIT

SYOGOC – Singapore Youth Olympic Games Organising Committee

ENCOURAGER L'EXCELLENCE DANS TOUS LES DOMAINES

Chaque athlète qui participe aux Jeux Olympiques rêve du plus grand honneur, à savoir remporter une médaille d'or. Mais la récompense donnée à un athlète ne devrait pas se limiter au fait de gagner des médailles olympiques. Des prix pourraient être donnés à ceux qui auront fait les plus grands progrès depuis la dernière compétition ou à ceux qui se seront révélés être de bons modèles par leur conduite. Afin d'inculquer un plus grand nombre de valeurs aux athlètes, des critères de performance bien plus que des médailles devraient être envisagés pour récompenser les athlètes.

Every athlete who participates in the Olympic Games aims for the highest honour of winning a gold medal. Often, the motivation is to bring pride to their country as well as to achieve a personal sense of worth and purpose in such an accomplishment. However, not every participant is rewarded with a medal. This is not a demonstration of failure; rather, every athlete who has managed to better his or her performance deserves a pat on the back. In other words, an athlete's pursuit of "excellence" is just as commendable.

It is appropriate that an athlete's reward should not be limited to winning Olympic medals. Awards could be given to those who have made the greatest progress from the last competition. This would encourage athletes to better themselves by pushing boundaries and realising their potential. There will then be joy in effort, when acknowledgement is made of their progress.

Athletes who have proved to be good role models through their conduct should also be recognised in an award ceremony after the Games. These role models can be nominated for having demonstrated good

sportsmanship, respect for athletes from other cultures, as well as for inspiring others to abide by the rules of the sport. This will help build character, leadership and responsibility in every athlete who participates in the Games.

In order to inculcate a broader set of values in athletes, performance criteria other than medals should be considered and rewarded.

ADELIN YONG

SYOGOC – Singapore Youth Olympic Games Organising Committee

LA PROMOTION DES VALEURS OLYMPIQUES

Pierre de Coubertin, fondateur du Comité International Olympique, a souligné à juste titre: «L'important dans la vie, ce n'est pas le triomphe mais le combat; l'essentiel, ce n'est pas d'avoir vaincu mais de s'être bien battu.»

La mondialisation et l'intégration culturelle rendent les valeurs olympiques d'amitié et de respect encore plus significatives. Afin de faire triompher ces valeurs sur une plus grande échelle, des conférences et des forums doivent être organisés pour permettre aux olympiens de partager leurs expériences. Des programmes scolaires et des campagnes mondiales peuvent également être autant de moyens de véhiculer ces valeurs.

Pierre de Coubertin, founder of the International Olympic Committee aptly remarked, "The important thing in life is not victory but combat; it is not to have vanquished but to have fought well." Indeed, "excellence" is highly advocated as an Olympic value as it represents giving one's best in the playing field and in life by challenging one's potential and limits.

As such, the value of excellence should be promoted among and instilled in our youth especially in light of the pressures they face to attain higher education standards. This can be achieved by presenting them with inspiring stories about Olympians such as Karoly Takacs, an Olympic shooter from Hungary, who successfully learnt to shoot with his left hand after a defective grenade exploded his right. Such stories serve to remind us that we can overcome any obstacle and exhibit our best when we focus our mind on a task.

Globalisation and cultural integration has underscored, more than ever, the need to celebrate and promote the Olympic values of friendship and respect.

Canadian sailor Lawrence Lemieux exhibited these values at the 1988 Seoul Games when he relinquished his comfortable second place to



rescue two injured Singaporean sailors in the waters nearby. He eventually placed 22nd in the event, but was later awarded the Pierre de Coubertin medal for sportsmanship.

Conferences and forums must be organised, for our youth and other members of the public, in order to champion Olympic values on a large scale. Olympians who have demonstrated such values must be invited to speak about and share these moments and perspectives. This could serve as a platform through which the public and Olympic athletes can interact. In this way Olympians could help to foster a deeper understanding of Olympic values.

School programmes and worldwide campaigns can promote and provide opportunities to exhibit, infuse and instil Olympic values in school students.

The Olympic values of “excellence, friendship and respect” remain the pillars upon which the Olympic spirit thrives. Without “excellence”, there would not be advancement; without “friendship”, competitors would all turn into enemies; and without “respect”, differences would not be tolerated or understood. We should spread and uphold such values not only at the Olympic Games, but also in our daily lives. Our ongoing efforts are in tune with the Olympic spirit and we are on the right track towards achieving our dream.

WAKAKO YUKI

Média • The Yomiuri Shimbun

ÊTRE UN PHARE DANS LA TEMPÊTE

La valeur de l'Olympisme a augmenté dans le climat économique actuel. Les dirigeants du Mouvement olympique et sportif devraient travailler ensemble pour diffuser ce message plus largement, afin d'enrayer la vague de retrait de soutien financier aux activités sportives.

The value of Olympism sometimes shines brighter in the dark. The current economic situation around the globe can be one such example. As I work for a newspaper in Japan and deal with the daily news, it makes me realise one truth: the more world news gets darker, the more sports news becomes the beacon in the tempest.

Of course the sporting world has also come under the influence of the economic downturn, and it is disturbing to see so many companies withdrawing their financial support for teams and athletes. But it is also true that the news of genuine sports achievements are more than ever

in the spotlight as they are becoming a rare source of positive news in our societies these days.

Some say television ratings for sports programmes are getting higher, because people are turning away from other means of leisure due to the economic climate. But it should also be explained that people seek heartfelt stories, which can assure you that there is still goodness and hope in human society. Moving dramas of athletes' challenges, in terms of failure or success, are a testimony to our heart and we hope it remains intact in the face of shadows in the world today.

I think it is important for the Olympic Movement and sports leaders to send strong messages to show that the value and importance of sports only increases in the current climate.

It is true that playing sports in a war zone is not an option. But its significance as the symbol of peace will be more deeply felt because of the hardships. Likewise, it is a mistake to think that the priority of sports is lower in the face of financial difficulties.

Such a message, if sent through effective channels and using the right platform, may help stem the tide of sponsorship withdrawal. Sports are much more than a vehicle for advertisements, and those who know this should be commended for their actions. Eventually the current difficulties may serve as a foundation for a better relationship between sports and its potential supporters (including the private sector, governments, and the general public) by fostering a better understanding of the true value of sport.

XIUPING ZHANG

CHN – Chinese Olympic Committee

L'HARMONIE EST L'ESSENCE DES CULTURES CHINOISE ET OLYMPIQUE

Lors de la cérémonie d'ouverture des Jeux de 2008 à Beijing, l'ancien caractère chinois «harmonie» apparaît au centre du Stade national. L'harmonie est la base qui sert de point de rencontre à la culture chinoise et à la culture olympique. L'harmonie est également l'âme de cette édition des Jeux Olympiques, si riche de la culture de Beijing.

En accueillant les Jeux Olympiques de 2008 et en faisant la promotion des valeurs olympiques, la Chine a également présenté avec succès sa culture traditionnelle au reste du monde. C'est pourquoi les Jeux Olympiques participent sans conteste à la promotion de l'idéal olympique et de la culture de la nation hôte.



People all over the world who paid close attention will never forget the ancient Chinese character for harmony appearing at the centre of the National Stadium during the opening ceremony of the 2008 Beijing Olympic Games. People will never forget the lyrics of the 2008 Olympic Games theme song, “You and me, from one world, we are family.” This transferred an important message to the whole world, that Chinese people deeply love harmony and wish for a peaceful world.

The philosophy of harmony, peace and friendship is the essence of Chinese traditional culture, which advocates domestic harmony and foreign peace. The basic idea of Chinese Confucianism is that “within the four oceans, we are brothers” and that “the world is one”. “Harmony” was also the soul of the Beijing culture-enriched Olympic Games. The objective of the culture-enriched Olympic Games is to promote harmonious development between humans on one hand and nature, society, and other humans on the other, as well as between the soul and body.

“Harmony” is the best basis on which to combine Chinese and Olympic culture. The Olympic Movement constantly pursues the promotion of the harmonious development of humans, communication and cooperation between nations and among humans in order to establish a peaceful and happy world. The Olympic Charter points out explicitly that, “The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity.”

Combining Chinese and Olympic culture conforms to the objective requirement of globalisation. The modern Olympic Movement is the product of globalisation and develops along with globalisation. After more than 100 years of development, more countries, areas and people are participating in this Movement. The Olympic Movement should be a multiplex as well as diverse sports and cultural activity. The combination of Chinese and Olympic culture is a manifestation of its diversity.

Along with the advancement of globalisation, the cultural exchange and dissemination among countries becomes more intense and frequent. After entering the 21st century, Eastern and Western culture moves gradually from opposition and conflict towards harmony. The 21st century is the century when eastern and western culture learn from one another through mutual interaction. The Confucian philosophy and cultural orientation are of significant importance in the 21st century. The Confucian point of view is essentially that the relationship among humans should be harmonious, that there should be benign interaction and that people should rely on each other instead of being in intense conflict and opposition with each other. The Confucian philosophy lies in having laid a solid and optimistic foundation for human cooperation, communication, non-opposition and non-conflict.

Therefore, the harmonious philosophy of Chinese culture is of vital significance to the Olympic Movement, as well as to the world. The key significance of the Beijing culture-enriched Olympic Games was its philosophy of harmony, which was the most valuable thought and idea that the Chinese culture presented to the world through the Olympic Games. The significance of the Olympic culture to China is that the Olympic Games culture built a bridge between Chinese culture and the rest of the world. Through hosting the Olympic Games and promoting the Olympic values, China also successfully promoted its traditional culture and let the world have a better understanding of the essence of Chinese culture. So while on the one hand the Olympic Games help to promote the Olympic ideals and culture of the host nation it also helps the Olympic values to continue to contribute to the success of the Olympic Games.

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L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT

HAYA BINT AL HUSSEIN

Comité International Olympique

VERS UN NOUVEAU PARADIGME

Les Jeux Olympiques sont un microcosme du monde et de ses problèmes. Ils encouragent le Mouvement olympique à épouser le véritable sens des symboles olympiques et à aborder la question de l'universalité en aidant les nations à relever les problèmes fondamentaux qu'elles doivent affronter.

Les Jeux soulignent également l'importance de la résolution de l'Organisation des Nations Unies (ONU) sur la Trêve olympique et encouragent le Comité International Olympique (CIO) à promouvoir le rétablissement du sens absolu de ce principe fondamental du Mouvement olympique.

Pierre de Coubertin chose the five linked rings as the symbol of the modern Games. He was allegedly inspired to do so after a visit to Delphi – site of ancient Pythian Games – where the emblem of the five linked rings was seen on the ancient altar. The rings symbolise the five continents of the world: Africa, Asia, America, Europe and Australia. The notion of universality is, as such, at the very heart and identity of both the event itself and the Movement.

The Olympic Games is universally owned and is a microcosm of the world and its issues. The difficulty is in achieving a balance that solves the problem of overcrowding at the Games, while addressing the quota needs of many nations and sports.

In terms of universality the Olympic Games must present itself as a package that enthrals masses all around the world. But how does universality encompass both emerging and developed nations?

As Jeffery Sachs has noted, although countries like the United States enjoyed rapid economic growth from 1980 to 1998, many in Sub-Saharan Africa experienced a notable decline in their living standards during this time. [1] Today there are millions who die of hunger. No angels hover over their heads with hymns. The only sounds that exist are those of refugee camps and the smells and cramped conditions of nations lost, or wars fought, and visions of “death in life” as referred to in Samuel Taylor Coleridge’s “The Rime of the Ancient Mariner”.

These people exist; they are people like Kenyan Olympian Paul Tergat. In the 1970s, when Paul was a boy, his friends could not get to school

because they were too hungry. The International Olympic Committee (IOC) is the only body that embraces people like this, as athletes, with their own identity. It gives these athletes the same sense of pride that it grants to a developed nation using the platform of the Games.

The poorest countries are also burdened with the highest fertility rates, and racing population growth. Much of the expected 2.6 billion rise in global population by 2050 will come from the poorest countries, the places least able to absorb the increase.

Where there is hunger, there is instability; a fact in both in the Olympic model, and the planet's model. Where there is nothing left to live for or there is no hope what results is degeneration and violence.

As economist Jeffery Sachs and others have noted the poverty trap is self-reinforcing and not self-correcting. It thereby requires special policies and unified global efforts.

Universality in the Olympic Movement is not a by-product of the power of the Olympic Movement but instead, a solution that is at the heart of the Millennium Development Goals. [2] If the Olympic Movement is to find its relevance in today's world, then universality must be its main driving force.

The issue of universality also extends to national media who do not cover the Games as a whole but only those events where the athletes of their own countries are competing. As a whole, the media portray an interest only in nations that race in the Olympic Games and those that achieve large numbers of medals. This mirrors the global struggle over the share of natural resources and that of international market dominance. Moreover, the Olympic Movement's concern with general health, well-being, and the environment are the same issues that the United Nations have warned will be the cancer of the future and the key enemies of a prosperous planet for our children.

Perhaps the Olympic Movement should renew its Olympic Truce, accept a leadership responsibility and use its authority to solve the root problems of our world. In so doing, it would be able to address its own questions of universality. Just as the ancient Truce upheld the notion of peace over war, could not a new Truce reflect the evolution of our world? Could this Truce use, as its foundation, the structure and aims of the Millennium Development Goals in order to support a new economic paradigm?

The principle of universality is based on the participation of a maximum number of countries participating in all major sports events organised by the members of the Olympic Movement. This principle largely depends on the ability of the Olympic Family to assist with the design and implementation of policies which promote universality in developing countries. The Olympic movement must lead the way to address the



issues that threaten the world at large. That would be no more or less than it has done in the past.

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CHRISTIAN ATANCE

ARG – Comité Olímpico Argentino

ACCROÎTRE LA PARTICIPATION DES PAYS D'AMÉRIQUE AUX JEUX D'HIVER

Cette contribution préconise la réintroduction des Jeux Panaméricains d'hiver pour :

- **accroître le nombre de personnes intéressées par les sports d'hiver ;**
- **offrir plus de possibilités de compétitions aux Comités Nationaux Olympiques (CNO) et aux athlètes ;**
- **contribuer au développement d'une plus grande infrastructure de sports d'hiver ;**
- **promouvoir l'accès aux programmes de la Solidarité Olympique panaméricaine ;**
- **aider à la création de centres régionaux pour le développement du sport ;**
- **encourager la création de nouvelles fédérations nationales dans plusieurs pays ;**
- **proposer de nouveaux programmes techniques aux athlètes et entraîneurs.**

According to the Olympic Programme Commission Report released in July 2007, the American continent has 8 National Federations (NFs) affiliated with the International Biathlon Union (IBU), 13 with the Fédération Internationale de Bobsleigh et de Tobogganing (FIBT), 4 with the World Curling Federation (WCF), 5 with the International Ice Hockey Federation (IIHF), 9 with the Fédération Internationale de Luge de Course (FIL), 6 with the International Skating Union (ISU) and 24 with the Fédération Internationale de Ski (FIS). With the exception of the USA and Canada, the participation of countries from the rest of the American continent in the Olympic Winter Games is limited.

At the Olympic Winter Games in Salt Lake City (2002) and Torino (2006), the American continent was represented by athletes from Canada, the

United States, Argentina, Chile, Brazil, Venezuela, Costa Rica, Jamaica, Bermuda, Trinidad and Tobago, the Virgin Islands and Mexico. The small representation is due primarily to the hard qualification requirements for the various sport disciplines.

Unlike with summer sports, there are no regional (Pan-American) or subregional (South American, Central American, North American) qualification competitions for winter sports. To qualify for the Olympic Winter Games, Latin American athletes must compete with athletes from Europe, Asia and North America, many of whom have far greater experience and tradition in winter sports. In many cases, to fulfil the qualification requirements, athletes from the American continent have to rank among the top 30, 50 or 100 athletes in the world. Achieving such rankings has become extremely difficult in the last decade. With the breakup of some Eastern European countries, such as the Union of Soviet Socialist Republics (USSR), Yugoslavia and Czechoslovakia, a greater number of stronger competitors have been added to the pool of athletes eligible to compete in the Olympic Winter Games.

Winter athletes from America's developing countries do not have a complete four-year cycle of competitions as they do not have the opportunity to take part in multi-sports events such as the Pan-American Games, the South American Games, or the Central American and Caribbean Games. The lack of winter sports competitions is further hindered, with the exception of alpine skiing, snowboard and biathlon, as there are no American or South American championships in the majority of the winter sports.

Despite having exceptional natural conditions, especially in Argentina and Chile, South America presently lacks a strong winter sports infrastructure. In Argentina for example, only 4 of the 15 Olympic disciplines can be practised. There are no training facilities for curling, ice hockey, speed skating, short track, figure skating, luge, bobsleigh, skeleton, ski jumping or Nordic combined. And of the four remaining disciplines (alpine skiing, cross country, freestyle and biathlon), only two could be held at a world-class level.

The re-introduction of the Pan-American Winter Games could provide a substantial boost to the practice of winter sports on this continent. The first and only Pan-American Winter Games were held from 16 to 22 September 1990 in the town of Las Leñas, Province of Mendoza, Argentina. Originally the Games were scheduled for 1989, but due to a lack of snow, the games were rescheduled for 1990. Then, due to climatic conditions and limited snow, only 4 alpine skiing competitions were held (downhill, slalom, Super G and giant slalom). 8 countries and 97 athletes took part in these Games. Santiago de Chile was subsequently designated to be the Host City of the second Pan-American Winter Games in 1993. The event, however, did not take place and no new dates were selected for another edition of these games.



Other great multi-sports events have their winter version. The Asian Winter Games have been held since 1986. In the last edition, hosted in Changchun, China in 2007, 796 athletes from 26 different countries took part. The 7th Asian Winter Games will be held in Almaty, Kazakhstan in 2011. The participation of 45 nations and about 2,500 athletes is expected. The World University Games have also had their winter version since 1960. Since their inception, the games have been held without interruption every two years. Similarly, the European Youth Olympic Festival is also held regularly. Furthermore, the International Council of Military Sports (CISM) recently announced the creation of the CISM Military Winter Games.

Hosting the Pan-American Winter Games in Argentina or Chile could leave a valuable sporting infrastructure to promote winter sports on this continent. It is clear that most sports facilities in these countries will not be constructed unless the country is asked to host a large sporting event. The numerous summer Pan-American and South American Games celebrated in the region are a great example of the renovation and development of a great sporting infrastructure that occurs when hosting such an event.

These new sports facilities could generate, as happens in many summer sports, the birth of regional training centres specialised in winter sports that would benefit several Latin American countries. It may also lead to the creation of many new National Federations (NFs) among these nations.

For Argentina, the eventual hosting of a Pan-American Winter Games could leave the creation of a High Performance Training Centre that would specialise in winter sports as its legacy. This is something the country does not have at the moment.

The re-introduction of the Pan-American Winter Games would end the current era of inequality for winter sports athletes. Without these regional games, athletes on this continent are not eligible for the all-important benefits of Pan-American Solidarity Programme Grants.

The Pan-American Winter Games could be celebrated in an alternative way between the four countries of America that have the necessary snow conditions: Canada, the United States, Argentina and Chile. Canada and the United States already have world-class facilities and have hosted the Olympic Winter Games six times, including Vancouver 2010.

As with the Pan-American Summer Games, the winter version could include sports or disciplines that are not yet a part of the Olympic programme such as winter triathlon, natural luge, synchronised figure skating, ski mountaineering or ski orienteering. Including such competitions in these regional games could help the International Olympic Committee

(IOC) evaluate the acceptance and performance of determined sports that wish to enter the Olympic programme.

We believe that the number of American countries that would participate in the Pan-American Winter Games would be greater than the number of National Olympic Committees (NOCs) currently participating in the Olympic Winter Games. As IOC president Jacques Rogge recently stated, the Pan-American Summer Games make an exceptional contribution to the development of the Olympic Movement. The Pan-American Winter Games could make a contribution of similar magnitude.

The most important benefits of the re-introduction of the Pan-American Winter Games would be to:

- Increase the number of individuals interested in winter sports;
- Provide more possibilities of competitions for NOCs and athletes;
- Aid in the development of a greater winter sports infrastructure;
- Provide availability to Pan-American Olympic Solidarity programmes;
- Help with the creation of regional centres for sport development;
- Promote the creation of new NFs in several countries;
- Encourage new technical programmes for athletes and trainers.

	Number of NFs in America	% of NOCs in America
IBU	8	19%
FIBT	13	31%
WCF	4	9.5%
IIHF	5	11.9%
FIL	9	21.4%
ISU	6	14.3%
FIS	24	57.1%

Source: *Olympic Programme Commission Report, July 2007.*



TORSTEN BERG

BWF – Badminton World Federation

UN SYSTÈME DE QUALIFICATION AUX JEUX COMME OUTIL DE DÉVELOPPEMENT

Un système de qualification aux Jeux sert d'abord à assurer la qualification des meilleurs athlètes aux Jeux Olympiques, en tenant compte du principe d'universalité et du large éventail de pays du monde. Néanmoins, un tel système pourrait également être un outil efficace pour développer un sport.

La participation aux Jeux Olympiques est le but ultime de tous les athlètes; remporter des médailles est un rêve. Pour chaque fédération nationale ou Comité National Olympique (CNO), il est d'une importance capitale que leurs athlètes se qualifient afin de poursuivre ce rêve.

Dans mon sport, le badminton, un quota de 172 athlètes nous est accordé, soit 86 hommes et 86 femmes qui peuvent tenter la qualification pour les Jeux Olympiques. Nous disputons cinq épreuves: les simples dames et simples messieurs, les doubles dames et doubles messieurs, et les mixtes doubles. Les joueurs de badminton sont aujourd'hui spécialisés et peu nombreux sont ceux qui peuvent se qualifier à plus d'une épreuve.

An Olympic Qualifying System (OQS) based on all international competitions has meant massive improvements in the qualification process.

When badminton entered the Olympic Summer Games programme in Barcelona 1992, the OQS adopted by the Badminton World Federation (BWF) and the International Olympic Committee (IOC) was based on the World Ranking List (WRL).

Players earn points for the WRL (in the qualifying period they also earn points for Olympic qualification) in each open international badminton competition sanctioned by the BWF, regardless of level. The stronger the competition, the higher the prize money, and the more points they gain.

As a consequence of the choice of the OQS, the number of BWF-sanctioned competitions in the calendar grew very quickly around 1990. As a first result, Continental Confederations and National Federations (NFs) organised a rapid increase in the number of sanctioned competitions, including Continental Circuits of competitions to provide their players with opportunities to earn WRL points and eventually qualify.

A second immediate positive development effect was a large increase in the number of players competing internationally. A third effect was

an improvement in the playing standard of the competing players, particularly around the borderline for qualification, due both to better and more focused coaching and preparation and to more competition during the Olympic qualifying period and against stronger opponents.

A fourth effect of the OQS being based on the WRL and hence on all sanctioned open competitions – that came gradually and with much variation from country to country – was better support for the players' training and competition programmes from their National Olympic Committees (NOCs). A fifth and derived effect of the OQS was an increase in prize money, because the higher prize money resulted in higher stakes at the competition and more WRL points to be won in that competition.

A minor change of the OQS for badminton for the 2008 Olympic Games in Beijing greatly increased the number of NOCs qualifying players for the Beijing Games

After successfully conducting three OQS for badminton for the Olympic Games in Atlanta, Sydney and Athens with only small changes from the Barcelona OQS, the BWF realised that as a consequence of the successfully increased participation, and playing standards, it was time to take the next step to further develop the game.

Around 30 NOCs had qualified for each of the Games between 1992 and 2004 (28 NOCs for Sydney and 32 for Athens). Could that number be increased to 50? And could the high playing standard then be maintained?

The OQS used so far struck a balance between the five events based on 29 qualifying places in Men's and Women's Singles and 19 pairs in Men's, Women's and Mixed Doubles, with additional places becoming available due to players qualifying in more than one event, being spread over the five events, thereby keeping the balance. With the OQS for the 2008 Olympic Games in Beijing, the balance between Singles and Doubles was changed, so that 38 players qualified in the Men's and Women's Singles and 16 pairs in each of the Doubles events, with additional available places allocated to the Singles only.

It should be noted that players from the larger and traditionally more successful Member Associations dominate the Doubles events, as they have an established Doubles training and internal competition environment. Success in the Singles events is much more generally achievable for players also from developing badminton associations, provided they are prepared to work hard, travel and to train abroad.

Many more Singles players worldwide realised in 2006 that with the change in the OQS their goal to qualify for the Olympic Games in Beijing had become achievable, provided they prepared optimally and played



sufficiently and successfully. Consequently, badminton saw another major increase in international competition participation worldwide, particularly in the qualification period from May 2007 to April 2008, with the focus on Singles events.

Moreover, in 2005 BWF introduced a World Training Centre (WTC), with the aim of assisting player development. The main WTC in Saarbrücken focused on improving the game of top players from smaller or new Member Associations, and, if relevant, to help such players qualify for the Olympic Games. The WTC concept assisted players from Africa, South and Central America and Eastern Europe to prepare, receive top-class coaching and to plan their competitive qualification programme. In fact, BWF had in 2005 decided that all the revenue received from the IOC from the Athens Games would be used for development purposes.

50 NOCs qualified players for Beijing! The BWF nominal target was achieved. Furthermore, an intangible target, the motivation of perhaps 200 players and 60 to 70 NOCs to strive for qualification was also achieved.

The slight shift of balance from Doubles to Singles, with the contribution from the WTC, much increased the competition for qualification, both for men and women. This again improved the playing level of the Singles players, particularly around the borderline for qualification. The standard of the Singles players qualifying for and playing in the Beijing Games was higher than ever before. Concerning the Doubles, we mainly lost 2nd and 3rd Doubles pairs to major badminton countries, which did not affect the general level of the competition.

The most important result is certainly that 20 more NOCs had proven that they could realistically qualify badminton players for the Olympic Games in Beijing. Perhaps another 20 will realise that with a similar OQS being applied for badminton for the 2012 Olympic Games in London, as expected, they may also stand a chance, provided they and their athletes put in sufficient hard work and preparation for the qualifying competitions.

CONCLUSIONS

Careful selection twenty years ago of an OQS based on a WRL that includes all international BWF-sanctioned competitions served as an effective, yet inexpensive tool for the International Federation (IF) to develop the sport. The international competitive programme and the worldwide participation grew very quickly, as did the playing standard. Moreover, many NFs received better support for the players' training and competition programmes from their NOCs. An increase in prize money was a welcome derived effect.

A minor shift of balance from Doubles to Singles in the OQS for badminton for the 2008 Olympic Games in Beijing increased the number of

NOC qualifying players for the Beijing Games from 32 to 50. This shift increased the participation and competitive level in the worldwide qualifying events of the WRL and also considerably increased the number of NOCs that may realistically expect to qualify badminton players for the Olympic Games in future.

Finally, the shift considerably increased the number of badminton players worldwide that dream about – and work hard to – qualify for future Olympic Games.

JESSICA BIN

SYOGOC – Singapore Youth Olympic Games Organising Committee

LES JEUX OLYMPIQUES SONT-ILS OUVERTS À TOUS ?

L'universalité aux Jeux Olympiques suppose de ne pas faire de discrimination envers quiconque, peu importe son origine ethnique, sa nationalité, sa religion et/ou son âge. Le terrain de jeu mondial devient de plus en plus juste, si l'on fait abstraction des inévitables différences dans les conditions d'entraînement. Aujourd'hui, la participation des athlètes aux Jeux ne repose pas sur leurs origines mais davantage sur leurs talents. Toutefois, bon nombre d'actions pourraient être entreprises pour donner à tous les pays les mêmes chances d'être un jour les hôtes des Jeux Olympiques. Les membres du Mouvement olympique ont tous un rôle à jouer afin d'offrir à tous les mêmes chances.

As stated in the Olympic Charter, a fundamental principle of Olympism is that “any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise is incompatible with belonging to the Olympic Movement.” This is a noble ideal, but can we really say that this code of practice is enforced in the context of the Olympic Games ?

“Universality of the Olympic Games” not only entails non-exclusivity in participation but also giving all countries the opportunity to host the Games and other related events, such as International Olympic Committee (IOC) Sessions. The Olympic Movement has done well in the former but can take steps to increase the number of countries eligible to host sporting events.

The Oxford Dictionary defines “universal” as “existing everywhere or involving everyone”. In the context of the Olympic Games, this would mean not discriminating against anyone, regardless of his or her ethnicity, nationality, religion, or age, to name but a few common forms of discrimination.



Since its inception, the world has seen many noteworthy cases that uphold the notion of “universality at the Olympic Games”. The Indian hockey team’s 6 gold medal winning streak beginning in 1928 showed that developing countries had the opportunity to compete with (and defeat) their colonial masters. Somalis Samia Yusuf Omar and Abdinasir Said Ibrahim, who competed in the 2008 Beijing Olympic Games, proved that teenagers from war-torn countries can run alongside professional sports brand endorsers. 10,000 m running races are routinely won by Kenyans and Ethiopians, who shave significant seconds off the times of well-fed Western athletes, showing that sport does not discriminate against one’s nationality.

Apart from these, there have been instances that make one question the true universality of the Olympic Games.

Athletes are only eligible to compete in the Olympic Games under the umbrella of their National Olympic Committee (NOC). This arrangement is beneficial to most athletes as NOCs help to settle administrative and logistical matters, thus allowing athletes to concentrate on training for their event. However, the disadvantage is that an athlete’s participation is subject to his country’s approval, and worthy athletes might be denied the right to compete. This is especially so in countries that do not have an established athletic system, and/or are experiencing civil strife. For example, Israeli officials refused Nader al-Masri’s request to leave the Gaza Strip for training purposes, even when human rights groups pleaded his case before them. He was only granted a permit to leave four months before the 2008 Beijing Olympic Games. This discrimination by the Israeli authorities was a flagrant disregard for the Olympic value of “respect” for everyone.

Additionally, the ability to train for the Olympic Games is by no means universal. Somalia does not have proper running facilities, hence Samia and Abdinasir trained on the roads. While their counterparts in other countries trained a few times a day, they had to wake up hours before dawn to clock their mileage. Samia and Abdinasir also received numerous phone threats; these harsh and dangerous training conditions are in stark contrast to Michael Phelps’ aquatic facility in Baltimore.

“Universality at the Olympic Games” also entails equal opportunities to host the Olympic Games. By 2012, the Olympic Winter and Summer Games will have been hosted by 42 cities in 22 countries, but only seven times in cities outside North America and Europe, and never in South America or Africa. Before the Beijing Games, all the modern Olympic Summer Games, save the 1968 Mexico City and 1988 South Korea Games, had been held in Europe, North America, Australia and Japan.

These facts are unsurprising as the West is generally more developed and would thus be more likely to have the resources and administrative ability to host the Olympic Games. Nevertheless, there has been a rise

in the number of Olympic Summer Games held in Asia and Oceania in recent years, which is an encouraging trend. South Africa’s successful bid to host the 2010 Fédération Internationale de Football Association (FIFA) World Cup is also heartening. One hopes to see more developing countries hosting such events in the future.

Universality is defined in terms of opportunities provided and not the end result. In other words, the “universality of the Olympic Games” is determined by whether it provides equal opportunities for athletes as well as countries.

The different bodies in the Olympic Movement all have a part to play in improving the universality of the Games. The IOC has set an excellent example by launching its clothes collection project at the Athens Olympic Games and distributing the items to refugees in Afghanistan. It is support of the children’s anti-measles and anti-polio programmes in Africa that also shows that sport is a vehicle for improving the lives of those in the developing world.

Other bodies should emulate their efforts. The NOCs who are campaigning against HIV/AIDS can extend their movement to other countries. The 35 International Federations (IFs) should promote the development of their sport, especially in developing countries. They can do this by sponsoring basic equipment and encouraging all 205 NOCs to offer opportunities for athletes to explore the sport. The Organising Committees of the Olympic Games should categorically state that all participants deserve equal opportunities to compete in the Olympic Games that they are organising. Olympians can also draw the media’s attention to the plight of those in the developing world.

Only 2 or 3 nations can ever aspire to see their names at the top of the Olympic’s medal count. China has shown that a developing country can win more gold medals than the United States of America (USA). Jamaica has shown that outstanding athletes do not necessarily come from rich countries and Cuba has shown that communist countries can win more medals than the democratic West on a per capita basis. Few emerging economies can devote the same amount of resources to sports as China. Pakistan and Bangladesh did not have a single medal between them despite each having a population that is half the size of America’s population. China was the only developing country in the top tier of the medal count. Giving all athletes the opportunity to compete would be a good start.



JEAN-MICHEL BRUN

FRA – Comité National Olympique et Sportif Français

L'IDÉAL SPORTIF AU SERVICE DE L'HUMANITÉ

La pratique du sport est un droit de l'homme et tout individu doit avoir la possibilité de pratiquer le sport selon ses besoins. La reconnaissance du sport doit se caractériser au plan universel comme partie intégrante du développement social et humain. Pour cela, il est essentiel de :

- parfaire une coopération internationale pour un développement universel équilibré ;
- atténuer l'ambivalence d'une mondialisation impitoyable ;
- accroître les capacités de la Solidarité Olympique du Comité International Olympique (CIO) au bénéfice des pays en développement ;
- renforcer l'idéal olympique, vecteur d'unité et d'espoir.

Peut-être, un jour, un sommet mondial du sport, à l'instar des grandes conférences réunissant les principaux dirigeants de ce monde, permettra aux instances sportives de souligner que dans nos sociétés contemporaines, les notions « d'esprit sportif », de « noblesse dans la rivalité » et de fair-play ne se limitent pas aux terrains et aux salles de sport.

L'engagement sportif est une passion. Passion d'apprendre et de transmettre. Passion de donner et de découvrir. Passion de soi, de son histoire, de son patrimoine, de ses racines et passion de l'autre. L'activité du Mouvement olympique, symbolisé par cinq anneaux entrelacés, est universelle et permanente, selon les termes même de la Charte olympique.

La pratique du sport est un droit de l'homme et tout individu doit avoir la possibilité de pratiquer le sport selon ses besoins. De surcroît, la « constitution » du CIO souligne la nécessité de collaborer avec les organisations et autorités publiques ou privées compétentes aux fins de mettre le sport au service de l'humanité.

Concilier la célébration avec le caractère d'universalisme

Cette superbe fête universelle que le Mouvement olympique offre à l'humanité est un instant privilégié pour réaffirmer la volonté de développer le sport pour tous comme tremplin du sport de haut niveau. Il s'agit de promouvoir aussi la santé, la condition physique et le bien-être, par la pratique de sports accessibles à tous.

Cette démarche doit s'inscrire dans le cadre d'une volonté ferme de renforcer l'action de tous ceux qui œuvrent pour que le sport, fidèle

à ses valeurs et à sa mission humaniste, fasse partie intégrante du processus d'éducation permanente et soit notamment un facteur d'épanouissement et de compréhension internationale.

Pierre de Coubertin avait raison de mettre l'accent sur l'universalité des Jeux puisqu'il s'agit de l'un de leurs principaux atouts. L'aboutissement de cette volonté, dans un cadre d'égalité des chances de concourir, exige des actions à plusieurs niveaux par différents acteurs de la communauté internationale.

Parfaire une coopération internationale pour un développement universel équilibré

La reconnaissance du sport doit se caractériser au plan universel comme partie intégrante du développement social et humain.

La visibilité et l'image olympique exacerbent des enjeux de toute nature.

Il faut utiliser cet effet de levier pour rappeler que l'éducation est la première clef de l'égalité, et au même titre que l'illettrisme fabrique chaque jour de la souffrance et de l'exclusion, l'absence d'équipements sportifs et d'éducateurs dans certains pays révèle des carences et génère des frustrations.

En préservant une diversité sportive, on alimente une créativité au travers de la pluralité des cultures, de la variété des styles, de la multiplicité des genres et du concert des langues, un ensemble qui exprime l'irréductible polyphonie de l'esprit dans un corps sain.

Cette diversité à la fois brillante, foisonnante et fragile est l'espace naturel d'une culture olympique rayonnante.

Atténuer l'ambivalence d'une mondialisation impitoyable

Les Jeux Olympiques (JO) mettent en lumière des contrastes forts entre les « pays dotés » et les « pays en développement ».

La mondialisation de l'économie exige la mondialisation de la solidarité. Il n'y a pas de fatalité du sous-développement. Les pays les plus pauvres doivent être aidés à compenser les handicaps initiaux qu'il leur faut surmonter sur le chemin de la croissance. Mais il faut se situer dans une logique de partenariat et non pas dans une logique d'assistance.

Il est vrai qu'une fois ce postulat posé, il nous est difficile de parler d'universalité des droits alors que le plus imprescriptible, le droit de manger à sa faim, reste inaccessible pour plus de 850 millions d'êtres humains !



Il faut humaniser la mondialisation, c'est-à-dire faire prévaloir une exigence de solidarité et se souvenir que l'homme est la finalité de tout projet social.

Mais il serait dangereux de croire que la mondialisation et les progrès de l'économie, de la science et des techniques garantissent à eux seuls l'évolution de nos sociétés vers un monde plus fraternel, plus respectueux des droits et des libertés.

Il incombe à la communauté internationale d'élaborer les règles d'un nouvel ordre mondial, et d'amplifier son engagement en faveur des zones en situation d'exclusion économique.

Accroître les capacités de la Solidarité Olympique du CIO au bénéfice des pays en développement

Mécanisme de redistribution exemplaire au sein de la société internationale, la Solidarité Olympique est le reflet des principes éthiques qui sous-tendent la démarche du Mouvement olympique.

L'existence et la place croissante de cette institution vont dans le sens de l'universalité et de la coopération souhaitées par les renovateurs de l'Olympisme et nécessitées par les réalités.

Ce concept pourrait être complété par la création de dispositifs intermédiaires, qui seraient les pendants de la Solidarité Olympique sur des zones géographiques précises. En effet, il est important de parfaire un processus d'évaluation et d'établir des partenariats pour le renforcement des capacités et le travail en réseau, à l'effet de réaliser les projets nécessaires au développement du sport dans certains pays.

Cette démarche doit, bien entendu, s'inscrire dans le prolongement des programmes mis en œuvre par le Secteur de l'éducation de l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO), dont la quatrième Conférence internationale des ministres et hauts fonctionnaires responsables de l'éducation physique et du sport (MINEPS IV en 2004) traduit l'urgence et la détermination d'agir.

Renforcer l'idéal olympique, vecteur d'unité et d'espoir

Une fois admis le principe selon lequel toutes les nations, grandes et petites, sont des partenaires égaux au sein du Mouvement olympique qui embrasse le monde entier, il nous faut admettre que quelques facteurs sont essentiels pour le développement et l'épanouissement du sport dans les pays en développement. Tout le monde s'accorde à considérer que les sportifs doivent bénéficier d'une préparation physique et technique optimale pour donner le meilleur d'eux-mêmes et espérer participer comme acteurs aux JO.

L'écart entre l'image universelle des JO et la réelle participation des athlètes de différents pays, en termes d'inscription aux épreuves, met en exergue un hiatus.

C'est bien sur ce terrain qu'une réflexion s'impose et que le CIO – épaulé par les Fédérations Internationales (FI) et les Comités Nationaux Olympiques (CNO) – en tant que responsable des Jeux et en tant que système de valeurs, doit s'interroger. Se faisant, il doit accepter l'idée d'une responsabilité globale, l'Olympisme et le sport formant un tout aux finalités et aux destinées indissociables.

Peut-être, un jour, un sommet mondial du sport, à l'instar des grandes conférences réunissant les principaux dirigeants de ce monde, permettra aux instances sportives de souligner que dans nos sociétés contemporaines, les notions « d'esprit sportif », de « noblesse dans la rivalité » et de fair-play ne se limitent pas aux terrains et aux salles de sport. Cette éducation fait partie de notre vie quotidienne et contribue à former le caractère et à forger la personnalité de chacun, ainsi qu'à rendre la société meilleure. Il y a donc lieu de parfaire les conditions indispensables à l'instauration d'un climat dans lequel l'idéal sportif occupe une place particulière dans l'expression humaine et joue un rôle de plus en plus grand dans les relations personnelles, la famille, le système éducatif, les nations et les sociétés.

DANILO CARRERA DROUET

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RECONSIDÉRER LES RÈGLES DE QUALIFICATION AUX JEUX OLYMPIQUES

Les règles de qualification applicables aux Jeux Olympiques doivent être reconsidérées. Sous leur forme actuelle, ces règles pénalisent les athlètes de sports individuels, qui souvent ne peuvent pas concourir aux Jeux Olympiques en raison des quotas restreints.

Il convient également de reconsidérer l'imposition de sanctions pécuniaires sous forme d'amendes aux fédérations nationales dont l'un des athlètes est convaincu de dopage.

Ce système est en effet discriminatoire vis-à-vis des athlètes de pays aux ressources limitées et favorise les fédérations nationales de pays riches.

International Federations must reconsider their Classification rules for the Olympic Games. In so doing they must eliminate the team classifi-



cation system (except for team sports such as football, basketball, etc.) and include any athlete who is among the top ten in their category.

This would be beneficial in the case of weightlifting, for example, where the quota is assigned according to the total score obtained by the country team, even though it is an individual sport.

The current system works against the principles of fair play and discriminates against the athlete. Moreover, it is a system partial to wealthier countries that may bring complete teams to world classificatory competence.

During the Classification for the Continental Games, Ecuador obtained one quota (place) for a man and one for a woman. The woman designated is ranked number 5 in her category (58 kg). The other Ecuadorian female athlete (+75 kg) attained 6th and 8th position in the last two World Championships, and is the South American and Pan-American Gold Medallist. However, she could not participate in Beijing because Ecuador cannot take a complete team to the classification event.

EXCESSIVE FINES WHEN AN ATHLETE HAS TESTED POSITIVE DURING A DRUG TEST

It is unfair that a fine is also placed on the National Federation when an athlete tests positive during a doping test. This is in addition to the sporting sanctions placed on an athlete.

The fine increases in relation to the number of positive cases identified. In some cases the National Federation is indefinitely suspended when it cannot pay the fine.

This system discriminates against athletes from countries with limited resources and favours the National Federations of wealthy countries.

This is the case of the Weightlifting International Federation.

Therefore, the fine should be forbidden because it discriminates against good athletes.

JEAN-LOUP CHAPPELET

Organisation reconnue • CIPC – Comité International Pierre de Coubertin

LES JEUX OLYMPIQUES COMME PATRIMOINE CULTUREL IMMATÉRIEL DE L'HUMANITÉ

Les Jeux Olympiques remontent à la profonde Antiquité grecque et ont été réinventés à la fin du XIX^e siècle par Pierre de Coubertin et ses collègues. Ils sont aujourd'hui devenus un symbole unique de coopération internationale et de rencontres multiculturelles. Leurs célébrations au fil des Olympiades depuis 1896, interrompues seulement par les deux guerres mondiales, constituent un patrimoine culturel tout à fait exceptionnel qu'il convient de préserver. Cette contribution propose une façon de mieux reconnaître et protéger les Jeux d'hiver et d'été en les inscrivant sur la liste du patrimoine culturel immatériel de l'humanité.

Depuis 1972, l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO) a établi une liste des sites naturels et/ou culturels faisant partie du patrimoine de l'humanité. En 2008, 878 sites de 145 États étaient répertoriés dans cette liste, dont le site des Jeux antiques à Olympie. Depuis 1992 est aussi établie une liste «Mémoire du monde», qui met en évidence les grandes œuvres textuelles, graphiques ou sonores et les grandes collections documentaires du patrimoine culturel universel.

À la fin des années 1990, la notion de patrimoine culturel immatériel de l'humanité (World Intangible Cultural Heritage) a été définie, puis formalisée dans le cadre d'une convention de l'UNESCO de 2003. Font partie de ce patrimoine : les traditions et expressions orales, y compris la langue comme vecteur du patrimoine immatériel ; les arts du spectacle (comme la musique, la danse et le théâtre traditionnels) ; les pratiques sociales, rituels et événements festifs ; les connaissances et pratiques concernant la nature et l'univers ; les savoir-faire liés à l'artisanat traditionnel. Une liste de ce patrimoine a commencé à être compilée. Aujourd'hui, 90 objets en font partie.

Comme l'ont déjà souligné plusieurs auteurs, les Jeux Olympiques d'été et d'hiver mériteraient d'être officiellement reconnus comme patrimoine culturel de l'humanité car ils sont des événements quadriennaux exceptionnels qui combinent pratiques sportives et rituelles. De même, le disque d'Iphitos proclamant la Trêve olympique antique et le discours de Pierre de Coubertin proposant, en 1892, le rétablissement des Jeux Olympiques (connu sous le nom de «manifeste olympique») pourraient être inclus dans la liste «Mémoire du monde».

En 1989, l'Assemblée générale de l'UNESCO avait adopté une résolution demandant aux États membres de défendre l'universalité des Jeux



Olympiques. L'inscription des Jeux modernes au patrimoine culturel immatériel de l'humanité renforcerait cette protection.

Les prochaines inscriptions sur la liste auront lieu en automne 2009, après le Congrès olympique de Copenhague. Il suffit donc au Comité International Olympique (CIO) d'être candidat avec l'appui d'États membres de l'UNESCO, parties à la Convention de 2003. La Grèce (pays des Jeux antiques), la France (pays du rénovateur des Jeux modernes et dans lequel le CIO a été fondé) et la Suisse (pays qui abrite le CIO depuis 1915, ainsi que de nombreuses organisations sportives internationales) semblent être les États les mieux à même de soutenir cette demande.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

LE RÔLE DU NATIONALISME AUX JEUX OLYMPIQUES

Cette contribution porte sur le rôle du nationalisme au sein du Mouvement olympique, et tout particulièrement pendant les Jeux Olympiques.

Le Mouvement olympique devrait explorer et développer de nouveaux moyens afin d'optimiser les impacts positifs du nationalisme, tout en en réduisant les impacts négatifs. Il doit également en étudier l'impact sur les pays en développement, alors que ceux-ci essaient de créer leurs organisations et leurs équipes face à des pays puissants et bien établis.

Nationalism plays an essential role in the Olympic Movement. For example :

- Each country is represented by its National Olympic Committee (NOC), and only one such committee is permitted per country.
- In the Opening Ceremonies of the Games, each country's athletes march as a National Team.
- The Olympic Village is organised according to National teams.
- At the victory ceremony, the national anthem of the gold medallist is played.
- A medal count is a major part of international media coverage of the Games, and this count is organised by nations.
- Many countries organise a national house, such as Casa Italia.

- In the grandstands, spectators organise themselves in national groups, wear national colours, wave their national flags, and chant national slogans.

The Olympic Movement should explore and develop ways to maximise the positive impacts of nationalism, while minimising the negative impacts. Another consideration is the impact on developing nations, as they try to build their organisations and teams in the face of powerful, well-entrenched nations.

THE ROLE OF NATIONAL OLYMPIC COMMITTEES

Clearly, NOCs are fundamental to the organisation of the International Olympic Committee (IOC). Therefore, the IOC must consider a means of cultural exchange and communication of national character in order to enhance understanding. It is proposed that the IOC declares the coming decade, from 2010 to 2020, as the Decade of International Understanding and that :

- The Olympic Museum shall organise a cultural section for the display of exhibitions by member NOCs. Sport and culture of the nation can be included, but the emphasis must be on cultural understanding. The exhibition would rotate over the years, with approximately 20 nations included in each of the 10 years, in order to give each member nation the opportunity.
- The IOC website and newsletter shall be used as a means of "exhibiting" in conjunction with the programme listed above.
- The IOC and the NOCs shall consider, along with the Host Cities, the possibility of making space available for cultural exhibitions by countries as part of the Games celebration. Nations can be encouraged to incorporate such exhibitions as part of their "houses."

THE PARADE OF NATIONS IN THE OPENING CEREMONY

The IOC could explore ways of making further positive impacts through this activity, which is essential to the ceremonies and the celebration of each athlete and country. This can be done by :

- Minimising the participation of extra officials in the parade. This element of the programme is lengthy and could be reduced in this way. This would re-focus the attention of the event on the athletes.
- Working with the Olympic Broadcasting Services (OBS) and each country to create short video segments on each nation to be included in the broadcast. If they are 20-30 seconds in length, they would not take significant time away from the broadcast of the athletes themselves. They could also be displayed in the stadium.



- Including national music from each nation as part of their presentation. (In Beijing, bands played a variety of music which was sometimes in character but often not.)
- Including a national page for each nation in the official programme. This is a cost, but not an unreasonable one.

THE OLYMPIC VILLAGE

In the Olympic Village, more could be done to encourage athletes to interact with each other:

- Space could be created for cultural displays for each nation.
- Each nation could establish a welcome centre to greet interested athletes from other countries, including distribution of materials such as brochures and DVDs.
- A national merchandise programme could be established, similar to the “Village” branded materials or the sport-branded materials.
- Each nation could nominate an ambassador, and a congress could be organised as a way of bringing to the Games some of the ideas that are part of the Youth Olympic Games concept.

VICTORY CEREMONIES AND MEDAL COUNT

The ceremonies are clearly a positive and often highly emotional part of the Games, and it seems that the medal count is a fact of life. Nevertheless:

- For the Olympic Winter Games, as part of the Medals Plaza activities, consideration must be given to opportunities that emphasise the culture of the nations of the medalists.
- Some way may be found to de-emphasise the medal count. It is suggested that some form of promotion be undertaken by the IOC media relations to emphasise some other factor. This issue requires further deliberation.

NATIONAL HOUSES

Although this concept has been addressed above the following factors may also be considered:

- National houses are generally the product of wealthier nations and countries either hosting or seeking to host the Games. The IOC and the Host Cities may undertake a programme to make this opportunity more broadly available.

- Local businesses can be encouraged to offer space and other services to nations participating in the Games at affordable prices or even free of charge. If benefits are developed, businesses may participate by offering, for example, tax relief, some kind of official status, inclusion in some form of publication. Restaurants, for example, could benefit from additional customers who come to visit the country house within their facilities. The same would be true for shopping malls and districts.
- This effort would take additional work and coordination, but the results would be well worth the effort.

SPECTATORS

The impact of national celebrations and chanting by spectator groups on the environment of the competitions is significant and may be studied as part of the Olympic Games Impact programme. For example:

- How does the perception of international spectators change over the course of the Games, as regards the spectators of the host nation? Initially, the first “Aussie, Aussie, Aussie...” or “USA! USA!” or the recent chant in Beijing may be charming and interesting, but the 10,000th time may be off-putting and in fact engender a negative reaction towards the host nation and its spectators. Of course, this situation applies not only to spectators of the host nation, but also to large spectator groups from almost all of the nations.

TOM DIELEN

FITA – Fédération Internationale de Tir à l'Arc

QU'EST-CE QUE L'UNIVERSALITÉ DANS LE CONTEXTE DU SPORT PROFESSIONNEL ?

Qu'est-ce que l'universalité dans le contexte du sport professionnel de haut niveau ? Est-elle liée à la lutte des pays en développement ou va-t-elle plus loin ?

J'essaierai d'illustrer la complexité de la notion d'universalité à travers tous les sports, mais aussi dans un sport en particulier. Le Mouvement olympique devrait viser l'universalité en termes de qualité. Si tous les membres du Mouvement olympique travaillent ensemble, nous finirons par accroître le nombre de participants dans tous les sports. Il ne s'agit toutefois pas de viser un tel objectif dans chaque épreuve.



Nous devrions également veiller à avoir la même approche pour tous les sports et nous assurer qu'il n'y a pas de barrières artificielles empêchant les meilleurs athlètes, dans le monde entier, de concourir ensemble.

The notion of universality is traditionally taken to mean the participation of a maximum number of countries in all major sports events. However, this raises the question: Is it sport-specific or across all sports? If I take countries like Bhutan and Nauru, for example, we see that they participated in a single sport at the Beijing Olympic Games.

This means that the changes on the Olympic programme (with the inclusion of new sports and the removal of others) could impact universality because of the sporting traditions and culture of a country.

When we talk about universality we should differentiate between universality across sports and by sport. Even if we look at it from the viewpoint of specific sports, we see issues such as limitations on the maximum number of events a country can participate in or a maximum number of athletes by event. Furthermore if we look, for example, at athletics, we typically will not find the same countries competing in the 100 m, the race walk, and the javelin.

We have to accept that the human race is not equal in all aspects (especially in terms of ability to compete at the highest possible level in all sports) and differences exist.

Universality should not be used as an excuse to allow the quality of an event to deteriorate. The examples of the cross-country skier or the swimmer who nearly did not complete their races come to mind. This level of participant performance is neither what universality should be about nor, in my opinion, what should be present at the Olympic level.

The aim of the Olympic Movement should be to focus on reaching universality in terms of quality. By having the entire Olympic Movement work together we will also eventually improve the number of participants across sports. Working towards such improvements in each individual event should not, however, be the ultimate goal.

The Olympic Games in the 21st Century are not about having the best athlete in each sporting event, from all countries, competing at the Games in a spirit of participation. The goal should be to have the best athletes at the top level from as many countries as possible competing together.

A good example of ways in which this universality can be achieved is through the system of “invitation places” at the Olympic Games. We look forward to seeing if the same level of success can be reached at the Youth Olympic Games through “universality places”.

All efforts should be made so the result of a sporting event is not determined by artificial barriers that deliver universality but which do not allow the best athletes to compete. Regulations that limit a country from competing in certain events cause a lowering of performance levels. The result is that top athletes do not have the chance to compete at the highest possible competitive level in their sport.

A few NOCs have put in place qualification criteria that are stricter than the standards agreed by the International Federations and the IOC. This makes it more difficult for an athlete to qualify and for NOCs to avoid showing that their athletes do not have the necessary performance level to compete properly at the Olympic Games.

Imposing additional qualification requirements at national levels also limits universality in a specific sport. It is questionable if such systems still make sense in light of professionally organised Olympic sports.

We should also not go to the opposite extreme since we want to avoid certain events being reserved solely for a limited number of countries. We know that it is currently more difficult to qualify in certain events than it is to earn an Olympic Diploma or win a medal. International and National Federations as well as National Olympic Committees must work together through solidarity programmes to ensure that events are more balanced through coaching and athlete development programmes – not by introducing additional barriers.

The question in this theme referred to “developing” nations. However, I am of the opinion that there are far-reaching implications for countries where the current economic situation is challenging. For instance, how do you compare an athlete from a poorer country (where his or her NOC or NF invests a lot of money) with an athlete from a so-called rich country where the Federation has a yearly budget of USD 5,000 for all its athletes?

Other questions to consider are: How does professionalisation of the sport affect universality? In the long term will there be a shift that will see developed countries fail to remain on the list of participating countries in the future, as professional athletes in El Salvador or Thailand will not be able to survive with the same salary in Switzerland or Australia?

After this analysis of the subject, I propose that:

- The Olympic Family clearly defines universality including if it should be based on quality or quantity of country participation.
- The implementation of a study across individual sports, which looks at factors such as: limitations on participation in certain events; national qualification criteria; or International Federation qualification systems that make it possible for the best athlete from each



nation to compete at important international sporting events, particularly the Olympic Games.

- Seeing if such a study can provide guidelines for achieving sporting excellence through a universal approach.

GUDRUN DOLL-TEPPER

Organisation reconnue
CIEPSS – Conseil International pour l'Éducation Physique et la Science du Sport

PROMOUVOIR LE SPORT DANS LES PAYS DÉVASTÉS : LE RÔLE DU CIO

De nombreux pays en développement doivent surmonter d'abord les conséquences de catastrophes naturelles ou causées par l'homme avant même de penser à l'entraînement et à la compétition sportive. Dans bon nombre de régions victimes d'une catastrophe, l'infrastructure sportive est sévèrement touchée. Le Comité International Olympique (CIO) a déjà manifesté un grand intérêt pour soutenir les programmes de « sport en faveur du développement et de la paix » en Côte d'Ivoire et au Libéria, ainsi qu'après le tsunami dans l'océan Indien.

Le tremblement de terre qui a frappé la région chinoise du Sichuan avant les Jeux Olympiques à Beijing a durement rappelé les effets dévastateurs des catastrophes. Il a également attiré l'attention sur le sport et sa relation avec les cataclysmes en ce qui concerne la reconstruction communautaire et la création d'une identité nationale. Développer le sport par le biais d'une intervention après une catastrophe permet d'aider des millions de personnes par la préparation, la réaction, la reconstruction communautaire et la création d'infrastructures sportives.

INTRODUCTION

So many developing countries need to overcome the impact of natural and man-made disaster before even considering sports training and competition. In many disaster affected regions, sporting infrastructure is severely affected. The International Olympic Committee (IOC) has already shown great interest in supporting "sport for development and peace" programmes in Côte d'Ivoire and Liberia, and in particular, after the Indian Ocean tsunami.

The earthquake in the Sichuan region of China prior to the Beijing Olympic Games was a strong reminder of the devastating impact of disasters. It also brought attention to sport and its relationship to disasters, community rebuilding and nation-building. Developing sport through

post-disaster intervention has great potential to assist the many millions of people through preparedness, response, community rebuilding and developing sporting infrastructure.

THE IOC AND SPORT FOR DEVELOPMENT

Disasters frequently impact the most vulnerable members of society. This is particularly so in developing countries where the poor and marginalised people within a community are the most affected. In 2004, the devastating tsunami in the Indian Ocean captured the attention of the world and awakened a new consciousness regarding the impact of disasters around the world. After the tsunami, the sporting community rallied together to provide to the affected countries assistance, financial support and assistance in re-building sporting infrastructure.

The Olympic Games unite people and nations while helping to foster national pride and unity. Individuals provide shared experiences of success and defeat watching national sporting heroes compete in the Olympic Games. The IOC has demonstrated great interest in assisting developing countries, through aid and humanitarian assistance. Olympic Solidarity was established in 1966 after a long period of gestation, and has provided financial and administrative assistance to athletes and officials from developing countries. The Olympic Truce is an excellent example of the IOC's commitment to the promotion of peace through sport.

The IOC went a step further after the 1994 Olympic Winter Games in Lillehammer and created Olympic Aid to assist nations in conflict through sport and development. Olympic Aid became Right To Play, an organisation that uses Olympians as ambassadors to promote and develop sport in communities all over the world. Most recently, the IOC has established "sport for development and peace" programmes in Côte d'Ivoire and Liberia in association with the United Nations.

THE ROLE OF SPORT IN POST-DISASTER INTERVENTION

The role of sport in post-disaster intervention is emerging as a thematic area within the field of sport and development. Sport and physical activity can assist people affected by disasters in building their coping capacities and resilience and aiding psychosocial recovery (a combination of psychological and social functioning). While sport and development projects and initiatives have been conducted for decades, the systematic use of sport in the post-disaster setting is still relatively new although it has gained momentum in recent years.

The International Council of Sport Science and Physical Education (ICSSPE) has conducted two training seminars to enable disaster responders to plan and deliver psychosocial sports programmes in the early stages of disaster response. These seminars build on a number



of conferences that ICSSPE hosted after the tsunami in 2004. Together these activities in post-disaster intervention aim to bring together practitioners from diverse professional backgrounds and add a range of new tools to their disaster response toolkit.

A number of organisations including the Swiss Academy for Development, Terres des Hommes, Right to Play and Handicap International have been implementing sport and physical activity programmes in post-disaster settings. The United Nations High Commissioner for Refugees (UNHCR) has implemented sports projects in refugee camps and developed a joint initiative in 2008 with the International Table Tennis Federation in a refugee camp in Yemen.

FUTURE DIRECTIONS FOR THE IOC IN DISASTER MANAGEMENT

Given the IOC's leadership and initiative in promoting the Olympic values and fostering peace through sport, stronger focus on this emerging area of sport and development is essential. There are a number of opportunities where the IOC could consider further development including:

- Elements of disaster preparedness and response within Olympic Education programmes to assist National Olympic Committees (NOCs), national sporting organisations and host organising committees to be better prepared to respond to disasters.
- Develop closer relationships between the IOC and international bodies responsible for disaster response and management including the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the International Federation of Red Cross and Red Crescent Societies (ICRC).
- Develop a financial assistance fund specifically to assist NOCs with the rebuilding of their sporting infrastructures following a disaster.
- Financial support for programme development and evaluation of post-disaster sport programmes.
- Conduct research and development to further the scientific evidence base for psychosocial sport programmes and the relationship between sport and trauma in partnership with organisations such as ICSSPE.

CONCLUSION

Both natural and man-made disasters continue to impact the lives of many millions of people across the globe. Every year there are major natural and man-made disasters that serve to remind us of the devastating impacts that many millions of people face. In 2008, the massive earthquake in China before the Beijing Olympic and Paralympic Games

impacted hundreds of thousands of people and also got the world talking about sport and disasters.

Athletes, coaches, administrators and managers are among those affected by disasters. Sport can help to rebuild communities after a disaster and the IOC has a responsibility to its stakeholders to contribute to disaster management in the hope of limiting the impact of disasters on the community at all levels.

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BOB ELPHINSTON

FIBA – Fédération Internationale de Basketball

LES SYSTÈMES DE QUALIFICATION POUR LES JEUX OLYMPIQUES

Les Fédérations Internationales (FI) de sports d'été s'accordent toutes à dire qu'un athlète – ou une équipe – qui répond aux critères de qualification dans les limites du quota approuvé par le Comité International Olympique (CIO) pour chaque sport devrait automatiquement obtenir le soutien de son Comité National Olympique (CNO) et être sélectionné et inscrit aux Jeux Olympiques.

L'expérience négative faite par un athlète (ou une équipe) qui s'est qualifié dans les règles mais qui est écarté par son CNO portera gravement atteinte à la crédibilité du CNO et au développement du sport en question dans le pays.

L'Association des Fédérations Internationales des sports olympiques d'été (ASOIF) et ses membres demandent instamment à tous les CNO de respecter les systèmes de qualification olympique dans leur intégralité et de sélectionner tous les athlètes (équipes) qualifiés afin que ces derniers puissent représenter leur CNO et leur sport avec honneur et dignité.



Rule 45 of the Olympic Charter provides that National Olympic Committees (NOCs) have the right to enter competitors/teams in the Olympic Games. Furthermore, Rule 45.4 says that “The NOCs shall send to the Olympic Games only those competitors adequately prepared for high level international competition.”

For the Olympic Games, International Federations (IFs) propose the Qualification Systems for their respective sport in accordance with guidelines approved by the International Olympic Committee (IOC) Executive Board following agreement with Association of Summer Olympic International Federations (ASOIF) and the Association of National Olympic Committees (ANOC).

These guidelines ensure that provisions of universality are respected together with a fair, equitable and transparent system of qualifying the best athletes/teams through approved international competitions under the control of the International Federations.

The Qualification System is approved by the IOC Executive Board following consultation with ANOC and each International Federation, in sufficient time to allow a period of 18 months to 2 years for athletes/teams to qualify.

ASOIF is concerned that several NOCs seek to impose their own selection standards of a higher level, which deny the rights of duly qualified athletes/teams to participate in the Olympic Games, even though they have qualified through the rigorous and approved qualifying systems designed to bring the best athletes to the Olympic Games. Such circumstances have led to ill feeling within the Olympic Movement and, in some cases, have involved intervention by the Court of Arbitration for Sport (CAS).

Historically, NOCs had to meet the travel and full preparation costs for their team to participate in the Olympic Games and often funds raised by NOCs came from governments or public fund-raising. Some NOCs imposed their own tough selection standards, often based on being ranked in the top eight or top twelve in the world, in order to avoid public or media criticism of poor performing athletes.

Since the Sydney 2000 Games, the Organising Committee for the Olympic Games (OCOG) has provided most of the travel costs for all athletes and team officials, plus entirely free accommodation in the Olympic Village. The IOC has progressively increased funding support by direct grants to NOCs plus solidarity funding, which has alleviated much of the costs of an NOC sending its team to the Games. Hence, costs should no longer be a factor in NOCs selecting athletes to compete.

The summer International Federations (IFs) are unanimous in their view that athletes or teams that have met the qualifying standard within the

approved IOC quota for each sport should receive automatic endorsement and selection by their NOC and be entered in the Olympic Games. The negative impact experienced by properly qualified athletes or teams who are rejected by their NOC will seriously damage the credibility of the NOC and the ongoing development of the relevant sport in that country.

ASOIF and its member Federations implore all NOCs to respect and honour the Olympic Qualifying System in its entirety, and to select all qualified athletes/teams so that they may represent their NOC and their sport with honour and dignity.

ANTONIO ESPINOS ORTUETA

FI reconnue • WKF – World Karate Federation

JEUX OLYMPIQUES, UNIVERSALITÉ ET PAYS EN DÉVELOPPEMENT

La notion d'universalité est très étroitement liée à la notion de pays en développement. Un sport ne peut pas être universel s'il n'est pas largement implanté et pratiqué dans les pays en développement, qui sont majoritaires dans le monde.

Le Mouvement olympique doit faire preuve d'une plus grande réactivité et accroître sa capacité à répondre rapidement et de manière décisive aux changements croissants de la société, qui influent sur la pratique sportive. C'est la seule façon de renforcer le principe d'universalité.

La famille olympique doit contribuer de manière efficace à l'identification, à la définition et à la mise en place de politiques adéquates dans les pays en développement.

For many athletes the Olympic Games are considered the ultimate target. It is critically important for them to be there, play a part and be involved.

However, there is a tendency to forget the real essence of the Olympic Games which is both to promote the practice of sport among youth worldwide and to help governments understand the social benefits of sport and the tremendous rate of return on resources invested in sport promotion.

All this requires continuous optimisation of resource allocation. The Olympic Games is a model for hundreds of millions of people as well as the catalyst for initiatives at local, national, regional and world levels. It follows that this model will provide the framework for the future.



Any deviation from this model, insofar as it fails to represent the current sporting practices of society worldwide, will result in a significant waste of resources directed at sustaining practices that are no longer universal. It will be to the detriment of other sporting practices that have emerged over recent decades.

The concept of universality is very closely related to that of a developing country. A sport cannot be universal if it is not widely implemented and practised in developing countries, which comprise the majority of nations in the world.

The problem is that currently the value of a sport is seen mainly through its presence in the Olympic Games. Consequently, almost all resources dedicated to sport promotion in developing countries are focused on those disciplines that already benefit from the help of the Olympic Rings. This further increases the existing imbalance.

One important conclusion is that the Olympic movement must increase its sensitivity and capacity to rapidly and decisively react to the continuous and accelerating changes in society as they relate to sporting practice. This is the only way to reinforce the principle of universality while optimising private and public funding in sport. All of this ultimately converges on the need to implement appropriate policies.

The Olympic Family can effectively and efficiently assist in the identification, definition, design and final implementation of policies by focusing on developing countries.

The Olympic Movement has not reflected the pace at which global society has remarkably changed over the last few decades. The Olympic Family will converge with society and benefit youth worldwide only when it sees the Olympic Games as a tool and not the goal.

ROBERT J. FASULO

USA – United States Olympic Committee

UNIVERSALITÉ, ENGAGEMENT DES ÉTATS-UNIS ET RESPONSABILITÉ MONDIALE

En janvier 2007, le Comité National Olympique (CNO) américain a accueilli dans le centre d'entraînement de Californie un boursier de la Solidarité Olympique, Assane Dame Fall, originaire du Sénégal. Ce qui s'en est suivi est une extraordinaire transformation, non seulement de ce jeune homme de Dakar, mais aussi de l'équipe américaine de kayak qui s'est entraînée avec lui.

Avec une force et une volonté incomparables, Assane Dame Fall a remporté la qualification pour les Jeux Olympiques de 2008 à Beijing et a terminé neuvième en demi-finale du 500 m en kayak monoplace (K-1), se classant ainsi parmi les 30 meilleurs kayakistes mondiaux.

Les efforts et le courage d'Assane Dame Fall reflètent les valeurs olympiques et l'esprit du Mouvement olympique ainsi que sa capacité à changer les vies et à créer un monde meilleur. Son succès nous rappelle aussi le besoin continu d'universalité aux Jeux Olympiques ainsi que l'importance pour les CNO développés, comme le nôtre, de savoir se montrer généreux et partager nos ressources.

In 2008, the United States Olympic Committee (USOC) hosted 2,575 international athletes, coaches and officials from 103 countries at Olympic Training Centers and sites across America.

Among these individuals was a young kayaker from Senegal named Assane Dame Fall, who arrived at our Olympic Training Center in Chula Vista, California in January 2007 on an Olympic Solidarity scholarship.

Landing in America with a handful of dollars in his pocket, no real training gear to speak of and only a few words of English in his vocabulary, Assane entered into an entirely new world where the contrast with his home in Dakar could not have been greater.

With the help of some dedicated USOC staff and our national sprint canoe/kayak coach (who is French Canadian and conversed with Assane in French), Assane began an extraordinary journey of real-life education and training to achieve his dream of becoming an Olympian.

Assane struggled with homesickness and loneliness, not to mention all the other aches and pains of training at an elite level. Eventually, he began to prosper and flourish in his new environment in ways not even he imagined. He started studying English and his kayaking skills also began to improve dramatically. A Muslim, he even shared a room with a Jewish athlete, and this friendship further opened his eyes to the diversity of the world.

Most remarkable of all, was young Assane's impact on the American kayakers who trained with him. He became an inspiration and living example to others and demonstrated the power of the Olympic Movement to overcome the barriers that divide us. The kayakers in the programme adopted Assane as a friend and teammate and soon they were cheering him on in his goal to reach Beijing.



The amazing and improbable conclusion to Assane's story is that not only did he qualify for the Beijing Olympic Games – an accomplishment in itself – but he went on to finish ninth in the semi-final of the 500 m K1, effectively placing him among the world's top 30 kayakers.

Assane's result brought pride and joy to Senegal and certainly was the most important performance ever for a Senegalese kayaker. His success was also a source of enormous pride for the staff, trainers, nutritionists, physiologists and all those in the USOC who supported his 17 months in our Olympic Training Center.

While Assane's courageous story embodies the values and spirit of the Olympic Movement and its ability to change lives and create a better world, it also reminds us of the importance and continued need for universality at the Olympic Games.

We believe that the preservation of universality is fundamental to the survival and long-term success of the Olympic Movement and as a result we remain deeply committed to this principle. With 87 nations having won a medal in Beijing, this shared international humanity is one of the Movement's greatest strengths. It is through this universality that we are able to promote intercultural understanding and education, which is so important for our children and their children.

While the United States has a long history of serving and supporting the Olympic Movement, we have made a renewed, strategic commitment in recent years to sharing our resources, expanding our international partnerships and extending a welcoming hand to the world. We have done so believing that our country is one among many in the world and that to remain isolated would only hinder development.

As a prosperous nation, we have a responsibility to be generous with our knowledge and our capabilities. At the Beijing Olympic Games, 367 athletes from 88 Countries were on scholarships at American universities. Among those athletes 63 had top ten finishes and 51 Olympic medals.

The USOC believes firmly that the Olympic Movement's greatest asset is its human capital and that by supporting Assane Dame Fall and those thousands of other athletes, coaches and officials who pass through our Olympic Training Centers every day, we are contributing, we hope, towards building a stronger Olympic Movement.

We make this pledge while extending a challenge, not only to the developed National Olympic Committees (NOCs) of the world but also to International Federations, to take collective responsibility for the principles of universality and international development. Only if we can look beyond our individual needs and truly work together in a concerted effort can we protect those principles of universality.

Universality is also what distinguishes the Olympic Movement from any other social forces, and at the same time enables it to act as an equaliser across political, racial, cultural and religious divides.

At a time when some of our American politicians were debating the potential dangers of dealing with Iran, the United States Olympic Committee was engaging in an ongoing dialogue with our counterparts at the Iranian NOC in an effort to create athlete, coaching and official exchanges.

What started as a conversation with the leaders of the Iran NOC in 2006 blossomed into multiple exchanges in water polo, weightlifting and table tennis, which included Iranian women for the first time. The experiences of the young Iranians have, in each case, been nothing short of remarkable. Add to that the impact they have had on American athletes and team members and you see the real Olympic values at work.

The governments of Iran and the United States are now making tiny steps towards diplomatic dialogue, mostly thanks to the election of Barack Obama, who recently said "We have a stake in one another... what binds us together is greater than what drives us apart." Both countries' sportsmen and women have already understood the key role sport can play in overcoming the barriers that divide us. The USOC, for one, has been thrilled and moved by the opportunity to bring our two nations closer together.

We can think of no greater case for universality, and thanks to the Olympic Movement, we in the United States look forward to building many more such bridges in the world.

ZHENLIANG HE

Comité International Olympique

PROMOUVOIR L'UNIVERSALITÉ DANS LE MOUVEMENT OLYMPIQUE

Le Mouvement olympique moderne défend, depuis sa création, le principe de l'universalité. Il existe à présent une diversité de pays et de régions bien plus grande dans le Mouvement olympique, en termes de culture, d'histoire, de religion et d'idéologie. Le Mouvement olympique appartient au monde. L'universalité implique l'insertion et non pas l'exclusion, et le Mouvement olympique se doit donc d'être multiculturel. L'auteur soumet quelques recommandations à cet égard.

The goal of the Olympic Movement is to place sport at the service of the harmonious development of man, with a view to promoting a society that is concerned with the preservation of human dignity. It seeks also



to contribute to building a peaceful and better world. Inspired by these objectives, the modern Olympic Movement has, since its conception, advocated the principle of universality. Universality has been basis of the Olympic Movement's existence and development in a history that spans more than one hundred years.

Significant changes have taken place in our world since the re-establishment of the modern Olympic Movement, which has also experienced profound changes. Countries no longer share similar characteristics as they did before. Instead these countries have various identities and differ in terms of their economic development. There is also a much wider range of countries and regions within the Olympic Movement, in terms of culture, history, religion and ideology. With globalisation sweeping over the world, the economic and cultural relationship among countries and regions is developing in an unprecedented way. In this context, the understanding of universality in relation to the Olympic Movement should be deepened accordingly. In fact, only when all its constituents understand thoroughly the meaning of universality can the Olympic Movement better serve society and, in return, gain their acknowledgement.

The Olympic Movement belongs to the world. It should bring together youth from around the world who come from different races, cultures, religions and social systems. Universality implies inclusion, not exclusion. It requires respect for all races, cultures, religions and social systems, and must be against any form of discrimination. It advocates exchange and dialogue between cultures and underscores the importance of learning from each other. In view of this, the success of the Games of the XXIX Olympiad in Beijing is a victory for Olympism as well as for the universality that the Olympic Movement has long represented. It proves once again that universality (which transcends political, racial, religious and ideological differences and aims to unite the youth of the whole world) is an inexhaustible driving force for the ever prosperous Olympic Movement.

To this end universality should necessarily mean cultural diversity. Indeed, universality can be achieved only when different cultures are respected on an equal basis and coexist in harmony. In their report to the 110th International Olympic Committee (IOC) Session, the IOC 2000 Commission recommended that "In the Olympic Movement, valuing 'universality' should never mean demanding standardized modernization or cultural homogenization, much less Europeanization or Westernization."^[1] The Olympic Movement is, therefore, bound to be multicultural.

Consequently, I would like to propose the following :

1. The 2009 Olympic Congress, in its final declaration, should reiterate and emphasise the importance of the universality of the Olympic Movement and its multicultural nature.

2. The leading body of the Olympic Movement should implement this multicultural concept in the Olympic programme and in its organisational structure. It must listen more to the voices from countries and regions of different cultural backgrounds when dealing with the management and promotion of the Olympic Movement. It must give priority, when selecting the Host City, to the countries that have never hosted the Olympic Games. This is particularly so in relation to the competent developing countries that meet the fundamental requirements of the IOC.
3. The resolution on the Olympic Truce, adopted by the United Nations General Assembly, should incorporate an appeal to government authorities, as well as Non-Governmental Organisations (NGOs), to respect the universality of the Olympic Movement and refrain from interfering in Olympic affairs on political or ideological grounds.

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ALEX HERMANN

LIE – Liechtensteinischer Olympischer Sportverband

PROPOSITIONS ET COMMENTAIRES DU CNO DU LIECHTENSTEIN

Nous vous saurions gré de prendre en compte les points suivants :

1. **Pour notre part, la hausse des coûts tels que l'hébergement ou les cartes tarifaires est excessive et cette hausse ne cesse de se poursuivre. Nous souhaiterions suggérer que les villes hôtes soient obligées d'appliquer les prix du marché et qu'aucun prix olympique ne soit créé.**
2. **Pour les petits États comme le nôtre, avec une très petite organisation (notre Comité National Olympique (CNO) est dirigé par quatre employés à mi-temps), il est souvent très difficile de gérer tous les différents calendriers lorsque, par exemple, une présence est requise pour le Festival olympique de la jeunesse européenne (FOJE) à Slask Beskidy, pour la réunion des chefs de mission à Vancouver et pour le championnat du monde de la Fédération Internationale de Ski (FIS).**
3. **De plus, un nombre croissant d'événements internationaux tels que les Jeux Olympiques, les Jeux Olympiques de la Jeunesse, les Jeux des petits États d'Europe, les FOJE, l'Universiade et les séminaires dans différentes commissions sont une source de problèmes pour nos petites organisations.**



We would very much appreciate if the following points could be taken into consideration :

1. In our opinion the development of the respective costs such as hotel rates is excessive and keeps increasing. We would like to suggest that Host Cities are obliged to apply prices that are in line with the market and that no Olympic prices are created.
2. For small states like ours with a very small organisation (the National Olympic Committee is run by four part-time employees), it is often very difficult to manage all the different schedules when, for example, a presence is required at the European Youth Olympic Festival (EYOF) in Slask Beskidy, at the Chef de Mission meeting in Vancouver and at the International Ski Federation (FIS) Ski World Championship.
3. Also, the increasing number of international events like the Olympic Games, Youth Olympic Games, Games of the Small States of Europe (GSSE), the EYOF, Universiade and seminars in different commissions causes problems for our small organisations.

IDÉ ISSAKA

NIG – Comité Olympique et Sportif National du Niger

LA FUITE DES ATHLÈTES AFRICAINS VERS D'AUTRES CONTINENTS

Immigration choisie, nouveau pillage de l'Afrique? Sportifs de haut niveau ou simples candidats à l'immigration? Quels sont les impacts de la compétitivité et de la mondialisation sur la « sélection » des talents africains? Les conséquences pour l'Afrique?

Le phénomène d'immigration des athlètes africains vers d'autres continents trouve son fondement dans les profondeurs de l'histoire des peuples et civilisations africaines. Il est, de nos jours, devenu un fait social indéniable eu égard à ses origines, à son ampleur et à sa persistance. Il touche l'ensemble des couches sociales et particulièrement la jeunesse africaine, en proie à divers maux qui l'assaillent quotidiennement.

Les principales causes poussant les athlètes africains à l'immigration, quelle que soit par ailleurs sa nature, peuvent être de quatre ordres: socioculturel, économique, politique et technique.

Nous pensons qu'il faut absolument des actions souples et concertées à court, moyen et long termes. Il faut une réelle prise de conscience des décideurs et de nous autres dirigeants

sportifs afin de faire jaillir une politique sportive digne de ce nom qui prendra en compte les vrais besoins et aspirations de ces athlètes, dont le talent, la classe et le nombre croissant feront indiscutablement la fierté de l'Afrique.

Le secteur sportif n'a malheureusement pas pu échapper au phénomène de l'immigration, qui, aujourd'hui, tend à être planétaire.

Au rang des immigrés vers l'Europe et l'Amérique du Nord, force est de constater que les athlètes africains sont légions. En effet, pour mieux monnayer leurs talents, ils s'investissent dans une recherche effrénée de ce qu'il convient d'appeler « l'Eldorado ».

1. LES PRINCIPALES CAUSES POUSSANT LES ATHLÈTES AFRICAINS À L'IMMIGRATION

Elles peuvent être de quatre ordres :

1.1 Causes socioculturelles

Les traditions africaines, suivant les zones et les contextes, incitent l'homme à sortir de sa contrée afin d'aller à la recherche du bien-être et de revenir servir de référence pour les autres. De ce fait, l'immigration constitue, pour de nombreux Africains, l'un des axes de la vision du monde dans l'optique d'une réussite sociale.

1.2 Causes économiques

Compte tenu du chômage, du sous-emploi et de la quasi-inexistence de ressources financières à même de les mettre à l'abri des besoins primaires fondamentaux, la plupart des athlètes africains aspirent à l'amélioration de leur « bien-être » et à l'indépendance financière. Pour ce faire, l'immigration constitue pour eux la réponse adéquate pour pouvoir triompher de la précarité et des lendemains incertains. En outre, l'absence, pour l'athlète de moyen et haut niveau, d'un véritable statut susceptible de lui garantir des lendemains meilleurs, même après retraite, c'est-à-dire en fin de carrière, est un facteur démotivant pour nos sportifs.

1.3 Causes politiques

Elles restent essentiellement liées aux situations d'instabilité politique chronique dont sont sujets certains États africains, tels que les guerres civiles, les rébellions armées et autres conflits intenses. L'absence de véritable politique sportive apte à permettre l'épanouissement sur place des athlètes ne peut que contribuer à aiguïser l'appétit de certains pour l'immigration. Enfin, que dire de l'absence de vrais mécènes et des graves insuffisances en matière de sponsoring, d'appuis financiers et de subventions étatiques...



1.4 Causes techniques

Parmi celles-ci, on retiendra notamment :

- l'absence d'infrastructures adéquates, d'équipements sportifs et de matériels d'appoint à même de permettre aux athlètes d'améliorer leurs séances d'entraînement et leurs performances sportives ;
- l'insuffisance d'encadrement et d'entraîneurs de haut niveau, ainsi que l'absence de compétitions qui fragilise l'entraînement des athlètes, qui ne trouvent que de rares occasions de jauger leur niveau régional ou continental – les méthodes d'entraînement désuètes et les programmes de préparation qui ne sont pas intégralement mis en œuvre, faute de financements conséquents, ouvrent la voie à l'immigration ;
- l'absence de conditions idoines d'évolution, de suivi médical et d'assurance, qui est un facteur bloquant ;
- l'absence de centres d'entraînement de haut niveau susceptibles de les prendre en charge et de renforcer leurs capacités à la haute performance, ce qui les incite à voir ailleurs.

2. LES CONSÉQUENCES DE L'IMMIGRATION CHOISIE : UN PILLAGE DE L'AFRIQUE ?

L'immigration choisie, bien que suscitant d'interminables débats, ne doit pas être perçue comme un processus négatif en ce sens qu'elle :

- fait prendre conscience aux acteurs de gain facile et déroute les « aventuriers » ;
- incite à l'effort majeur pour être méritant et pouvoir réaliser ses rêves dans la dignité et le respect ;
- invite à la prévision et à la préservation des acquis.

Mais le rythme, s'il est intensif, peut être perçu comme une sorte de pillage, car l'immigration choisie est très sélective, limite des ambitions et prive l'Afrique des médailles et des podiums d'honneur. De nombreux athlètes reçoivent en effet la nationalité du pays hôte et donc tournent malheureusement le dos à l'intérêt de l'Afrique.

Indépendamment du fait qu'ils font un saut dans l'inconnu, avec tous les risques que cela suppose (sans-papiers, « chômage retrouvé », rapatriement dans des conditions indécentes, tentative de déviance sociale, implication dans des affaires « louches », prison, etc.), l'immigration des athlètes africains s'apparente à une fuite des cerveaux, des bras valides, des valeurs.

Les conséquences au plan familial sont désastreuses, car certains parmi les immigrants constituent les supports principaux de leurs familles. Leur départ, malgré tous les espoirs que cela peut susciter, est toujours une douloureuse séparation et une source d'inquiétude.

Il n'est d'ailleurs pas rare que les quelques cas isolés de prouesses et autres distinctions obtenues en terre d'accueil soient crédités plutôt à cette dernière, au détriment du pays d'origine.

3. PROPOSITIONS DE SOLUTIONS

3.1 À court terme

Il importe d'ouvrir le débat partout en Afrique, de décortiquer et de démystifier le phénomène afin de mieux faire prendre conscience aux uns et aux autres de la nécessité d'atténuer les élans des athlètes africains qui immigrent et, par la même occasion, d'impliquer les décideurs à tous les niveaux.

L'Association des Comités Nationaux Olympiques d'Afrique (ACNOA), sous le parrainage du Comité International Olympique (CIO) et de concert avec les autorités de nos différents pays, doit servir de moteur pour la concrétisation des actions à mener.

La situation impose une véritable implication des Ministères en charge des Sports, de ceux des Affaires étrangères, de l'Intérieur et de l'Administration du territoire, de la Justice mais aussi des fédérations sportives nationales et internationales.

Les représentants des athlètes seront des porte-voix à cet effet.

Tout comme l'implication des médias s'avère indispensable pour l'efficacité et l'efficience de la mission d'information, de formation et de sensibilisation.

Il faudra dès lors renforcer la mission et les moyens des centres de formation comme celui de Dakar en athlétisme, et encourager la formation des formateurs et la circulation de l'information.

3.2 À moyen terme

La mise en place des comités paritaires spéciaux et des caravanes, chargés d'assurer des relais pour la mission d'information et de sensibilisation, permettra d'agir plus efficacement et durablement.

Il s'avère également impératif de jeter les bases d'une véritable réflexion de recherche de financement, de matériel et de création d'infrastructures idoines.

La sécurisation des athlètes à travers un statut, des emplois et la garantie des assurances permettront de faire renaître l'espoir chez nos jeunes athlètes. Assurément, cela passera par des formations appropriées, des compétitions régulières et la création des facteurs motivants (médaille de mérite, élévation au grade supérieur, dons, primes, etc.).



Il faudrait plaider auprès des Nations Unies et des bonnes volontés pour favoriser la modernisation des infrastructures, la création de «centres sports-études» partout en Afrique, ainsi que l'obtention de bourses d'études pour les jeunes talents.

Il serait également judicieux de développer le brassage et les compétitions avec des pays d'Europe et d'Amérique, qui constituent les principaux pôles d'attraction afin de mieux édifier nos athlètes.

Enfin, l'esprit nationaliste doit être cultivé dans l'optique d'une formation civique.

3.3 À long terme

Il serait très important de pérenniser les initiatives, de renforcer les statuts des athlètes, d'assurer leurs formations générales mais aussi de les familiariser aux nouvelles technologies de l'information et de la communication.

DAVID JARRETT

FI reconnue • FIDE – Fédération Internationale des Échecs

ACCROÎTRE L'ATTRAIT DES JEUX OLYMPIQUES D'HIVER

La Fédération Internationale des Échecs (FIDE) estime que les Jeux Olympiques d'hiver ne reflètent pas actuellement l'éventail sportif mondial. Pour accroître l'attrait de ces Jeux, nous suggérons d'ajouter les sports cérébraux au programme. Les échecs, le bridge, le go et les dames sont des sports activement pratiqués dans de nombreux pays où les sports de neige et de glace ne sont pas monnaie courante. Cela permettrait à des Africains et à des Asiatiques de participer à ce grand spectacle sportif.

The World Chess Federation (FIDE) believes that the time has come for the International Olympic Committee (IOC) to broaden the appeal of the Winter Games. Under the Olympic Charter, the current programme is restricted to those sports that are associated with ice and snow. Inevitably this means that many countries are unable to participate as they do not have facilities for training and development in such disciplines. In Turin the number of participating National Olympic Committees was 80, well below the number that take part in the Olympic Summer Games.

The admission of Mind Sports to the Olympic Winter Games would add a new dimension to the programme. The International Mind Sports Association (IMSA) comprises the International Federations of Bridge, Chess, Draughts and Go. Each of these Mind Sports would bring their own characteristics to the Winter Games. Through their inclusion, many individuals from African and Asian countries would have the opportunity to take part

in a global event from which they are currently excluded. There would also be more opportunity for older sportsmen and women to participate.

Chess has 165 member Federations with representatives from all continents. More than 100 Federations are already members or associates of their National Olympic Committees. A similar number of countries recognise Chess as a sport. There are over a million members who play regularly within these Federations although the number of socially active players is conservatively estimated nearer to 200 million. Contrary to popular belief, Chess is not an old person's game. More than 25% of the Federation's members are under 20 years of age and only 10% over 50 years. The World Chess Federation organises annual World Championships for individuals ranging from under 8 years to over 60 years of age.

While World Championship chess is still played at a classical time rate – it can often take several hours to complete a game – there have been many innovations to make the game more attractive to spectators, especially those watching online. “Blitz” and “Rapid” events mean that several games can be completed in one day. This, coupled with live transmission on the internet, increases its appeal to a worldwide audience.

Each Mind Sport is attractive to different audiences: Bridge to its more mature participants; Go with its strong Asian traditions; and Draughts with its passionate following in Africa and Eastern Europe. There would be the possibility of attracting sponsorship from these developing areas of the world. And if Mind Sports were added to the Winter Games it would produce a significant increase in the number of participating National Olympic Committees.

Such changes would increase the broadcasting possibilities and offer people from countries without snow and ice traditions the opportunity to relate to a sport on the programme. Indeed, as most of the Mind Sports are experienced in the transmission of live games through the internet, this would open up new opportunities and horizons for media coverage. Advances in technology will facilitate the video streaming of players and commentators.

The indoor facilities currently used at the Winter Games could have greater use or could be spread over a larger area thus bringing economic benefits to a wider region. Many of the current events are held outside urban areas and need the creation of new facilities. Mind Sports would be able to use existing conference and sporting venues and provide a better balance to the whole programme.

In conclusion, the World Chess Federation strongly urges the International Olympic Committee (IOC) to broaden the appeal of the Winter Games and it is our belief that this can be best achieved through the inclusion of Mind Sports.



NOUR EL HOUDA KARFOUL

SYR – Syrian Olympic Committee

UNIVERSALITÉ

Universalité ne veut pas seulement dire participation de tous les Comités Nationaux Olympiques (CNO). C'est aussi la participation égale des femmes et des jeunes filles au Mouvement olympique. La différence de niveau technique des participants aux Jeux reflète les disparités dans le niveau de vie, la culture ou encore le statut social, et montre si le pays est en période de guerre ou de paix. La situation économique et sociale a un effet sur la participation générale aux Jeux et sur l'universalité des Jeux.

Cette contribution propose des pistes pour réduire au maximum ces disparités, afin de rendre les Jeux encore plus « universels ».

Universality does not only mean the participation of all National Olympic Committees (NOCs). Rather it is the balanced involvement of women and girls in the Olympic Movement.

The difference in the technical level of participants at the Games reflects the disparities in living standards, cultures, social status, and whether the country is at war or in a time of peace. Economic and social status affect the overall participation at and the universality of the Games.

How can the Olympic Movement minimise these aspects to reach universality and deliver on Olympism? It can do so in the following ways:

1. By providing more assistance, facilities and flexibility to NOCs that experience the obstacles and problems mentioned above.
2. By Olympic Solidarity taking into consideration the NOCs financial, technical and material situation when deciding funds and scholarships.
3. By increasing the “wild card” quota so that a greater number of athletes from developing countries will be able to participate in the Games.
4. By ensuring that Olympic Solidarity programmes assist female coaches, athletes and officials, either through allocating special budgets or determining a limited “binding” ratio for female participation in these courses.
5. By establishing a specific formula to increase female nominations in the administrative structures of international and continental

federations and NOC committees. Such a formula could include nominating a man and woman from an NOC or National Federation, selected or elected by the concerned International Federation or continental federation. Such a formula should also apply to the election of women in the International Olympic Committee's (IOC) structures.

6. By ensuring that qualification systems take into consideration the sporting level in each continent when determining the number of athletes who can qualify. Thus, for sports developed in Asia rather than in Africa, for example, the qualification systems will be different.

HAZEL KENNEDY

ZAM – National Olympic Committee of Zambia

CENTRES DES SPORTS OLYMPIQUES ET UNIVERSALITÉ

Les Jeux Olympiques sont une source d'inspiration et doivent continuer à contribuer de manière significative à l'humanité et à la société dans son ensemble. Le Mouvement olympique offre la possibilité d'influencer les individus d'horizons les plus divers. À travers ses efforts et de nombreux programmes, il encourage les communautés à se dépasser au-delà de leurs attentes. Il est important que le Mouvement maintienne cette universalité dans les pays en développement et surmonte un à un les obstacles, tout en réunissant tous les pays.

In considering the Olympic Games and its overall impact on youth, young men and women, communities and nations it goes without saying that sport and the Olympic Games provide noticeable benefits.

While it is generally perceived that the success of the Olympic Games is synonymous with the Western world the universality of the Games does not exclude developing countries. As a National Olympic Committee (NOC) we believe that an intrinsic value of the Movement is that it is constantly striving to provide a platform that ensures equal opportunities through its affiliate NOCs throughout the world.

Zambia is privileged to be the first recipient of the “Sport for Hope” project. This is a very noble idea that will see the construction of a sports centre which will provide opportunities for the surrounding underprivileged community and will house sports facilities of a superior quality, funded by International Federations for the benefit of their affiliate National Federations. These sports facilities will provide an opportunity for National Federations to train athletes to an elite standard within the borders of Zambia.



In considering the concept of the Centre and the impact that it will have on the community in providing life-skills and imparting Olympic values through education, health programmes and sports as well as social activities, the universality of the Olympic Games is no longer an ideal: it is a reality.

For the NOC of Zambia we are excited by yet another aspect that this Centre will offer, namely, to develop a talent identification programme targeted at boys and girls between the ages of 8-12. This programme can be framed in many ways. The NOC of Zambia is considering an internal programme to be run at the Centre for three or four sports disciplines. This programme will be structured to run over four years after which time we hope to achieve the following:

1. A structured programme that offers measurable benchmarks for developing talent;
2. A controlled in-house environment to prepare youths and set standards for progression into National Federations;
3. A competitive platform to impart Olympic Values to the youth;
4. An appropriate education to cover the basic necessary technical aspects of the relevant sports disciplines;
5. Interaction with the National Federations, school sports organisations, and the wider sports community;
6. Recognised graded scales for development.

While this is a programme that has yet to be developed we envisage a Centre that will grow with our requirements as a developing country.

It goes without saying that the NOC of Zambia will seek the necessary guidance and support of Olympic Solidarity in developing this programme as we continue our collaboration in the overall development of sport.

For the NOC of Zambia this is an opportunity to extend the Olympic Values to the community while at the same time providing the National Federations with a nursery of well-developed athletes who can be absorbed into their programmes. Furthermore, through well defined programmes the Centre will help the Federations set proper standards in their sports development programmes. We believe the Centre should help us assist the Federations to achieve a natural progression in skills development and technical understanding of their sports disciplines. Some sports will never achieve a universal flavour because of their complexities and we need to realise this, assist their cause and maintain them in the Movement.

The "Sport for Hope" project will no doubt take on a multitude of forms; while maintaining its original concept, we see the host NOC as having reasonable flexibility in developing and managing the Centre's programmes.

The Olympic Games is "universal" and it must forever bring together not just the famed sports but all sports within its membership. Through its humanity it must maintain its universality and continue to inspire communities to achieve their dreams.

LEO KRANZ

LIE – Liechtensteinischer Olympischer Sportverband

NOUVEAU SYSTÈME DE QUALIFICATION AUX JEUX D'ÉTÉ POUR LES PETITS PAYS

Il est souvent très difficile pour les petits pays d'obtenir l'admission internationale aux Jeux Olympiques d'été. Ils ne peuvent alors qu'espérer recevoir une carte d'invitation, laquelle est généralement transmise peu de temps avant le début des Jeux. Ceci est d'autant plus problématique que ces invitations ne sont pas accordées pour tous les sports.

La procédure décrite dans cet exposé permettrait à tous les petits pays d'envoyer leurs meilleurs athlètes:

- **Tout pays ayant moins de six athlètes recevra quatre places de quotas à sa libre disposition (carte verte), quels que soient la discipline (y compris athlétisme et natation) et le sexe de l'athlète.**
- **Si plus de deux athlètes parviennent directement à se qualifier, le nombre de places de quotas à libre disposition devrait être réduit à six athlètes en tout.**
- **Les pays ayant plus de six athlètes qualifiés n'ont pas droit aux cartes vertes.**

Quite often the international eligibility for Olympic Summer Games is very difficult for small states to obtain. Therefore, they can only hope to receive an invitation card, which is usually assigned very shortly before the games. Even more problematic is the fact that invitation cards are not assigned for every type of sport. This means that we cannot guarantee to athletes – no matter how successful they are – that after having fulfilled the national qualification criteria they will be invited to participate in the Olympic Games.

The current practice is that in order to ensure the participation of small states, each country may delegate two men and two women competing in swimming and athletics. However, not every country has the best athletes in those two sports. Therefore a certain number of



invitation cards are assigned for some individual sports and these cards are mainly allocated to nations with fewer than six athletes. It is not imperative that these cards will be given to women which means that the participation of women is still not ensured.

Why is this situation unsatisfactory for Liechtenstein ?

As we expect a certain standard of performance of our athletes, we determine national qualification criteria which make a positioning within the first 66 % in the ranking of the Olympic Games possible. These criteria are valid for every athlete, also for those who do not need an international qualification, such as those in swimming and athletics or those who get an invitation card.

We therefore have the following situation in Liechtenstein :

- Athletes who fulfil the international qualification are eligible.
- If they do not fulfil the international nor the national qualification, they are not eligible.
- If they do not fulfil the international qualification, but receive an invitation card, they have to fulfil the national qualification criteria.
- If they fulfil the national qualification criteria but do not receive an invitation card, participation is not possible.
- If they receive an invitation card without having reached the national qualification, they should not be eligible in our point of view.

If an athlete receives an invitation card from the Tripartite Commission without having reached the national qualification, we consider this situation as most unsatisfactory. On the other hand an athlete, having reached the national qualification is not invited to participate. In this situation a National Olympic Committee (NOC) does not have enough room for manoeuvring and might be forced to delegate an athlete who does not have the requested standard of performance just to ensure the participation of the country. The according NOC should be consulted by the Tripartite Commission before allocating the invitation card.

The following chart referring to the Games of Athens 2004 shows the situation regarding the dilemma we had to face :

Two and a half years prior to the games we had formed a so-called pre-Olympic team. This team consisted of eleven athletes in six different disciplines. We were aware of the fact that it would be very difficult to qualify directly for the Olympic Games and that we certainly would not receive an invitation card for all disciplines.

We had the following disciplines in the pre-team :

<i>Discipline</i>	<i>Invitation card possible</i>	<i>International criteria fulfilled</i>	<i>National criteria fulfilled</i>	<i>Invitation card allocated</i>	<i>LIE Athlete in Athens</i>
Athletics	not necessary	no	no		no
Judo	yes	no	no	yes	no
Shooting	yes	yes	yes	yes	yes
Equestrian	no	no	yes		no
Triathlon	yes	no	no		no
Cycling	no	no	possible		no

- The athlete in equestrian reached the national qualification but did not get an invitation card.
- The athlete in judo did not reach the national qualification but got an invitation card, which we returned to the Tripartite Commission for reasons of fairness.

In order to improve this situation we would like to make a proposal respecting the following facts :

- Only single sports are subject of our proposal.
- Athletics and swimming are included.
- A minimum standard of performance according to international sports associations must be respected.
- The agreement of the international sports association is imperative.

Green Card Proposal

The procedure below would enable every small country to delegate their best athletes :

- Any country having fewer than six athletes receives a total of four quota places for free disposition (green cards) regardless of sex or discipline (athletics and swimming included).
- Provided that two athletes of any discipline fulfil the international criteria and therefore are directly eligible, this would not affect the other four quota places.
- Provided that more than two athletes reach the direct qualification, the number of quota places for free disposition should be reduced, resulting in a total of six athletes.
- Nations with more than six directly qualified athletes have no claim to green cards.



If all NOCs with fewer than six athletes had used four green cards, the total number of athletes for those countries would have been:

Athens

Number of NOCs with fewer than six athletes = 46 / with four green cards = 184 athletes

Beijing

Number of NOCs with fewer than six athletes = 65 / with four green cards = 260 athletes

Reasonable planning by the organiser, the International Federations, the International Olympic Committee (IOC) and the NOCs requires the following procedure:

Two to three years prior to the Olympic Games a pre-Olympic team is formed by the NOC. At the deadline for "entries by name", the NOC informs the Tripartite Commission of the candidates representing the country. One month later, at the latest, we should have confirmation from the Tripartite Commission.

Note: Article co-written by Johannes Wohlwend

COLIN MOYNIHAN

GBR – British Olympic Association

ROTATION CONTINENTALE: UNE SOLUTION POUR UNE MEILLEURE UNIVERSALITÉ ?

Comment mieux appliquer aux Jeux Olympiques le principe de l'universalité inhérent à l'esprit de l'Olympisme ? L'idée de rotation continentale s'impose progressivement comme solution. Il a été proposé à plusieurs reprises de faire adopter officiellement par le Comité International Olympique (CIO) un système de rotation continentale. Reste à savoir si cette rotation contribuerait réellement à l'universalité aux Jeux Olympiques, une question sans doute plus complexe qu'il n'y paraît au premier abord.

Il est un fait dans l'histoire des Jeux Olympiques modernes qu'une grande partie de la population mondiale n'a pas encore eu l'occasion d'accueillir les Jeux Olympiques. Ceci ne correspond pas à l'esprit de l'Olympisme : le sport ne peut accepter aucun préjugé, qu'il soit d'ordre géographique ou autre. Le but de l'Olympisme est de diffuser certaines valeurs humaines fondamentales aussi largement que possible, et non de les limiter

exclusivement au monde occidental. L'universalité dans le vrai sens du terme ne peut être accomplie tant que les Jeux Olympiques n'auront pas lieu sur tous les continents.

Hosting the Games in a new continent for the first time, with all the inherent benefits to sporting and physical infrastructure, would fulfil many of the goals of the International Olympic Committee (IOC), through a positive legacy to the Host City and host country, and indeed, to the host continent.

There is no doubt that a rotation system among the five continents would give developing countries a far better chance of hosting the Olympic Games and one which they otherwise might not have if in competition with other continents. Past precedent speaks for itself: in the whole of its 103-year history, the Olympic Summer Games has only been held outside Europe, Australia and the United States four times¹. Among these three continents, the IOC has shown itself sensitive to the underlying purpose of continental rotation, without instituting an official system. The goals of the Olympic Movement must be served by a balance: sharing the prize of the Olympic Games in the spirit of the Olympic Charter on the one hand, and, in that same spirit, the selection of the genuinely best candidate on the other. Irrespective of the continent, the IOC's duty must be to choose the best candidate.

Continental rotation is clearly more than an idealistic and unrealistic notion. It is an attempt to address something which we all agree is a problem. However, there are pitfalls to such a system, if rigidly applied. While it might make comparisons easier for IOC members to vote if they only had to consider countries from one continent, there is also the possibility that there might only be one candidate and no alternatives. We should consider the example of Fédération Internationale de Football Association (FIFA), which introduced continental rotation for the 2010 and 2014 World Cups, but which intends to abandon the system after Brazil was the only candidate for the 2014 World Cup.

Equally, the mega-event status of the Olympic Games means that security considerations are crucially important. The Games and the athletes should never be put at risk through a rigidly applied rotational formula, which might owe more to political correctness than to the furtherance of the Olympic Movement. Placing sport at the service of humanity means far more than turn-taking or arguments over whose "time" it is.

The IOC has made it clear that it would like to see continents that have not yet organised the Games, such as Africa or Latin America, do so in the foreseeable future. Recent surveys have concluded that the Olympic Games should be hosted in Africa within the next 25 years and certainly by 2032². Insufficient political stability and security have been



two of the main obstacles to this; both are essential prerequisites and their absence has delayed the awarding of more major events to Africa. There is no doubt that successful Games would be hugely beneficial to Africa and Africans, by delivering a strong economic impact and playing a major role in driving education, infrastructure and other reforms. However, the financial, organisational and logistical burden of bidding to host the Olympic Games, let alone the organisation of successful Games, is considerable, as all members of the Olympic Family are well aware. The fundamental quality of a candidate is essential. If, in bidding to host the Olympic Games, cities cannot satisfy the IOC on basic technical details, including security, these candidates cannot succeed.

The Congress is a timely opportunity to look at ways in which the IOC can help to develop viable candidates from Africa, South America and much of Asia and thus to extend the universality of the Olympic Movement. Suggestions have been made that the IOC might consider a new kind of Games – for example, a lower-cost Olympic Games with more temporary venues, which would enable more cities to bid to host them. Alternatively, it may be beneficial to consider the idea of a professional Organising Committee for the Olympic Games (OCOG) team within the IOC, as Pernilla Wiberg has suggested: a team to supplement the outstanding support work already on offer in Lausanne.

Finally, this is an opportunity to mention the IOC's strong record on pioneering work with the United Nations (UN) on the use of sport to promote peace, development and human rights, which has been rightly praised³. UN ideals and Olympic ideals have been linked in efforts to deliver tolerance and peace⁴: this is symbolically reflected in the decision in 1997 to fly the UN flag at all Olympic competition sites⁵. This in itself is a major contribution to the universality of the Olympic Games. The more sport is harnessed as a powerful global tool for development, stability and peace in accordance with the Olympic ideal, the more likely it is that we will see the Olympic Games take place in all five continents sooner rather than later.

1. Tokyo 1964; Mexico City 1968; Seoul 1988; Beijing 2008
2. Online survey by TSE Consulting (www.tseconsulting.ch) among a panel of 80 international sports experts, comprising Presidents of National Olympic Committees, International Sports Federations, international sports journalists. Results announced 2 February 2007 at the Africa International Sport Convention (CISA) held in Dakar, Senegal. The survey did not support the introduction of a system of continental rotation for the Games.
3. "The International Olympic Committee (IOC) has done some pioneering work in this field. Working together with the United Nations and several of its specialized agencies – such as the World Health Organisation and the Food and Agriculture Organisation – the IOC has demonstrated that sport can play a role in improving the lives of not only individuals, but whole communities. In short, my friends, the Olympic Movement and the United Nations share the same

fundamental goals: to ensure that every child should have the best possible start in life; that every child should receive a good-quality basic education; and that every child should have the opportunities to develop his or her full potential and contribute to his or her society in meaningful ways."

Opening remarks by Secretary-General Kofi Annan to the Olympic Aid Forum in Salt Lake City, on 9 February, 11/02/2002 Press Release SG/SM/8119.

4. "Olympic ideals are also United Nations ideals: tolerance, equality, fair play and, most of all, peace. Together, the Olympic Games and the United Nations can be a winning team. But the contest will not be won easily. War, intolerance and deprivation continue to stalk the earth. We must fight back. Just as athletes strive for world records, so must we strive for world peace." Secretary-General Kofi Annan's message to the Games of the XXVII Olympiad, which were held in Sydney, Australia, from 15 September to 1 October 2000. "Olympic Games 'a true celebration of humanity', Secretary-General says", UN Press Release SG/SM/7523, 31 August 2000.
5. This is referred to in the biennial UN General Assembly resolutions on "Building a peaceful and better world through Sport and the Olympic Ideal", the most recent of which was passed in 2006. In 1995, the UN General Assembly decided to biennialise the discussion of "Building a peaceful and better world through sport and the Olympic Ideal", so that it would be considered in advance of each Olympic Winter and Summer Games. See UN General Assembly Resolution 50/13, "The Olympic Ideal", 7 November 1995.

SHUN-ICHIRO OKANO

Comité International Olympique

L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT

L'analyse de l'universalité des Jeux Olympiques d'été se fonde sur trois aspects différents de l'universalité:

1. **universalité de l'attribution aux villes hôtes;**
2. **universalité de la participation des Comités Nationaux Olympiques (CNO);**
3. **universalité des athlètes participants.**

Le concept d'universalité ne s'applique pas à l'attribution de la ville hôte des Jeux. Il existe une universalité quasi parfaite de la participation des CNO aux Jeux d'été. Une grande faille subsiste entre les CNO dans le nombre des athlètes participant aux Jeux Olympiques. C'est pourquoi un «système pour les CNO en développement» pourrait être introduit après une étude approfondie.

The analysis of universality with regards to the Olympic Summer Games is based on three different kinds of Universality:



1. Universality in terms of the allocation of host cities;
2. Universality in terms of participating National Olympic Committees (NOCs);
3. Universality in terms of participating athletes.

UNIVERSALITY OF THE ALLOCATION FOR HOST CITIES

Over the last 40 years, the Olympic Summer Games were organised in 11 cities: Mexico (1968); Munich (1972); Montreal (1976); Moscow (1980); Los Angeles (1984); Seoul (1988); Barcelona (1992); Atlanta (1996); Sydney (2000); Athens (2004); and Beijing (2008).

These 11 cities were allocated in the following way across the 5 Continents: Europe=4; America=4; Asia=2; Oceania=1; Africa=0.

Moreover the above 11 cities are major cities or capitals of their respective country or state in advanced countries, which means no city in a developing country has organised the Olympic Summer Games until today.

The conclusion is that there is no universality in terms of the allocation for the Host City.

UNIVERSALITY OF THE PARTICIPATING NOCS

The Beijing Olympic Organising Committee officially reported that 204 out of 205 NOCs participated in the 2008 Beijing Olympic Games.

This wonderful achievement is due to the great effort made by The Olympic Solidarity Commission to which we should pay high respect.

The conclusion is that universality does exist in terms of the number of participating NOCs.

UNIVERSALITY OF PARTICIPATING ATHLETES

Before considering this theme, I would like to study the definition of a "Developing Country" given by the World Bank in 1981. A "developing country" is defined as a country whose GNP per person is less than USD 410. This definition could be applied to the concept of a "Developing NOC" and should be introduced by studying the Official Report of the 2008 Beijing Olympic Organising Committee.

At the Beijing Olympic Games, the total number of participating athletes from the 5 continents is 10,965 which can be broken down in the following manner:

Continent	NOC No.	Athlete No.	Athletes total No.
Africa NOCs	53	42 (79%)	253 (29%)
Participant	863	11 (21%)	610 (71%)
America	42	26 (62%)	158 (7%)
Participant	2131	16 (38%)	1973 (93%)
Asia	43	25 (58%)	180 (9%)
Participant	2053	18 (42%)	1873 (91%)
Europe	49	11 (22%)	92 (2%)
Participant	5240	38 (78%)	5148 (98%)
Oceania	17	15 (88%)	63 (9%)
Participant	678	2 (12%)	615 (91%)

Total number of NOCs participating with 1-19 Athletes is 119 (58%) and total number of athletes is 746 (7%).

Total number of NOCs participating with more than 20 Athletes is 85 (42%) and total number of athletes is 10,219 (93%).

This means that only 7% of all participating athletes could take part in the Beijing Olympic Games from 58% of the 204 NOCs. The average number of participating athletes from these 119 NOCs is only 6.27.

In striking contrast, the average number of participating athletes from 85 other NOCs is 120!

The World Bank system could be applied here. For the NOCs, the number of participating athletes is under 20 and can be classified as a developing NOC. Then, 110 NOCs would belong to developing NOCs.

The International Olympic Committee (IOC) Solidarity Commission could help promote the Olympic Movement by providing developing NOCs with financial aid and also moral and material support after careful inquiry by a Committee.

On the other hand NOCs, except developing NOCs, must decline payment from the IOC Solidarity Commission for travel costs for up to six athletes and two officials participating in the Games in order to increase the source of revenue for developing NOCs.

CONCLUSIONS AND SUGGESTIONS

1. The concept of universality is not applied to the allocation of the Olympic Host City.
2. There is almost perfect universality of participation of NOCs in the Summer Games.



3. There is a big gap among NOCs in the number of participating athletes attending the Olympic Games. Therefore, a “developing NOC system” could be introduced after careful consideration.

LASSANA PALENFO

Organisation reconnue
ACNOA – Association des Comités Nationaux Olympiques d'Afrique

LA FUITE DES SPORTIFS AFRICAINS

Présentée comme un aspect des échanges de travailleurs à travers la planète, la fuite des sportifs africains «vers des cieux plus cléments» n'est finalement que la version sportive des conséquences des relations inégales qui existent entre les pays africains et les pays plus développés.

Présenté au niveau de base comme «la fuite des muscles», au niveau des Jeux Olympiques (JO), elle est présentée comme «le mercenariat olympique» et concerne l'exode des grands champions africains. Ceci a des conséquences marquantes sur la cagnotte générale du continent africain à l'heure du bilan olympique, voire des championnats du monde, des grands états généraux sportifs à l'échelle planétaire.

On déshabille saint Paul pour habiller saint Pierre, c'est ce que nous inspire la marche actuelle des choses. L'Afrique traînant encore à la dernière place des continents, malgré la remontée opérée aux derniers JO de Beijing en Chine, où le continent noir a capitalisé 40 médailles, dont 12 premières places. En mettant en perspective le fait que 958 médailles en tout ont été distribuées lors des Jeux de la XXIX^e Olympiade, on se rend bien compte que l'Afrique se trouve encore loin du compte.

1. LES SPORTIFS AFRICAINS DANS LA VAGUE DU MERCENARIAT OLYMPIQUE

Les années 90 avaient révélé un grand champion des 800 m. Ce champion hors pair, un certain Wilson Kipketer, n'a finalement été qu'un Kenyan naturalisé Danois.

Sur la distance des 1500 m, depuis plusieurs saisons déjà, les États-Unis misent beaucoup sur l'ancien champion kenyan, Bernard Lagat, devenu citoyen américain en 2004. Lopez Lomang court cette distance aux couleurs américano-mexicaines, alors que sa patrie d'origine reste le Soudan. Le champion olympique du 1500 m, Rashid Ramzi, a décidé de troquer sa nationalité marocaine pour celle du Bahreïn, sa patrie d'adoption.

Le changement de cocardes nationales s'accompagne dorénavant de celui du nom du sportif. Les Kenyans Stephen Cheron et Albert Chepkurui ont changé leurs noms pour devenir respectivement Saaeed Saif Shaheen et Ahmad Hassan Abdullah sous les couleurs du Qatar.

L'un des joueurs de tennis de l'équipe olympique américaine, Liegel Huber, est d'origine sud-africaine.

Lors des Jeux de la XXVIII^e Olympiade à Athènes, on se souvient que le Nigérian Obikwelu a revêtu pour l'occasion les couleurs du Portugal. Mebrahton Keflezigui (Érythrée) a couru sous les couleurs américaines. De même, l'Éthiopienne Elvan Abecylegesse a adopté la nationalité turque.

Nous savons aujourd'hui que ces grands champions africains qui se pavent sous les lambris olympiques, sous les couleurs d'autres continents, ne sont que la partie visible de l'iceberg. Sous les feux de la rampe, ou sous le couvert d'un certain anonymat, la présence des sportifs africains sous les couleurs des clubs asiatiques, européens ou américains a fini par passer inaperçue et par relever de la normalité. Mais les dessous des transferts de ces mêmes joueurs, de leurs clubs de départ en Afrique en route pour ailleurs, relèvent parfois de l'anecdote. À tous les stades de la compétition sportive, jusqu'aux minimes, les athlètes africains sont débauchés en Afrique pour être envoyés dans les clubs occidentaux, où les différents acteurs espèrent faire de bonnes affaires.

Personne n'est en mesure aujourd'hui de mesurer l'impact négatif de la razzia opérée dans les centres de formation africains de jeunes joueurs de tennis, de football ou de basket.

2. LES RAISONS D'UN EXODE DES TALENTS

Ces raisons sont à la fois culturelles, socioéconomiques et sportives.

a. Impact culturel

Même si certaines tendances sont battues en brèche par la réalité nouvelle, on voit bien qu'en Afrique, l'ancien pays colonisateur continue à exercer une fascination sur les ressortissants des ex-pays colonisés. À cela il faut ajouter la facilité d'obtention des visas d'entrée dans bien des cas, voire l'existence des bas tarifs d'avion pour les itinéraires vers la métropole.

b. Impact socioéconomique

Si les recruteurs se déplacent avec tant de facilité, c'est qu'il existe un environnement favorable, où les fédérations d'origine des athlètes, mais aussi les familles, brillent par leur complaisance pour délivrer des



facilités. C'est que, trop souvent, le jeune sportif africain devient la bouée de sauvetage à laquelle espère s'accrocher tout le reste des membres de la famille, dans un environnement économique devenu rude d'années en années.

À travers les planifications nationales, on voit la portion congrue accordée au sport face à d'autres secteurs plus névralgiques à l'instar de l'éducation, de la santé, des transports, etc.

c. Impact sportif

La boxe nous a fourni un cadre de réflexion idoine après les JO. Soixante sportifs ont représenté le continent africain, parmi lesquels seul le Mauricien Bruno Julie a glané une médaille de bronze. Et de l'avis des spécialistes, la boxe africaine est en crise. Bon an mal an, elle a toujours glané entre 2 et 5 médailles à chaque Olympiade depuis 1960.

L'absence d'infrastructures et les faibles ressources financières sont les principales causes de ce recul. Dans ce dernier cas, on voit bien que les Africains ont du mal à affronter un grand nombre de combats dans l'année, gage d'expérience si précieuse dans les compétitions de haut niveau.

Au niveau des crédits, 0,8% des budgets nationaux sont consacrés au sport dans la plupart des pays, ce qui est bien modeste. D'autres spécialistes croient pouvoir affirmer – et je suis d'accord avec eux – que l'Afrique est l'un des rares continents où l'on ne se fixe pas d'objectifs (à moyen et à long terme).

Toutefois, il faut noter, pour s'en féliciter, une prise de conscience du retard pris dans le domaine des infrastructures sportives. Ces dernières années, dans à peu près tous les pays, de nouveaux projets poussent comme des champignons. On n'a pas besoin d'une boule de cristal pour comprendre que pour disposer d'un vaste support sportif à la base, les États doivent développer une judicieuse politique de construction des infrastructures sportives.

3. DU BON USAGE DE LA MONDIALISATION SPORTIVE

À l'Association des Comités Nationaux Olympiques d'Afrique (ACNOA), nous ne sommes pas opposés à la circulation des sportifs de par le monde. Mais il importe que cette circulation soit parfaitement réglementée afin qu'elle procure une plus-value économique et sportive pour les pays africains. Il faut surtout fuir la politique du pire, qui rappellerait en son temps le phénomène des « boat people », où le vocable qui nous vient très vite à l'esprit ne peut être que la panique. Et à mon sens, cette panique-là ne profite à personne, pas même aux pays d'accueil de ces sportifs.

Les États africains doivent améliorer les conditions des sportifs sur place pour donner la possibilité au plus grand nombre de sportifs de rester en Afrique. Et pour leur compétitivité, ils doivent favoriser le brassage des sportifs africains avec les autres afin que les nôtres ne restent pas à la traîne. Présenté ainsi, l'ACNOA est prête à apporter sa pierre à l'édifice.

Il est question de favoriser l'émergence d'un véritable statut de l'athlète de haut niveau en Afrique, mais aussi de créer une boucle d'événements sur le continent africain, qui permettent à tout moment le retour aux sources, même pour les sportifs résidant hors d'Afrique. Les Africains doivent se pencher davantage sur l'après-sport des athlètes qui permet de renforcer leur statut et de sécuriser leur avenir sur place.

Pour cela, il faut impérativement continuer à travailler avec les confédérations africaines dans la recherche des voies et des moyens nécessaires pour mieux réguler le marché des transferts sur le continent.

Sous ce rapport, il faut saluer la mesure édictée par la Fédération Internationale de Football Association (FIFA), visant à interdire toute transaction financière pour les jeunes footballeurs de moins de 18 ans. Les mêmes efforts sont effectués par l'Union Européenne.

L'ACNOA, qui est liée à plusieurs organisations sportives internationales comme celle du rugby, la Confédération Africaine d'Athlétisme, la Conférence des Ministres de la Jeunesse et des Sports des États et Gouvernements ayant le français en partage, espère utiliser ces plateformes pour rechercher les solutions idoines à ces problèmes.

CONCLUSION

Les échanges de sportifs mieux maîtrisés peuvent être une importante variable du développement. On s'en souvient, le sport reste un parfait vecteur d'éducation, de santé et de cohésion sociale. Mais la « fuite des muscles » est le pendant sportif de la « fuite des cerveaux ». De telles pratiques ne sauraient être favorables au développement du continent africain. Alors que nous sommes pour les échanges sportifs mutuellement bénéfiques, nous sommes contre la fuite éperdue et désordonnée des athlètes africains vers l'Occident. Nous devons continuer à nous investir dans la régulation de ce secteur. À ce jour, personne n'a trouvé de réponses à ce problème. Tout simplement parce que le problème ne dépend pas uniquement du monde sportif.



DON E. PORTER

FI reconnue • ISF – Fédération Internationale de Softball

UNIVERSALITÉ ET JEUX OLYMPIQUES

La notion et les critères des Jeux Olympiques permettent à la plupart des athlètes, des pays et des Comités Nationaux Olympiques (CNO) reconnus d'y participer. Il est nécessaire d'éliminer ou de réduire la corrélation entre pays pauvres et pays riches et leurs performances aux Jeux. L'universalité peut être améliorée par l'utilisation de programmes de solidarité conçus pour proposer financement, éducation et équipements à un pays.

The notion of universality of the Olympic Games means allowing the most number of athletes and countries to participate. Simply put, it means equality of all participants regardless of gender, race and ethnicity. It is essentially the core mission of the Olympic Movement to create participation through sport to bring peace, goodwill, and unity to a world that is otherwise so divided.

There should be a need to eliminate or reduce the correlation between rich and poor countries and their performance at the Games. All athletes should be given equal access. For example, from the Beijing 2008 Olympic Summer Games:

- a. Nine of the top ten countries with the most medals are ranked in the top 20 countries that have the highest Gross Domestic Product (GDP) in the world;
- b. Five of the top ten countries with the most medals are in the top 20 countries with the highest population.

The criterion of universality should be the ability of all recognised National Olympic Committees (NOCs) to participate in the Olympic Games. Everyone should be given the ability to overcome all obstacles – such as funding, violence, gender suppression, lack of attention or importance of sport, lack of access to sports infrastructure, equipment or training – that is present in particular countries. This requires patience, leadership, structure, mobility, and importantly, the ability to listen. If decision makers do not listen, they fail to create true universality. It is their responsibility to spread the Olympic Movement and stretch its impact globally and to the deepest parts of the world.

Two great examples of universality are the Opening and Closing Ceremonies. Every country has a chance to showcase their athletes and individual country colours while collectively meshing with the rest of the world, however it is the smiles at these ceremonies that deliver the greatest impact. It is for those few hours that the exact same sense of

joy and pride resonates to hundreds of countries across the world. It is a true moment of the universal language of hope.

Universality can be improved through solidarity programmes. These programmes are designed to provide funding, education, and equipment inside a country. There needs to be means for athletes and officials to compete even if a country does not support them individually or through their sport. For example, they could train outside of the country due to prohibitive surroundings caused by infrastructure, violence or religious restrictions for example.

The roles and responsibilities of the Olympic Movement include encouragement and motivation to gain the most participation while continuing to make decisions for the entire Movement, not just particular countries and/or sports. They need to keep all sports and programmes at the forefront when making decisions, doing so for the correct reasons. NOCs and National Federations (NFs) need to lead the way in domestic development; the International Olympic Committee (IOC) and International Federations (IFs) need to lead the way in international development.

Everyone needs to work closer together to ensure a seamless gap between domestic and international development. There need to be more events – both training and competition – with a cultural aspect built in. It is also necessary to scout the best athletes regardless of internal politics, class or caste, to produce the best athletes competing in the Olympic Games.

RICHARD W. POUND

Comité International Olympique

L'EUROCENTRISME AU SEIN DU MOUVEMENT OLYMPIQUE

Il est évident que le Mouvement olympique et l'émergence du sport comme phénomène social ont débuté en Europe. L'influence sur les sports pratiqués, les institutions dirigeantes qui se sont développées autour de ces sports et la localisation géographique de ces organisations sont avant tout européennes.

Le sport et le Mouvement olympique sont certes devenus plus universels aujourd'hui, mais le pouvoir reste centralisé en Europe. Rien ne dit que le Comité International Olympique (CIO) et les Fédérations Internationales (FI) ne se préoccupent pas de cette situation à long terme.

La question la plus importante est en effet de savoir si une telle concentration de pouvoir et d'influence constitue à long terme une situation saine pour un mouvement qui se prétend universel



et mondial. Tôt ou tard, il faudra aborder ce problème. Je me souviens fort bien de l'énorme ressentiment exprimé en Europe du fait que le siège de l'Agence Mondiale Antidopage (AMA) n'a pas été installé en Europe – et en particulier à Lausanne.

I do not wish to be seen as someone trying to rewrite history and, in particular, Olympic history. It is clear that the modern Olympic Movement and the emergence of sport as a social phenomenon gained its start in Europe. Given the difficulties of transportation at that time, it is likely that a concerted effort to internationalise sport could have only been led from Europe.

The leaders of the Olympic Movement of the day deserve full credit for their vision and energy in taking the first steps towards what is now an all-but-universal activity. The influence on the sports which were practised, the governing institutions which developed around these sports and the geographic locations of such organisations were primarily European.

Sport and the Olympic Movement have become more universal, today. However, the centre of gravity regarding international sports federations and the balance of voting power within the International Olympic Committee (IOC) has not changed to reflect this evolution. In the 114-year history of the IOC, only one of its presidents has been non-European. It would be an interesting statistical analysis to undertake to determine the number or percentage of European presidents of international sports federations over the years as well as the locations of their headquarters. (Similar conclusions might be drawn in the case of sports which did not begin in Europe, such as certain martial arts.) I expect that the centralisation might have been justified in the past on the basis of convenience of communication. However, with the ease and speed of modern communication, this is not as persuasive as it might have been a generation or two ago. It certainly cannot be based on expense, given the costs within Europe and the palatial quarters and accommodations enjoyed by a large number of the organisations involved, including the IOC.

There is no indication that either the IOC or the International Federations feel any concern about this situation over the long term. Nor is it particularly surprising that they would not be seeking to encourage the slightest reduction of European influence within the Olympic Movement.

The larger issue, however, is whether such a concentration of power and influence is, over the long term, a healthy situation for a movement which purports to be universal and worldwide. Sooner or later, the question will have to be considered. I remember well the enormous resentment expressed in Europe when the headquarters of the World Anti-Doping Agency were not located in Europe and, in particular, in Lausanne.

RICHARD W. POUND

Comité International Olympique

ROTATION CONTINENTALE DES JEUX

La rotation continentale des Jeux Olympiques est une idée qui revient aussi régulièrement que la proposition d'un site permanent pour les Jeux. Il y a là un risque que cela limite le nombre de candidatures d'un continent en particulier, ne laissant aucun choix, aucune alternative au Comité International Olympique (CIO). Cette proposition continuera sans aucun doute à être soumise et le CIO doit rester vigilant quant aux dangers que représente son acceptation.

The continental rotation for the Olympic Games is an idea that comes up as regularly as the suggestion that there be a permanent site for the Games. It is an equally unattractive idea. The International Olympic Committee (IOC) must be free to make a choice from applicants from around the world and not be restricted to a single continent on some rotational basis.

The IOC has shown, I believe, considerable sensitivity to an informal rotation, but on its terms and at its own initiative. I think this is the best formula. The difficulty is that some continents have not been ready to put forward a viable candidate. There is a risk that regional politics might constrain the number of candidates from the particular continent, leaving the IOC with the proverbial Hobson's choice, with no alternatives to consider.

In principle there is no reason why the IOC should put the Games at risk simply on the quixotic notion that a particular continent, at a particular time, is entitled to host Games that do not "belong" to it. The proposal will undoubtedly continue to be made and the IOC must remain alert to the dangers of accepting it.

ZORAN RADOVIC

FIBA – Fédération Internationale de Basketball

SOLIDARITÉ OLYMPIQUE : PROGRAMME DE DÉVELOPPEMENT DE LA FIBA

La Fédération Internationale de Basketball (FIBA) et ses membres sont les principaux bénéficiaires, par le biais de leurs Comités Nationaux Olympiques (CNO) respectifs, des programmes suivants de la Solidarité Olympique : les cours techniques pour entraîneurs, les bourses pour entraîneurs, le développement de la structure nationale des sports et les bourses de soutien aux équipes.



La FIBA de l'Océanie gère de façon autonome les cours techniques et les bourses pour les entraîneurs sur son continent, tandis que la FIBA coordonne tous les autres programmes sur les cinq continents.

Les programmes de la Solidarité Olympique font entièrement partie du programme de développement de la FIBA et sont d'une grande aide pour améliorer les compétences des entraîneurs et des joueurs dans le monde entier. Le cours technique pour les entraîneurs est un excellent moyen de donner aux bonnes personnes le matériel d'enseignement de la FIBA. Les bourses de soutien aux équipes aident bon nombre d'équipes nationales à participer à des manifestations internationales, permettant ainsi d'en augmenter le niveau.

The International Basketball Federation (FIBA) and its affiliated members mostly benefit, through their respective National Olympic Committee (NOC), from the following four Olympic Solidarity programmes: technical courses for coaches; scholarships for coaches, development of national structure; and team support grants. FIBA Oceania enjoys autonomous management of the technical and scholarship courses for coaches on its continent, whereas FIBA coordinates all the other programmes within the five continents.

Olympic Solidarity programmes are entirely part of FIBA's development programme and are a great help in improving the skills of coaches and players around the world. The technical course for coaches is an excellent way to provide the right people with FIBA's teaching materials. The team support grants help many national teams take part in international events, thereby increasing the level of the events.

2001-2004 QUADRENNIAL PLAN OVERVIEW

1. Technical Courses for Coaches:

Africa	America	Asia	Europe	Oceania
36	19	15	0	45*

* course organised through the Oceania National Olympic Committee's Continental Programme "NOC activities" and not within the Olympic Solidarity Programmes.

2. Development of National Sports Structure:

Africa	America	Asia	Europe	Oceania
4	1	1	0	0

3. Scholarships for Coaches:

Africa	America	Asia	Europe	Oceania
17	14	1	2	0

4. Team Support Grants:

Africa	America	Asia	Europe	Oceania
4	2	0	8	0

2005 – 2008 QUADRENNIAL PLAN OVERVIEW

1. Technical Courses for Coaches:

Africa	America	Asia	Europe	Oceania
33	18	13	6	27*

* course organised through the Oceania National Olympic Committee's Continental Programme "NOC activities" and not within the Olympic Solidarity Programmes.

2. Development of National Sports Structure:

Africa	America	Asia	Europe	Oceania
9	5	1	0	3

3. Scholarships for Coaches:

Africa	America	Asia	Europe	Oceania
17	11	11	1	0

4. Team Support Grants:

Africa	America	Asia	Europe	Oceania
12	9	3	8	5

GENERAL IMPROVEMENT AND COMMENTS

- There is a lack of communication between the NOCs and the National Federations (NFs). It often appears that NFs are simply not aware of the great support provided by Olympic Solidarity. We strongly recommend that NOCs make this information more available to their respective National Federations.



- Asian countries, in particular, should definitely be encouraged to use the Olympic Solidarity programmes. Asian countries always appear to be the ones who benefit the least from these programmes.

IMPROVEMENTS AND COMMENTS SPECIFIC TO THE PROGRAMMES

- It would be good to have better continuity with the technical courses for coaches within the same quadrennial plan (e.g. to have a clinic at least two or three times in the same country within the four year plan). This would help build a strong group of qualified people who would attend beginners, intermediate and advanced level coaching courses in the same period and would give them a great deal of acquired knowledge to share at the domestic level. This in turn would help us reach one of our main objectives, which is to develop autonomy.
- The Talent Identification Programme (which seems to be replaced by the Youth Olympic Games Athlete Preparation Programme for 2009-2012) has to be better defined and the National Federations have to be better informed of its application procedures.
- Administration and management courses could be beneficial to many basketball National Federations and other sports federations around the world. Our suggestion is to add such programmes, especially dedicated to sport federations, to Olympic Solidarity's activities.
- There is often a need for material and/or infrastructure among some of our National Federations, especially in Africa, America and Asia. This is often a point that is outlined by our experts when they return from a Technical Course for Coaches or a Development of National Sports Structure, which are mainly organised in developing countries. It sometimes appears to be a strong disadvantage to the programmes' effectiveness. A suggestion would be to have a programme dedicated to equipment and sports facilities, which would help in the development of sports. The ultimate goal of our development programmes is to have autonomous development management in the countries that receive support. In addition to courses where the knowledge and the experience of foreign experts are shared, facilities and equipment is the other key to meet this goal.
- It appears that some financial reports show signs of exaggerated expenditure. This is detrimental to the effectiveness of the programmes. Strict financial controls should be considered and the International Federations could have greater involvement in these controls.

The Olympic Solidarity programmes produce excellent results for FIBA and raise the National Federations' technical training level, performance and participation in the international competitions. FIBA's goal is to make sure that all the affiliates are aware of this help in order to achieve further benefits in the future.

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT

Dans notre grande famille, nous devons faire face à des défis commerciaux importants ainsi qu'à des différences de culture, d'éducation et de possibilités. Mais dans le même temps, nous devons reconnaître que nous avons tout le savoir-faire nécessaire au sein de la famille olympique.

Nous devrions :

- 1. créer une feuille de route au niveau mondial pour la gouvernance olympique et la conduite du sport ;**
- 2. apporter davantage de soutien administratif aux Comités Nationaux Olympiques (CNO) dans les pays les moins développés et promouvoir un échange de ressources humaines et d'autres activités telles que les séminaires, le soutien aux manifestations et le lobbying – en bref, promouvoir les ressources non-financières ;**
- 3. aider les pays en développement à devenir durables du point de vue administratif ;**
- 4. transférer les meilleures pratiques en vue de développer un savoir-faire, afin que des solutions sur mesure soient trouvées pour des problèmes spécifiques ;**
- 5. donner l'accès aux épreuves avant les Jeux Olympiques, même au-delà de la qualification ;**
- 6. protéger l'utilisation au niveau mondial des logos, noms et valeurs olympiques.**

In our diverse global family we face challenges of commercial extremes as well as differences in culture, education and capacity. But at the same time we must realise that we have the know-how within the family.

We should :

1. Create a global map for Olympic governance and sport conduct ;
2. Encourage administrative support for National Olympic Committees (NOCs) in less developed countries as well as promote an exchange of human resources and other activities such as seminars, event support and lobbying. In short we need to promote non-financial resources ;



3. Assist developing countries to become administratively sustainable ;
4. Transfer Olympic best practices in order to develop know-how so that tailor-made solutions can be found to specific problems ;
5. Formulate access to Olympic pre-events, even beyond qualification ;
6. Protect the global use of Olympic logos, name and values.

SAM RAMSAMY

Comité International Olympique

L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT

Dans le sport, le terme « universalité » englobe l'intégration, un idéal illustré dans la mission du Comité International Olympique (CIO), qui est « de promouvoir l'Olympisme à travers le monde ». Par ailleurs, les cinq anneaux entrelacés du symbole olympique représentent « l'union des cinq continents et la rencontre des athlètes du monde entier aux Jeux Olympiques ».

Cependant, de grandes disparités existent entre les pays développés et les pays en développement. Comment gérer ces disparités et comment fusionner les aspirations de tous les athlètes, quelles que soient leurs origines socioéconomiques ? Quels sont les rôles respectifs des Fédérations Internationales (FI) et du CIO pour réduire l'écart entre pays développés et pays en développement ? Est-ce que l'universalité signifie simplement représenter les athlètes de tous les continents aux Jeux Olympiques ? Les analyses de divers sports inscrits au programme olympique montrent une universalité dans certains sports mais pas dans d'autres.

Cette contribution étudie ces questions de manière plus approfondie et examine de près les installations et perspectives offertes aux athlètes, ainsi que les moyens d'identifier les concurrents olympiques potentiels.

In sport, universality incorporates inclusiveness, an ideal that is illustrated in the mission of the International Olympic Committee (IOC), which is "to promote Olympism throughout the world". Moreover, the five interlaced rings of the Olympic symbol "represents the union of the five continents and the meeting of athletes from throughout the world at the Olympic Games." [1]

David Maraniss, Associate Editor of the Washington Post and winner of the Pulitzer Prize aptly sums up the realities of the Olympic Games in his recent book :

"The singular essence of the Olympic Games is that the world takes the same stage at the same time, performing a passion play of nations, races, ideologies, talents, styles, and aspirations that no other venue, not even the United Nations, can match." [2]

Speaking in the 1930s, Baron Pierre de Coubertin, founder of the modern Olympic Games, was greatly embarrassed by the 1904 "*Anthropology Days*, whose events were reserved for Negroes, Indians, Filipinos, and Asians..." [3] He foretold then that it would not be long before these people would compete as equals with people from other nations. How right he was.

However, inclusiveness must ensure that all competitors – not only at the Olympic Games but also in preparations leading up to the Olympic Games – are provided with equal opportunities. I refer to opportunities rather than facilities as the quality and types of facilities differ from place to place and from country to country. The basic football facilities in developing countries are so different and are considered by many to be somewhat inferior to those in Europe and elsewhere. But footballers from developing countries have produced some of the world's greatest stars like Pele (Brazil) and Eusebio (Mozambique). All of the world's major leagues (presently based in Europe) continue to feature footballers from developing countries in their line-ups.

Basic facilities are, however, necessary for the practice of sport. Many of these facilities either do not exist or are few in number in most developing countries.

It is a regular feature to witness athletes from developing countries on the victory podium at the Olympic Games in sports such as athletics, boxing and football, but very seldom, or hardly ever, in equestrian sports, rowing and sailing.

There is, no doubt, a huge disparity in the socio-economic situation between countries in the industrialised world and the developing countries. The affluence of industrialised countries facilitates the provision of sports facilities in a wide range of sports on the Olympic programme – sports which are traditionally European in nature.

How do we address these disparities so that genuine universality is achieved ?

Olympic Solidarity, the successor to the IOC's International Olympic Aid, was initially created in 1961 to assist countries which had just gained independence from colonisation. Although it has greatly facilitated bridging the disparity, it has not done so to the extent of equating the level of participation, in all sports, to that of developed countries. Support from Olympic Solidarity has resulted in numerous athletes achieving Olympic Medals in athletics, boxing, weightlifting and many other sports.



What about support from the International Federations? Olympic Solidarity needs the sports of the International Federations to achieve total parity.

The IOC policy now makes it mandatory for all International Federations (IF) in the programme of the Olympiad (Olympic Summer Games) to have continental representation in the Games. This, in turn, compels all International Federations to comply with the principle of universality. However, while some International Federations have used this opportunity to develop the sport worldwide, others are doing very little in this respect. They merely ensure that there is continental representation at the Games.

The threat that some sports are not broad-based enough and could in the future lose Olympic participation, is forcing some IFs to recruit more members. But they do little in developing their respective sports on a worldwide basis.

The first modern Olympic Games were not open to women. Since then there have been dramatic changes and women's participation at the Olympic Games will soon reach fifty percent despite several hurdles confronted in developing countries. Sadly, progress at the administrative level is still regrettably slow.

The Olympic Movement is, in many ways, the greatest social force in the world. It has overcome innumerable political, socio-economic, religious, cultural or racial barriers because of its principle of universality. It must pursue this principle until universality in all its aspects is accomplished.

REFERENCES

- [1] See Chapter 1, Rules 2 and 8 of the *Olympic Charter* (in force from 7 July 2007).
- [2] David Maraniss, *Rome 1960: The Olympic Games that Changed the World*, Simon & Schuster, New York, July 2008.
- [3] Pierre de Coubertin, *Olympic Memoirs*, International Olympic Committee (IOC), Lausanne, 1979

KOK CHI SIEH

MAS – Olympic Council of Malaysia

ASSURER L'UNIVERSALITÉ POUR LES PAYS EN DÉVELOPPEMENT

Il existe un grand déséquilibre dans le nombre d'athlètes des pays en développement participant aux Jeux Olympiques. Pour corriger ce déséquilibre, il est proposé de fixer comme objectif la part de 25% pour les Jeux Olympiques de 2024. Cet objectif pourrait être atteint en s'intéressant aux sports et aux épreuves

à faibles coûts qui n'exigent pas d'installations imposantes, ainsi qu'en limitant à une le nombre d'inscriptions par Comité National Olympique (CNO).

Au niveau du Comité International Olympique (CIO), il est suggéré, pour chaque période quadriennale, de nommer dix membres associés, dotés de droits et de privilèges restreints, provenant des CNO les moins favorisés. La nomination de personnes non membres du CIO au sein des commissions doit par ailleurs bénéficier avant tout aux CNO qui n'ont pas de membres du CIO.

The principle of universality is based on the ability of a maximum number of countries in the world to participate in all the major sports events organised by the members of the Olympic Movement.

The achievement of the above principle depends on the sincerity and will of the Olympic Family led by the International Olympic Committee (IOC) to establish programmes that achieve universality for sports people in developing countries.

While it can be said that universality was achieved in terms of the number of countries participating in the Olympic Games (all 205 National Olympic Committees (NOCs) participated in the Beijing Games) it is equally important to increase the number of athletes from developing countries who participate in future Olympic Games.

In the allocation of universality places for the first Youth Olympic Games in 2010, the IOC has decided that the 112 NOCs that had fewer than nine athletes on average (excluding team sports and tripartite invitations) at the Athens and Beijing Games, will be invited to request four universality places.

At the Athens and Beijing Games, 112 countries sent around 1,008 athletes out of the total of 10,000 athletes. This means that 54% of the NOCs were able to send only 10% of the athletes, while the remaining 47% of the NOCs sent 90% of the athletes who attended the Games. Of the 112 NOCs that had fewer than nine athletes, the majority are from developing countries.

The above analysis shows that the number of athletes from developing countries is far too small compared to the number from developed countries. It is of course impossible to improve the imbalance in the number of athletes from developing countries to participate in the Olympic Games in the next couple of editions of the Olympic Games. However, the IOC and the Olympic Family should draw up plans and programmes over a 16-year period to raise the number of athletes from 10% to say 25%.

This can be done by identifying the sports and events, which do not require physical size or expensive and sophisticated facilities and



equipment to produce Olympic standard athletes. Sports such as weightlifting, boxing, archery and events such as air pistol and air rifle in shooting are examples of opportunities for athletes from developing countries.

In order to level the playing field for athletes from developing events, the number that each NOC enters should be limited to one. Some Olympic sports, such as weightlifting, boxing, judo and taekwondo are already practicing such restrictions, which have provided more opportunities for developing countries to qualify. The chances of developing countries to qualify for team sports are negligible, as some form of restrictions on the number of entries for individual sports is justified to compensate for zero opportunities in team sports.

Universality should also be considered in terms of the participation of sports officials and leaders from developing countries in the IOC and its Commissions. A quick check of the composition of IOC members in 2008, showed that they are representative of only 76 of the 205 NOCs. Out of these 76 NOCs and countries, 21 of them additional IOC members of 34 in number, making the grand total of 110 IOC members.

Since the maximum number of IOC members is 115, and with 205 NOCs in the world, it will be impossible for universality to be achieved. A suggestion to advance the cause of universality for developing countries, is for the IOC to appoint ten Associate members from the least developed countries, giving them limited rights and privileges (such as no voting rights) for an appointment of one quadrennial. After four years, another ten Associate IOC members will be appointed to replace the first ten Associate members.

It is not the intention of this paper to question the method of selection of the IOC members. However it would be unfair to suggest a review of the necessity of some countries (almost all developed countries), to have so many IOC Members. In the case of IOC members from the International Federations, there is at least one case, where the IOC member is not the President of the IF.

The same situation exists in the compositions of the IOC Commissions. Of the 28 or 29 IOC Commissions and Committees, the vacancies for non-IOC members should be filled by NOCs that have no IOC members i.e. from the remaining 129 NOCs. This would certainly provide opportunities for the Olympic Family to achieve universality and allow the developing countries to learn more about the workings of the IOC Commissions and so become more committed and closer to the IOC and the Olympic Family.

The tenure of the commission members from NOCs with no IOC members should be limited to four years and should be given to other similar NOCs at the end of the quadrennial. The Olympic Family with 205 NOCs

is sufficiently large to have a reservoir of good and able people who are just waiting for the opportunity to serve the Olympic Family.

CONCLUSION

It is necessary :

1. To increase the participation of athletes from developing countries in the Olympic Games from 10 % in 2008 to 25 % in 2024.
2. To identify sports and events in which athletes from developing countries could excel and reduce the number of entries in certain sports and events to one per country.
3. For the IOC to consider the appointment of ten Associate IOC members from the least developed countries for one quadrennial with limited rights and privileges.
4. That the IOC confines the appointment of non-IOC members to those NOCs with no IOC members

VITALY SMIRNOV

RUS – Russian Olympic Committee

DONNER AUX PAYS EN DÉVELOPPEMENT LA CHANCE D'ORGANISER LES JEUX

Il est nécessaire d'aider les Comités Nationaux Olympiques (CNO) des pays en développement si l'on veut voir un jour les Jeux Olympiques en Afrique, en Asie ou en Amérique du Sud. Nos demandes doivent également être plus modestes s'agissant des infrastructures olympiques. Le Comité International Olympique (CIO) doit aider davantage les CNO en ce qui concerne la conception, la planification et la gestion des Jeux.

It is necessary to assist the National Olympic Committees (NOCs) of developing countries if we are to see the Olympic Games held in Africa, Asia and South America. We also need to make more modest requests regarding Olympic infrastructure. The International Olympic Committee (IOC) must offer more help to NOCs in terms of the design, construction and management of the Games.



ERICA TERPSTRA

NED – Nederlands Olympisch Comité*Nederlandse Sport Federatie

POUR SUIVRE UN RÊVE MONDIAL : BÂTIR UNE SOCIÉTÉ PLUS FORTE GRÂCE AU SPORT

Il convient certes d'investir pour promouvoir le sport comme un outil de développement, mais aussi pour encourager le sport comme une activité ayant sa propre valeur intrinsèque. Sans investissement dans ce domaine, le sport en faveur du développement va vite perdre de la vitesse. Les spécialistes du développement et du sport doivent apporter leur contribution. Ils doivent enrichir leurs connaissances mutuelles et non pas être tentés de se mêler de sujets qui ne relèvent pas de leurs compétences.

Si le secteur danois du sport, les organisations non gouvernementales (ONG) en faveur du développement et les partenaires locaux parviennent à renforcer encore leur coopération, les programmes, projets et activités dans ce domaine ne pourront qu'être fructueux et attirer ainsi un financement continu. Comme dans le sport, c'est un travail d'équipe.

The practice of sport is widely seen as a basic human right and a fundamental principle of the Olympic Charter. According to the fourth Olympic principle, "The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit."

The Olympic Movement set up the Committee for International Olympic Aid in 1962 to promote sport in newly independent countries and nations. This official IOC committee and the Olympic Solidarity Commission (created in 1981) have helped develop a substantial number of sport organisations across the globe. At present, the Olympic Solidarity Commission has a substantial budget at its disposal for sport development worldwide.

Clearly, the International Olympic Committee (IOC) continues to attach great importance to sport as a human right and takes concrete action to promote sport participation. Additionally, the IOC supports sport for development through field projects and cooperation with United Nations (UN) organisations.

On a more modest scale, the Netherlands also helps to advance human rights around the world. Our investments in sport development give individuals and society at large the benefits of sport and the right to practise lifelong and elite sport.

Sport has been an important element in Dutch development cooperation for more than a decade. In 1998, a national "Sport for Development" policy document appeared under the responsibility of Erica Terpstra and Jan Pronk, the then Minister of Sport and Minister for Development Cooperation, respectively.

The policy has resulted in a considerable number of sport-related projects worldwide, particularly in Africa. In the beginning this was mainly through the NOC*NSF and the Royal Dutch Football Association. Many organisations working in sport as well as development cooperation have now joined the team. Strong contributions have also been made by International Federations, the IOC and UN organisations as well as sport organisations in Norway, the United Kingdom and Canada.

Sport is a powerful and proven instrument for achieving specific development objectives. Having learnt from past experiences, the Dutch government and Nederlands Olympisch Comité*Nederlandse Sport Federatie (NOC*NSF) are currently giving fresh impetus to sport for development. The new "Sport for Development" policy document (2008) has firmly embedded sport in Dutch development cooperation. Currently, the focus is on using sport to strengthen the position of women as well as the young and handicapped in South Africa, Suriname, Kenya, Burkina Faso, Zambia, Mozambique, Senegal, Bhutan, Indonesia and Guatemala.

In the 1990s, the NOC*NSF was primarily concerned with carrying out field activities to further sport for development. Since then, our focus has shifted to providing guidance and concrete support in this field to our member sport federations. Within the new national policy framework, the NOC*NSF has been charged with setting up the "Sport Coalitions in Action" programme (2008-2011). Programmes in ten selected countries are being developed in close cooperation with organisations in the Netherlands and those in the developing countries concerned, as well as experts working in development cooperation.

A monitoring and evaluation system was introduced in order to ensure the effectiveness of the programmes. This is not an auditing system imposed by the Dutch. The feedback produced by the system will be used by the local partners to determine the best form of intervention and any adjustments that may be required. This is part of the collective learning curve, which allows organisations to gain from the other's experiences.

To ensure sustainability, the ten country programmes are based on various key principles:

- In conjunction with local partners, Dutch organisations will invest the necessary time, effort and care in the initial phase of the project to identify, precisely, the issues at stake and "tools" to be used.



- The focus is on the long-term. To use a sport metaphor, progress must be viewed as a marathon and not a 100 m dash!
- Dutch organisations must work closely together with local partners in the developing countries, with the aim of creating a strong sense of local ownership.
- Wherever possible, Dutch organisations should build on the success of existing activities, preferably those that already involve Dutch organisations and have gained the requisite expertise.
- Investments must be made not just to promote sport as a development tool, but also to encourage sport as an activity with its own intrinsic value. Without investments in the latter, sport for development will quickly run out of steam. Both development experts and sport specialists need to be involved. They must complement each other's knowledge and not be tempted to get into topics outside their own areas of expertise.

If the Dutch sport sector, development NGOs and local partners manage to further strengthen their cooperation, it is evident that programmes, projects and activities in this sphere can only achieve good results and thus attract continued funding. As in sport, this is all about team work.

The best practices stemming from the Dutch experiences in "Sport Coalitions in Action" will be made available to interested parties in the Netherlands and abroad. After all, the overriding objective remains to give people everywhere the right and opportunity to enjoy the pleasures and benefits derived from sport participation, and the opportunity to use sport as a means to improve their own societies.

GUNO VAN DER JAGT

SUR – Surinaams Olympisch Comité

PAYS EN DÉVELOPPEMENT ET UNIVERSALITÉ

L'universalité est l'une des caractéristiques les plus importantes des Jeux Olympiques. La volonté de réduire les coûts menace l'universalité des Jeux, et les pays en développement, qui disposent de peu d'infrastructures, en seront les victimes directes.

Donner aux pays en développement plus de choix en ce qui concerne les sports avec invitations de participation permettrait d'augmenter les chances de développement d'autres sports moins onéreux et d'améliorer la valeur des athlètes qui y participent.

Universality is one of the most important characteristics of the Olympic Games. There is no sporting event where all the countries in the world are represented. This characteristic should be protected under all circumstances. The drive to keep the cost under control, however, is threatening the universality of the Games and has limited the number of athletes and officials in the Games by imposing qualification norms.

Developing countries are of course victims of these qualification norms as the former lack the resources and knowledge to be able to develop their programmes in a structured manner. Knowledge and facilities are key to the structural development of sport programmes in developing countries. The lack of knowledge can be covered and developed by the Olympic Solidarity programmes. Often the International Federations make the excuse that infrastructure is the responsibility of the governments. Developing countries, however, usually have a shortage of financial resources and other priorities delay or eliminate the construction of facilities. A sustainable quality improvement in sports is made very difficult for these reasons. Investment in facilities by the International Olympic Committee (IOC) and the International Federations (IF) in developing countries will be key to guaranteeing the universality of the Olympic Games in the long term.

Currently, universality is guaranteed by giving countries with no qualified athletes the opportunity to enter athletes in two sports only, athletics and swimming. The sports in which these "wild cards" are assigned to, should be left to the National Olympic Committees (NOCs). Conditions and quantities could be developed and doing this will lead to the following:

- Incentives for other individual sports to work on their development;
- Higher quality athletes since NOCs know best which sports to develop in their countries. You cannot have swimmers, for example, if you do not have a pool.
- Higher returns on investments in facilities as some sports require less expensive facilities to develop top athletes.

PERNILLA WIBERG

Comité International Olympique

UN SYSTÈME DE ROTATION POUR L'ORGANISATION DES JEUX OLYMPIQUES

Disposer d'un système de rotation pour déterminer où se tiendraient les Jeux Olympiques tous les quatre ans profiterait au Mouvement olympique. L'intérêt pour les sports olympiques augmenterait et



les pays en développement auraient la possibilité d'accueillir les Jeux. Si les membres devaient choisir entre les pays d'un seul continent, leur vote s'en trouverait également simplifié.

For a long time now the sports movement has seen a drop in the numbers of young people interested in practicing sports. Maybe it is time to put the Olympic Games in continents/countries where they have never been before.

An easy way would be to introduce a rotation system for the Olympic Games based on the five continents. The Games will automatically go to countries that would never have a chance to become an Olympic host if competing with other continents.

This would also automatically make the Games more universal. As any country organising the Olympic Games wants to get medals, they would invest in their country's sport system. In the end the sports movement will have athletes from more countries.

It would also be easier for members to vote if they have only to consider countries from one continent. I also think that the organisation of the Olympic Games is a lot of work for all the Organising Committees for the Olympic Games (OCOGs). This work has to be done over and over again even if the International Olympic Committee (IOC) now has the Olympic Games Knowledge Services (OGKS) which allows all OCOGs to archive information. What if the IOC had a professional OCOG team? I think that would make it a lot easier for both the organising city and the IOC.

GREG WILSON

INA – Komite Olahraga Nasional Indonesia

RENFORCER L'UNIVERSALITÉ DES JEUX POUR LES PAYS EN DÉVELOPPEMENT

Les discussions se multiplient concernant le concept de l'universalité aux Jeux Olympiques ainsi que l'assistance apportée aux pays en développement, tels que l'Indonésie, qui souhaitent prendre part aux Jeux Olympiques et au Mouvement olympique en général. Tout en reconnaissant grandement les subventions et autres aides reçues par le biais de la Solidarité Olympique, cette contribution examine quelques-uns des problèmes auxquels les pays en développement doivent faire face pour pouvoir participer aux Jeux Olympiques, notamment aux Jeux d'hiver. Sont également examinées les difficultés pratiques que doivent surmonter les pays en développement afin d'obtenir les infrastructures et ressources nécessaires pour établir et maintenir

une solide tradition olympique. Cette contribution souligne quelques-unes des inégalités perçues dans le système et propose des solutions claires.

INTRODUCTION

With 235 million people, Indonesia is the fourth most populous nation in the world and is developing at a rapid rate. It believes that international sport is a great vehicle to interact and engage the world in a positive manner and for this reason has participated in the Olympic Summer Games since 1952. National sporting competitions such as the quadrennial Indonesian National Games (PON) assume great significance and attention within Indonesia as do regional games such as the South East Asian, Asian and Olympic Games.

1. THE WINTER OLYMPICS

Indonesia is positioned along the equator and as such does not have snow or ice within its vast territorial borders. However, there is an emerging interest in sports such as ice skating and speed skating. As a result some indoor venues have been constructed where these sports are regularly practised and from which our sports men and women train for international competitions.

Recently some of our winter sports athletes have expressed a desire to compete at the 2010 Olympic Winter Games in Vancouver. They have asked for our help to enhance their training and financial assistance to enable participation in international qualification tournaments. However, there is no funding assistance available for these athletes through the Olympic Solidarity programme.

The general information on the "Olympic Solidarity for Athletes World Programme" states that:

"In accordance with the guiding principles approved by the Olympic Solidarity Commission and the wish to avoid increasing artificially the universality of the Olympic Winter Games, only National Olympic Committees (NOCs) that took part in the Olympic Winter Games in Turin in 2006 can apply for Olympic scholarships within the context of this programme."

This is a regrettable statement and against the very essence of universality. The door is shut permanently on countries that did not join the "Olympic Winter Games Club" in 2006.

Indonesia is a developing country and its hopes of joining the world stage at the Olympic Winter Games should not be seen as "artificially increasing the universality of the Games". It is a normal and natural development for a large country keen to join its fellow nations on the



world stage. One would expect that Olympic Solidarity would encourage, rather than prevent, the realisation of these noble aspirations.

One would hope that offering universality places would serve as a tremendous boost for athletes in Indonesia while helping to develop their sport. Indonesia's participation in traditional winter sports such as figure skating and speed skating would allow us to mix with and learn from different countries while developing important connections and relationships. The International Olympic Committee (IOC) should strongly encourage such relationships by providing universality places as well as financial assistance to countries to facilitate their training and participation in important competitions.

2. OLYMPIC SOLIDARITY GRANTING SYSTEM

World coaching programme

Indonesia is grateful for the funding it has received from Olympic Solidarity and this assistance has been very useful in enhancing our sporting development. The "World Programme for Coaches", in particular, is very useful. The programme allows for foreign experts to provide training for international level courses to Indonesian coaches. Conversely, the programme makes it possible for Indonesian coaches to travel abroad to further their education and development. However, the programme is very limited in scope.

In 2009 the "World Programme for Coaches" will enable Indonesia to conduct two technical coaching courses, involving a foreign expert, for a 10 to 14 day period. This basic course will be available to perhaps 20 coaches. Additionally, we can bring one foreign expert coach over to Indonesia for a 3 to 6 month period to help our development in one sport. Indonesia will also send one coach overseas to do a 3 to 6 month sport science or sport specific training course through the "Olympic Scholarship for Coaches" programme.

While Indonesia is grateful for these programmes and assistance, it is a drop in the ocean for a country of 235 million people spread over 33 provinces and over 1,000 islands. In order to aid universality and assist developing nations, this funding programme must be extended with specific criteria for developing countries. Large developing countries such as Indonesia should be given five times the number of places and assistance than developed countries. The current policy of one Olympic Coaching Scholarship grant per NOC, independent of the size and development of the country, must be revised.

Infrastructure programmes

The dominant problem for most developing nations is a lack of basic sports infrastructure, such as gymnasiums, sporting fields and running

tracks. Olympic Solidarity has World Programmes for athletes, coaches, management and Olympic values, but not for sporting infrastructure. This is a real pity for developing nations like Indonesia. To really develop its long-term potential, infrastructure is desperately needed.

Indonesia hopefully will be lucky enough to secure 15 Olympic Scholarships through the Olympic Solidarity for Athletes programme so that its finest athletes can train for two years overseas in the world's best sporting facilities. This is truly appreciated. However, what we really need is assistance to develop such facilities at home and some contribution to the long-term development of Indonesian sport so current and future athletes can benefit from these facilities. It is our hope that the IOC will develop a special category of infrastructure grants for developing countries.

CONCLUSIONS

Although Indonesia is grateful for the IOC's assistance, the latter should consider improvements in the provision of universality places and financial assistance for the Olympic Winter Games. There is also a need to change the Olympic Solidarity funding model that recognises the unique problems and assistance required by large developing countries for coaching and infrastructure so that truly universal participation in the Olympic Games can be achieved over the long term.

SHONA WOO

SYOGOC – Singapore Youth Olympic Games Organising Committee

TRIOMPHE SUR L'ADVERSITÉ

Cette contribution se rapporte à la pertinence du respect comme l'une des valeurs essentielles des Jeux Olympiques dans le domaine du sport. Elle traite de questions telles que l'universalité de la participation aux Jeux Olympiques, tout particulièrement pour les pays en développement.

D'aucuns peuvent croire qu'étendre notre respect au domaine du sport et travailler en vue de l'universalité des Jeux Olympiques sont deux souhaits idéalistes. Toutefois, un nombre croissant de personnes se battent pour l'égalité des chances dans le domaine du sport, afin que tout un chacun puisse bénéficier des mêmes conditions de participation aux Jeux. Ceci est, je pense, une lueur d'espoir qui nous permet de penser qu'un jour, peu importe le temps que cela prendra, la justice et l'égalité de la participation aux Jeux Olympiques seront respectées. Après tout, les Jeux Olympiques sont un modèle d'universalité en faveur du sport et du jeu.



One of the core values of the Olympic Games is about giving due respect to the rules of a game for one's competitors and for one's own body. Many would agree that sport is for everyone regardless of wealth, age or status. But if sport really is for everyone, should it not provide more equal opportunities for participation?

Sadly, developing countries like Somalia and Kenya are not as privileged as wealthier states and often do not have full facilities for sports.

To be able to participate in the Olympic Games, countries would at least need to afford basic sport equipment and facilities like a stadium for track and field and a gymnasium. However, some countries are in the midst of a civil war or other internal strife and there is no funding for people active in sports. These individuals are sometimes even discriminated against for their involvement in the sporting field. [1]

There are, however, many positive actions that have been taken to help further universality in the field of sports.

Johann Olav Koss, the four-time speed skating Olympic Games gold medallist donated the prize money from his 1994 Lillehammer 1,500 m victory to "Olympic Aid", now known as "Right To Play". This is an athlete-driven humanitarian organisation that funds the delivery of sport and play programmes to children from developing countries. [2]

Perhaps it was his respect for sport and interest in furthering the universality of the Games that led Koss to champion equal rights for everyone to participate in a sport or game. It is undeniable that there are many limitations. Having the chance to play still does not equate having equal opportunity to participate in the Games. However, there has certainly been some improvement in this area to date.

There was some indication of this at the Beijing Games in 2008 with the participation of Abi Said Ibrahim and Samiya Yuusf Omar, both from Somalia, in the athletics events. They might not be remembered for any medals, fame or glory, but their participation at the Games is certainly a case of triumph over adversity.

Samiya finished last in the sprint event, coming in only 9 seconds after the winner. Where she comes from, however, the only stadium had no track, and athletes train on the streets. She was often harassed by militia and passers-by who thought running was inappropriate for a girl. [3] Unlike other countries, Somalia's athletes do not enjoy financial incentives or have access to top trainers and facilities.

Despite all the odds, Samiya and Abi turned up at the Games where their presence was enough of an indication that athletes from poorer countries would be seen in future Olympic Games.

Many may believe that extending our respect to sport and working towards the universality of the Olympic Games is idealistic. However, an increasing number of people are beginning to champion for equality of sporting opportunities so that everyone can be given a fair chance to participate in the Games. This, I believe, is our glimmer of hope, that one day, no matter how long it takes, fairness and equality of participation in the Olympic Games will be achieved. The Olympic Games are after all a model of universality for "sport" and "play".

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L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

FAISAL BIN AL-HUSSEIN

JOR – Jordan Olympic Committee

L'AUTONOMIE DES CNO ET LE RÔLE DU CIO

Dans certains pays et territoires, les Comités Nationaux Olympiques (CNO) entretiennent des relations complexes et parfois fragiles avec leurs gouvernements respectifs, ce qui compromet leur autonomie.

En cas d'interférence de leurs gouvernements respectifs, les CNO s'en remettent souvent au Comité International Olympique (CIO) pour obtenir du soutien. Pourtant, bon nombre de CNO qui ont eu ou ont des difficultés pensent que le CIO pourrait en faire davantage.

Comme le précise cette contribution, le CIO ne peut réglementer et ne dispose pas de tout un arsenal de sanctions plus ou moins strictes à sa disposition immédiate. En tant qu'organisation, il doit faire jouer son influence par d'autres moyens efficaces à long terme.

When sport and politics mix the result can be a highly combustible cocktail, which has the potential to create widespread and long-term damage.

And over the years there have been significant examples of governments seizing upon the glamour, access, profile and power of sports for their own non-sporting purposes. In almost every case, this has involved governments heavily interfering in the work of their National Olympic Committees (NOCs).

National Olympic Committees are the representatives of the Olympic Movement in 205 countries and territories around the world. If the IOC were a state, the NOCs might – in some respects – be seen as their embassies, deserving at the very least the same level of respect and protection required by foreign embassies under international protocol.

The difficulty is that National Olympic Committees in certain countries and territories have complex and occasionally fragile relationships with their governments. Moreover, it is the governments, which inevitably control a significant portion of the funding that allows the NOCs and their affiliated sports bodies to carry out their vital work.

Under the Olympic Charter, each NOC is an autonomous body with clearly defined rights, duties and responsibilities to sport and the Olympic Movement. The Charter emphasises the need to maintain positive relationships

with government and it is clearly not in the interests of NOCs or of sport for these relationships to deteriorate. A positive government will provide financial, legislative and social encouragement for the work of an NOC while the reverse is inevitably true if that relationship breaks down.

Thankfully, most NOCs enjoy generally positive relationships with their governments. Of course there are occasional tensions over funding and other issues – that is inevitable in modern societies – but the relationship tends to be built on a solid recognition by governments of the importance of the role of NOCs and the way that reflects on their country.

Sadly that it not always the case and the Olympic Movement and the world in general has been shocked by the intervention of some governments in the work of NOCs, sometimes as a result of the unscrupulous behaviour of individual politicians who see an association with the Olympic Games as a means of furthering their illegitimate personal objectives.

What can NOCs do when governments interfere in their affairs? Where can they turn for advice, support and practical assistance?

There is only one place and that is the International Olympic Committee itself. While NOCs do not expect the IOC to be able to solve all of their difficulties, it is reasonable for them to expect that it will act to ensure that the minimum conditions of the Olympic Charter are respected.

Yet many of those NOCs which have experienced or are experiencing difficulties believe that more could be done by the IOC.

This is clearly a complex as well as a controversial area. NOCs need the support of the IOC to maintain their autonomy and to promote and nurture Olympism and sport in their respective countries. But the IOC is not an international policing agency with a range of hard-hitting sanctions at its immediate disposal. It must bring its influence to bear in other effective and more long-term ways.

After all, the IOC's priority is to ensure that the Olympic Games take place and athletes from nations around the world enjoy the right to participate. When governments interfere with the operations of National Olympic Committees, they fundamentally damage their structure designed to ensure the globality and inclusivity of the Olympic Games. This challenges the IOC's own mission and destroys the hopes and dreams of athletes in the long term.

NOCs around the world do priceless work, which positively impacts on the lives of billions of people. They need to enjoy the autonomy guaranteed under the Olympic Charter, to continue that work. The IOC, with the support of the wider Olympic family, must come together to find new and effective ways of helping ensure that guarantees are upheld, even in these challenging as well as politically and financially volatile times.



THOMAS BACH

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L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

L'autonomie du sport est une question stratégique et, en même temps, un défi quotidien. Un examen soigneux de la définition de l'autonomie du sport et du Mouvement olympique est nécessaire. Pour mener à bien notre mission, nous dépendons de partenaires dans le monde de la politique, des entreprises, de la culture et de la société. Il nous faut une vision claire de nos principes, lesquels sont non négociables, de nos responsabilités et des conditions exclusives pour tout partenariat.

The autonomy of sport is a strategic issue and a daily challenge at the same time. A careful examination of the definition of the autonomy of sport and the Olympic Movement is required. In doing so, we will come to realise that no person or organisation can be fully independent. In order to accomplish our mission we depend on partners in politics, the corporate world, culture, and society. We need to have a clear vision of our nonnegotiable principles, responsibilities and exclusive conditions for any partnership. We have to be clear on the definition of autonomy and we have to convey our stand on this issue to everyone.

When discussing this topic at the Olympic Congress we should remain realistic and always consider the possibilities for implementation. In this globalised world, sport is not an island. Therefore the definition of autonomy should restrict itself to the real essentials rather than express wishful thinking. This Congress should also bear in mind that while autonomy represents a challenge, the rewards of meeting that challenge are success. Others will then be eager to take part in this success. While we may sometimes be tempted to share that success to reap short-term benefits, this puts our autonomy at risk in the long run. Defending our autonomy does not only entail asking others to respect it, but also that we respect and abide by our own rules of good governance.

A closer look at the issue of autonomy and sport over the past two years reveals some good, and alas, some troubling developments. On the upside, we can register success in our relationship with the United Nations, which fully respects the achievements and autonomy of sport. There has been progress in terms of the decisions made by the Swiss Federal Court regarding respect of the rules of sport and their implementation, including the recognition of our independent arbitration system and the many decisions affecting our autonomy that have not been taken.

There is, however, still so much to be done. Over the past two years there were more than ten cases where governments clearly intervened in our own and exclusive remit. There were cases where a government

itself convened a general meeting of the national sports organisations. And there are other examples where a government completely circumnavigated the general meeting and tried to directly appoint the members of the executive board of the sports organisation.

All those who had to fight hard to defend the autonomy of sport deserve our deepest respect and thanks. Some NOC Presidents and their families suffered personally. In their struggle to safeguard the autonomy of sport and to protect our values, they have become important role models.

The autonomy of sport within the European Union (EU) is a difficult issue. The attitude of European institutions is rather ambiguous. On the one hand sport is treated like any other business or trade; on the other hand the Lisbon Treaty requests the specificity of sport, but not its autonomy, to be respected. The European Court of Justice – in an amendment of its jurisdiction – goes as far as to say that the rules of sport, such as for anti-doping, are subject to its jurisdiction and appreciation. It is for this and other reasons that the IOC President entered into discussions with the Commissioner in charge of sport as well as the European sports ministers. The transformation of the EU Office of German Sports in Brussels into the European Olympic Committee (EOC) EU Office is a vital step in this process, strengthening our presence as we speak with just one voice for the Olympic Movement and the sports movement generally.

In Germany we had a special situation involving the merger of the German NOC and the German Sports Confederation. The German government's respect for the autonomy of sport was evident during this merger. The relationship between sport and the government in Germany is based on three principles: autonomy, subsidiarity and partnership. The merger of the two national sports organisations to form the German Olympic Sports Confederation (DOSB) has significantly strengthened the position of all sports in Germany, which are now under a single umbrella organisation. The DOSB, consisting of more than 27 million members and almost 100 sports federations, is by far the largest civil organisation in the country responsible for all sports at all levels. This, and the fact that the administrative budget of the DOSB does not include any government subsidy, gives the organisation a strong standing in its partnership with the government.

This partnership works extremely well even in areas where sport enjoys funding by the federal government, for instance in top-level sports, or in areas where sport fulfils its social responsibility such as in education, integration, health and many other fields.

In these and other areas the DOSB cooperates with the Chancellor and eleven ministries. As a result of this cooperation more than 7.5 million volunteers contribute working hours totalling to some EUR 10 billion a year. The different ministries support these activities through their respective budgets, but always respect the autonomy of sport.



For example, the Federal Ministry of the Interior responsible for sport has signed a contract with the DOSB to support top-level sports. This contract clearly sets forth the mutual rights and obligations that are binding for both parties. Another example is the fight against doping for which we have established an integrated system with contributions from both the government and sports, based on a ten-point action plan issued by the DOSB.

For these and many other reasons we are glad of the stance our Government takes concerning the independence of sport. Nonetheless, we are also aware that this is enhanced by the existence of a single and strong sports organisation. Prior to the merger there were some attempts by politicians to run sports according to the old Roman principle of “divide and rule”. With one united organisation, governed by the majority of the Olympic federations, this kind of approach is less likely to come to bear. A fact our politicians are coming to realise more and more. We are in constant dialogue with our Federal President who meets the Executive Board of the DOSB annually, with our Chancellor and with most of our ministers. They all respect the autonomy of sport. But this autonomy is not a purpose unto itself. The ultimate goal of safeguarding our autonomy is to protect our values.

Last but not least, it is essential for the sport movement to realise its own part in protecting the independence of sport. It cannot claim autonomy without itself contributing something in exchange. The sport movement must also earn and deserve its autonomy. For any sport organisation it is therefore crucial to ensure its independence from external influences and to run the organisation based on principles of good governance.

PATRICK BAUMANN

Comité International Olympique

BONNE GOUVERNANCE ET ÉTHIQUE

S'il peut y avoir des différences entre les organisations, les valeurs fondamentales de la gouvernance et de l'éthique devraient s'appliquer à travers tout le Mouvement olympique et sportif. Pour qu'une fédération nationale soit affiliée à une Fédération Internationale (FI), et pour que cette dernière soit reconnue par le Comité International Olympique (CIO), il faut rendre obligatoire pour toutes ces entités l'adhésion à un système de valeurs commun et mondial. Il en va de même pour les Comités Nationaux Olympiques (CNO) et leurs relations avec le CIO.

À cet effet, chaque organisation devrait se doter :

- 1. de principes fondamentaux en matière de gouvernance ;**
- 2. d'un code d'éthique et, le cas échéant ;**
- 3. d'un code de bonne conduite.**

Un ensemble clair de règles de bonne gouvernance n'exclura pas entièrement ces risques mais les minimisera grandement. L'autonomie du mouvement sportif sera ainsi mieux préservée.

In September 2006 and February 2008, the International Olympic Committee actively promoted discussions on the autonomy of the Olympic and sports movement. One clear conclusion was that good governance is essential to preserve the autonomy of sporting organisations and to strengthen the movement as a whole.

The autonomy of sporting organisations is threatened by badly written regulations (which opens the door to unnecessary court cases), by unclear electoral proceedings (which provokes disruptive leadership conflicts and government interference), by financial mismanagement (which can lead to bankruptcy, withdrawal of sponsorships or to “interested” government intervention) or by compromised competition results (which seriously damage the credibility of sport and its leaders). A clear set of good governance rules will not completely exclude these risks but will minimise them greatly. In this way the autonomy of the sports movement will be better protected.

It is the role of the International Federations and their affiliated member National Federations and Associations, to promote the principles of good governance and ethical behaviour. The same applies to the International Olympic Committee (IOC) and the National Olympic Committees (NOCs).

The IOC has proactively promoted its Code of Ethics and, more recently, the Basic Universal Principles of Good Governance. [1] International Federations and National Olympic Committees have in turn adopted their own rules, principles and codes of conduct and fair play, but in a fragmented and individualised manner. In many instances these regulations are developed following decisions by the Court of Arbitration for Sport (CAS) or following various conflicts within the organisations.

While there can be differences between organisations, the basic values of governance and ethics should apply across the entire Olympic and sports movement. For a National Federation to be affiliated to an International Federation, and for the latter to be recognised by the IOC, it must be made mandatory for all these entities to adhere to a common and global system of values. The same applies to National Olympic Committees and their relationship with the IOC.

To this effect each organisation should avail itself of :



1. Basic Governance Principles,
2. A Code of Ethics and, if required,
3. A Code of Conduct.

1. THE BASIC GOVERNANCE PRINCIPLES

The Basic Governance Principles cover four interrelated areas of an organisation's work :

- First, the organisation must consider and establish a clear definition of its vision, mission and strategy. Most of the time, this is found in well-drafted Statutes.
- The second critical set of principles relates to an organisation's structure and its democratic processes. It is necessary to regulate the composition/membership of the organisation, its representation in decision-making bodies as well as their electoral procedures, which must be transparent and clear. These principles must also be anchored in the organisation's Statutes.

In addition, the rights and obligations of sporting organisations, in relation to their participation in competitions, must also be regulated with a high degree of predictability, in order to avoid abuses. Furthermore, any affected party has the right to a fair and transparent decision-making process, including the right to be heard and to challenge a decision through appeal proceedings. These principles should be part of the organisation's procedural regulations and must be clear, transparent and disclosed to the public.

- The third set of principles relates to the competence, integrity and ethical standards to be expected from elected officers and the Federation's management. These principles are grounded in the rules and regulations governing the accountability of management's acts and decisions as well as the transparency and openness of their financial disclosures. These standards are also applied during internal and external audits. The rules are typically developed by the Board in cooperation with external auditors and must be disclosed to all members of the organisation.
- The fourth set of Good Governance principles relates to dialogue among stakeholders. As economic interests grow, stakeholders are no longer confined to just the original members, but also includes the athletes, clubs and those who contribute financially to the organisation, such as sponsors or governments. A participative and open dialogue is required, which can be promoted through an appropriate enlargement of decision-making or advisory bodies and proper public relations.

The Statutes and Regulations of an International Federation typically reflect and contain the basic architecture of the principles of good governance. They may vary regarding the terms for elected officers, age limits and the composition of the Board for example. However, each set of statutes and regulations reflects the culture of the organisation and its historical background. However, regulations referring to financial transparency, audits, checks and balances, separation of powers must be uniform for all organisations.

A CODE OF ETHICS

- A Code of Ethics should be added to the regulatory framework in line with the IOC's own Code. It should express, in writing, the fundamental principles that provide behavioural guidance in cases where no specific rules are in place or where matters are genuinely unclear. It should primarily respond to the Socratic question "what one ought to do" and must be based on the common values of the organisation.

A CODE OF CONDUCT

- A well-drafted Code of Conduct, consistent with the primary Code of Ethics, should provide specific and practical guidance to the individual members of the organisation. The drafting of these texts is not simple. Few organisations take the trouble to assess the culture they seek to reinforce or change. This can be done by conducting a "values audit". If this audit approach is followed, the organisation is more likely to apply rules that they have had a hand in developing rather than those that have been passed down from "up high".

Ensuring broad based stakeholder involvement in the development and implementation of codes will increase the relevance of the resulting document to the daily experiences of those to whom they apply. Additionally, widespread involvement will help ensure that codes do not call for one kind of approach, while custom and practice demand another. This has been the IOC's intent in organising the various seminars on Autonomy and the reason for dedicating a specific theme to this issue at the 2009 Olympic Congress.

FIBA is currently also conducting a "values audit" to rewrite and complement its own Code of Ethics and other related regulations in line with the conclusions that the Olympic Congress will take. FIBA's intention is to make these texts relevant to its membership while driving forward progress on good governance and imposing minimum standards as a key requirement for their affiliation with FIBA.

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- [1] The *IOC Code of Ethics* and the *Basic Universal Principles of Good Governance* can be found at www.olympic.org



JOSEPH S. BLATTER

FIFA – Fédération Internationale de Football Association

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE – 1. LES FONDEMENTS

À la suite des deux séminaires sur l'autonomie du Mouvement olympique et sportif organisés à Lausanne en septembre 2006 et février 2008, l'inscription de ce thème à l'ordre du jour du Congrès olympique 2009 représente un pas supplémentaire dans la défense d'un des principes fondamentaux du Mouvement olympique.

Les axes de cette contribution sont les suivants :

1. les fondements de l'autonomie ;
2. les menaces à cette autonomie ;
3. les solutions et les perspectives.

Aujourd'hui, le sport est partout par son universalité et la multiplication des compétitions. Phénomène de société, on lui prête toutes les vertus. De ce succès extraordinaire, de cette popularité, naissent les dérives et les tentatives de s'approprier le sport pour d'autres objectifs que le seul intérêt du sport. Dans ce contexte et sur la base de nos expériences communes, la réflexion s'impose sur cette autonomie.

Dans cette première partie, nous reviendrons sur les fondements de l'autonomie du sport.

1. LES FONDEMENTS DE L'AUTONOMIE DU SPORT

1.1. L'AUTONOMIE DU SPORT EST UNE NÉCESSITÉ ET UN DROIT

Pour plusieurs raisons :

a. Le temps du sport n'est pas celui des autres activités

Le temps du sport est celui de la patience, de l'effort et de la ténacité. Il faut plusieurs années pour former un champion, pour faire grandir un club, pour faire mûrir un collectif dans les sports d'équipe et pour mettre en place une fédération performante, efficace et bien gérée.

Le temps des médias est de 24 heures et celui de la politique se limite à des mandats de 4 à 5 années dont, en fait, seules les 2-3 premières peuvent être considérées comme « productives ».

Cette autonomie est donc essentielle pour donner du temps au sport et au sportif, pour permettre à la patience et au travail de porter leurs

fruits, face à l'immédiateté et à l'espoir souvent vain de résultats rapides qu'agitent les spécialistes de la « communication »...

b. L'autonomie préserve les valeurs du sport

Ces valeurs sont protégées par l'autonomie du sport :

- L'intégrité des compétitions ne doit pas être remise en cause par les influences politiques.
- Le sport est pour tous et ne peut faire l'objet de récupération politique, partisane ou religieuse. Il n'y a pas un sport de droite, ni un sport de gauche. Il y a un sport où tout un chacun a sa chance, quels que soient son origine ethnique, son sexe et son rang social.
- L'autonomie doit protéger aussi contre le contrôle des organes sportifs par telle ou telle puissance y compris économique : propriété des clubs, transferts de joueurs, influences des télévisions et des partenaires économiques, etc.

C'est le risque des tentations des ligues professionnelles fermées qui mettraient en cause le principe fondamental de la solidarité avec le sport amateur.

c. Le sport a le droit ET le devoir de s'autogérer

Comme dans le reste de nos sociétés, le droit d'association et ce qui en découle doivent rester intouchables.

- Principe de l'élection face aux nominations ;
- Choix de leurs dirigeants par les acteurs du sport ;
- Continuité donnée au mouvement sportif face aux changements, parfois brutaux, de nos vies politiques ;
- La justice sportive doit prévaloir car le temps du sport est celui de l'année alors que la justice ordinaire étale dans le temps ses procédures. Il nous faut aller vite pour suivre le rythme des compétitions et respecter l'organisation pyramidale du sport.

En fait, cette autonomie a un nom, la spécificité, car le sport ne se limite pas à sa dimension économique comme le croient depuis trop longtemps les organes de l'Union européenne (Commission, tribunaux). Cette spécificité doit être reconnue, respectée en Europe et partout dans le monde.

1.2. MAIS L'AUTONOMIE DU SPORT NE PEUT ÊTRE UNE FIN EN SOI

Car le sport n'est pas isolé. Il est le reflet – pour le bien comme pour le mal – des sociétés dans lesquelles il se développe.

Pour cette raison, l'autonomie du mouvement sportif doit impérativement être ouverte vers l'extérieur. Elle n'est pas défensive mais au



contraire la condition permettant la vivacité du sport dans nos sociétés, tout en assurant la participation de tous.

a. Ce dialogue est nécessaire pour le développement du sport et l'organisation des compétitions

Il est clair que pour se développer, le sport a besoin de la participation de tous :

- des pouvoirs publics pour renforcer l'enseignement du sport dans les écoles ;
- du secteur privé pour financer le sport de haut niveau qui permet à ce même secteur privé de tirer profit, en retour, des valeurs du sport pour vendre ses produits ;
- du secteur éducatif, culturel et social ;
- de tout un pays pour l'organisation d'événements sportifs tels que les Jeux Olympiques et la Coupe du Monde de la Fédération Internationale de Football Association (FIFA).

b. La coopération avec les gouvernements est indispensable pour lutter contre les dérives

Le mouvement sportif ne dispose ni des moyens d'investigation, ni de ceux de répression que requièrent aujourd'hui les nouvelles formes d'appropriation du sport :

- paris illégaux ;
- blanchiment d'argent par le sport ;
- trafic d'êtres humains et notamment de mineurs ;
- lutte contre la corruption, contre le racisme, contre le dopage et contre la violence.

Face à ces « nouveaux » défis découlant de la globalisation et de la déréglementation de notre monde, le mouvement sportif a besoin de la coopération des autorités gouvernementales pour protéger le sport.

c. Cette coopération doit se baser sur le respect mutuel des compétences de chacun

En effet, elle ne doit pas remettre en cause les compétences de chacun.

Un ministre du sport ne devient pas « LE » ministre du football parce qu'il finance une fédération. Il n'a pas non plus le « droit » de nommer des dirigeants sportifs du fait de ce soutien. Ni d'essayer de contrôler une fédération parce que le budget de cette dernière est alimenté par l'assistance d'une Fédération Internationale.

1.3. L'AUTONOMIE DU SPORT, ENFIN, NOUS CRÉE AUSSI DES OBLIGATIONS

Elles sont au nombre de trois :

a. Promouvoir la transparence

L'autonomie du mouvement sportif ne doit en aucun cas servir à dissimuler et à protéger la mauvaise gouvernance. Accepter la mauvaise gestion d'une fédération reviendrait de fait à donner à ceux souhaitant s'approprier le sport un prétexte pour le faire.

Cette autonomie ne peut, sur le long terme, se justifier que si elle s'accompagne d'une bonne gouvernance au sein des associations sportives, a fortiori lorsque des fonds publics leur sont attribués.

b. Adapter nos structures et nos modes de décision

Nous devons réfléchir au fait que nos sociétés étaient auparavant organisées sur un mode vertical avec des institutions fonctionnant sur le régime exclusif de l'autorité. Ce mode de fonctionnement a influencé nos structures sportives.

Or, le monde a changé. Les nouvelles habitudes sociales, le poids de la discussion et l'influence des nouvelles technologies ont remis en cause ce mode de fonctionnement en favorisant la concertation, l'explication et la conviction, sur cette seule autorité.

C'est pour cela que nous devons nous ouvrir encore plus aux sportifs, aux acteurs et protagonistes de notre sport, dans des processus de décisions qui associent l'autorité verticale et la concertation horizontale.

Nous devons également assumer pleinement notre responsabilité sociale ainsi que les obligations de dialogue et de communication qui en découlent.

c. Être cohérents dans nos actions pour la défendre

Enfin, cette défense doit être la même sous toutes les latitudes. Certes nous nous devons de tenir compte des particularités locales, des rythmes de développement.

Mais là encore, il n'y a pas un mode africain d'organisation du sport, un mode européen, un mode asiatique du sport, car ce qui nous unit est, de loin, plus important que ce qui nous sépare.

Voir la contribution suivante : L'autonomie du Mouvement olympique – 2. Les menaces.



JOSEPH S. BLATTER

FIFA – Fédération Internationale de Football Association

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE – 2. LES MENACES

Après avoir vu les fondements de l'autonomie du sport dans ma précédente contribution, nous allons voir, dans cette deuxième contribution, les menaces qui pèsent sur l'autonomie du sport.

Cette contribution est limitée à l'expérience acquise au sein du football et par les 208 fédérations de football qui sont membres de la Fédération Internationale de Football Association (FIFA).

2. LES MENACES QUI PÈSENT SUR L'AUTONOMIE DU SPORT

Cette contribution est limitée à l'expérience acquise au sein du football et par les 208 fédérations de football qui sont membres de la FIFA.

2.1. ÉVOLUTION HISTORIQUE

Cette expérience est certes particulière du fait que le football a un impact politique fort, qui génère de grandes ambitions de contrôle à son égard, mais elle n'est pas foncièrement différente de celle des autres sports.

La volonté de « contrôler » le football a toujours existé. Elle était essentiellement d'origine politique (Coupe du Monde de 1934 en Italie, entrée de l'Union soviétique à la FIFA après la Seconde Guerre mondiale, problème de la République Populaire de Chine pour rejoindre la FIFA), mais elle vient aussi de l'impact politique positif du football (rôle de l'équipe du Front de Libération Nationale (FLN) dans la lutte pour l'indépendance de l'Algérie, cas similaire pour le Bangladesh, victoire de la République démocratique allemande en 1974, Coupe du Monde de 1978 en Argentine) et de la structuration sociale apportée par le football (dans la colonisation, clubs militaires, clubs des chemins de fer, etc.).

De la même manière, le football a joué un grand rôle dans la lutte contre l'Apartheid (équipes fondées en 1908 en Afrique du Sud par Mahatma Gandhi, Makana FA sur Robben Island) et dans l'affirmation anticoloniale (par exemple, victoire du club de Mohun Bagan en 1911 face à une équipe britannique à Kolkata).

Cette dimension politique existe toujours sous de nouvelles formes, mais la différence majeure est une forte diversification, durant les vingt dernières années environ, des formes d'ingérence vers la dimension économique : volonté de groupes économiques et de télévisions d'influencer le processus de décision, la forme des compétitions, leurs résultats, etc.

En parallèle, relevons le caractère juridique (même judiciaire) et légal croissant de l'activité sportive et la course à la fois vers les tribunaux ordinaires et vers les mécanismes juridiques de l'Union européenne, avec l'objectif de contourner les institutions sportives et leurs réglementations.

2.2. TYPOLOGIE DES INGÉRENCES

Notons d'abord que les ingérences externes dans le sport se produisent partout, sans aucune distinction entre les continents ou entre les pays, et quel que soit le régime politique, constitutionnel et légal de ces pays.

On peut essayer de les classer en quatre grands types d'ingérence :

a. Sur les structures

- Nomination par les ministres des sports de membres dans les assemblées générales et commissions exécutives des fédérations de football ;
- Pressions électorales avant les élections au niveau national dans les fédérations ;
- Refus des résultats électoraux voire même du principe des élections ou de leur déroulement à bulletins secrets ;
- Conséquences des élections politiques et pressions des ministres des sports nouvellement désignés en vue de remplacer les organes dirigeants du football ;
- Vote de lois nationales sur le sport ou amendement de celles existantes afin de changer indirectement les statuts des fédérations.

b. Sur les résultats sportifs

- Nomination dans les organes juridictionnels des fédérations
- Soutien financier aux clubs proches du pouvoir politique en place
- Refus de la relégation d'un club à la fin de la saison du fait de l'identité du propriétaire du club ou de sa composante ethnique

c. Sur de nouvelles méthodes apparaissant du fait de l'action de la FIFA

- Pressions électorales au niveau des provinces
- Mise en faillite autoritaire de la fédération
- Campagne de dénigrement contre les dirigeants mobilisant les organes de communication dépendant des autorités politiques
- Création de structures d'appel des décisions des fédérations en dehors du mouvement sportif sous la tutelle d'organes gouvernementaux (tribunaux de sport gouvernementaux, conseils nationaux du sport, tribunaux populaires)



d. Sur les finances

- Conséquence sur les fédérations du sous-développement du pays mais avec des contraintes (nominations de membres, micro-management de ces fédérations) alors que ces subventions n'arrivent jamais aux fédérations et qu'elles servent souvent à faire voyager de très fortes délégations ministérielles.
- Chantage aux enquêtes fiscales sur les acteurs du football « réticents ».

2.3. LE CAS PARTICULIER DE L'UNION EUROPÉENNE

Cette ingérence est particulièrement grave dans le football compte tenu du poids relatif très important, en termes de structures et en termes économiques, du football européen dans le football mondial.

a. Des raisons historiques

Les manifestations de cette ingérence sont bien connues et découlent du fait qu'en l'absence du mot « sport » dans les traités européens, le sport a été traité et vu sous sa seule dimension économique, puisque celle-ci a constitué l'axe premier de la construction européenne.

Cette intervention dans le sport s'est d'abord établie sur la base de décisions de justice de la Cour de Justice de Luxembourg, dont la plus connue est sans conteste l'arrêt Bosman, mais aussi par une vision dérégulatrice de l'activité sportive, considérée comme une activité économique comme une autre et/ou perçue comme devant devenir un instrument à connotation « fédéraliste » de la construction européenne.

Si certains progrès ont pu être enregistrés du côté juridique (par exemple, arrêt Lehtonen sur les périodes de transfert), du côté de la Commission (évolution doctrinale avec l'acceptation de la vente centralisée des droits télévisés) comme du côté politique, avec l'acceptation progressive par les États-membres de la notion de spécificité (par exemple, Déclaration de Nice de 2000), la situation reste très préoccupante :

- absence de sécurité juridique même pour les règles sportives (arrêt Meca-Medina) ;
- non-reconnaissance de la justice sportive ;
- non-entrée en vigueur des articles du projet de Constitution européenne et du Traité de Lisbonne donnant une base légale forte au concept de spécificité, etc.

b. Les réactions du Mouvement olympique et sportif

Celles-ci se sont manifestées de plusieurs manières :

- renforcement du travail de lobbying auprès des institutions européennes, en particulier auprès des États-membres par une définition plus proches de nos préoccupations ;

- efforts pour renforcer l'unité d'action sous l'égide du Comité International Olympique (CIO) à partir de 2000, mais aussi l'unité de doctrine avec l'établissement d'une « position sur la spécificité et l'autonomie » présentée aux autorités européennes à l'automne 2008 ;
- développement des capacités d'action du mouvement sportif.

Voir la contribution suivante : L'autonomie du Mouvement olympique – 3. Les solutions et les perspectives.

JOSEPH S. BLATTER

FIFA – Fédération Internationale de Football Association

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE – 3. LES SOLUTIONS ET LES PERSPECTIVES

Après avoir vu, dans mes deux précédentes contributions, 1) les fondements de l'autonomie du sport et 2) les menaces qui pèsent sur l'autonomie du sport, nous allons voir, dans cette troisième et dernière contribution, les solutions et les perspectives qui s'offrent à nous dans ce domaine.

À mon sens, deux types d'action doivent être menées pour garantir l'autonomie du sport :

1. Actions propres à chaque Fédération Internationale (FI) pour son sport :

- améliorer les structures des fédérations pour en réduire les faiblesses ;
- mieux réguler les activités économiques et favoriser la bonne gouvernance ;
- rassembler et réintégrer les acteurs.

2. Actions collectives à mener sous l'égide du Comité International Olympique (CIO) et regroupant l'ensemble des acteurs du sport :

- renforcer encore la coopération autour du CIO entre les FI ainsi que notre unité d'action avec éventuellement la mise en place d'une structure formelle sur le thème de l'autonomie et de sa défense ;
- poursuivre nos efforts communs sur les questions européennes ;
- développer des positions communes sur des thèmes d'intérêt commun (justice sportive, procédures d'arbitrage au niveau national, application des décisions, etc.).



3. LES SOLUTIONS ET LES PERSPECTIVES

3.1. LES SOLUTIONS RETENUES PAR LA FIFA POUR LE FOOTBALL

Il s'agit de défendre nos fédérations dans les phases de crise par une politique de dialogue avec les auteurs des ingérences, qui, en cas d'échec, peut mener jusqu'à la suspension de la fédération de football de ce pays.

Mais il s'agit aussi de tout faire pour empêcher que ces situations se produisent ou du moins éviter les prétextes souvent avancés pour justifier ces ingérences :

a. Améliorer les structures des fédérations pour en réduire les faiblesses

- Formation des cadres ;
- Renforcement des structures (statuts-types à caractère obligatoire) ;
- Amélioration des pratiques démocratiques (contrôle des élections, code électoral standard ;
- Encourager les conventions de coopération avec les autorités publiques ;
- Soutenir financièrement les fédérations et les doter de leurs propres infrastructures (programmes Goal, Gagner en Afrique avec l'Afrique, etc.).

b. Mieux réguler les activités économiques et favoriser la bonne gouvernance

Sans pour autant « diaboliser » l'argent, on observe une volonté de re-réguler les dérives économiques.

- Contrôle des transferts (Transfer Matching System) ;
- Surveillance des paris (Early Warning System) ;
- Subordination des ligues professionnelles ;
- Licences de clubs ;
- Discipline des cas de corruption (arbitres, joueurs, entraîneurs).

c. Rassembler et réintégrer les acteurs

Ceci est fondamental pour renforcer l'unité interne au football, pour améliorer les processus de décision et pour lutter contre les tentatives externes de « diviser pour mieux régner ».

- Création en 2002 d'un tribunal interne du travail ;
- Institution en 2005 de la « Task Force » pour réfléchir aux problèmes du football et proposer des mesures ;
- Signature en 2006 d'un accord stratégique avec le syndicat mondial des joueurs FIFPro ;

- Accord FIFA-UEFA avec les clubs européens en janvier 2008 ;
- Création en 2008 au sein de la FIFA de la Commission du Football de Clubs.

3.2. LES SOLUTIONS COLLECTIVES POSSIBLES

Il faut continuer à bâtir sur les acquis des deux séminaires de 2006 et 2008 :

- renforcer encore la coopération autour du CIO entre les FI ainsi que notre unité d'action avec éventuellement la mise en place d'une structure formelle sur le thème de l'autonomie et de sa défense ;
- poursuivre nos efforts communs sur les questions européennes ;
- développer des positions communes sur des thèmes d'intérêt commun (justice sportive, procédures d'arbitrage au niveau national, application des décisions, etc.).

CONCLUSION

Pour conclure, laissez-moi vous dire ma conviction que le sport est aujourd'hui l'un des rares outils réellement universels – si ce n'est le seul – pour rapprocher les peuples et leurs cultures.

Or, les ingérences, nationales et/ou continentales, ont pour conséquence de fractionner le sport, de rompre l'application universelle des règlements sur la base de soi-disant particularismes, de fragiliser le fonctionnement des FI en les soumettant à des structures externes au sport.

Dans ce sens, l'autonomie du sport est le garant de notre universalité et nous permet, par voie de conséquence, de traiter tout le monde de manière égale.

Protégeons-la ! Protégeons nos structures tout en les adaptant aux nouvelles réalités de nos sociétés !

Mais surtout soyons conscients que nous sommes victimes du succès que nous avons collectivement donné au sport.

Continuons donc à servir le sport afin que personne ne s'en serve !



JUAN CARLOS CÁRDENAS GUEUDINOT

CHI – Comité Olímpico de Chile

JUSTICE SPORTIVE

Dans bon nombre de pays, la justice sportive est une des justices les moins bien développées. Au niveau national, il manque souvent des règles prédéfinies pour gérer les relations sportives entre les différentes parties constitutives. Au niveau international, il manque un processus de sanction unifié. Il n'est pas étonnant qu'il soit difficile d'obtenir une justice sportive rapide, compétente et efficace.

Cette contribution appelle à lancer des études qui aideraient à codifier et à mettre en place un droit procédural du sport pour toutes les organisations sportives. Par ailleurs, s'agissant des sanctions, la rédaction d'un Code mondial serait recommandée. Cela régulerait les droits des athlètes et systématiserait les règles, actuellement dispersées, facilitant ainsi une application commune. Ces mesures encourageraient également l'autonomie du Mouvement olympique.

Sporting justice is one of the most imperfectly developed matters in the legal-sporting systems in the majority of countries.

Although many countries recognise the existence of Courts or disciplinary organs in sporting organisations (at the level of base institutions such as sport clubs and at higher levels such as associations and Federations) serious difficulties remain in obtaining fast, competent and effective sporting justice.

A lack of preparation of the base institutions in jurisdictional and procedural matters prevents them from totally taking of advantage of the capacities of the people who must take part in them. Also the absence of such preestablished rules which regulate, in accessible terms for everybody, the legal-sporting relations between athletes and leaders as well as between the different organisations, presents difficulties for the common sporting leader.

Simultaneously, in the case of federative sport, national legislations contain legal regulations, that in sport matters, do not allow the Federations to punish leaders, coaches and athletes of the clubs or associations that are part of them. This is considered part of the disciplinary power that is exclusive to the base institution and not the higher degree one. The same difficulty takes place when athletes or coaches want to appeal against the decisions of the higher degree institution. National Olympic

Committees also lack legal power to take part or to solve conflicts happening inside the organisations, which are part of them.

Another disadvantage is presented by the absence of a rule that establishes common sanctions since each sporting organisation generally has, in its bye-laws, statutes and internal regulations, sanctions that range from simple cautions to suspension and expulsion. There are no existing clear and differentiating factors that may be able to help judges to suitably decide when they must apply one or the other. From such a point of view, it is highly inconvenient that a fault committed by the athlete receives a slight sanction in one country but a more drastic one in another. The worldwide opinion derived from the present process of globalisation of human activity would consider that situation unjust, which confirms the need to generate unity on this matter.

Another difficulty that exists is when the sanctions applied by sport organisations are in conflict with the legislation of the country. Moreover, athletes and leaders must continue to face domestic ordinary justice, due to the absence of a specialised system in sports.

All of the former leads us to recommend the beginning of the studies to codify supranational sporting procedural law (by establishing common procedures), which the NOCs and other sport organisations could apply. This would allow for an expeditious and effective procedure that simultaneously guarantees the fulfilment of the rules of due process.

In addition, in punitive matters, the issuing of a worldwide Code would be recommendable, which should regulate the rights of the athletes and systematise the currently dispersed rules, in order to facilitate a common application that takes into account experiences from all over the world.

The system would have to consider a Court of Appeals of the decisions of the lower Courts, as well as fostering the creation of jurisdictional organisms in each country, with competence to take part in any conflict in competitive sport. This would place athletes, coaches and base institution leaders under its jurisdiction, as well as the respective National Federations. It is obvious that the final decision would belong to the Court of Arbitration for Sport (CAS), based in Lausanne, Switzerland.

The successful experience of the worldwide anti-doping Code could also be applied to the aforementioned aspects as it is a good example of a global and feasible initiative.

A regulation of the form that is suggested would be another manifestation of the principle of autonomy in the Olympic Movement.



DANILO CARRERA DROUET

ECU – Comité Olímpico Ecuatoriano

ASSURER L'AUTONOMIE DES COMITÉS NATIONAUX OLYMPIQUES

Il convient de mettre en place un système plus équitable de répartition des ressources – un système basé sur les besoins plutôt que sur les forces du marché. Ceci est nécessaire pour que les Comités Nationaux Olympiques (CNO) demeurent autonomes dans la conduite de leurs activités.

Actuellement, il n'y a pas de paramètres juridiques en place pour protéger un CNO des ingérences de son gouvernement. Des mesures doivent être prises pour faire en sorte que la Charte olympique intègre la législation internationale.

Un projet de résolution à présenter à l'Assemblée générale des Nations Unies est soumis ici à l'étude.

1. From our point of view, it is essential that NOCs have sufficient financial resources if they are to maintain true autonomy.

It is necessary, therefore, to have a more equitable system of resource distribution – one based on “necessity” rather than “market” strengths. It must also be a system aligned with the principles of Olympic Solidarity.

There has to be a minimum amount of financial resources that an NOC must receive. This could be based upon the last three years of its budget. Other considerations could be: the number of National Federations organised and recognised by their respective International Federations; the number of sports represented in the last Olympic Games; the number of participants in each sport; number of medals obtained; the programmes developed by each NOC such as a high performance centre, museum, library, Olympic Academy, etc.

2. The International Olympic Committee could put forward a resolution to the United Nations General Assembly which establishes that all member states must legally recognise the Olympic Charter as an internationally binding instrument.

The executive as well as the legislative systems of States always maintain that the Olympic Charter is not an international agreement and, therefore, cannot supersede national laws. This means that States can dictate laws and rules, or promote resolutions that undermine a NOC's autonomy.

Below is a draft resolution for the International Olympic Committee to consider¹.

3. International Federations must only recognise the National Federations accepted by their respective NOCs. This would help avoid instances where national governments recognise federations that are not part of this network of Olympic institutions. Governments must only recognise National Federations accepted by their country's NOC and, at the same time, recognised by their International Federations.
4. The Olympic Charter should include a reference to the concept of an “Olympic Institutions Network” which excludes organisations that are not part of the Olympic Movement.
5. To preserve the NOC's autonomy, the International Olympic Committee should create a Permanent Commission that would take immediate action when the independence of a NOC becomes threatened. Examples include when a government prevents or limits its NOC from fulfilling the aims of the Olympic Charter or if the NOC is being threatened by a new state constitution, constitutional reformation, laws, decrees or other national initiatives aimed at controlling and/or intervening in the Olympic Movement.

The United Nations General Assembly:

1. Considers the Olympic Charter which, governs the organization, action and functioning of the Olympic Movement, as the IOC's constitutional instrument that underscores the fundamental principles and essential values of Olympism;
2. Considers that the practice of sport is a basic human right and that the organization, administration and management of sport should be performed and controlled by independent and autonomous bodies;
3. Considers discriminatory any practice that is incompatible with the spirit of the Olympic Movement;
4. Considers that the mission of an NOC is to develop, promote and protect the Olympic Movement in their own country while preserving their autonomy in respect of the Olympic Charter;
5. Considers that member states of the United Nations should enact the necessary laws and rules in sports to give prominence to the global significance of Olympism and the Olympic Charter;
6. Considers that States party to the 1981 Nairobi Agreement have an obligation to protect the Olympic symbol from being used for commercial purposes without authorization from the IOC;



7. Considers that one of ANOC's objectives, in fulfilment of the Olympic Charter, is to defend the complete autonomy of NOCs recognized by the IOC.
8. Decides to legally recognize the Olympic Charter as an internationally binding instrument for all member states of the United Nations and their respective National Olympic Committees.

1. Draft resolution for possible submission to the United Nations General Assembly.

JEAN-LOUP CHAPPELET

Organisation reconnue • CIPC – Comité International Pierre de Coubertin

POUR UNE AUTONOMIE DU SPORT NÉGOCIÉE

L'autonomie des organisations sportives est un principe proclamé par la Charte olympique depuis les années 1950 et reconnu par les États européens depuis les années 1990 dans la Charte européenne du sport.

Si l'autonomie de façade, qui existe dans de nombreux pays, n'est pas acceptable pour le Mouvement olympique, l'autonomie absolue n'est pas possible dans un État de droit. Il faut donc que les organisations olympiques négocient un espace d'autonomie avec les gouvernements sur la base d'une définition concrète. Cette contribution propose une telle définition de l'autonomie du sport.

L'autonomie du sport est, dans le cadre du droit national et international, la possibilité pour les organisations sportives non gouvernementales sans but lucratif :

1. d'établir, de modifier et d'interpréter librement des règles adaptées à leur sport sans influence politique ou économique indue ;
2. de choisir démocratiquement leurs dirigeants sans interférences d'États ou de tiers ;
3. d'obtenir des fonds publics ou de tiers adéquats sans obligations disproportionnées ;
4. de réaliser avec ces fonds des objectifs et activités choisies sans contraintes externes fortes ;
5. de contribuer, en consultation avec les pouvoirs publics, à l'élaboration de normes légitimes et proportionnées à la réalisation de ces objectifs.

Cette définition est destinée à s'appliquer aux organisations comme le Comité International Olympique (CIO), les Fédérations Internationales (FI), les fédérations continentales, nationales, régionales et les clubs sportifs, toutes entités privées juridiquement indépendantes des pouvoirs publics et commerciaux.

De telles organisations régulent le sport dans le monde depuis l'époque de Coubertin et, à ce titre, méritent de voir leur autonomie reconnue dans le cadre du droit national des pays où elles opèrent et du droit international auxquels ces pays ont souscrit via des conventions ou traités.

Il n'est en revanche pas envisageable de s'affranchir de ce cadre légal selon les principes de l'État de droit. Il est toutefois souhaitable de reconnaître, pour le mouvement sportif comme pour d'autres communautés (notamment religieuses), une forme d'organisation juridique transnationale qui allège les États de préoccupations qui ne font pas partie de leurs responsabilités premières et qui, conformément au principe de subsidiarité, peuvent être traitées de manière plus adéquate par des organisations plus proches des personnes concernées.

Comme l'affirme le premier point de cette définition, cette autonomie concerne d'abord la liberté d'adoption, de modification et d'interprétation de « règles sportives » à savoir les règles du jeu, les règles de tournoi (pour les compétitions) et les règles de club (pour le fonctionnement des associations sportives). Ces règles, qui fondent l'activité sportive, doivent être adoptées après consultation des parties intéressées par les organes statutaires prévus à cet effet et être conformes à l'ordre public et aux principes généraux du droit.

Elles doivent aussi être interprétées d'abord par les juges ou arbitres impartiaux sur les terrains de sport, ensuite par des organes disciplinaires transparents dont les décisions peuvent faire l'objet de recours auprès d'instances d'arbitrage ou auprès de tribunaux étatiques. Le Mouvement olympique doit s'assurer que ces règles sont harmonisées entre elles.

Le deuxième point de la définition insiste sur l'importance de la désignation démocratique des dirigeants des associations sportives à tous les niveaux puisque de nombreux cas d'ingérence de gouvernements nationaux ou locaux sont régulièrement constatés. Il englobe la dénonciation de l'influence de tiers (médias, sponsors, investisseurs, etc.) qui doivent être tenus à l'écart de ces élections. Ce point requiert aussi la tenue d'élections régulières et représentatives des parties prenantes, conformément aux principes de bonne gouvernance.

Des règles d'incompatibilité entre certaines fonctions publiques ou privées et fonctions sportives devraient être établies, afin que l'autonomie des organisations soit complétée par l'indépendance de leurs dirigeants.



Le troisième point de la définition aborde la question de l'autonomie financière en soulignant qu'il n'y a pas de vraie autonomie sans possibilité d'accéder à des moyens financiers. Mais ces moyens, qu'ils proviennent du secteur public ou du secteur privé, ne doivent pas être liés à de trop fortes contraintes pour les organisations sportives. De ce point de vue, il serait intéressant d'appliquer la notion de contre-prestations de la part des organisations sportives envers les autorités publiques qui les subventionnent, comme elle est pratiquée dans le cadre des contrats avec des sponsors. Ces contre-prestations peuvent être définies dans des conventions d'objectifs ou documents similaires avec un niveau de gouvernement donné.

Le quatrième point de la définition souligne, en contraste avec le point précédent, l'importance pour les organisations sportives de se fixer des objectifs et de réaliser des activités (sportives) sans être instrumentalisées par leurs bailleurs de fonds publics ou privés. L'autonomie du sport doit permettre de poursuivre des buts purement sportifs, notamment de développement du sport et de ceux qui le pratiquent. Les ingérences sont certes parfois politiques, mais il convient de ne pas oublier les influences commerciales, telles que les modifications de règles sportives pour rendre le sport plus télégénique. Or, ce sont justement ces intérêts médiatiques et commerciaux qui ont provoqué l'intrusion du droit national et international (notamment européen) dans le sport.

Enfin, le cinquième et dernier point affirme que l'autonomie peut et doit naître de la coopération, de la coordination, de la consultation voire de la négociation entre les parties beaucoup plus que de l'ignorance de l'une par l'autre. Cela est vrai au niveau local ou national. Cela mériterait d'être encore plus vrai au niveau international où les organisations sportives transnationales ont longtemps échappé au contrôle de légitimité et de proportionnalité qui est normal de la part des pouvoirs publics dans les États démocratiques. Ce point fait écho au premier point puisque, après concertation et adoption d'instruments de soft law par les autorités publiques, les règles sportives peuvent être amendées dans le but d'éviter des conflits juridiques stériles.

En conclusion, on peut affirmer que l'autonomie est un des critères fondamentaux pour un modèle moderne d'organisation du sport. C'est un principe louable et justifiable du point de vue socio-économique dans des sociétés évoluées. Mais ce principe se heurte aujourd'hui à la complexité croissante du système international et du système olympique, ainsi qu'à la dimension économique croissante du sport, qui certes facilite l'autonomie financière, mais qui est aussi porteuse de risques nouveaux du fait de tiers (sponsors, médias, investisseurs, parieurs, etc.).

Entre l'autonomie totale utopique et l'autonomie de façade non souhaitable, les organisations sportives doivent construire avec les États un nouveau modèle de l'autonomie du sport, à mi-chemin entre ceux

d'inspiration libérale et ceux d'inspiration interventionniste, modèle que l'on pourrait appeler l'« autonomie négociée ».

HELMUT DIGEL

IAAF – Association Internationale des Fédérations d'Athlétisme

LA POLITISATION DES JEUX OLYMPIQUES

La politique a toujours fait partie des Jeux Olympiques. Mais, comme l'ont montré les Jeux de Beijing, les représentants du Comité International Olympique (CIO) ont tendance à soutenir le concept de « sport non politique » et à agir passivement plutôt qu'activement avec les pouvoirs politiques. Le caractère politique des Jeux nécessite des compétences et une gestion soigneuse.

Il convient également d'examiner de plus près l'importance politique des Jeux Olympiques en tant qu'événement permettant de renforcer la paix. La notion de « paix » – et sa relation avec les Jeux Olympiques – attend un renouveau fondamental. Par le passé, des interruptions des Jeux Olympiques étaient à la fois possibles et vraisemblables en période de guerre. Aujourd'hui toutefois, les Jeux Olympiques se tiennent alors que de nouveaux conflits éclatent et la participation des parties en guerre n'est pas remise en question.

Si le CIO doit accepter que la politique aille de pair avec les Jeux, des mesures peuvent être néanmoins prises pour en atténuer les aspects négatifs. Le CIO serait bien avisé de mettre en œuvre des règles pour les éditions futures des Jeux afin de garder ses distances avec les systèmes politiques nationaux. Il doit considérer comme taboue toute tentative visant à gagner la faveur des régimes politiques.

Politics has always been a part of the Olympic Games. It is not surprising that the Olympic Movement's relationship to the world's political systems is constantly evolving and changing. For this reason, it is difficult to understand why the International Olympic Committee and some of its representatives uphold the concept of "non-political sport". Moreover, as the Olympic Games in Beijing highlighted, these representatives have a tendency to interact passively, rather than actively, with political powers.

In discussions concerning the conflict in Tibet, the IOC did not demonstrate any political awareness or the willingness to actively face and recognise the problems and causes of the conflict. It may be that some IOC officials lacked the experience and awareness of their duties and



objectives vis-à-vis such a situation. Conversely, the response of IOC officials may have been restricted on account of their alliances with their national political regimes.

It goes without saying that the political character of the Games is something requiring competence and careful handling.

The notion of “peace” and its relationship to the Olympic Games is awaiting fundamental renewal. In the past, interruptions to the Olympic Games were both possible and likely during wartime. Today, however, the Olympic Games are being held as new wars are being started and the participation of the warring parties is not questioned. Should the Olympic Games be cancelled in the case of war? Indeed, there needs to be more discussion on the political significance of the Olympic Games as a “peace-enhancing” event.

While the IOC must accept that politics goes hand-in-hand with the Games, measures can be taken to mitigate its negative aspects. The IOC would be well-advised to implement rules for future Games that create the necessary distance between the organisation and national political systems. As some IOC officials have rightly pointed out, the presence or absence of political representatives at the opening ceremony of the Games is by no means relevant to its success. The IOC must consider taboo any attempts to curry favour with political regimes.

In this context, a solution must be found to the problem of granting privileges to visiting politicians at the Olympic Games. The issue of “protocol” during the Games has come under increasing scrutiny and there must be an assessment of the participation of political guests and visitors. The presence of several royal families in Beijing who declined all status privileges must serve as a positive example. On the other hands there were various ministers and secretaries of governments who insisted on the presence and services of their entire “household” while attending a swimming competition or basketball game. If, for broadcasting purposes, large-scale changes to seating arrangements are required to accommodate a nation’s president, sports associations are within their right to reject such demands and desires.

HELMUT DIGEL

IAAF – Association Internationale des Fédérations d’Athlétisme

REPENSER LA QUALITÉ DE MEMBRE DU CIO

Célébrité, pouvoir, richesse et sens de la politique sont les critères nécessaires pour faire carrière dans le Mouvement olympique. Il est toutefois évident qu’il ne s’agit pas des compétences

adéquates pour diriger une organisation comme le Comité International Olympique (CIO). Ces critères de recrutement ne seraient sans doute pas acceptés par les secteurs public ou privé. En effet, ce recrutement est contre-productif pour un développement positif du Mouvement olympique.

Fame, power, wealth and political acumen have been the necessary criteria to begin a career in the Olympic Movement. In this context, “fame” finds its basis in persons of nobility or individuals who have achieved Olympic success. Billionaires, high-ranking military officials, corporate and political representatives have had the wealth and power to make their way into the IOC.

It is evident that fame, power, and wealth are not adequate qualifications for running an organisation like the IOC. Indeed, it is difficult to affect change in an organisation largely comprising former Olympians. Many, it can rightly be assumed, were involved in one way or another in doping during their active careers. Much more serious, however, is the fact that many former Olympic champions have insufficient education. With the demands of high-level sport, few Olympic champions have had the time to pursue higher education. Often, foreign language competence, a basic requirement, is confused with specific competence. The criteria for recruiting staff to Olympic organisations would often not be accepted by governments or the business sector.

The intellectual deficit observed in the committees and commissions of the IOC is, therefore, hardly surprising. All too often the IOC offers former Olympic athletes positions with large financial gain without these former athletes doing anything substantial in return. In doing so, the Olympic Movement has rid itself of virtually all its critics. As a result, its committees, commissions, and advisory boards are comprised of mostly like-minded people. Such staff recruitment is counter-productive to a positive development of the Olympic Movement.

MOHAMED ABDEL HALIM MOHAMED

Organisation reconnue
ACNOA – Association des Comités Nationaux Olympiques d’Afrique

PROBLÈMES ET DIFFICULTÉS RENCONTRÉS PAR LES CNO D’AFRIQUE

Cette contribution examine deux types d’ingérence par des gouvernements nationaux dans les affaires de Comités Nationaux Olympiques (CNO) et donne des suggestions pour contrer ces problèmes.



DIRECT INTERVENTION BY NATIONAL GOVERNMENTS

Any direct unlawful interference by governmental authorities contradicts the Olympic Charter and must be promptly and fiercely resisted by the International Olympic Committee (IOC).

INDIRECT INTERVENTIONS BY NATIONAL GOVERNMENTS

A national government may endeavour to illegally intervene in the affairs of NOCs in the following manner :

1. By manipulating National Federations. This is especially true in cases where the National Federation is dormant, ineffective and shows itself incapable of managing or administering sports activities. It is also the case when National Federations are not aware of the Olympic Charter or are not planning to participate in the Olympic Games. These National Federations are real obstacles to the efficient functioning of NOCs. Unfortunately, in accordance with Article 29 of the Charter, a small subscription fee is the only requirement for a National Federation to become a member of an NOC.
2. However, even active National Federations are not immune to government intervention. In some cases, government authorities or their responsible subordinates deny some National Federations the right to hold their General Assembly. At times when a President's term of office comes to an end, government authorities find an excuse to form an interim committee to run the affairs of the said National Federation according to the wishes and instructions of the minister or his employees. In some instances false accusations against unwanted officers are fabricated so as to find reasons to penalise them, thereby rendering them ineligible for elections.

SUGGESTIONS AND RECOMMENDATIONS

1. The International Federations should establish strict guidelines, rules and regulations to govern and guide the activities of their National Federations. This should be contained in a manual so as to ensure the smooth running of sports activities. A well-defined mechanism to monitor and evaluate the activities of the National Federation must also be put in place.
2. The National Federation must establish a communication system through the use of available technology in order to maintain links and regular contacts with their respective IFs. In some countries, many National Federations do not have a contact address and communication with their IFs is nonexistent.
3. National Federations must publish a detailed report on their annual sports activities and national championships.

4. National Federations should provide well written minutes of their General Assembly meetings and Board of Directors meetings, to their International Federations.
5. An audited financial report of the National Federations should be presented to the General Assembly and a copy sent to the International Federation.
6. National Federations should publish, periodically, a full report on their registered athletes for their respective IFs.
7. Dates and venues of National Federation participation in regional and international sporting events must be made available.
8. National Federations should provide a report of technical courses and training events for national coaches, referees and sports administrators.
9. National Federations must attend the annual General Assembly of their International Federations.

The NOC can supervise the work of National Federations in line with the demands of IFs. Furthermore the NOC must also ensure that a National Federation's membership is granted only if it participates 1) in the Olympic Games, or 2) in the qualifying championships for the Olympic Games.

In case these requirements are not fulfilled :

1. Membership of the National Federation should be suspended for at least one year pending rectification of the situation.
2. If the National Federation is in continuous breach of its obligations, then its membership must be terminated.

International Federations should react promptly against any unlawful interference in the affairs of their respective National Federations. They must also cooperate more effectively and in a transparent manner with NOCs, especially in relation to the implementation of article 30 of the Olympic Charter. IFs must accept feedback and act to enforce immediate penalties or to assign a fact-finding commission to scrutinise events more closely.

IFs should closely supervise their National Federations in order to ensure the on-going activity and prosperity of their sport and its athletes.

Last but not least, the statutes of all NOCs should stipulate clearly the essential requirements of a National Federation. These requirements should clearly spell out what needs to be done to become a voting member. NOCs must be strict in implementing these conditions, in full



cooperation and support of IFs and the IOC, while taking into consideration the welfare of the athletes.

PATRICK J. HICKEY

Comité International Olympique

L'AUTONOMIE DES COMITÉS OLYMPIQUES EUROPÉENS

En tant que Président des Comités Olympiques Européens (COE), je voudrais dire que la question de l'autonomie est devenue importante pour les États membres de l'Union européenne (UE). Bien que la libre circulation des travailleurs et la concurrence soient des questions d'importance pour l'UE ainsi que pour le Mouvement olympique et sportif en Europe, l'autonomie est une question de principe qui s'étend à d'autres parties du monde.

Before I go further, it is necessary to define the word “autonomy”. The concept is drawn from the Greek word “nomos” meaning “law”. “Autonomos” means “one who gives oneself his/her own law”. Autonomy is the right to self-governance on the one hand and immunity from the arbitrary exercise of authority on the other. In a nutshell, it means political independence.

The European Union (EU) needs sport and its values, while our Movement needs the EU to tackle challenges such as doping, illegal betting, racism, violence, protection of minors, uncertainty of outcomes, regulation of agents and free movement. In other words, the EU wishes to promote sport and emphasise its positive values. This is precisely the reason why Baron Pierre de Coubertin worked for the renewal of Olympism over a century ago. It is not by chance that the EU's Action Plan for Sport [1] carries his name. It is obvious that there is a very high degree of unity of intent between the EU and the movement, which should be cultivated.

What is there to impede this unity? The answer is in the folds of the EU's White Paper on Sport [2] in which the EU Commission voices a number of fears concerning sport in EU countries.

One fear is that Olympism is purely big business. This is quite a common misconception and one that the Olympic Movement continues to address. The IOC distributes its income to all parts of the Olympic family in order to help them develop and strengthen the Olympic message. The misconception is that Olympism is about the Olympic Games and little else. The goal of Olympism (like the goal of the EU) is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity. So, actually the EU and the Olympic Movement are trying to do the same thing!

However, there is another fear tucked away in folds of the White Paper. The Olympic Movement wishes to work outside the law and in some sense flaunt democracy. The Commission's fears are obvious when we read that sport is succumbing to “threats and challenges [...] such as commercial pressure, exploitation of young players, [...], racism, violence, corruption and money laundering.”

European Olympism wants a legal framework within which it can pursue its mission in freedom while remaining one of the most democratic organisations in existence today. Our Movement works to the most stringent of ethical principles and the highest standards of good governance. The Olympic Charter and documents such as the “Basic Universal Principles of Good Governance of the Olympic and Sports Movement” [3] and the “IOC Code of Ethics” [4] are the mainstays of the modern Olympic Movement, adopted by all its components. A reading of these documents gives clear insight into the meaning of the Olympic Movement and the way in which it should be self-governed in a fully democratic manner.

Of course, the Olympic Movement is comprised of men and women with all their strengths and weaknesses. It is not my purpose to depict the Olympic Movement as something that is holier than thou. But the occasional faults of a few do not detract from the important and silent work of the very great many, nor do they obscure the extremely high principles that inspire the Olympic Movement.

I do not wish to say that the threats mentioned in the White Paper are nonexistent. They do exist and must be considered, but from a different point of view. Firstly, it should be noted that the EU White Paper addresses sport in general, but the worries it raises essentially refer to one sector of sports activity alone: professional football. As the Commission itself notes, European sport has a base of over seven hundred thousand amateur clubs and some fifty International Federations. It is something that involves millions and millions of people, and if anything, it is society that has infected sport and not the other way round. As a tool, sport is unequalled in its ability to fight such deviations. It would be obtuse to ask the Olympic Movement to fight with one hand tied behind its back by limiting its autonomy.

The European Olympic and sports movement clearly offers the EU a great opportunity for partnership. If the EU wishes to take this opportunity it must not keep the Olympic Movement in a straitjacket with its complex tangle of laws and bureaucracy! Surely this is what was intended in Action 49 of the EU's Pierre de Coubertin Action Plan annex to the White Paper. This action point states that the Commission will “provide for a more efficient dialogue structure on sport at the EU level.” If that dialogue can give the European Olympic and sport movement a clear legal framework within which it can operate, then it is more than welcome! Our hope is that the EU will supply the sporting world with



a clear and simple set of legal pegs. This will guarantee that the sporting world continues to operate at high standards of democracy, ethics and good governance, and can pursue its mission unhindered with the required political independence.

The Olympic and sports movement must, in exchange, do its job with the utmost transparency and accountability. This can and will be achieved with the support of the IOC and the European Olympic and sports movement. To quote Nobel peace prize winner Nelson Mandela, "Sport has the power to change the world, the power to inspire, the power to unite people in a way that little else can... sport can create hope... it is an instrument of peace." Let's use it!

REFERENCES

- [1] The "Pierre de Coubertin" Action Plan, along with the *White Paper on Sports*, can be found at http://ec.europa.eu/sport/index_en.htm
- [2] The *EU White Paper on sport* can be found at http://ec.europa.eu/sport/index_en.htm
- [3] The *Basic Universal Principles of Good Governance of the Olympic and Sports Movement* can be found at www.olympic.org
- [4] The *IOC Code of Ethics* can be found at www.olympic.org

MOHAMED HOUSSEIN

DJI – Comité National Olympique et Sportif Djiboutien

LES COMITÉS NATIONAUX OLYMPIQUES

Les Comités Nationaux Olympiques (CNO) sont censés être des organes autonomes. Il est souvent difficile d'éviter des frictions ou des pressions de la part de certains gouvernements, qui n'ont rien compris à la Charte olympique. Des mesures de sensibilisation et la clarification du rôle des CNO sont recommandées.

Dans la plupart des pays, l'attitude du gouvernement peut aller d'un soutien actif à l'ignorance totale en ce qui concerne les entités sportives. Cette attitude influence énormément la stagnation ou le développement du sport. Les conséquences peuvent donc être bénéfiques ou catastrophiques suivant la ligne directrice dudit gouvernement.

Dans la plupart des pays, l'attitude du gouvernement peut aller d'un soutien actif à l'ignorance totale en ce qui concerne les entités sportives. Cette attitude influence énormément la stagnation ou le développement du sport. Les conséquences peuvent donc être bénéfiques ou catastrophiques suivant la ligne directrice dudit gouvernement.

Aux yeux des gouvernements qui veulent promouvoir leur jeunesse, le sport peut être une occasion :

- d'encourager les jeunes à se lancer dans des activités sociales saines ;
- de promouvoir la santé ;
- de favoriser les progrès éducatifs, le développement personnel des athlètes et des participants de tout âge ;
- de mettre en avant les valeurs culturelles et sociales ;
- d'apporter du prestige sur le plan national et international à leur pays ;
- d'accroître les échanges commerciaux (sources de financement).

Les gouvernements devraient donc accorder de l'importance aux organisations sportives telles que les CNO. Ainsi, il faut encourager les gouvernements réticents à les promouvoir et à éviter les ingérences à l'intérieur de ces entités non gouvernementales, qui sont là pour soutenir le sport national et fédéral. Pour garantir de bonnes relations entre le gouvernement et le Mouvement olympique, il faut :

- une bonne communication entre tous les responsables ;
- une franche collaboration et un respect mutuel ;
- une conception et une définition claires des rôles et des responsabilités de chacun dans le développement du sport.

Il est vrai que les Jeux Olympiques invitent à la fierté nationale. Ceci s'exprime clairement lors des cérémonies d'ouvertures et de clôture avec le défilé des athlètes dans leurs costumes nationaux et lors de la remise de médailles avec la montée du drapeau au son de l'hymne national.

Pour un grand nombre de gens, les Jeux sont importants pour la fierté et la reconnaissance nationale, mais ceux qui y participent comprennent également la signification véritable des multinationales des Jeux ainsi que leur place dans le Mouvement olympique.

La Charte olympique (1997), qui définit la relation existant entre les CNO et leur gouvernement, stipule que :

- les CNO doivent œuvrer pour maintenir des relations d'harmonie et de coopération avec les organismes gouvernementaux concernés ;
- ils doivent en outre contribuer efficacement à l'établissement de programmes destinés à la promotion du sport à tous les niveaux ;
- en tout état de cause, le sport contribue à l'éducation, à la santé, à l'économie et à l'ordre social, et il est souhaitable que les CNO bénéficient du soutien des pouvoirs publics pour la réalisation de leurs objectifs.

Toutefois, les CNO doivent préserver leur autonomie et résister à toutes les pressions, y compris celles d'ordre politique, religieux ou économique, qui peuvent les empêcher de se conformer à la Charte olympique.



KEITH JOSEPH

VIN – The St Vincent and the Grenadines National Olympic Committee

QUELLE AUTONOMIE ?

Le Mouvement olympique a toujours fait grand cas de son autonomie. C'est une spécificité essentielle du Mouvement, qui a assuré sa pérennité au-delà des limites imposées par la politique, au-delà des conflits et de leurs répercussions malheureuses.

Les hommes politiques reconnaissent le pouvoir du Mouvement olympique. Il n'est pas surprenant que les gouvernements n'apprécient guère d'être uniquement considérés comme une source de financement pour les Comités Nationaux Olympiques (CNO). Aucun gouvernement n'autoriserait une organisation sportive à se livrer à des pratiques contraires à sa politique générale.

Le Comité International Olympique (CIO) n'a pas toujours été cohérent dans sa façon de réagir face aux circonstances en vigueur. Les règles du jeu n'ont pas toujours été équitables. Aussi l'autonomie du Mouvement olympique risque-t-elle d'être de plus en plus menacée.

Une action commune est nécessaire pour aboutir à un mécanisme capable de garantir que les relations avec les gouvernements notamment sont à même de s'adapter aux réalités sociopolitiques et socioculturelles de chaque pays dans un environnement mondial en rapide évolution.

The Olympic Movement has always valued its autonomy. This is a critical feature of the institution that has ensured its ability to survive beyond the narrow confines of politics and the unfortunate incidence of wars.

The International Olympic Committee (IOC) was established in times that posed serious challenges to the hallowed traditions of society such that Coubertin and others who were involved in the establishment of the Modern Olympic Games considered sport a viable option for youths who were increasingly disenfranchised and marginalised in the so-called development process. A sort of chronic decadence encroached on society threatening the future by its impact on youths. The Modern Olympic Games overseen by an autonomous institution, the International Olympic Committee was the vehicle for facilitating the revitalisation of youth and the celebration of their immense talents through the medium of sport.

The Olympic Movement has, however, grown well beyond the original ideas of the founding fathers in many respects, not the least of which is the extent to which the leadership has often presented itself with the pomp and pageantry that is more characteristic of autocratic political

leaders than facilitators of global transformation through peace and harmony in genuinely democratic traditions.

Over time the President of the IOC has allowed himself to be seen as something of an international political leader rather than the international peace-maker and the protagonist of youth empowerment for a better world. The traditional mode of identifying and selecting members for tenure to the IOC has led governments to raise serious concerns about the modus operandi of the institution. Some individuals are perceived to have been selected to the IOC based on their personal relationship with insiders while others appear to have had the endorsement of their respective governments. IOC members are then perceived to become near-political monoliths answerable to none but the IOC yet required to impact sport and by extension the national development process.

In some respects, while the Olympic Games have been transformed into the most attractive and successful sporting spectacle in the world, it has challenged the quintessential elements of its very origins.

It is no surprise therefore that in the face of foregoing developments, politicians in some countries have sought to reach out to take control of the National Olympic Committee (NOC) in their respective countries given its central place in the global social matrix. They recognise the power of the Olympic Movement. At home they are often called upon to support the NOC through the provision of better sporting facilities and to assist with the preparation of teams and their participation in the Olympic Games and other IOC-sanctioned competitions. Yet governments are not offered a relationship that seems consistent with their inputs and it is no surprise that do not relish being relegated to being merely a source of funding for the NOCs in their countries.

Unfortunately too many NOCs have been unwilling or unable to establish a meaningful relationship with their respective governments in these countries so as to be transparent in their dealings and clear in their developmental roles relative to the youths.

Governments are not favourably disposed to dispensing funds to organisations over which they do not exercise some sort of control or with whom they have an established relationship based on mutual understanding of their respective roles and responsibilities in the broader issue of genuine national development. No government would allow sporting organisations to engage in practices that seem inconsistent with its overall policy positions at the domestic, regional or international levels since these have implications for their own retention of the levers of political power at home.

Even in situations where the government does not dispense funds to the NOC it still sees itself responsible for the image of the country at home and abroad and therefore would wish to have anyone carrying its



name in whole or in part to conduct itself in a manner consistent with its policies and programmes.

In some countries, political and social traditions allow for a seamless relationship such that ministers of government can and often do hold top positions in the NOC simultaneously. In other countries the particular political philosophy allows for the same thing to occur and the Olympic Movement has little choice in the matter. The IOC has not always been consistent in respect of how it treats these differing circumstances, seemingly fearful of its impact in these nations. There has not always been a level playing field. To the extent that the IOC has been inconsistent in its conduct in this regard there will be governments that directly challenge the Movement's autonomy.

In some instances the autonomy of the NOC has been taken to an extreme where the organisation does not see itself as being responsive to the dictates of national laws governing accountability and consequently, responsibility. It is the reason that several NOCs have found their members being hauled before national legal authorities to account for funds under their charge.

Changes in the operations of the IOC subsequent to the Salt Lake City scandal have not necessarily filtered down to impact the NOCs around the world in a manner that allows the Movement to feel comfortable. Strategic actions have not been taken to adequately address the realities. Instead what we have is overreaction on the part of governments and an IOC that responds by hoisting aloft the Olympic Charter without necessarily understanding the machinations of its local affiliate and the socio-cultural and socio-political ramifications.

Perhaps the IOC and by extension the Olympic Movement may be deemed guilty of an inconsistency that, while advocating universality among its membership, does not necessarily convey an image of egalitarianism, fraternity and democracy. Perhaps there is still too much of the top-down modus in evidence and too much influence from the more powerful nations influencing the Movement.

In many respects the Olympic Movement is so often a reflection of the political leadership of the more powerful nations of the world that small, poor, developing nations are left believing that there is little chance of them ever really impacting the decision-making process since no one effectively listens.

The autonomy of the Olympic Movement is therefore likely to come increasingly under threat from governments in light of the perception that those at the helm of the IOC and the NOCs are primarily interested in global recognition. Moreover, the accompanying modus operandi seems to suggest to the respective national governments that the IOC and the NOCs are almost a law unto themselves.

The autonomy of the Olympic Movement is still necessary but there must be a more concerted effort to arrive at a mechanism for ensuring that the relationship with governments, in particular, is structured to accommodate the socio-political and socio-cultural realities of each nation in a rapidly changing global environment.

NOUR EL HOUDA KARFOUL

SYR – Syrian Olympic Committee

L'INDÉPENDANCE DU MOUVEMENT OLYMPIQUE

Une indépendance totale du Mouvement olympique, notamment des Comités Nationaux Olympiques (CNO), n'est pas possible. La question devrait être considérée de manière plus réaliste et objective. Pratiquer ou atteindre l'indépendance dépend du niveau de sensibilisation et de la culture de management de l'organisation. Par ailleurs, il est difficile de détacher le sport des systèmes sociaux, économiques et politiques du pays. L'indépendance est relative, pas totale, à tous les niveaux.

Absolute independence of the Olympic Movement, especially National Olympic Committees (NOCs), is not possible. The issue should be considered in a more realistic and objective way.

Practicing or achieving independence is related to the level of awareness and management culture of the organisation. Moreover, it is difficult to detach sport from the social, economic and political systems of the country.

In the NOCs of developing countries, for instance, sport is closely intertwined with the culture, education and awareness levels. Independence is not realistic in cases where personal relationships help place power and authority in the hands of a few individuals. It is also difficult for NOCs to be independent when they receive financial assistance from governments. Even the IOC and International Federations (IFs) are not immune to this issue.

What is the correct formula for achieving independence? This is a difficult question to answer especially in relation to the Olympic Games where, in order to maintain the highest technical level, funding from sponsors and television is necessary. However, this sometimes competes with the issue of "universality". It is necessary to arrive at this formula in order to guarantee the independence of the Olympic Movement.

In my view, independence is relative, not absolute, at all levels.



LUCIEN KOUAKOU

CIV – Comité National Olympique de Côte d'Ivoire

AUTONOMIE ET/OU NON-INGÉRENCE ?

Au regard de ce que préconise aujourd'hui la Charte olympique, le Comité International Olympique (CIO) devrait être plus ferme dans son devoir de protection de l'Olympisme et donc des Comités Nationaux Olympiques (CNO).

La menace d'interdiction de participer aux Jeux Olympiques (JO) ne suffit pas pour faire reculer les gouvernements qui transgressent la Charte olympique.

Pour être plus efficace et avoir plus de poids, cette menace de sanction devrait être relayée par les Fédérations Internationales (FI).

Imaginons un instant la Fédération Internationale de Football Association (FIFA), au côté du CIO, menaçant d'interdiction de participer à toutes les compétitions internationales de football tout pays transgressant la Charte olympique.

Imaginons toutes les Fédérations Internationales, au côté du CIO, menaçant d'interdiction de participer à toutes les compétitions internationales tout pays transgressant la Charte olympique.

Le poids de la sanction serait sans aucun doute différent.

Autonomie et/ou non-ingérence : que ce soit l'un ou l'autre, ces deux concepts sont à la base de la plupart des différends qui opposent les CNO d'Afrique (et sûrement d'ailleurs) à leurs autorités politiques et administratives en général.

L'autonomie, telle que définie, d'un CNO devrait être basée en priorité sur les possibilités financières et administratives dont il dispose pour s'opposer à toute ingérence.

Dans le cas du CNO de Côte d'Ivoire, il est assez difficile de parler d'autonomie, puisqu'il dépend financièrement de la Solidarité Olympique (l'état n'intervient que dans le financement du transport aérien et des primes de la délégation ivoirienne lors de compétitions internationales inscrites au budget de l'État sur décision du Ministère des Sports), et administrativement de l'État, la majorité des membres étant des bénévoles et fonctionnaires de l'État.

Beaucoup des CNO qui ont la « chance », si toutefois cela est une chance, de bénéficier de l'apport de leur gouvernement font malheureusement

l'objet d'une ingérence intempestive. En effet, les bailleurs de fonds gouvernementaux confondent très souvent le droit de regard sur l'utilisation des fonds qu'ils mettent à disposition des CNO avec l'ingérence dans leur vie de tous les jours. Ainsi se croient-ils investis du pouvoir de renvoyer les membres qui semblent ne pas « jouer le jeu ».

Ce droit de regard se transforme donc le plus souvent en « droit d'ingérence », le droit de tordre le coup aux statuts et à la Charte olympique, qui dit en substance que « [...] Toutefois, les CNO doivent préserver leur autonomie et résister à toutes les pressions, y compris celles d'ordre politique, religieux ou économique, qui peuvent les empêcher de se conformer à la Charte olympique ».

Comment préserver son autonomie et résister à toutes ces pressions quand, le plus souvent, les membres du CNO sont des bénévoles et de surcroît fonctionnaires d'État, donc sujets à de constantes menaces de suspension de salaire ou même de radiation pure et simple ?

Au regard de ce que préconise aujourd'hui la Charte olympique, le Comité International Olympique (CIO) devrait être plus ferme dans son devoir de protection de l'Olympisme et des CNO.

Ma suggestion pour « résoudre » cet épineux problème peut paraître bien utopique. Toutefois, tous les éléments pour le faire sont bel et bien présents et peuvent, s'ils sont associés, constituer une solution efficace.

Il s'agit, à mon humble avis, de redéfinir le statut du CNO, en le hissant au niveau de certaines représentations nationales de grandes organisations telles que le Fonds des Nations Unies pour l'enfance (UNICEF), organisations qui, dans nos pays, ont droit au respect et à la non-ingérence de nos gouvernants (en tout cas à moindre échelle).

Je ne prétendrais pas à un statut de représentation diplomatique (et même pourquoi pas ?), mais à un statut plus souligné dans la Charte olympique et qui assurerait plus de liberté dans leurs actions « [...] pour maintenir des relations d'harmonie et de coopération avec les organismes gouvernementaux [...] ».

En dehors des mesures et sanctions prévues en cas de transgression de la Charte olympique, le CIO peut, après l'avoir entendu, suspendre un CNO ou lui retirer sa reconnaissance :

- si l'activité de ce CNO est entravée par l'effet de dispositions légales ou réglementaires en vigueur dans le pays concerné ou par des actes d'autres entités, sportives ou non, dans ce pays ;
- si la formation ou l'expression de la volonté des fédérations nationales ou d'autres entités membres de ce CNO ou représentées en son



sein sont entravées par l'effet de dispositions légales ou réglementaires en vigueur dans le pays concerné ou par des actes d'autres entités, sportives ou non, dans ce pays.

La menace d'une sanction d'interdiction de participer aux JO ne suffit pas, souvent du fait de leur éloignement dans le temps. Et puis la suspension pure et simple d'un CNO, à y regarder de près, ne fait pas réellement peur à ceux qui en sont la cause (autorités gouvernementales, etc.), car les effets ne sont supportés que par les membres du CNO et par les athlètes concernés.

Pour être plus efficace et accroître la liberté d'action des CNO, cette menace de sanction devrait s'étendre jusqu'au niveau des FI.

Celles-ci collaborent bien avec le CIO dans le cadre des JO et d'autres programmes au bénéfice des fédérations nationales olympiques et des membres de droit des CNO.

Pourquoi cette collaboration ne viendrait-elle pas, par solidarité, soutenir le CIO dans son devoir de protection de l'Olympisme en lui permettant de brandir une sanction plus dissuasive ?

Imaginons un instant la FIFA, au côté du CIO, menaçant d'interdiction de participer à toutes les compétitions internationales de football tout pays transgressant la Charte olympique. Imaginons toutes les FI, au côté du CIO, menaçant d'interdiction de participer à toutes les compétitions internationales tout pays transgressant la Charte olympique.

Là apparaît sûrement le côté utopique de ma contribution. Mais les exemples où la FIFA a fait reculer des gouvernements dans leurs décisions anti-statutaires sont connus. Si elle peut utiliser cette force pour ses fédérations nationales, pourquoi ne pourrait-elle pas le faire en collaboration avec le CIO ?

MUSTAPHA LARFAOUI

FINA – Fédération Internationale de Natation

COOPÉRATION ENTRE LES PARTIES PRENANTES DU MOUVEMENT OLYMPIQUE

Dans notre société marquée par la mondialisation et la compétition acharnée, il est impératif que le sport et le Mouvement olympique maintiennent leur autonomie et soient indépendants des gouvernements et de la politique en général. Ce n'est qu'ainsi que nous pourrions travailler ensemble pour promouvoir nos activités sans créer de rivalités ou de conflits nationaux. Le sport est, et sera toujours, un champ de liberté, de fair-play et de promotion de la citoyenneté.

Cependant, les différents rôles joués par chaque entité dans ce contexte doivent être clairement perçus.

Les Jeux Olympiques se tiennent conformément au programme des compétitions et aux règles techniques des Fédérations Internationales (FI), que suivent les athlètes des fédérations nationales et les membres de l'organe dirigeant sportif international. Le comité d'organisation des Jeux Olympiques (COJO) fournit les installations et les services pour l'organisation optimale de la compétition. Les COJO sont responsables de la « tenue » du spectacle tandis que les FI fournissent les « artistes » de ce spectacle.

In this world, marked by globalisation and tough competition, it is imperative that the sport and the Olympic Movement keep their autonomy and are independent from governments and politics in general. Only then can we work together to promote our activities, without creating national rivalries or conflicts. Sport is, and will always be, a field of freedom, fair play and promotion of citizenship.

However, there must be a clear perception of the different roles played by each entity within this framework.

The Olympic Games are held according to the competition programme and technical rules of International Federations, which are followed by athletes from the National Federations and members of the international governing body. The Organising Committee of the Olympic Games (OCOG) provides the facilities and services for the optimal organisation of the competition. OCOGs are responsible for "staging" the show while IFs bring in the "artists" of that show.



JULIO CÉSAR MAGLIONE

Comité International Olympique

RELATIONS ENTRE LES GOUVERNEMENTS ET LE MOUVEMENT OLYMPIQUE

La force et la reconnaissance de notre Mouvement olympique reposent sur les bonnes relations entre le Comité International Olympique (CIO), les Comités Nationaux Olympiques (CNO) et les Fédérations Internationales (FI). Les CNO sont des organisations non gouvernementales dont les activités sont très bénéfiques aux objectifs visés par les gouvernements.

Il existe aujourd'hui 205 CNO dans des pays aux religions, aux cultures, aux coutumes mais aussi aux systèmes sociaux, politiques et économiques différents. Il est important de tenir compte de cette diversité lorsque l'on examine la question de l'influence des gouvernements sur leurs CNO et fédérations nationales.

En novembre 2008, sous la présidence de M. Mario Vazquez Raña, l'Assemblée générale de la Pan-American Sports Organisation (ODEPA) à Acapulco est parvenue à un accord historique entre le mouvement sportif et les gouvernements. Sur la base de cette expérience, nous proposons des mesures pour établir un code universel afin de régir les relations entre les États et les CNO.

The strength and universal recognition of our Olympic Movement rests on excellent relations among the International Olympic Committee, National Olympic Committees (grouped as the Association of National Olympic Committees, ANOC) and International Federations. Unity and mutual respect is the strength of such a system.

Today there are 205 National Olympic Committees in countries comprising different religions, cultures, customs as well as social, political and economic systems. It is important to take this diversity into account when considering the issue of government influence over its NOC and National Federations. Likewise, it is necessary to consider the political changes in a country when discussing the subject.

In many countries, it is the citizens who vote for the members of their government. For its part, each National Olympic Committee is a non-governmental, non-profit organisation whose work is highly beneficial to the objectives of a government in the area of sport, as in social policies, health, education and culture.

To be respected, we must ensure that our organisations operate in full respect of their Statutes and the Olympic Charter. A well-run organisation

does well in terms of economic management and respect for ethics and morals. However, there are times when governments interfere in order to achieve power in the organisation and the sport.

In such circumstances, governments often forget that they are primarily responsible for the development of Sport for All as well as the inclusion of sport and physical education in all schools that promote the values and principles of nonviolence, fair play, solidarity, teamwork and other values which prevent major social problems.

NOCs and governments must work together to develop these principles in a coordinated and harmonious manner while respecting each other's independence.

In November 2008, under the presidency of Mr. Mario Vazquez Raña, the General Assembly of the Pan American Sports Organization (PASO) in Acapulco achieved a historic agreement between the sports movement and governments. In our view, it contains all the rules and requirements for the Olympic Movement and governments to work together for the benefit of sport. This document sets out clearly: the powers of the Olympic Committees and Federations; the areas and responsibilities of governments on issues related to sport; the areas where the Olympic Movement and governments should work together in harmony.

The only precedent is the agreement arrived at in Winnipeg, during the Pan American Games of 1999. This agreement was made between the NOCs that are members of The South American Sports Association (ODESUR) and top-sports authorities of the governments of South America. PASO served as a witness at this event.

There is no document of universal character that oversees relations between governmental sports authorities and the non-governmental organisations, or that establishes the roles and responsibilities of each while respecting the powers of each other and their absolute independence. Therefore, the Agreement of Acapulco in November 2008 is the only of its kind, but is limited to North, Central and South America.

This document could serve as a model for regulating a harmonious and positive relationship between States and NOCs worldwide.

We propose the following options:

- a. A global body similar to the World Anti-Doping Agency (WADA), in which sports authorities, athletes and governments work together in harmony;
- b. A body or a commission, comprising the IOC, International Federations, NOCs, governments, the United Nations or other world bodies;



- c. The creation of a body similar to the Court of Arbitration for Sport (CAS) which would analyse, judge and resolve conflicts of interest that may arise among governments, NOCs and Federations;
- d. Another global body, similar to or different from those proposed, which could arise from an agreement between all parties involved.

Not achieving the understanding, comprehension and respect among all delays the progress of sport. We can and must build the roads needed to maintain positive, constant and uninterrupted dialogue for the sake of sport and humanity.

MANOLIS MAVROMMATIS

GRE – Comité Olympique Hellénique

LIVRE BLANC SUR LE SPORT DE L'UNION EUROPÉENNE

Le Livre blanc sur le sport de l'Union européenne (UE) et le plan d'action « Pierre de Coubertin » sont les premières initiatives prises par l'UE dans le domaine du sport. Sept autres commissions parlementaires ont travaillé sur la question (affaires économiques, emploi, marché intérieur, affaires juridiques, libertés civiles, développement régional et droits de la femme).

Cette contribution présente les dispositions du Livre blanc.

The European Union (EU) White Paper on Sport and the Pierre de Coubertin Plan are the EU's first attempts to approach sport. [1] The Culture Committee, which was responsible for the coordination of these attempts, assigned me the responsibility of introducing the White Paper to the European Parliament.

Seven other Parliamentary Committees – Economic Affairs, Employment, Internal Market, Legal Affairs, Freedoms, Regional Development and Women – worked on the same issue.

The White Paper on Sport:

- Recognises that sport can a) contribute to the achievement of the aims set in Lisbon for development and employment; b) function as a means for local, peripheral and agricultural development; c) support touristic development through upgrading existing and building new infrastructure, and d) cooperate with interested organisations towards financing sport and recreational facilities.
- Requires that the training and competition programmes for athletes be less demanding, so that the use of prohibited substances (either for enhancing performance in competition or for training purposes) will no longer be a temptation.
- Suggests that trade in illicit substances should be treated the same way as the trade in drugs.
- Suggests that research on doping should be financially supported through EU programmes on public health, as well as through a new budget line for activities in the field of sport.
- Advises sport organisations not to discriminate against athletes on the basis of their citizenship.
- Underlines the need for the autonomy of sport to be respected. In order for sport to be effectively and efficiently coordinated, however, a minimum set of regulations at the European level should be established.

REFERENCES

[1] The EU White Paper on sport as well as the “Pierre de Coubertin” Action Plan can be found at http://ec.europa.eu/sport/index_en.htm

OCTAVIAN MORARIU

ROU – Romanian Olympic and Sports Committee

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE DANS LE CADRE DE LA MONDIALISATION

L'autonomie est un élément fondamental de la gestion de l'organisation du sport. Même s'il est vrai que l'autonomie pure reste hypothétique (politiquement, socialement et financièrement), elle sera toujours un objectif pour les organisations sportives.

Pour le Mouvement olympique en particulier, l'autonomie est représentée par le droit accordé au Comité International Olympique (CIO), aux Comités Nationaux Olympiques (CNO) et à d'autres parties prenantes d'établir des règles et règlements qui leur permettent de maintenir leur indépendance vis-à-vis des politiques nationales et internationales. Toutefois, cela est difficile dans une société mondialisée et l'intégration du Mouvement olympique dans ce contexte requiert de multiples ressources culturelles nouvelles.

En appliquant le principe de l'autonomie, le Mouvement olympique doit faire face à des restrictions juridiques, politiques, financières et commerciales. Des solutions doivent être trouvées par la consultation, la coopération et la négociation avec tous les acteurs, ainsi que par tous les moyens de résolution de conflits qu'offre le système du Mouvement olympique à ses membres.



1. CONCEPTUAL AND LEGAL DIMENSION

The issue of autonomy is extremely complex and has been the subject of many debates. While on the one hand pure autonomy remains hypothetical (politically, socially and financially), on the other hand it will always be a goal sports organisations try to achieve.

The subject can be approached generally and more specifically, as we discuss the right of the IOC, National Olympic Committees (NOCs) and other stakeholders to set rules and regulations that establish their independence from national and international politics. This would ensure proper governance of the Olympic Movement, for the benefit of stakeholders, in accordance with the principles of the Olympic Charter.

The Olympic Movement is closely linked to human society. As such it is difficult to separate it from any aspect linked to society, including “force majeure” such as wars, riots, terrorist attacks or natural calamities. One of the fundamental principles of the Olympic Charter is that autonomy should govern the management of all sports organisations. The International Olympic Committee (IOC), as the main Olympic forum and umbrella organisation for the 205 existing NOCs, expects all International Federations (IF) and the statutes of NOCs to be in line with the Olympic Charter.

Regardless of all interruptions, boycotts and other difficulties the Olympic Movement has had to endure during its modern history, the Olympic ideals and values have triumphed. The Olympic Movement is one of the largest on earth and the Olympic Games are one of the most spectacular events to take place every four years. Moreover, the five circles are one of the most respected logos worldwide. Olympism has become global in and by itself.

The position of the IOC and of NOCs has improved greatly and they now gain respect and admiration all over the world. Since 1981 the IOC has enjoyed special status in Switzerland and has been recognised by the Swiss government. This was reinforced in 2000, but without judicial immunity.

Globalisation is a complex phenomenon and is related to the big changes produced in society due to the tremendous development of world economy, trade and cultural exchanges. It is obvious that if important events happen in one part of the world, they will influence other parts as well.

Globalisation is a process of integration, not just economically, but also in terms of culture, technology and governance. The Olympic Movement has been an active advocate for globalisation. In order to keep the Olympic Movement diversified, people must have an opportunity to show the appeal of various national cultures, while working towards equality. Now that the Olympic Movement has become global, it needs abundant new

cultural resources to enrich itself for further development. Obviously, multicultural forums have the ability to meet the new demands of Olympism and nourish the Movement with fresh cultural elements.

Globalisation and diversification are related to each other. Cultural diversification means introducing efficient sports cultural forums into the Olympic Movement in order to balance the negative impacts of globalisation.

Economically speaking, globalisation can be beneficial for the Olympic Movement, provided that the triangle of culture-education-sport is kept together, accurate information is disseminated and that the values and spirit of Olympism, prevail.

2. PROBLEMS/LIMITATIONS

- a. There are many legal restrictions and intrusions influencing the autonomy of the Olympic Movement. This includes: state, national and regional laws; guidelines for the use of the public funds; conventions as well as the huge body of regulations (“Lex Sportiva”) governing sports worldwide that are in a constant state of flux.
- b. Political intrusions and financial limitations have a negative influence over the autonomy of the Olympic Movement, internationally. In most cases, governments finance sporting activities. However, there are many situations in which NOCs and sports organisations have to surrender elements of their autonomy in order to obtain government funds. Some governmental organisations have tried to blackmail NOCs and take away the funds received from the IOC or their respective continental organisations. This is why the IOC keeps emphasising the importance of independence from political meddling in an NOCs’ decision-making process.
- c. Third parties (partners, sponsors and media) also intrude on the work of the Olympic Movement. As their interests are purely commercial, it is obvious that some sponsors are only interested in their gain. The moral values of the Olympic Movement have to be respected without harming or constraining the NOC’s autonomy.
- d. Excessive commercialisation could bring us to the point where globalisation could threaten the Olympic Movement. The alternative, repeatedly pointed out by the IOC, is to enhance the Olympic “pillars” by cultivating national traditions and accenting culture, education, mutual respect and clean sport as alternative to selfishness, violence and alienation.



3. CONCLUSIONS AND POSSIBLE SOLUTIONS

- a. NOCs should, freely and without political or economic intrusions, establish their Statutes and regulations in line with the Olympic Charter and adhere to them.
- b. NOCs should elect their governing bodies and leaders in a democratic way, according to their Statutes and own set of rules, allowing no influence from the outside.
- c. NOCs should try to get funds from state budgets or other sources with the caveat that they are not to be bound in terms of decision making.
- d. NOCs should acknowledge that autonomy is also the result of cooperation, consultation and negotiation with governments, stakeholders and third parties and that such collaboration is necessary to reach a respected position in society.
- e. NOCs should use all opportunities offered by the IOC quadrennial plan and its programmes as well as the programmes of continental associations.
- f. NOCs should try their best to develop Olympic educational programmes on a national scale. This would help to spread and reinforce the Olympic spirit and values among students.

SAMIH MOUDALLAL

Comité International Olympique

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

En ce qui concerne l'autonomie des Comités Nationaux Olympiques (CNO) à l'égard des gouvernements et d'autres autorités politiques, je propose d'ajuster la Charte olympique afin de normaliser les relations entre les CNO et les gouvernements. Comment procédons-nous pour normaliser les relations avec les gouvernements? Le CNO doit travailler de manière indépendante, sans aucune interférence ni pression de la part des gouvernements, et cette relation doit être garantie par la loi ou par un décret législatif.

With regards to the autonomy of National Olympic Committees (NOCs) vis-à-vis governments and other political authorities, I propose adjusting the Olympic Charter in order to normalise relations between NOCs and governments. How do we normalise relationships with governments? NOCs should work independently without any interference or

pressure from governments and this relationship must be guaranteed by law or by legislative decree.

HASSAN MOUSTAFA

IHF – Fédération Internationale de Handball

L'AUTONOMIE DU SPORT

Le Comité International Olympique (CIO), en coopération avec les Fédérations Internationales (FI) et l'Association des Fédérations Internationales des sports olympiques d'été (ASOIF), doit préserver l'autonomie du sport partout dans le monde. Si nous unissons nos forces, les dispositions de la Charte olympique prévaudront et seront respectées par toutes les parties concernées.

There should be a closer relationship among the IOC, National Olympic Committees (NOCs), National Federations (NFs) and the International Handball Federation (IHF).

Additionally, National Federations should be under direct protection of their IF and the IOC as well as their NOC.

When we talk about Olympic principles and the autonomy of sport, it is important that the entire Olympic community is aware of the provisions regarding the independence of NOCs and NFs. The IOC, along with IFs, should support the autonomy of Olympic Movement organisations.

In order to implement Olympic Ideals worldwide, the IOC should act as the guardian of all its organisations. I suggest amending some articles of the Olympic Charter to cope with the current state of affairs in the world of sport. These amendments should give the IOC the right to protect its organisations.

The Olympic Charter should be the basis of operation for all organisations worldwide. The IOC should give guidelines to all its IFs, NOCs and NFs on ways in which to bring their rules within the framework of these guidelines.

Lastly, I recommend applying Rules 28.5, 28.6, 28.9 and 29.4 of the Olympic Charter to the functioning of NFs as well.



COLIN MOYNIHAN

GBR – British Olympic Association

RENFORCER ET PRÉSERVER L'AUTONOMIE DU SPORT

L'un des principes fondamentaux de l'Olympisme précise que l'organisation et la gestion du sport doivent être contrôlées par des organisations sportives indépendantes: c'est ce que l'on appelle l'autonomie du sport. Cela étant, la réalité est plus complexe. Dans le monde actuel, un monde de mondialisation à tout va, le sport ne vit pas – et ne peut pas vivre – en vase clos. Les frontières entre sport, politique et monde des affaires se recoupent de plus en plus; aussi est-il essentiel que la famille olympique élabore et mette sur pied des programmes et politiques visant à préserver et défendre notre autonomie.

Cet article aborde plusieurs questions sur lesquelles la famille olympique devrait se pencher pour renforcer et préserver l'autonomie du sport.

It is one of the fundamental principles of Olympism that the organisation and management of sport must be controlled by independent sport organisations: this is the autonomy of sport. However, the reality of the situation is more complicated. In today's world, hard-wired to globalisation in all its aspects, sport does not – and cannot – exist in a vacuum. The boundaries between sport, politics and commerce increasingly overlap, which is why it is essential for the Olympic family to draw up and implement programmes and policies to preserve and secure our autonomy.

I believe that we are in full agreement on two key issues: firstly, that the autonomy of sport is an essential pre-requisite for its development and the promotion of its values, for the benefit of all athletes. Secondly, the right to autonomy does not imply absolute freedom with no rules. With rights come obligations – we cannot preserve our autonomy unless we deserve to do so. Our own good governance is a critical factor in ensuring our autonomy is recognised and respected by all our stakeholders and partners. We are all aware of a number of egregious examples of political interference and clear infringements of the autonomy of NOCs and Sports Federations. Yet no sports body is immune from political meddling. In my own experience as Chairman of the British Olympic Association (BOA), there have been times when we have had to resist government attempts to interfere for political gain, which would compromise our independence and our ability to do our job. The IOC has already taken important measures to safeguard the autonomy of sport, such as the creation of the Olympic and Sports Network earlier this year. There are several areas which merit our further consideration:

1. Firstly, we must understand ourselves what we mean by autonomy before we can expect our stakeholders and partners to respect it – we need a realistic and acceptable definition.
2. Secondly, we must put our own house in order. We know that the successful preservation of autonomy depends significantly on good governance within NOCs and Federations. The document entitled “Basic Universal Principles of Good Governance of the Olympic and Sports Movement”, is essential to this process. We now need to translate the principles contained therein into practical terms and actions; and to ensure that all members of the Olympic family can abide by it.
3. Thirdly, we know that better communication and cooperation within the Olympic Movement will help to resolve our internal disputes ourselves and will prevent “divide and rule policies” by government. The establishment of the Olympic and Sports Network was a key first step. The Congress is an opportune time to review its success and to build on it.
4. Finally, the need for better communication and co-operation extends to our relations with governments, possibly through an IOC mechanism to brief governments about the Olympic Movement.

It is important to emphasise that we cannot exclude our many economic, corporate or political stakeholders and partners; from governments and the judicial system to sponsors, franchisers and economic agents, nor should we seek to do so. To be successful and to develop sport, we must show our willingness to co-operate and work together in a spirit of dialogue, understanding and mutual respect. I have witnessed both sides of the coin. As an Olympic competitor, I saw first-hand the potential damage to the principles of the Olympic Charter that political interference could cause, as a result of the British government's attempts to force a boycott of the 1980 Moscow Olympic Games. Seven years later, my experiences as Margaret Thatcher's Sports Minister underlined the importance of a balance between the interests of government and the autonomy of sport. Now I seek to achieve that equilibrium by maintaining good relations with government, while at the same time ensuring that the BOA remains the strong, independent and authoritative voice of British Olympic sport, able to speak up in the best interests of our athletes. None of these challenges come easy and most countries of the world face threats to their autonomy of a far higher magnitude.

Yet nowhere is the need to work closely with all stakeholders more apparent than in the delivery of an Olympic Games. Undoubtedly, winning the right to host the 2012 Olympic Games in London has placed sport higher up the political agenda than it has ever been in the UK. Now issues such as the Olympic legacy are debated in Parliament, demonstrating a positive fusion of sport and political oversight. This new interest has certainly benefitted Olympic sport in our nation, not



least through extra government funding, but with it comes the danger that political intervention will affect the autonomy of sport. The government is increasingly involved in all aspects of sport – hardly surprising, given that almost no government department is left untouched by the social, economic and diplomatic power of sport, from its role in improving health or reducing crime to its use as a tool in conflict situations. But it would be naive not to acknowledge the desire of a government to reap political benefit from the act of hosting the Olympic Games. We in sport have a corresponding duty to protect our autonomy and the autonomy of our athletes. In the run-up to 2012, I am cognizant of the need for the BOA to be fully equipped with good governance, transparency and in-house expertise, which is why we must work to review and agree new structures that are fit for purpose. I see this process as very much within the broader context of the challenge to the Olympic family as a whole – to design the policies, the framework and the support mechanisms needed to enable us to protect our freedom and autonomy and to ensure the best interests of our athletes are served in full.

BONNIE MUGABE

Média • The New Times

PRÉSERVER L'AUTONOMIE DES ORGANISATIONS SPORTIVES

L'autonomie du Mouvement olympique et de tous ses groupes constitutifs est essentielle pour préserver les valeurs qui aident à rendre meilleures les personnes et les sociétés, mais aussi pour protéger l'intégrité de la compétition.

Le Mouvement olympique est au-dessus de la religion et de la politique. Les organisations sportives ne devraient pas être exploitées parce qu'elles bénéficient du soutien des gouvernements. Elles ne devraient pas être placées sous contrôle gouvernemental ni avoir de gouvernements qui interfèrent dans leur travail. De même, les gouvernements ne devraient pas s'immiscer dans les activités du Comité International Olympique (CIO).

Les organisations sportives devraient par contre négocier, consulter et coopérer avec les gouvernements si elles ne veulent pas être utilisées comme un instrument idéologique. Mais en même temps, les organisations sportives ne devraient pas être sur la défensive lorsqu'elles font la promotion de leur autonomie.

The autonomy of the Olympic Movement and all its constituents is essential in order to preserve the values that help improve individuals and societies and also to protect the integrity of sport competition. The principle of autonomy is also representative of the values upheld in the Olympic Charter.

The Olympic Movement is above religion, political influence and partisan politics.

Sporting organisations should not be exploited because they gain support from governments. They should not be under government control or have governments interfere in their work. Likewise, governments should not interfere in the work of the International Olympic Committee.

Instead, sporting organisations should negotiate, consult and work with governments if the former is to be prevented from being used as an ideological tool. Sporting organisations should be free to promote partnerships with governments and other stakeholders. They should also be free from interference when working towards the Olympic values that are at the core of the Olympic Movement.

Conversely, sporting organisations should not be defensive when promoting their autonomy. Full and harmonious cooperation with governments and other related organisations can only be based on mutual respect, partnership and spirit of cooperation.

The development of sport is possible only if there is strong cooperation as well as mutual respect and understanding among the sport, political, social and economic worlds.

SER MIANG NG

Comité International Olympique

PRÉSERVER L'AUTONOMIE DES COMITÉS NATIONAUX OLYMPIQUES

Le Mouvement olympique est l'une des plus importantes forces sociales en faveur du bien car il encourage la paix et un monde meilleur en éduquant les jeunes par le sport et dans l'esprit olympique. Les Comités Nationaux Olympiques (CNO) sont une des principales parties constituantes du Mouvement olympique et il est important pour eux qu'ils entretiennent des relations harmonieuses avec leurs gouvernements respectifs afin d'être efficaces et d'accomplir leur mission conformément à la Charte olympique. Par conséquent, il est important que la relation entre les CNO et leurs gouvernements respectifs soit clairement définie et officialisée. Un protocole entre les CNO, les gouvernements et le Comité International Olympique (CIO), qui préserve l'autonomie des CNO, pourrait être une bonne initiative. En même temps, les CNO devraient avoir plus de pouvoirs afin d'être en mesure de maintenir leur autonomie.

The Olympic Movement is one of the most important social forces for good and contributes to a peaceful and better world by educating youth



through sport practiced without discrimination of any kind and in the Olympic spirit of friendship, solidarity and fair play. The Movement has withstood the test of time by basing itself on the principle of autonomy.

The National Olympic Committees (NOCs) are an important pillar of the Movement and its basis is found under Rules 28 to 32 of the Olympic Charter. Rule 28.5 says “In order to fulfil their mission, the NOCs may cooperate with governmental bodies, with which they shall achieve harmonious relations. However, they shall not associate themselves with any activity which would be in contradiction with the Olympic Charter.” Rule 28.6 goes on to say that “The NOCs must preserve their autonomy and resist all pressures of any kind, including but not limited to political, legal, religious or economic pressures which may prevent them from complying with the Olympic Charter.”

Each NOC operates under different political, social and economic conditions. The NOC's harmonious relationship with its government is vital if it is to function and serve the Olympic Movement effectively. Usually, government sports policies and laws set the framework within which NOCs operate. Many smaller NOCs are also dependent on their respective governments for funding and financial support. The sports policy of the government underpins the way sports are promoted in the country and the manner in which an NOC functions. While many NOCs exist in harmony with their governments and achieve a good symbiotic relationship, there have been troubling signs of increasing political interference in a number of NOCs. This is not surprising, as the success of the Olympic Movement and the important role of sports in communities may be attractive for political exploitation. Sometimes governments do not fully understand or appreciate an NOC's need for autonomy.

It is important for governments and NOCs to work on developing a symbiotic relationship that would help achieve a win-win situation for both parties. It is also of critical importance for governments to understand that NOCs can only achieve their mission under the Olympic Charter and do well for the nation if it remains autonomous. It is of equal importance for NOCs to understand the importance of transparency and good governance in order to gain the trust of communities and governments.

There is a need to help NOCs institutionalise a good working framework with their respective governments. This could be a two-step process that involves :

1. Building understanding and trust between governments and NOCs;
2. Setting up a formal protocol among governments, NOCs and the IOC.

BUILDING TRUST AND UNDERSTANDING

The first step of the process would involve the following :

1. Helping governments, agencies and the community at large to understand the roles, functions and mission of NOCs.
2. Ensuring NOCs have the qualities and capabilities required to remain autonomous. Olympic Solidarity could play a role here by putting into place systems and offering human resource support that help NOCs achieve good governance.
3. Establishing good practices and models for NOCs by providing a forum for exchanging ideas.
4. Encouraging NOCs to be financially self-sufficient.

SIGNING OF PROTOCOL BETWEEN GOVERNMENTS, NOCS AND THE IOC

A good long-term solution would be to establish a formal protocol signed by governments, NOCs and the IOC to recognise and respect the autonomy of NOCs.

The process may be long and time-consuming but it will be an effort worth undertaking. Incentives could be introduced to encourage governments to be party to the protocol. The governments supporting their cities for Olympic Games, YOGs and IOC Sessions are naturally the first target group.

NIELS NYGAARD

DEN – National Olympic Committee and Sports Confederation of Denmark

LE FINANCEMENT DES COMITÉS NATIONAUX OLYMPIQUES

Pour préserver l'autonomie des Comités Nationaux Olympiques (CNO), il est essentiel qu'ils disposent d'une aide financière sans conditions strictes de la part des gouvernements ou autres « sponsors externes ».

Dans un certain nombre de pays, des loteries nationales et autres activités de jeu procurent la principale source de financement des CNO et autres organisations sportives nationales. C'est une bonne façon de s'assurer le financement nécessaire, puisque les allocations peuvent être accordées sans remettre en question l'autonomie du sport.



Les 27 pays que compte l'Union européenne sont agités par un intense débat concernant le statut juridique actuel des loteries et autres activités de jeux et de paris. Il est très important que le Comité International Olympique (CIO) continue d'œuvrer avec les Comités Olympiques Européens (COE) pour assurer l'avenir du financement du sport.

Le CIO pourrait prendre la tête d'une action de promotion d'un modèle semblable de financement des CNO dans les pays qui ne jouissent pas encore aujourd'hui d'un financement satisfaisant.

To preserve the autonomy of National Olympic Committees, it is vital that financial assistance is available without strict conditions from governments or other "external sponsors".

In a number of countries, state lotteries and other gambling activities provide the main source of financing for National Olympic Committees and other national sports organisations. This is a good way to secure the necessary funding, since allocations can be given without challenging the autonomy of sport.

Among the 27 countries that comprise the European Union there is intense debate concerning the current legal status of the lotteries and other gambling and betting activities. It is very important that the International Olympic Committee (IOC), together with the European Olympic Committees, continues to work towards securing the future funding of sport.

The IOC could take a lead role in promoting a similar model for financing National Olympic Committees in those countries that do not today have satisfactory funding.

RAFFAELE PAGNOZZI

ITA – Comitato Olimpico Nazionale Italiano

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

Citant l'expérience italienne en exemple, tout particulièrement étant donné les épisodes qui ont concerné le football professionnel ces derniers temps, cette contribution met en avant l'idée que l'autonomie du sport dans le cadre de la législation nationale doit être mesurée sur la base de deux facteurs : autonomie financière et systèmes législatifs des États souverains.

The financial autonomy of the Comitato Olimpico Nazionale Italiano (CONI) has been guaranteed for over 60 years by proceeds from sports results prognostication competitions. This has ensured sufficient funds

for the whole of Italian sport and also produced considerable income for the State.

Not depending on the State for funding means that one can make choices on sports policy autonomously, without being subjected to any kind of conditioning. This system has functioned for a long time. But on account of the crisis that has affected the system, it has become necessary to modify this mechanism by integrating this income with funds drawn directly from the State's coffers.

Call it chance, but the highest level of autonomy ever reached by CONI was in 1980 during its participation at the Moscow Olympic Games, despite the Italian government blocking the participation of those athletes who were part of the armed forces.

From a legislative point of view, the autonomy of Italian sports law has obtained – a unique case in the world – explicit recognition through legislation (N. 220/2003), which indicates that "the Republic recognises and favours the autonomy of national sport law, as an articulation of national sports legislation under the International Olympic Committee" and that "the relationship between sports law and the legislation of the Republic are regulated on the basis of the principle of autonomy, save for cases of particular relevance for the legislation of the Republic for subjective juridical situations connected with sports law."

This means that all matters of a technical and juridical nature should be resolved within the scope of sports justice and only exceptionally – in those case where fundamental subjective rights are involved or for issues concerning patrimony – should cases be taken to State courts, and in any case always after having gone through the full procedure foreseen by sports law.

Despite this legal framework, that would appear to be very favourable for the autonomy of sport, the recent vicissitudes that have hit Italian professional football show that the economic dimension that professional football has now taken cannot avert eventual – legitimate – recourse to the courts. There have been many incidents that CONI has diplomatically – and thanks to the good sense of the parties involved – been able to avoid. However, these incidents may reoccur in the future and the evolution is impossible to imagine, given the ever-growing incidence of the financial aspects over those that are purely to do with sport.

In its articles of association, CONI has put a heavy accent on the need for the bodies responsible for sports justice to have all the necessary requisites in terms of autonomy, independence and tertiary status with respect to the directive bodies of the sports organisations (CONI and National Sports Federations), concerning the choice of persons to whom to give the mandate for sports justice as well as the procedures and



how these are conducted. Thus, in CONI's new judicial system for sport, designed to handle all degrees of controversy between subjects that come under sports law, the arbitral characteristics of the procedure have been heavily accentuated, with the aim of ensuring that solutions are found within the scope of sports law, leaving to the competence of the State courts only those cases that concern patrimonial matters or rights that cannot be disposed of.

From this, it derives that the self-regulating power that CONI enjoys – with respect to State legislation – is a decisive element with which to define and highlight the autonomy of sports organisations, and this is of fundamental importance not only for the sports justice sector but also in all situations where confusion and a superimposition between sports law and State legislation may occur.

It is evident that a solution that fully guarantees the autonomy of sports law cannot be found, at least not within the scope of an international context that, recognising the specific nature of the sports sector, may adequately guard it against possible hypotheses of contrast or superimposition with the legislation of individual States.

Work has been going ahead on propositions of this type within the scope of European Union (EU) legislation for some time now, with results that have, to date, been insufficient because the unified convergence of the Governments of the Union is needed, together with an approach that can safeguard the whole of the world of sport. In other words all sports disciplines and not just those that are economically stronger. We shall have to redouble our efforts in order to find the general consensus that is an indispensable condition with which to reach this difficult, but not impossible, objective.

The International Olympic Committee (IOC), the European Olympic Committees and the National Sports Federations all agree upon a defence of the specific nature of sport and of the autonomy of sport, but many steps forward have yet to be taken so as to obtain a legislative framework that can give concrete answers to such needs. It is a long and difficult road, but it is imperative to continue along the route we have taken if we really do have to guard the credibility and the future of sport and the values upon which it is based.

LASSANA PALENFO

Organisation reconnue
ACNOA – Association des Comités Nationaux Olympiques d'Afrique

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

Au regard de la Règle 28 de notre précieuse Charte olympique concernant sa mission, le Comité National Olympique (CNO) est présenté comme une entité dont la mission est de développer, promouvoir et protéger le Mouvement olympique dans son pays respectif en s'appuyant sur la promotion des principes fondamentaux et des valeurs de l'Olympisme dans ce pays.

Ceci, on en convient, passe par une organisation sans faille des normes éthiques, des principes fondamentaux à respecter. Les choses contre lesquelles le Mouvement olympique doit lutter sont entre autres la violence, le dopage, la tricherie, le fanatisme, le nationalisme exacerbé, la politisation.

En ce qui concerne l'autonomie, en cas de transgression de la Charte olympique, le Comité International Olympique (CIO) peut, après l'avoir entendu, suspendre un CNO. Toutefois, pour être plus efficace et donner plus de liberté d'action aux CNO, cette menace de sanction devrait s'étendre jusqu'au niveau des Fédérations Internationales (FI).

À un moment ou à un autre, les États ou des pans de ces États ont eu à sombrer dans ces travers. Voilà pourquoi à notre sens, pour un accomplissement idoine de notre mission, l'autonomie semble plus que jamais nécessaire. Un numéro de la Revue olympique reprenant un discours de Juan Antonio Samaranch, alors Président du CIO, écrivait : « Les CNO doivent préserver leur autonomie et résister à toutes les pressions, qu'elles soient d'ordre politique, religieux ou économique. Pour atteindre ces objectifs, les CNO peuvent collaborer avec des organismes privés ou gouvernementaux. Ils ne peuvent cependant s'associer à aucune activité qui serait en contradiction avec les principes du Mouvement olympique et les règles du CIO ».

C'est tout ce précieux héritage que nous avons mission de défendre, sans faiblesse ni haine, mais avec conviction.

Nous pourrions aisément nous étendre ici sur le fait qu'en Afrique, nous vivons régulièrement les situations de double légitimité entre les ministères des sports et les CNO. Mais l'affaire n'a rien de simple, parce que l'exacerbation des rivalités entre les nations du fait de la mondialisation rend encore plus cruciaux les enjeux sportifs à l'échelle mondiale. De ce fait, les risques d'une politisation sont encore plus importants.



En revanche, le CIO et les organismes qui y adhèrent voient dans le sport un facteur de paix, de solidarité, de coopération et de compréhension mutuelle entre les peuples. Les CNO et les organisations continentales doivent développer des défenses suffisamment fortes afin de soustraire le sport des influences pernicieuses.

Quelques cas conflictuels :

L'autonomie et/ou la non-ingérence sont des concepts qui sont à la base de la plupart des différends qui opposent les CNO d'Afrique (et sûrement d'ailleurs) à leurs autorités politiques et administratives en général.

L'autonomie d'un CNO, telle que définie, devrait être basée en priorité sur les possibilités financières et administratives dont il dispose pour s'opposer à toute ingérence.

Beaucoup des CNO qui ont la chance de bénéficier de l'apport de leur gouvernement font malheureusement l'objet d'une ingérence intempestive. En effet, les bailleurs de fonds gouvernementaux confondent très souvent le droit de regard sur l'utilisation des fonds qu'ils mettent à disposition des CNO avec l'ingérence dans leur vie de tous les jours. Ainsi se croient-ils investis du pouvoir de renvoyer les membres qui semblent ne pas « jouer le jeu ».

Quelques exemples d'immixtion de forces extérieures dans les affaires des CNO montrent certaines situations cocasses :

- Il y a plusieurs mois a été inauguré à Khartoum un vaste complexe, au sein duquel trônait un joyau qui devait servir de siège au CNO soudanais. Pourtant, quelques jours après, l'ensemble du CNO soudanais est limogé. L'effectif est remplacé par de nouveaux membres qui semblaient en odeur de sainteté auprès du gouvernement soudanais.
- Nous sommes en 2003 et les lampions viennent de s'éteindre sur les VIII^{es} Jeux Africains. Le Cameroun, qui a signé une belle victoire face au pays organisateur en football, n'a pu prendre part aux Jeux Afro-Asiatiques. Et pour cause, le président du CNO aurait commis un crime de lèse-majesté en voulant faire voyager les footballeurs sans l'avis du Ministère de la Jeunesse et des Sports.
- Il y a eu également les cas du Gabon, du Lesotho, de Djibouti et récemment de l'Égypte, de l'Algérie et de Madagascar.

L'argent, le nerf de la guerre, se trouve être le catalyseur de plusieurs conflits : ceci va des mécènes aux sponsors, dont les contributions attisent les passions. Même les subventions de la Solidarité Olympique sont parfois une pomme de discorde entre les ministres des sports et les CNO. L'exacerbation tient parfois, hélas, de l'intransigeance de certains de nos CNO membres, qui prônent ouvertement l'indépendance et réfutent toute idée de collaboration.

Nous aurions fait une partie du chemin vers la compréhension mutuelle si, à l'occasion du déroulement des Jeux Olympiques, on revoyait le standing des ministres des sports, car la situation est parfois vécue à leur niveau comme une sorte d'humiliation. En tout état de cause, nous sommes loin d'avoir trouvé la formule idoine pour débarrasser notre milieu de tout soupçon d'ostracisme.

La Charte nous prescrit de collaborer avec des organismes gouvernementaux, avec lesquels devraient se développer des relations harmonieuses. Les CNO peuvent aussi coopérer avec les organismes non gouvernementaux. Pour éliminer ces maux qui pourraient le miner, je me félicite que le CIO encourage le dialogue et la transparence.

Comment préserver son autonomie et résister à toutes ces pressions quand, le plus souvent, les membres du CNO sont des bénévoles et de surcroît fonctionnaires d'État, donc sujets à de constantes menaces de suspension de salaire ou même de radiation pure et simple ?

Au regard de ce qu'elle dit, la Charte olympique devrait être plus ferme dans son devoir de protection de l'Olympisme. La gestion transparente des fonds est nécessaire pour éviter des récriminations et favoriser l'harmonie, d'autant plus que, pour une meilleure efficacité, les CNO tirent parti des lourds investissements des États en matière d'infrastructures, mais aussi en matière de formation. Et – c'est un secret de polichinelle – l'acuité de certains de ces problèmes ne peut trouver de soulagement que dans la perspective de cette implication étatique.

Sur notre continent, le chantier de développement du sport et de l'éducation physique est immense, les ressources maigres. C'est un chantier qui a besoin de nombreux bras. Les rapports CNO-pouvoirs publics devraient être envisagés non en termes de rapports de forces conflictuels mais plutôt en termes de coopération, de cogestion et de complémentarité des missions. Les CNO pourraient ainsi s'épanouir et assumer pleinement les missions qui leur sont confiées par le CIO, sans que pour cela les dirigeants des comités soient amenés à adopter une attitude complaisante vis-à-vis des gouvernements ou à renoncer à leur autonomie de décision et d'action.

En dehors des mesures et sanctions prévues en cas de transgression de la Charte olympique, le CIO peut, après l'avoir entendu, suspendre un CNO ou lui retirer sa reconnaissance. La menace d'une sanction d'interdiction de participer aux Jeux Olympiques ne suffit pas, souvent du fait de leur éloignement. Et puis la suspension pure et simple d'un CNO, à y regarder de près, ne fait pas réellement peur à ceux qui en sont la cause (autorités gouvernementales, etc.), car les effets ne sont supportés que par les membres du CNO et les athlètes concernés. Pour être plus efficace et donner plus de liberté d'action aux CNO, cette menace de sanction devrait s'étendre jusqu'au niveau des FI.



ALEXANDER POPOV

Commission du CIO • Commission des athlètes

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

Les Jeux Olympiques sont l'unique produit du Comité International Olympique (CIO), un produit qui est populaire et bien accepté par bon nombre des parties concernées. Cette situation permet au CIO de garder son statut et de rester indépendant de toute influence extérieure. Les Jeux Olympiques génèrent suffisamment de revenus pour permettre au Mouvement olympique de maintenir cette position et de continuer à développer des programmes dans le monde.

The Olympic Games is the IOC's unique product and one that is popular and well accepted by many stakeholders. This situation allows the IOC to keep its status and stay independent regardless of any outside influence. The Olympic Games generates enough revenue for the Olympic Movement to maintain this position and to continue developing programmes around the world.

The IOC continually underscores the importance of athletes in the Olympic Movement and promotes their role, not just during the Games, but also in everyday sporting activities in their respective countries. This can only be done by a strong, independent organisation such as the IOC.

The IOC also promotes unity within the Olympic Movement and promotes a unique atmosphere where everyone is treated equally and fairly. The organisation is a winner in this respect and injects its own flavour into the sporting world. The long-lasting positive images of athletes are just one of the ways in which the organisation stimulates the development of sport around the globe.

The Olympic Solidarity programme at the IOC helps to develop and support sport in developing countries. There are numerous examples of athletes, NOCs and national programmes, which have used and benefited from the IOC's direct financial support.

RICHARD W. POUND

Comité International Olympique

LE CIO ET SON RÔLE FINANCIER

Les revenus du Comité International Olympique (CIO) permettent de couvrir les coûts d'organisation des Jeux Olympiques sans devoir puiser sur les recettes fiscales du pays hôte.

S'agissant du rôle financier du CIO, l'important est que le CIO puisse utiliser l'accès à ses ressources pour contribuer à générer la solidarité au sein du Mouvement olympique. À l'époque où le CIO ne disposait pas de ces ressources, il avait une influence limitée et aucun pouvoir sur le mouvement sportif.

Néanmoins, une nouvelle catégorie de partenaires a vu le jour, des partenaires dépendants qui attendent bouche ouverte et main tendue, incapables de subvenir à leurs propres besoins.

C'est un enjeu de taille pour le CIO que de trouver une solution à ce problème complexe.

For the best part of two decades, my principal role within the International Olympic Committee (IOC) was to generate the financial resources necessary to achieve a degree of autonomy that is all but impossible if an organisation is dependent on discretionary funding from outside sources. I do not want to enter into the details of how we accomplished the transition from a completely impecunious situation to a well-funded body. However, the IOC is now not only able to support itself, but also provide significant financial support to its stakeholders, the International Federations (IFs) and National Olympic Committees (NOCs).

The IOC's revenues also make it possible to support the organisational costs of the Olympic Games, without the necessity of accessing tax base revenues in the host country. The latter statement is often confusing to some, so let me explain. I refer here to the incremental costs of organising the Games, not the investment in facilities and infrastructure that is the proper responsibility of the host country. There is no reason that Olympic spectators and supporters should be responsible for bricks and mortar that will benefit the host country for decades after the Games.

What is important about the financial role of the IOC is that it can use the access to its resources to help generate solidarity within the Olympic Movement. Prior to the time it had these resources the IOC had limited influence and no power within the sports movement. IFs were independent fiefdoms that regarded themselves as the most important components of the Olympic Movement. NOCs resented any perceived



interference in their domestic affairs and considered that they should be able to name the IOC members in their countries.

IFs made occasional efforts to take control of the Olympic Movement, led in the 1970s by Thomas Keller, the Swiss president of FISA. Long before the IOC's Olympic revenues were significant, they demanded a share of the television revenues. Samaranch always believed that the IFs were far more important than the NOCs and that the Olympic Games could be organised without the NOCs, a view which I never shared. Samaranch catered to them at the expense of the NOCs, which have been strangely inarticulate in expressing their fundamental importance within the Olympic Movement.

It is, however, undeniable that the IOC has had far more influence within the Olympic Movement as a result of the financial support it is now able to provide. Many IFs are dependent upon such support for their existence between Games. So important is this support that they have pressured the IOC to insure the television rights in case something goes wrong. I have always believed that taking such insurance, apart from the cost, is off-message, an acknowledgment that the IOC has no confidence in the organisers to whom it has entrusted the organisation of the Games.

A dependent class of stakeholders has emerged, with open hands and open mouths and no ability to survive on their own. The IF's appetite for financial support is unlimited and expanding. The IOC's efforts to appease the demands is leading it into increasingly arbitrary allocations of funding to other parties, but, most importantly, the Organising Committees for the Olympic Games (OCOGs), on whom it depends to present the superb Games which the IOC now regards as its primary mission in life. The long term outcome of this dynamic is hard to predict, other than to say that no long term good can come from an arbitrary policy.

The IOC's financial support of NOCs is also derived from television revenues and is largely accomplished through the Olympic Solidarity programme. Political considerations have led this to be administered and funded on a continental basis, a decision explicable only on a political basis, not on one that would maximise the impact of and accountability for the funding involved. Political considerations also make it almost impossible to provide a useful assessment of results and consideration of more interesting alternatives.

This is not to suggest that the money is wasted, simply that any programme that involves hundreds of millions of dollars over time needs to be critically reviewed on a periodic basis to determine what improvements can be made. The IOC also provides funding for NOCs (this time directly) through the NOC share of the The Olympic Partner (TOP) Programme, especially on a redistribution basis to get funds into the hands of NOCs who would otherwise have little or no marketing revenues.

The concept of the rights offered through TOP (namely those of the two OCOGs in each quadrennial period, all the NOCs and the IOC) remains valid and valuable. There has been and continues to be internal tensions regarding the shares of the NOC participants, with most of the static attaching to the share allocated to the USOC, which equals that of all the other NOCs combined.

The IOC has an important stake in finding a solution to this conundrum, since once again, appetites for money have been created. If the programme collapses, there will inevitably be lower marketing revenues on a global basis for the Olympic Movement. A few countries will still have access to significant marketing revenues, but in institutions like the EC, the inability to offer exclusive rights in any territory will have a significant adverse impact on all NOCs.

ARTURAS POVILIUNAS

LTU – National Olympic Committee of Lithuania

L'AUTONOMIE DES COMITÉS NATIONAUX OLYMPIQUES EST-ELLE POSSIBLE ?

Pour qu'un Comité National Olympique (CNO) ait une autonomie suffisante dans son pays, il doit jouir d'une bonne réputation dans la société et auprès des responsables politiques nationaux. L'indépendance financière est une des conditions préalables essentielles à l'autonomie. Les processus politiques à l'intérieur d'un pays ont également un effet important sur la manière dont les organisations sportives sont structurées et gérées.

Comme bon nombre de médias sont influencés par des groupes d'intérêts privés, l'autonomie des CNO ou des fédérations sportives est souvent menacée par des reportages et articles tendancieux. Aujourd'hui, l'autonomie du Mouvement olympique est déterminée principalement par la commercialisation mondiale du sport, ce qui va à l'encontre des valeurs fondamentales du Mouvement olympique.

When we talk about the autonomy of a National Olympic Committee it is important to know the specific characteristics of the country in which it operates. For example what is its size in terms of area and population? Is the country well or poorly developed in economic terms? Is it democratic or authoritarian and does it have a long-standing reputation for developing Olympic sports?

The National Olympic Committee of Lithuania, unites the national federations of Olympic sports, sports associations and includes top-ranking



sports executives. After 20 years heading this organisation I can say that absolute autonomy is not possible in practice.

From my point of view, for an NOC to have sufficient autonomy in its country it must have:

1. A GOOD REPUTATION

An NOC's good reputation in society as well as among national politicians can be achieved:

- a. Through their preparation and participation in the Olympic Games as well as in campaigns with public and State organisations and municipalities (e.g. through Olympic festivals organised for school students, competitions among schools, various campaigns promoting the Olympic spirit, competitions, etc.);
- b. By carrying out their financial operations in a transparent manner;
- c. By making their activities visible through media coverage of events organised by the Committee and everything else related with the Olympic Movement. This may be challenging but is also very important.

2. FINANCIAL INDEPENDENCE

Financial independence is one of the key prerequisites for autonomy. Over its 20 years in operation, the Lithuanian NOC has not received state funding. Funding is obtained through Olympic lotteries (under the law, the NOC is entitled to 8% of lottery ticket sales) and sponsorship. Although sponsors do not receive any direct advertising benefit, they continue financing the NOC due to the factors listed above. Unfortunately, only a few sports federations enjoy this type of independence.

3. POLITICAL INDEPENDENCE

We have observed that political processes within a country have a substantial effect on the way in which sports organisations are structured and managed. This is an unfortunate truth. Therefore, I am convinced that, in order to avoid state political pressure, the President of an NOC cannot be a member of any political party. At least in Lithuania, an NOC can cultivate goodwill by encouraging visits from top IOC executives and receiving recognition from these executives for their achievements. This is particularly important for countries that do not have an IOC representative.

As many media are influenced by private interest groups, the autonomy of the NOC or sports federations is often threatened by biased media reporting. The effect of this reporting on public opinion is a bigger threat to an NOC's autonomy than the influence of politicians. The latter is, at least formally, prohibited by the law.

CONCLUSION

The principal effects on the autonomy of the Olympic Movement today come from the global commercialisation of sports, which runs counter to the basic values of the Olympic Movement. Unions, organisations and associations of independent sports (e.g. the National Basketball Association (NBA), the Euroleague in basketball or the Champion's League in football) emphasise the commercial aspect of sports, giving little or no thought to its basic functions and long-standing athlete training systems.

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

Le Mouvement olympique devrait être mondialement reconnu comme une organisation complètement autonome qui travaille avec les gouvernements et les autres organismes internationaux sur la base d'un plan détaillé à long terme.

Les revendications politiques – aussi admirables soient-elles – ne font pas partie de notre rôle sportif, bien que nous appliquions les principes généraux de paix et soutenions les droits de l'homme et la protection de l'environnement dans la pratique du sport. Notre principale préoccupation devrait toutefois être de respecter et d'exploiter tous les aspects positifs du sport.

Notre mission n'est pas de prévenir contre la drogue, même si la participation à des sports organisés est la méthode la plus efficace pour éviter les problèmes liés à la drogue. Nous devons concentrer nos efforts sur l'autonomie du sport et du Mouvement olympique. Cette autonomie ne sera possible que si nous acceptons les rôles joués par les autres.

The Olympic Movement should be globally recognised as a completely autonomous organisation that works with governments and other international bodies on the basis of a detailed long-term plan.

Political agendas – as admirable as they may be – are not within our sporting role, although we implement general principles of peace and uphold environmental and human rights in the practice of sport. However, our principle concern should be to respect and exploit all the positive aspects of sports.

We are not a drug prevention movement per se, but participation in organised sports is the most effective method of avoiding drug-related



problems. Our role is to remain focused on providing an autonomous Olympic and sport movement. Autonomy will only be obtained if we all accept the other's roles.

Tennis players are best at their game, and swimmers at theirs. Playing tennis in a swimming pool is not a progressive development of these roles.

We should:

1. Strongly protect the legal sporting framework;
2. Advise National Federations, National Olympic Committees (NOCs) and others on developing legal sport constitutions in order to make them compliant with Olympic values and appropriate civil law;
3. Ensure cross-political unity by being open to neutral and continuous discussions with political organisations;
4. Help NOCs to control the national and international organisation of Olympic sports by seeking formal recognition from their governments;
5. Ensure that governments do not subsidise or recognise commercial bodies hostile to sporting principles and related issues;
6. Secure transparent, democratic structures in Olympic organisations allowing for constructive criticism from our stakeholders;
7. Never bring the Olympic Games or the concept of Olympism into political disputes;
8. Be aware of requirements of commercial partners vis-à-vis sport autonomy;
9. Enhance education and promotion of our different sporting roles;
10. Be aware of the consequences to Olympism and autonomy when we "place sport at the service of humanity and promotion of peace."

KOK CHI SIEH

MAS – Olympic Council of Malaysia

PRÉSERVER L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

Les menaces qui pèsent sur l'autonomie des Comités Nationaux Olympiques (CNO) et des fédérations nationales proviennent essentiellement des gouvernements et non des partenaires commerciaux ou des médias. Les gouvernements ont tendance à utiliser le nationalisme et le patriotisme pour contrôler certains CNO et certaines fédérations nationales, et s'arroger leurs droits.

Il est urgent de donner suite à la proposition du président de l'Olympic Council of Asia (OCA), qui engage le Comité International Olympique (CIO) à préparer des accords types ou des protocoles d'accord entre les gouvernements et les CNO. Une autre solution serait d'établir, par l'intermédiaire de l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO), une convention internationale sur l'autonomie du sport dans l'esprit de la Convention internationale de l'UNESCO contre le dopage dans le sport.

Autonomy is the right of self-government and the freedom to do what one has set out to do. When one talks about the autonomy of the Olympic Movement, one always refers to autonomy against government interference or governmental control.

During the Cold War, there were two different sport systems: a socialist one, involving centralised government control, and a democratic one, involving government support, but not control.

With the demise of socialism around 20 years ago, there should be only one system of sports management and administration – democracy. Unfortunately, socialism has slowly but surely returned in the guise of nationalism and patriotism, where sporting successes are deemed to enhance the image of the country – the same propaganda used during the Cold War. Today, many developing countries are facing challenges to their autonomy from their government rather than from their commercial partners and the media.

One of the main reasons for this is an over emphasis on the glory of winning at international competitions, and the glamourisation and the exploitation of nationalism and patriotism at multi-sports Games, for commercial purposes. In such environments, politicians have jumped on the bandwagon and National Federations and NOCs are now faced with conflicting objectives such as:



1. Participation versus national image: When NOCs or National Federations wish to compete in international championships in which their athletes' chances of winning are slim, they are criticised for damaging the image of their country, resulting in the NOCs and the National Federations losing their rights to participate.
2. Competitions versus training: The NOCs and the National Federations believe that funds should be utilised for sending athletes to competitions, but government sports agencies believe that unless athletes are well trained, they should not compete.
3. Autonomy versus legislation: The autonomy of the Olympic family is enshrined in the Olympic Charter and the Constitution of all International Federations. Governments attempt to control and regulate sports, NOCs and National Federations by enacting laws, which discriminate against sports organisations.

How can the Olympic family protect its autonomy? One of the ideas proposed by the President of the Olympic Council of Asia is for the IOC to prepare a standard Memorandum of Understanding between the government of a country and its NOC, stipulating the areas of responsibility and respective roles, similar to what the Fédération Internationale de Football Association (FIFA) proposes to do or the IOC with the United Nations Educational Scientific and Cultural Organization (UNESCO) (to prepare a convention on the autonomy of sport along the same lines as the UNESCO International Convention against doping in sport).

Another way is for the Office Bearers of the Continental Associations, such as the Olympic Council of Asia (OCA), the Association of National Olympic Committees of Africa (ANOCA) and the Pan-American Sports Organisation (PASO) to organise meetings with the Sports Ministers within their Continent, so as to achieve better understanding and appreciation of each other.

A third way is the exchange of information between the IOC and the Continental Associations in order to share with each other the best way to communicate with Sports ministers and to resolve misunderstandings and improve cooperation.

STEPHEN TOWNLEY

Organisation reconnue
AGFIS – Association Gén. des Fédérations Internationales de Sports

AUTONOMIE ET RÔLE DU SPORT POUR MOBILISER LES JEUNES

Le sport peut changer la vie des individus pour le meilleur. Les sportifs hommes et femmes, valides ou handicapés, deviennent souvent des modèles qui mobilisent la jeunesse. La majorité de l'activité sportive dans le monde est le fait d'amateurs. Nous avons désespérément besoin de valeurs et de boussoles morales, que la sportivité et le fair-play peuvent procurer à notre société. Le Mouvement olympique est habitué à prendre des décisions difficiles pour protéger l'intégrité et l'indépendance de ses structures. Les responsables doivent être soucieux de ne pas imposer au mouvement sportif des structures conçues sur des modèles commerciaux conventionnels. Une telle méthode risquerait de porter atteinte aux vraies valeurs, à l'éthique et au soutien des volontaires sur lesquels le Mouvement olympique est fondé.

The word “autonomy” derives from two words, both of which have Greek origin. “Nomos”, in Greek mythology means “the spirit of the law”. The prefix “auto” refers to self or “directed from within”. The ability to self determine and apply “just” law is probably an accurate modern interpretation of the word autonomy.

Autonomy and the ability of sport and the Olympic Movement to self govern and establish and apply what it considers “just” laws is often in the spotlight. Some have interpreted sport's efforts to remain autonomous as a desire to control and avoid accountability. History, legal tradition and public benefit all however support the need for governing bodies to act independently, including from governments.

EARLY CONCEPTS OF JUSTICE

Our best modern day sources of knowledge regarding early codes are the Greek Homeric poems such as the Iliad. These poems involve mythical characters who enact stories which contain strong moral messages about behaviour.

These codes were described by the Homeric works as Themis or Themistis. The early gods interpreted and applied (rather than created) these early codes as “natural laws” which set examples of model behaviour. As society develops, law making becomes more administrative and concerned with maintaining order. At that level, concepts of justice and fair play can be lost.



LAW AND INSTITUTIONS

Law impacts on how institutions operate within society. Associations such as societies are created by contracts between members. Private societies are the original format for many of the institutions within the Olympic Movement, including many General Association of International Sports Federations (GAISF) members. Most legal systems will not interfere in private contracts, save on grounds of morality or breach of the criminal law.

The International Olympic Committee is a not-for-profit society established under Swiss law. Its authority to govern is derived from its members and the Olympic Charter.

The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism. These values have great similarities to the Themis. Like the characters of the Homeric poems, the modern athletes are the story tellers who will inspire youth through examples of fair play, non-violence and non-discrimination.

The International Olympic Committee (IOC), along with other members of the Olympic Movement, have in recent years developed commercial assets to help achieve their mission. In contrast to business corporations, the assets are ancillary to the main purpose of a governing body. Governing bodies do not exist to create profits for shareholders. Laws that have been developed to protect shareholders have little application to these governing body structures. The strong goal of the IOC and the success of its commercial programme does of course create high expectations for ethical behaviour across the entire movement, but these need to be addressed in a different way.

AUTONOMY AND GOOD GOVERNANCE

It has been suggested by Lamine Diack of the International Association of Athletics Federations (IAAF) in an article published in 2008 that “good governance is the key to preserving the autonomy of sport.”

The autonomy of sport has attracted much debate in recent years. This has followed, for example, government interference during the Moscow Olympic Games, vote controversies surrounding the Salt Lake City bid and internal fights with professional sport over issues such as distribution of money and club and country.

Deep regulatory reviews of governance have followed scandals after the collapse of Enron and Worldcom. A common criticism was that management of these corporations had acted in an autonomous way without accountability. Public accounting reform and investor protection followed rapidly in the US with the Sarbanes – Oxley Act and its equivalent in other jurisdictions. Increased government regulation however

has failed to stop the most serious financial crisis the world has seen for a generation with banks over lending and numerous corporate scandals. Is increased regulation really therefore the answer as opposed to better governance?

The European Commission's White Paper seeks to extend the role of the European Economic Community (EEC) on regulatory issues and create a specific jurisdiction on sport. This jurisdiction is premised on the recognition within the judgement of the Walgrave and Koch Case in 1976 that there could be “questions of purely sporting interest”. The argument followed that if economic activity were found, the courts could intervene. According to the leading academic Professor Stephen Weatherill this case has led to serious anomalies. Sport must inevitably take decisions that will have economic impact as part of its governance role. Economic activity is therefore not an appropriate test to justify interference from the European Parliament or courts.

Many decisions taken by sports bodies involve the performance of private contracts amongst its members. Many decisions may need to be taken in the overall best interests of the entire sporting structure rather than in the interests of the most elite or powerful. It is only the governing body that can see the entire picture and assess the risks and balance the solidarity arguments to achieve long term sustainability. Many other decisions will also involve the exercise of a judgment around concepts of “fair play”. The Olympic Movement must surely be best qualified to decide these matters and should be left alone to do so. All such decisions (save if criminality or very serious public policy is involved) should be taken without threats or influence from economic or political interests and without a substantial increase in costs in the administration for sport.

GOOD CORPORATE GOVERNANCE IN CORPORATIONS

Good corporate governance includes accountability, transparency and good communications. Board size and structure, separation of the role of chairman/president and chief executive officer (CEO), independent directors, independent auditors, disclosure of remuneration, board diversity, codes of ethics and management systems are all recognised as features of good governance. We suspect that a large number of these features would already be found to exist within the Olympic Movement.

END NOTE

In 1959 the former Soviet Union sought to challenge the autonomy of the Olympic Movement. The IOC President at the time was an American called Avery Brundage. Mr Brundage gave his response to the challenge in the following terms: “The IOC is hardly a perfect organisation and probably can be improved; any change that would disturb its independence and impartiality would result in disaster.” These words are



probably as valid today as they were in 1959 and great care must be taken in legislation that may alter the status quo.

LEONID TYAGACHEV

RUS – Russian Olympic Committee

COOPÉRATION ENTRE MOUVEMENT OLYMPIQUE ET ORGANISMES GOUVERNEMENTAUX: LE MODÈLE RUSSE

La Charte olympique souligne l'importance de l'autonomie d'un Comité National Olympique (CNO). Mais dans de nombreux pays, le sport olympique ne peut exister sans le soutien financier des organismes gouvernementaux. Le travail du Comité National Olympique russe s'appuie sur la Règle 28 de la Charte olympique, les statuts des Fédérations Internationales (FI) de sports olympiques, la Constitution de la Fédération de Russie (12 décembre 1993) et la Loi fédérale sur la culture physique et le sport (4 décembre 2007).

Dans le même temps, aussi bien la Constitution de la Fédération de Russie que la Loi fédérale font des organismes gouvernementaux et municipaux les seuls responsables du soutien au sport à tous les niveaux. Dans un pays aussi vaste que la Fédération de Russie, le Mouvement olympique ne peut exister sans cette aide.

La Fédération de Russie a créé deux systèmes étatiques. Le premier couvre le sport de haut niveau et le second, l'éducation olympique des écoliers et des étudiants. Le second système a débuté en mars 1994 après un décret conjoint du Ministère de l'Éducation et du Comité National Olympique russe.

How should the Olympic Movement cooperate with the state? The answer is not easy. While the Olympic Charter states that NOCs must be autonomous, in many countries, sport would not exist without the financial support of state bodies.

For the newly formed Russian Federation the problem required a new approach since the experience of the Union of Soviet Socialist Republics (USSR) with its socio-economic and political systems could not be applied easily. New decisions were taken over the course of one and a half decades due to the efforts of public sports organisations and state bodies.

Perhaps one of the most unusual, even extreme, decisions was taken in 1991 by Mr. Boris Yeltsin, then President of the Russian Federation, to create the "Committee for Assistance to the Olympic Movement". This

committee exists under the aegis of the government and practically has the status of a Ministry. Though it did not exist for a long time, the protection politics of the State were nevertheless preserved and even strengthened.

We currently base our operations on:

- Rule 28 of the Olympic Charter, which states that "NOCs may cooperate with governmental bodies, with which they shall achieve harmonious relations." However, NOCs must preserve their autonomy and resist pressures of any kind, which may prevent them from complying with the Olympic Charter;
- Statutes of the International Olympic Sports Federations, which are the basis of activities of the National Sports Federations;
- The Constitution of the Russian Federation, in force since 12 December 1993, which states in Article 30 that "Freedom of activities of public entities is guaranteed." This determines the independence of decisions adopted by the Russian Olympic Committee and National Sports Federations. Special rights and freedoms of the public sports entities are secured in the federal law "On Physical Culture and Sport" of 4 December 2007 as well.

At the same time, both the Constitution of the Russian Federation and federal law make state and municipal bodies responsible for rendering state support to sport at all levels. In a country as large as Russia, the Olympic Movement could not exist without this state support. It is the State, through its government and administrative bodies, that finances the preparation of athletes at the Centres for Olympic Training and the system of sports schools at all levels, which amounts to more than five thousand.

The Russian Federation has created two state systems on this legislative basis. The first covers top-level sport and the second Olympic education of schoolchildren and students. The latter started in March 1994 after a joint decree of the Ministry of Education and the Russian Olympic Committee.

These two systems are the essence of the Russian Olympic Movement which provides close and fruitful cooperation with the public and state bodies.

The work of the Russian Olympic Committee is underpinned by the principle of cooperation. This cooperation exists among the federations, public sports entities, regional Olympic Academies, sports organisations from more than 70 republics, members of the Russian Federation, its regions and provinces.



It should be mentioned that at the federal (national) level, the Russian Olympic Committee and Federations cooperate daily with the Federal Executive State body of physical culture and sport, i.e. the Ministry of Sport, Tourism and Youth Policy.

A number of Olympic champions are members of both chambers of the Federal Assembly, i.e. our Parliament. The same representation of Olympic athletes can be observed in the bodies of representative powers across Russia.

There is also one more highly representative body. It was created several years ago and in the course of recent years its authority and efficiency of adopting decisions has increased, especially after the City of Sochi was elected as the host city for staging the XXII Olympic Winter Games in 2014. This body is named The Council under the President of the Russian Federation for the development of physical culture and sport, top-level sport as well as the preparation and staging of the XXII Olympic Winter Games and the XI Paralympic Games in 2014 in the City of Sochi. The Council is chaired by Mr. Dmitry Medvedev.

Within the framework of the Council, particularly its Presidency, headed by the Chairman of the Government of Russia Mr. Vladimir Putin, the most effective and at the same time democratic conditions for cooperation was formed with tens of federal ministers, leaders of regions and leaders of sports organisations.

Another effective instrument for cooperation are the joint meetings of the said Council with the President of the state council of the Russian Federation. At the end of 2008 this meeting was convened in order to establish a strategy of development of physical culture and sport in the country until the year 2020.

In conclusion, I would like to come back to Rule 28 of the Olympic Charter, which underscores the harmonious relations between National Olympic Committees and state bodies. There is no doubt that this requirement of the Charter has become a reality in Russia.

Besides the successful representation at the Olympic Games, there is also the dissemination of Olympic education among youth. Twenty editions of a book called "Your Olympic Textbook" – with a total distribution of more than half a million copies – is another considerable result of the close cooperation of the Olympic Movement and state bodies, to which this paper is dedicated.

MARIO VÁZQUEZ RAÑA

Organisation reconnue
ACNO – Association des Comités Nationaux Olympiques

LES COMITÉS NATIONAUX OLYMPIQUES ET LA DÉFENSE DE LEUR AUTONOMIE

Cette contribution réclame une analyse plus détaillée de la question de l'autonomie du monde sportif. À cette fin, elle met en avant plusieurs concepts qui pourraient servir de base pour une politique mondiale concernant l'autonomie du Mouvement olympique et sportif.

Il faut espérer que les décisions qui seront prises à l'occasion du 13^e Congrès olympique concernant la question de l'autonomie nous rendront plus forts et renforceront le rôle de chef de file du Mouvement olympique et sportif dans le monde entier.

The Olympic Games have become the most important sports, social and cultural event of humanity which involves all countries and mobilises the youth of the world. The Games are enjoyed by tens of millions of spectators who are informed about their favourite athletes and teams through the media.

The revolution that has occurred in the media and the new alternatives that they offer, together with growing interest from sponsors, have progressively transformed the Olympic Games into an event that goes beyond the boundaries of sport. Professionalism and marketing have been two fundamental elements in this latter stage without which it would have been impossible to reach the current levels of development and scope of the Games.

A positive transformation has been taking place, which has been of benefit to the members of the Olympic Movement, their partners, sponsors and participating countries.

The prestige and leadership of the International Olympic Committee (IOC) as well as increased audiences have raised governments' interest in their country's participation and results at the Olympic Games, even further. This position, which is both logical and necessary and tends to favour the development of Olympic sport, must be supported by the recognition of and most absolute respect for the functions, responsibilities and prerogatives assigned by the Olympic Charter to the National Olympic Committees (NOCs).

We are aware that it will be possible to progress towards further development of Olympic sport in each country, and obtain higher results in regional and continental events as well as the Olympic Games, only if



there is serious and responsible collaboration in addition to respectful and permanent harmony between the government's sports authority and the NOC.

Particular interests, political motivations or individual ambition are the cause of conflicts arising on all continents, characterised by direct and indirect interventions from governmental authorities in the activity of the corresponding NOC. This violates an NOC's autonomy and prevents it from exerting its functions as defined in the Olympic Charter.

As President of the Association of National Olympic Committees (ANOC), I have attended, over the past decades, various cases of conflicts in which there had been a violation of an NOC's autonomy in an intentional and obvious way. After taking many steps, it proved possible to reverse the situation in a positive direction, without any type of concessions and in strict compliance with the Olympic Charter. This experience teaches us that the Olympic and sports movement must adopt the necessary measures that will allow for preventive action, and will ensure, should a violation occur, its members' independence and autonomy.

This situation has become even more serious over the last years. For this reason, the International Olympic Committee organised two international seminars in order to analyse, in all their scope and complexity, the issues relating to the autonomy of the Olympic and sports movement.

Today, we come together to the 13th Olympic Congress with a far-ranging agreement on the actions that must be taken in the future concerning the issue of "autonomy". The presence of over 130 Heads of State and government at the Olympic Games in Beijing makes it an obligation for us to think about the increasing interest aroused by the Games. This new reality is an indication that in the future, relations between NOCs and governments concerning the promotion and development of Olympic sport will depend on different circumstances that will require clear and precise rules, as well as mutual respect and understanding between both parties.

For the conclusions of the Olympic Congress, it is important to analyse this issue fully, and for this reason I consider it important to highlight a few concepts that could serve as a basis for a global policy concerning the autonomy of the Olympic and sports movement. It is necessary to:

- Recognise and reaffirm that the autonomy of the Olympic and sports movement is an essential condition for the development of sport and for the promotion of its values all over the world;
- Reaffirm that the Olympic Movement is exclusively for those who, freely and voluntarily, express their desire to be part of it. This condition implies that whoever is part of our Movement has an inescapable obligation, within the territory under his jurisdiction and within

his field of competence, to observe, comply with and respect the Olympic Charter;

- Reaffirm the will of NOCs to collaborate with governments and other similar institutions, based on mutual respect, so that Olympic sport, at both national and international levels, becomes in a real and concrete manner the focus of our common action;
- Consider within the concept of autonomy, as defined under the Olympic Charter, the unique and sole competence assigned to NOCs to decide and determine the clothing, uniforms and equipment to be used by the members of their delegations at the Olympic Games and in all competitions and events connected with the Games;
- Study the creation of an Olympic and sports network between all members of the Olympic Movement that will allow it to have access to all the information necessary on the issue of autonomy, be informed of all cases of violations that may occur, exchange experiences and facilitate a global analysis on the exercise of the Olympic and sports movement's autonomy;
- Analyse possible modifications to the Olympic Charter that may contribute to greater clarity and precision in the rules that govern the autonomy of NOCs;
- Define clearly the procedure to be applied in cases of conflict in which there is a violation of or infringement upon the autonomy of any member of the Olympic and sports movement;
- Emphasise that good governance and transparency are one of the essential elements to ensure respect of the Olympic and sports organisations' autonomy.

We are convinced that joint work, close coordination and the widest general agreement on the actions to be taken between and by the IOC, the NOCs, the International Federations, the partners of the Olympic Movement and governments is necessary to discharge – while respecting everyone's jurisdiction – the duties and obligations we all have in relation to Olympic sport and the youth of the world.

Sport is the Olympic Movement's fundamental activity and motive for existence. It is also, today, a high priority for most governments, as there is a stronger awareness of its extraordinary role in education, physical development, production of values and ethical principles, as well as its role in favouring health and recreation among the population, especially among children and young people.

Besides being a fundamental function of NOCs, preserving our autonomy and resisting any type of political, religious or economic pressure is



an essential prerequisite to reach the medium and long term objectives the Olympic and sports movement has set itself, in relation to Olympic education, the fight against doping, and the promotion of peace, brotherhood and solidarity among all peoples of the world.

The NOCs have high expectations concerning the decisions that are to be adopted by the 13th Olympic Congress concerning autonomy, and in this respect they have prepared themselves, with a great sense of responsibility, to contribute all of their experience, so that decisions may be adopted that make us stronger and will strengthen the Olympic and sports movement's leadership all over the world.

CHING-KUO WU

AIBA – Association Internationale de Boxe

LES FI CONSTITUENT LE FONDEMENT DU MOUVEMENT OLYMPIQUE

Les Fédérations Internationales (FI) constituent le fondement du Mouvement olympique. Les Jeux Olympiques représentent l'aboutissement d'un cycle de quatre ans pour toutes les FI. Les succès sportifs et commerciaux des Jeux Olympiques sont essentiels au bien-être, à la promotion et à l'avenir du développement de chaque sport olympique.

Dès lors, le choix du site des Jeux Olympiques a un impact crucial sur la progression à venir des FI. Par conséquent, il est fondamental qu'un rôle décisif et directeur soit accordé aux Fédérations Internationales de sports olympiques, non seulement dans l'élection de la prochaine ville olympique mais aussi dans la procédure de sélection.

The International Sport Federations are the fundamental basis of the Olympic Movement. The Olympic Games are the climax of a four-year cycle for all International Federations (IFs). The sporting and commercial success of the Olympic Games is vital for the well-being, promotion and future development of each Olympic sport.

Therefore the selection of the venue for the Olympic Games has a significant impact on the future progression of IFs. Consequently it is important that the International Federations of the Olympic sports have a more decisive and leading role, not only in the election of the host city, but also in the selection process.

Furthermore, IFs should play a principal role in defining the criteria for the selection process of the next Olympic venue, which should not be limited to only the technical aspects. Test events organised before the Olympic Games and foremost the legacy of the Olympic cities and the

use of these facilities is key factor to sustainable development of the Sport in the respective region in the future.

The International Boxing Association (AIBA) proposes that the fundamental interests of the International Federations be reflected in the bidding and selection process as well as the definition of the criteria in the application of each Olympic candidate. We believe that :

1. IFs must have stronger and permanent representation in International Olympic Committee (IOC) committees that evaluate candidate cities;
2. Candidate cities have to present a long-term (legacy) plan not limited to the general use of sport facilities, but also future bids for international events organised by the IFs before and after the Olympic Games. These plans have to be endorsed by the IFs. However the allocation of the international events remains at the discretion of each IF and its bidding and selection process.

KHALED ZEIN EL DIN

EGY – Egyptian Olympic Committee

L'AUTONOMIE DU MOUVEMENT OLYMPIQUE ET SPORTIF

Cette contribution met en exergue une série de dispositions légales qui contribueraient à la protection de l'autonomie des Comités Nationaux Olympiques (CNO) et des fédérations nationales tout en protégeant les intérêts des athlètes.

After studying and reviewing various cases, the Egyptian Olympic Committee (EOC) suggests adding the following provisions in order to ensure the total autonomy of all members within the Olympic and sport movement all over the world.

1. AT THE NATIONAL OLYMPIC COMMITTEE LEVEL

- The International Olympic Committee (IOC) supports the complete autonomy of its member National Olympic Committees (NOCs). When this autonomy is exposed to certain danger from government or public authorities, the IOC shall act appropriately after consultation with the respective continental NOC Association and the International Federations (IFs).
- The NOC's General Assembly shall include only the elected National Federations (NFs) and will not include any NF whose Board of Directors is appointed by the State.
- If the Board of Directors of an NF is appointed, the respective NOC



should notify the concerned IF, IOC and the Continental Confederations Union in the concerned continent about the situation. The President and Board Members of the NF who are appointed should not have the right to vote or submit their candidature for any post on the NOC Board of Directors during the NOC election. The NF in question should correct its situation within a period of three months from notification date.

- In case public or government authorities insist on appointing the Board Members of an NF, the membership of this NF in its respective NOC should be suspended and it must be deprived of the right to vote. The Association of Summer Olympic International Federations (ASOIF) should be informed.
- All NOCs should establish, within their structures, a national court for sport arbitration or a conflicts settlement mechanism, which will be responsible for solving any problems and conflicts that occur in the sports field at the national level. The resolutions of this body can not be subject to appeal except at the International Council of Arbitration for Sport in Lausanne (Switzerland).
- The NOC should send a copy of laws related to sport which are applied in a country to the IOC. In case these laws are contradictory to the Olympic Charter, the IOC, in cooperation with the concerned NOC, should contact the government authority to study these laws and amend them in a way that does not contradict the Olympic Charter.

2. AT THE NATIONAL FEDERATION LEVEL

- IFs shall support the complete autonomy of member NFs. When this autonomy is exposed to danger, IFs shall take the appropriate action after consultation with the respective NOC and continental sporting authority.
- All IFs that govern sports included in the programme of the Olympic Games should ensure that all NF members apply the same international rules concerning autonomy. Any violation of these rules will result in penalties (suspension and non participation in any continental, international or Olympic competitions).
- In case a complaint is submitted by any NF, stating the existence of government inferences or pressures that can hinder the Olympic process, the concerned IF should immediately take appropriate action in order to preserve the autonomy and activities of this NF. The IF should also warn public and governmental authorities to retract any decisions that may deprive the NF's General Assembly from exercising its powers.
- In case public or government authorities appoint the NF Board Members, the membership of this NF in its respective IF and Continental

Federation should be suspended and the NF must be deprived of the right to vote.

3. ATHLETES' PARTICIPATION IN THE OLYMPIC GAMES

All athletes qualified for the Olympic Games should be obliged to participate without any objection or intervention from government authorities. These authorities should not refuse an athlete's participation or travel, because these national team athletes have worked hard throughout the four-year period to qualify for the Olympic Games. The participation of qualified athletes in the Olympic Games is considered an appreciation for their efforts during the four years. Depriving these qualified athletes from participation in the Olympic Games is a waste of their efforts and a frustration to their hopes.

4. PROPOSITION

Each NOC should set up statutes and regulations to ensure their qualified athletes participate in the Olympic Games. Each NOC that approves the participation of their national team in the qualification competitions for the Olympic Games is obliged to participate with these qualified athletes in the Olympic Games. Penalties should be applied to NOCs that refuse to send their qualified athletes to participate in the Olympic Games without a strong explanation that satisfies the IOC Executive Committee.

THIERRY ZINTZ

BEL – Comité Olympique et Interfédéral Belge

LE COMITÉ OLYMPIQUE BELGE EN TANT QU'ACTEUR DE L'AUTONOMIE

Le principe selon lequel l'organisation, l'administration et la gestion du sport doivent être contrôlées par des organisations sportives indépendantes fait bien souvent l'objet, dans de nombreux pays, de restrictions importantes.

Le Comité International Olympique (CIO), les Fédérations Internationales (FI) et les Comités Nationaux Olympiques (CNO) interagissent, au sein du système olympique, pour garantir cette autonomie mais se trouvent régulièrement en tension en raison d'intérêts divergents, de nature politique, économique ou juridique, tout en partageant, pour l'essentiel, les mêmes principes sociaux ou éthiques.

Les systèmes sportifs nationaux, en Europe, peuvent être décrits sur la base de l'implication plus ou moins importante de l'une ou l'autre partie prenante.



L'ambition de cette contribution est de montrer comment les principes de gouvernance du Comité Olympique et Interfédéral Belge (COIB) témoignent de la nécessaire adaptation des principes généraux de gouvernance du Mouvement olympique aux réalités propres de ses CNO.

Dans les documents préparatoires du Congrès olympique, il est rappelé qu'«un des principes fondamentaux de l'Olympisme stipule que l'organisation, l'administration et la gestion du sport doivent être contrôlées par des organisations sportives indépendantes». Force est de constater, bien souvent et dans de nombreux pays, que ce principe fait l'objet de restrictions importantes. Celles-ci sont d'ordre politique, économique, juridique et social.

Le système sportif international, dans son organisation générale, voit trois parties prenantes essentielles agir pour garantir l'autonomie du Mouvement olympique. Le CIO, les FI et les CNO – réunis au sein de l'Association des Comités Nationaux Olympiques (ACNO) et d'associations continentales –, bien que complémentaires, se trouvent régulièrement en tension en raison d'intérêts divergents, de nature politique, économique ou juridique, tout en partageant, pour l'essentiel, les mêmes principes sociaux ou éthiques.

Différentes études ont montré, en Europe, l'existence de systèmes sportifs nationaux adaptés à quatre situations distinctes. Ils peuvent être décrits sur la base de l'implication plus ou moins importante de l'une ou l'autre partie prenante.

1. Dans de nombreux pays européens, l'autorité politique subventionne largement les fédérations sportives et leur délègue une mission de service à la collectivité, encadrée par une loi sur le sport. Elle limite de la sorte leur autonomie, mais préserve aussi très largement leur prérogative de représentant exclusif de leur discipline sportive.
2. Les pays anglo-saxons ont opté, pour leur part, pour une intervention réduite de l'autorité publique et une implication forte de l'entreprise et des associations dans le sport. Les partenariats privés y sont au cœur du financement des fédérations sportives. Ces partenariats limitent l'autonomie des fédérations sportives, tout en les mettant en concurrence claire avec des prestataires commerciaux de services sportifs.
3. L'Allemagne et plusieurs pays du Nord de l'Europe financent les organisations sportives (fédérations et clubs) mais laissent au secteur le choix des options stratégiques. On peut estimer, de la sorte, que le poids de l'autorité publique sur l'autonomie du Mouvement est réduit.

4. Les Pays-Bas, enfin, montrent un modèle unique de gestion du sport et de ses organisations, fondé sur un consensus de l'ensemble des partenaires sociaux quant à l'affectation des ressources publiques et privées données au sport. Ce modèle consensuel est porteur d'une autonomie construite.

La Belgique relève du premier modèle. Constituée en état fédéral depuis les années 1970, elle complexifie ce modèle, puisque le sport est une matière dévolue aux trois communautés qui constituent le pays. La conséquence en est que le politique, partie prenante importante du mouvement sportif, est susceptible de définir des politiques sportives différentes dans chacune des trois communautés.

L'ambition de cette contribution est de montrer comment les principes de gouvernance du COIB et l'action de ses collaborateurs visent à assurer une autonomie la plus large possible du mouvement sportif, dans un contexte de prégnance politique important.

Nous y étudions successivement les liens fonctionnels entre le COIB, organisme non communautarisé, les autorités politiques communautaires et les ligues communautaires issues des fédérations sportives nationales.

Nous montrons que le COIB, unique représentant du Mouvement olympique, a un rôle spécifique dans ce pays, par une fonction d'interface entre l'ensemble des parties prenantes du sport en Belgique. Son qualificatif «interfédéral» fut justifié en 1981 pour caractériser son implication auprès de toutes les fédérations sportives, olympiques ou non.

Nous suggérons enfin des voies de développement de cette autonomie du mouvement sportif belge, sous-système du Mouvement olympique. Ces voies sont construites dans le cadre d'une collaboration responsable avec les acteurs politiques, économiques, juridiques et sociaux. Elles se développent sous la forme d'actions visibles dans plusieurs domaines parmi lesquels le sport de haut niveau et son pilotage, la formation de managers, l'Olympisme et ses valeurs.

En matière de sport de haut niveau, des actions destinées aux jeunes sportifs de haut niveau, participant ou ayant participé au Festival Olympique de la Jeunesse Européenne et dès 2010 aux Jeux Olympiques de la Jeunesse, et l'accompagnement des athlètes du Belgian Olympic Team visent à soutenir les meilleurs athlètes, en coordination avec les autorités communautaires. Dans cet esprit de respect des prérogatives, le COIB ne s'implique pas dans les autres domaines de la politique sportive, dévolus aux ligues mandatées par les autorités politiques des communautés. Il soutient l'action de ses membres, les fédérations nationales, interfaces majeures entre les sportifs, qui relèvent des ligues communautaires, et le monde du sport international.



En matière de formation, la création d'un diplôme en management des organisations sportives, porté par deux universités – l'une francophone et l'autre néerlandophone –, en association avec le COIB, soutient l'autonomisation du mouvement sportif par le développement des compétences reconnues de ses gestionnaires.

Quant à l'Olympisme et aux valeurs sportives, l'Olympic Health Foundation (OHF) a pour mission de les diffuser et de les promouvoir auprès des principaux prescripteurs d'activités physiques et sportives.

Au sein du mouvement sportif belge, le contexte communautaire particulier et les principes de gouvernance du COIB qu'il requiert peuvent être mis en évidence. Ils témoignent de la nécessaire adaptation des principes généraux de gouvernance du Mouvement olympique aux réalités propres de ses CNO.



LA BONNE GOUVERNANCE ET L'ÉTHIQUE

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Comité International Olympique

LA BONNE GOUVERNANCE ET LE MOUVEMENT OLYMPIQUE

Le concept de gouvernance est large et fait référence à l'administration d'organisations publiques et privées, à l'intérieur de groupes d'intérêt ou de groupes marginalisés, ainsi que par des individus puissants.

On peut très bien percevoir la différence entre la gouvernance d'entreprise et la gouvernance dans le sport. La première vise à faire un profit tandis que la deuxième vise à promouvoir les intérêts communs des parties concernées sur la base des valeurs de solidarité, de dignité humaine et de développement durable qu'elles partagent.

Le Congrès de 2009 à Copenhague devrait examiner de près comment :

- 1. appliquer le concept de « gouvernance » dans le Mouvement olympique ;**
- 2. parvenir à une plus grande égalité des sexes dans la gouvernance du Mouvement olympique.**

The concept of governance is broad and refers to governing in public and private organisations, within interest groups and marginalised groups, as well as by powerful individuals.

One can clearly perceive the difference between corporate governance and governance in sport. The former aims to make profit while the latter aims to promote the common interests of stakeholders, based on their shared values of solidarity, human dignity, and sustainable development.

The Copenhagen Congress could consider the following aspects of “governance” :

1. THE APPLICATION OF “GOVERNANCE” IN THE OLYMPIC MOVEMENT

There is a need for the International Olympic Committee (IOC) to differentiate between governance for sport and governance for the corporate world. It must also look at the application of governance as a

strategy or as a tool for transparency, accountability and participation and equal rights.

The Congress should decide on what constitutes governance for the Olympic Movement.

I propose that the Congress reviews :

- The different governance applications with a view to adopting the right governance approach for the Olympic Movement ;
- The cultural context of governance with a view to identifying common ground for a governance strategy ;
- The role of society in the development and proper functioning of the Olympic Movement ;
- The role of governance in volunteer management and the manner in which IOC members perceive their roles and responsibilities, especially in decision making.

2. ACHIEVING GREATER GENDER EQUALITY IN THE GOVERNANCE OF THE OLYMPIC MOVEMENT

Achieving gender equity in the Olympic Movement is a challenge. The disparity between the numbers of men and women in sporting structures within the Olympic Movement has been partially responsible for the exclusion of women from decision-making processes.

The Congress must establish a sound strategy that makes it binding for the inclusion of women in decision-making processes within the Olympic Movement.

I propose a review of the following issues :

1. Reorientation of the IOC strategy on women's representation in the Olympic Movement's management structures ;
2. Review of the IOC's policy on the quota system for women's representation in the Olympic Movement in order to come up with a more universal approach.



THOMAS BACH

GER – Deutscher Olympischer SportBund

PRATIQUE DE LA BONNE GOUVERNANCE ET DE L'ÉTHIQUE

Si les organisations sportives souhaitent être respectées dans la société et dans les cercles politiques et économiques, il est important qu'elles se conforment aux principes d'éthique et de bonne gouvernance. Ce n'est qu'en respectant ces règles que le sport pourra jouer un rôle dans d'autres domaines de la société.

Lorsqu'une organisation sportive est connue pour sa structure rigoureusement démocratique et son haut niveau de transparence, elle bénéficie de la confiance d'éventuels partenaires.

Prenant pour exemple le Comité National Olympique (CNO) allemand, cette contribution montre comment les principes de bonne gouvernance et d'éthique peuvent être mis en place dans la pratique.

At present there are 205 National Olympic Committees (NOCs) worldwide which are the focus of public attention in their respective countries. While this is particularly true before and during the Olympic Games, it increasingly also applies to non-Olympic years.

If the NOC is the only national umbrella organisation of sport – as this is the case in Germany – and, as such, represents Olympic and non-Olympic federations as well as top-level sports and sports for all in their variety of manifestations, the public interest is especially high and the role model function of sport is particularly strong. The umbrella organisation has to live up to all those attributes, which the public in general ascribes to sport, including the acknowledgement of and compliance with sporting rules as well as behavioural maxims like fairness and tolerance. Within an organisation these standards are often referred to as “good governance”.

Compliance with principles of ethics within the framework of good governance is of central importance for sport to be respected in society and in political and economic circles. Only if sport observes the rules of good leadership and management of an association can it better serve as a partner with the areas of society mentioned before.

Once a sport organisation is known for its strictly practised democratic structures and the highest-possible transparency, it enjoys the trust of all potential partners. Trust in the work of an organisation is a favourable condition for the acquisition of sponsor funds from the private sector and grants from public authorities.

After all, observing transparent rules on the inside is a “sine qua non” for credibility towards the outside. An association can only create confidence within its own organisation if it cultivates good governance internally, i.e. among its staff members, voluntary leadership, full-time management and administration. If the daily work of an association were marked by biased favours, an obscure network of relationships, resulting in mutual suspicion, such an association would hardly be able to radiate reliability and trust towards the outside world.

The German Olympic Sports Confederation (DOSB), as the umbrella organisation of German sport, is conscious of the fact that it enjoys special interest by the public in general and that it has a role model function to fulfil. Along these lines DOSB has recognised the need for strong leadership and, for this reason it decided, on the occasion of its founding, to develop a set of rules, which would promote transparency and increase the understanding of the particular characteristics of a voluntary structure.

For this purpose it worked out the so-called Corporate Governance Code of the German Olympic Sports Confederation which aims to strengthen the credibility of German sport and the confidence in its activities. This Code has been developed in cooperation with the Federal Association of German Industries, the corresponding professoriate at the private University of Witten-Herdecke and with Transparency International. The General Assembly of the DOSB, which represents 27.5 million members in more than 91,000 clubs, adopted the Code and will work to develop it further.

Member organisations of the association, its leadership and staff members are duty bound to put the content of this code into practice. In their function, the members of the Executive Committee are exclusively committed to the interests of the German Olympic Sports Confederation. Conflicts of interest have to be announced, without delay, either to the President or to the Corporate Governance Representative of the German Olympic Sports Confederation, the latter having been especially appointed for this function.

Should the Executive Committee or the Corporate Governance Representative confirm the existence of a conflict of interests, the respective Executive Committee member is not entitled to take part in the opinion-building and/or voting procedures on account of the possible consequences, which may arise with regard to the respective issue.

Within the framework of their activities, members of the Management Board and staff members of the German Olympic Sports Confederation are not allowed to demand or accept grants, other benefits or undue advantages from third parties for themselves or for other persons. Moreover, they are not entitled to grant such undue advantages to third parties.



Once a year the Corporate Governance Representative of the German Olympic Sports Confederation submits a report to the member organisations and informs them whether the rules of the Code have been observed during the year under review. Since it is the concern of the German Olympic Sports Confederation to create awareness of strong leadership in organised sport in Germany, member organisations are encouraged to follow this example and to develop and adopt their own Corporate Governance Codes.

Moreover, as a contribution to the highest possible transparency, the Code states that the German Olympic Sports Confederation is obliged to inform its member organisation on new developments in good time. The text of the Code is published on the website of the German Olympic Sports Confederation and is accessible to the general public.

Although there will certainly be some rules, which are generally valid, the Good Governance Code of a sport organisation may vary from one country to another. The DOSB Code which was established in 2007 has turned out to be a proven instrument for the German Olympic Sports Confederation.

Aspects of economic management are laid down, independently of the Code, in the relevant chapters of the DOSB Statutes and Articles. They provide that the Management Board draws up the annual financial statements, which are examined by the Executive Committee. These statements are forwarded to the General Assembly once the annual financial statements or the year-end-closing have been audited by an independent, certified auditing company. Furthermore, special auditors, elected by the General Assembly, examine whether the funds were utilised in conformity with the statutes and articles.

The German Olympic Sports Confederation finances its activities on the basis of membership contributions, private funds and public grants, receipts from marketing and other income sources. Project funding by state authorities is only granted under the condition that the DOSB provides a detailed account of the utilisation of funds and submits the respective documentation within the given deadlines.

All financial transactions are subject to cross-checking (“several-eyes principle”) in order to ensure that individually employed persons or voluntary leaders cannot take arbitrary decisions to the detriment of the organisation.

All rules and measures are founded on a broad democratic basis, namely decision making in the General Assembly. At the end of the day, by means of this structure the German Olympic Sports Confederation gains a high degree of independence. The autonomy of sport, which is required for its national and international functions, is a substantial element in this context. Last but not least, autonomy means freedom of action, and the regulation of this freedom by the partners of sport makes confidence a basic condition.

MUSTAPHA BERRAF

ALG – Comité Olympique Algérien

AUTONOMIE ET BONNE GOUVERNANCE DU MOUVEMENT OLYMPIQUE ET SPORTIF (1^{ÈRE} PARTIE)

Je souhaite remercier Messieurs les Présidents du Comité International Olympique (CIO) et de l'Association des Comités Nationaux Olympiques (ACNO) pour l'organisation de ce congrès d'intérêt premier pour l'Olympisme dans le monde, tout comme j'exprime notre gratitude à tous ceux qui se sont mobilisés pour assurer son excellente organisation et, j'en suis persuadé, son succès.

Il est évident que la problématique de l'autonomie et de la bonne gouvernance doit être cernée avec le plus grand soin, en ces temps si difficiles, et devra permettre au Congrès d'adopter des schémas directeurs névralgiques pour le bon fonctionnement de nos Comités Nationaux Olympiques (CNO) et la garantie de leur avenir.

La réflexion qui est engagée dans ce congrès aura pour objectif de dresser un état des lieux et d'élaborer une stratégie permettant au Mouvement olympique et sportif de codifier la bonne gouvernance et de lui destiner, dans le même temps, les instruments de management indispensables à une meilleure gestion.

Cette contribution est en trois parties.

Devenue phénomène de société, la pratique sportive s'est considérablement développée au cours de ces dernières années. Parallèlement, le rôle du Mouvement olympique et sportif a connu des évolutions importantes qui le placent au rang des industries du millénaire.

Il s'agit de rester vigilant et de faire en sorte que notre mouvement demeure en accord avec les fondements d'éducation et d'excellence qui le caractérisent, même s'il se heurte de plus en plus aux effets lucratifs induits par une forte médiatisation.

Une autre préoccupation concernera les principaux enjeux auxquels le Mouvement olympique et sportif sera confronté, dans les années à venir, pour mieux l'outiller et le préparer à y faire face, afin de favoriser la préservation de son autonomie.

Les orientations et les innovations qui seront proposées et devront être finalisées au terme de notre Congrès s'inscrivent dans une logique d'attribution au Mouvement olympique et sportif de la qualité de « mouvement représentatif majeur de la société civile ».



Le Mouvement olympique et sportif doit réaffirmer son attachement permanent à la pratique du sport de masse et de l'élite ainsi qu'à son unicité, au-delà des différences qui le composent.

La solidarité et la richesse humaine dans la diversité garantiront l'avenir et préserveront les valeurs indispensables du courage, du respect et de la recherche de l'excellence.

Il est utile de rappeler que le sport est un nouveau droit de l'homme et qu'il contribue à son développement et à son émancipation. Il constitue un élément fondamental pour l'édification d'une société moderne, généreuse, vivant en paix et en parfaite communion entre les populations.

Le sport se construit indéniablement sur la volonté humaine.

Souvenons-nous aussi de la devise du CIO qui dit que « le meilleur est en nous » et projetons-nous vers cette réflexion pour impulser au Mouvement olympique et sportif une autre dynamique et créer les conditions favorables de sa conduite.

Dans cet ordre d'idées, nous devons apprécier les aspects liés à la dimension économique, à l'éthique et à la morale sportive ainsi qu'aux avantages de la bonne gouvernance dans le domaine du sport.

Nous tâcherons, au cours de cette intervention, de participer à la définition des modèles appropriés en matière de management du sport et de mettre en place les outils de gestion nécessaires de façon à limiter les coûts et à optimiser l'utilisation des ressources humaines et financières.

Concernant les travaux de notre congrès portant sur l'autonomie du Mouvement olympique, nous sommes interpellés par les propositions qui ont été faites dans différents pays et qui visent à limiter les mandats ou à introduire, dans les assemblées générales des fédérations, des membres désignés.

Ceci nous amène, inéluctablement, à nous élever contre cette alternative qui suppose que l'on cherche à créer, au sein des associations sportives dans une grande partie du monde, une limitation des libertés individuelles et collectives.

En effet, limiter le mandat de l'élu peut être contre-productif, en ce sens qu'un élu dont on décide pour le principe de la durée et de l'action ne pourra mener cette dernière à son terme, surtout dans les pays où le développement et la promotion de politiques sportives relèveraient, au vu de l'immensité de la tâche et de la faiblesse des moyens, du long terme.

Limiter le mandat de l'élu est également injuste, dès lors que la limitation du mandat des élus ne concernerait que le secteur des sports alors que les lois sur les associations ne soumettent pas les autres associations à une telle règle. D'ailleurs, les lois, en général, ne limitent pas le nombre de mandats des élus aux assemblées parlementaires et aux mairies.

On serait alors en droit de se demander pourquoi faire du domaine olympique et sportif un cas particulier de limitation des libertés individuelles et collectives.

C'est là, assurément, une vision qui heurterait les principes constitutionnels de tous les pays du monde et qui, de notre propre avis, ne favoriserait pas la continuité dans l'action en faveur des collectifs et des électeurs.

Il suffit, pour étayer notre propos, de relater les splendides expériences des Excellences Messieurs Jacques Rogge, Juan Antonio Samaranch ainsi que Mario Vaquez Rana.

À cela, il serait utile de rajouter les travaux accomplis par Messieurs João Havelange, Joseph Blatter, Hein Verbruggen, Bruno Grandi et bien d'autres personnalités qui ont assuré la continuité et la stabilité des Fédérations Internationales (FI).

L'œuvre incommensurable qu'ils ont accomplie ou qu'il leur reste à perpétuer nous incite à ne jamais autoriser la limitation des mandats, surtout pour les très honorables fonctions de Président du CIO, de Président de FI, de Président de l'ACNO et des Présidents des Associations Continentales qui, sans nul doute, ne pourront, par cette disposition, mener à terme les travaux colossaux et les défis qui les attendent.

Pour la majorité des associations sportives dans le monde, un mandat ne suffit qu'à définir des plans d'action rationnels et efficaces, mais point à les mettre à exécution.

L'alternance doit tout de même être envisagée car le renouvellement des élus garantit l'émergence de nouvelles idées.

Ce renouvellement doit cependant être partiel et surtout ne pas empiéter sur l'esprit démocratique, qui doit absolument être préservé dans les associations car l'on doit également s'atteler à perpétuer une continuité et une stabilité dans la planification et la réalisation des actions projetées.

Voir 2^e et 3^e parties de la contribution «Autonomie et bonne gouvernance du Mouvement olympique et sportif»



MUSTAPHA BERRAF

ALG – Comité Olympique Algérien

AUTONOMIE ET BONNE GOUVERNANCE DU MOUVEMENT OLYMPIQUE ET SPORTIF (2^E PARTIE)

Cette contribution est la deuxième partie du texte intitulé « Autonomie et bonne gouvernance du Mouvement olympique et sportif ».

L'auteur revient notamment sur la définition de l'autonomie et de la bonne gouvernance et sur les principaux objectifs liés à l'application de ces concepts au sport.

La définition de l'autonomie et de la bonne gouvernance, avancée aujourd'hui par des spécialistes, décrit celles-ci comme un mode de fonctionnement fondé sur des principes dont l'application aide à éviter les dérapages et protège contre la centralisation et la concentration du pouvoir entre les mains de personnes ou groupes attirés par des intérêts privés au détriment de l'intérêt général.

Ces principes, définis comme les plus consensuels, sont la transparence, la participation, la responsabilisation et l'imputation de dépenses conforme à la réglementation.

L'objectif de l'autonomie et de la bonne gouvernance appliqué au sport est censé être identique pour toute organisation, y compris pour une association sportive.

L'efficacité dans la réalisation des objectifs et l'efficience dans l'usage des ressources disponibles impliquent l'organisation, l'optimisation dans la gestion des ressources et la rigueur dans l'application des règles.

Lorsqu'il s'agit de gérer les affaires d'une association sportive, les dimensions organisationnelle, managériale, éthique et technique ne suffisent pas à elles seules pour la réalisation des objectifs.

Il faudra leur ajouter les dimensions humaine et sociale.

Cet enseignement est tiré de l'analyse de nos expériences accumulées au sein du Mouvement olympique et sportif.

L'analyse des expériences individuelles peut paraître subjective, mais les problèmes occasionnés par l'incohérence et les négligences appuient l'aspect objectif de l'analyse et renseignent sur la marche à suivre en matière de gestion, d'organisation et de fonctionnement des associations sportives.

L'autonomie et la bonne gouvernance doivent constituer les principaux vecteurs pour assurer un fonctionnement optimal et une évolution positive permettant aux personnes habilitées de disposer d'outils et de mécanismes facilitant la transparence, la cohérence et l'esprit d'initiative.

Notre contribution aux travaux de ce Congrès concernera aussi l'éthique et la morale sportive dans l'autonomie et la bonne gouvernance.

Ceci nous ramène aux préceptes de valeurs et de dimension humaine faisant du sport une priorité sociale et éducative qui favorise l'émergence d'une nouvelle élite et d'une synergie de développement axée sur l'effort et l'excellence dans la performance.

Le Mouvement olympique et sportif joue un rôle prépondérant pour l'équilibre et la stabilité sociale.

Sa composante humaine regroupe des hommes et des femmes de différentes couches sociales et de différents horizons, qui mettent tout leur savoir-faire au service exclusif de l'intérêt général et surtout des plus jeunes.

En conclusion, ils sont animés par la volonté de développer à la fois :

- la promotion du sport ;
- la lutte implacable contre toutes les dérives de quelque ordre que ce soit qui menacent notre jeunesse ;
- la promotion de l'éthique, de la morale sportive et du fair-play ;
- la propagation de l'éducation et des idéaux olympiques ; et
- la lutte contre toute forme de violence, de racisme, d'antisémitisme et de discrimination.

Voir 3^e partie de la contribution « Autonomie et bonne gouvernance du Mouvement olympique et sportif »

MUSTAPHA BERRAF

ALG – Comité Olympique Algérien

AUTONOMIE ET BONNE GOUVERNANCE DU MOUVEMENT OLYMPIQUE ET SPORTIF (3^E PARTIE)

Cette contribution est la troisième et dernière partie du texte intitulé « Autonomie et bonne gouvernance du Mouvement olympique et sportif ».

L'auteur revient notamment sur les avantages de l'application de l'autonomie et de la bonne gouvernance.



L'auteur suggère de réintroduire, dans la Charte olympique, un dispositif ferme et précis qui intègre et clarifie les relations entre les fédérations nationales, les Comités Nationaux Olympiques (CNO), les Fédérations Internationales (FI), le Comité International Olympique (CIO) et les gouvernements.

Ce dispositif devra prévoir des mesures préventives et curatives pour empêcher les éventuels dépassements et particulièrement les actions d'éclat visant à faire du populisme, comme le limogeage des élus d'une fédération à la suite de mauvais résultats de leurs équipes nationales.

Le souhait de tous les CNO serait de créer un rapprochement efficace entre les instances sportives et les gouvernements, basé sur des engagements réciproques de respect des libertés démocratiques et de contrôle efficient des deniers publics.

Notre participation inclura aussi les avantages de l'autonomie et de la bonne gouvernance sous différents aspects.

Au plan de la cohésion sociale : ces avantages sont très prononcés, car le sport renforce considérablement la cohésion sociale puisque les pratiquants sont appelés à intensifier les échanges entre eux.

Ceci améliore leur capacité à entretenir des relations interpersonnelles, en jetant les bases de relations de confiance et en développant l'esprit d'équipe.

Le sport agit en favorisant le regroupement de personnes qui constituent des réseaux sociaux bien définis et qui encouragent l'ouverture vers les autres.

Le sport donne aux sportifs de tous les âges des occasions de participer activement à la collectivité, d'apprendre la responsabilité et le respect des autres.

Au plan des constantes d'une nation : la solidarité, l'amour de la patrie, l'attachement aux constantes de la nation et le civisme doivent constituer les armes essentielles de la lutte contre tous les fléaux.

Ces valeurs représentent l'instrument principal de l'émancipation et du développement d'une société progressiste moderne. Elles permettent également de dissiper toute interprétation tendancieuse du fonctionnement et de l'organisation des associations.

La confiance et la bonne conduite des affaires seront le résultat primordial obtenu par l'autonomie et la bonne gouvernance. Il sera ainsi instauré une sérénité spontanée entre tous les membres et un état d'esprit plus constructif. L'union des acteurs et partenaires sera le

principal levier en position d'assurer le développement des activités et des actions. La détermination et les convictions en seront grandement renforcées.

Au plan humain : la bonne gouvernance permettra de consolider l'autonomie du Mouvement olympique, qui sera, avant tout, soumis aux conditions régies par les assemblées générales de ces instances.

Des actions seront ainsi menées et leur réussite basée exclusivement sur les compétences des personnes qui en ont la charge, considérant celles-ci comme étant dotées des capacités intellectuelles et morales requises et d'un potentiel d'expériences approprié.

Les élus doivent être choisis par les membres électeurs de l'Association en fonction de critères bien établis que l'on peut énumérer comme suit :

- esprit de bénévolat et disponibilité ;
- qualités morales et intellectuelles ;
- compétences et expérience ;
- sens de la responsabilité et esprit d'équipe ;
- désintéressement par rapport au profit personnel ;
- sens de la réussite.

Il est nécessaire de mettre en place un arsenal supranational inspiré de la Charte olympique et des statuts des FI pour contrecarrer et sanctionner toute intention d'inféoder ou d'éliminer les fédérations sportives nationales.

Il est toutefois important de souligner que l'alinéa 9.2, chapitre 4 (mission et rôle du CNO) de la Charte olympique, qui était en vigueur au 4 juillet 2003 et qui a été malheureusement supprimé, permettait au CNO de prendre part directement à la défense des intérêts des fédérations dont l'expression de la volonté était entravée par l'effet de dispositions légales qui transgressaient la Charte olympique.

Ceci a favorisé les situations conflictuelles décrites précédemment.

Nous suggérons, par conséquent, la réintroduction de cette disposition dans la Charte olympique de manière plus précise et plus drastique.

Il est bien évident que la problématique des relations entre les instances sportives et les gouvernements est très particulière du fait de l'importance capitale qu'elle revêt pour l'avenir du mouvement sportif international et du sport mondial comme vecteur de paix et d'émancipation.

Si l'harmonie avec les gouvernements doit être savamment entretenue, il n'en demeure pas moins que l'esprit de la Charte olympique doit être préservé avec toute la rigueur nécessaire.



Nous suggérons, par conséquent, de réintroduire dans la Charte olympique un dispositif ferme et précis qui intègre et clarifie les relations entre les fédérations nationales, les CNO, les FI, le CIO et les gouvernements.

Ce dispositif devra prévoir des mesures préventives et curatives pour empêcher les éventuels dépassements et particulièrement les actions d'éclat visant à faire du populisme, comme le limogeage des élus d'une fédération à la suite de mauvais résultats de leurs équipes nationales.

Le souhait de tous les CNO serait de créer un rapprochement efficace, entre les instances sportives et les gouvernements, basé sur des engagements réciproques de respect des libertés démocratiques et de contrôle efficient des deniers publics.

À ce titre, nous proposons que le chapitre afférent à la mission et au rôle du CNO soit assorti des modifications appropriées suivantes :

28 – Mission et rôle du Comité National Olympique

9.1. En dehors des mesures et sanctions prévues en cas de transgression de la Charte olympique, la commission exécutive du CIO peut prendre toutes décisions appropriées pour la protection du Mouvement olympique dans le pays d'un CNO, notamment la suspension ou le retrait de la reconnaissance d'un tel CNO, si la constitution, la législation, ou d'autres réglementations en vigueur dans ce pays, ou tout acte d'un organisme gouvernemental ou de toute autre entité, ont pour effet d'entraver l'activité du CNO ou la formation ou l'expression de sa volonté et de celle des fédérations nationales qui lui sont affiliées. Avant de prendre une telle décision, la commission exécutive du CIO offrira au CNO concerné la possibilité d'être entendu.

Le sport étant un fait social majeur, il est impérieux que sa pratique soit régie par des règles juridiques précises et évolutives qui permettront au Mouvement olympique et sportif de se mettre à l'abri de toutes les actions visant à nuire à son indépendance et à son épanouissement.

De ce fait, nous avons jugé nécessaire de modifier cet arsenal supranational inspiré de la Charte olympique et des statuts des FI pour contrecarrer et sanctionner toutes les intentions d'inféoder ou d'éliminer les fédérations sportives nationales.

Il est également nécessaire de trouver un ancrage réglementaire dans la Charte olympique permettant au CNO de ne point reconnaître toute fédération nationale qui n'est pas reconnue par son instance internationale.

Ceci permettra au CNO concerné de prendre part directement à la défense des intérêts des fédérations dont l'expression de la volonté était entravée par l'effet de dispositions légales qui transgressaient la Charte olympique.

MIHIR BOSE

Média • BBC

UN NOUVEAU CADRE POUR LA GOUVERNANCE DES SPORTS

À l'heure actuelle, la gouvernance des sports propose une image plutôt curieuse. En effet, mis à part les États-Unis, la plupart des sports mondiaux suivent le modèle inventé au XIX^e siècle en Europe, un modèle dont la conception est en grande partie l'œuvre des fondateurs du Mouvement olympique.

Les organes sportifs sont dirigés par des volontaires, mais l'argent servant à financer les sports provient d'organisations telles que les médias ou des institutions commerciales (la plupart d'entre elles étant des organismes financiers) qui espèrent gagner de l'argent grâce aux sports et l'utiliser ensuite pour leurs propres objectifs commerciaux.

Le problème avec cette structure est qu'elle est vraiment en décalage avec la réalité et qu'elle nourrit le cynisme du public, ce qui porte préjudice au sport. Le Mouvement olympique doit s'occuper de ce problème de perception du public. D'aucuns diront que rien ne peut être fait en ces temps de cynisme dans lesquels nous vivons et que, quoi que le Mouvement olympique entreprenne, il n'échappera pas à l'hypocrisie ambiante. Pourtant, je suis intimement persuadé que le Mouvement olympique peut véritablement agir pour expliquer son fonctionnement et les raisons qui le motivent.

Modern sports management, like Topsy, has just grown. It is high time the Olympic Movement brought sports governance into the 21st century. The challenge is clear: how can sports retain its values even as it increasingly becomes part of the entertainment industry?

At present the governance of sports presents a curious picture. Barring the United States, most world sports follow the model invented in 19th century Europe; a model that the founders of the Olympic Movement played a large part in devising.

Sports bodies are led by volunteers, yet the money to sustain sports is provided by organisations like media outlets and commercial institutions (many of them financial houses) who hope to make money from sports and use it to further their own business aims.

Sports leaders, keen to convince the world that the Corinthian principle of amateurism still exists, talk about "sharing" and "family". "Olympic family" or "football family" are words much bandied about and that family is meant to include journalists, hostile to the Movement. But at the same



time sports employ professional advisers who work hard to make the best use of the highly commercialised world that has developed round sports.

This makes sports a hybrid, if you like: an elephant yoked to a horse.

A link between commerce and sports is not new, as the early Olympic Games were also part of huge commercial exhibitions. But the sheer volume of money available has changed sports dramatically. It has made sport a business and the modern sportsman, far removed from a Corinthian athlete, is more akin to a performing artist.

The Olympic Movement's answer to this has been very interesting. Essentially it has said: we need money to run the Olympic Games, lots of money, but every four years during the 17 day period of the Olympic Games, we shall pretend money does not exist; at least within the area of the Olympic city we control.

The athletes compete for nothing more than a medal; their clothing cannot carry advertisements from their commercial sponsors; they all live in a very controlled environment, the Olympic Village; and the sponsors, despite being called "Top Sponsors", are not allowed to advertise their products inside the competition venues.

Yet, to protect the sponsors and their products, steps are taken to ensure there is no ambush marketing from rivals, and cities are even asked to produce a "clean look" to enhance the impression, or should I say illusion, of an Olympic Games where money plays no part. In effect, every four years, the Olympic Games create an oasis of Corinthian values, which proves an illusion as soon as the Olympic Games are over.

At the same time the Olympic Games themselves are operated as a very tightly regulated franchise. Ever tighter conditions are imposed on cities bidding for the Games including regulations on how they should stage them, insisting they have Olympic traffic lanes, even specifying the height of the Olympic Village and making sure nobody, except authorised representatives, can use the Olympic rings or logo.

To complicate matters further, the sporting Federations who display their sports at the Olympic Games most often, such as the Americans, have no time for the Olympic ideal: "no money please, we are Olympians."

The problem with this structure is that it is at such odds with reality that it breeds public cynicism and damages sports.

The Olympic Movement needs to address this problem.

The most obvious solution would be for the Olympic Games finally to recognise that the Corinthian principle cannot be sustained and Olympic competitions should be competitions for money. In other words athletes,

as in all other sporting competitions, should be presented not merely with medals but with cash.

However this is not the proposal I am recommending.

There is something very alluring and fascinating in the fact that, in the modern world of money, top sportsmen and women – the best in their profession – are still attracted to the Olympic Games to compete for a piece of metal.

However the Movement needs to address the perception problem. Some may say that nothing can be done about the cynical times we live in and that whatever it does, the Olympic Games cannot escape the charge of hypocrisy.

I believe the Movement can do much more to explain how it works and why.

This should take the form of an Olympic statement of principles and ideals, presented in an easily digestible form.

The statement should explain the volunteer nature of the Movement and how it has come to terms with money while still holding on to Corinthian principles.

Such a statement of Olympic philosophy needs to be displayed prominently at every Olympic site during the Games.

Indeed, a city should be required to display this at its proposed Olympic sites the moment it gets the Games.

But that is not all.

The Movement also needs to address the leadership of the International Federations.

Federations that organise the events at the Olympic Games are autonomous. But they are essential members of the Olympic family, and the Olympic Movement, and as head of the family, can specify how they should organise their affairs.

Rules for all Federations should be laid out with term limits for office bearers, details of how elections are held and conducted, and how they should to engage with their sportsmen and women, and their paying public.

In order to help them the IOC should also set up an institute to produce sporting administrators as this is the most neglected area of sports management.



Prominent sportsmen may not think of sports administration as glamorous as it is a bit like being put in charge of a company pension scheme. But now that sports is a global business, the IOC as the Vatican of sports, needs to develop an organisation which can train the next generation of sports leaders. These leaders should be tutored to articulate the special nature of sports and ensure that while the need for money is met, the special values of sport are protected.

TREVOR BROWNE

BAR – The Barbados Olympic Association Inc.

MESURER LA PERFORMANCE DES ORGANISATIONS SPORTIVES OLYMPIQUES

Le sport – le sport olympique en particulier – joue un rôle de plus en plus important dans la vie sociale, culturelle et politique de personnes du monde entier. En conséquence, la gestion des organisations sportives olympiques est devenue elle aussi plus vaste et plus complexe. Il est bien connu que « ce qui est mesuré est fait » et, inversement, « ce qui ne peut pas être mesuré ne peut pas être bien géré ».

La capacité à mesurer régulièrement et objectivement la performance des organisations sportives olympiques doit être une question d'importance pour l'évolution continue de la gestion du sport olympique.

Jusqu'ici, les moyens de mesurer la performance de ces organisations ont été complexes et essentiellement subjectifs. De plus, ces moyens sont limités à quelques organisations dans des domaines très particuliers du sport.

Cette contribution propose une approche universelle qui simplifie cette évaluation, améliore l'objectivité de celle-ci et aligne les objectifs opérationnels des organisations sportives olympiques sur les valeurs olympiques.

OVERVIEW [1]

Sport – Olympic sport in particular – plays an increasingly important role in the social, cultural and political lives of people throughout the world. One must only look at the impact that past and upcoming Olympic Games have on national and international politics, to reinforce this fact.

As the business of sport has grown to unprecedented levels, the administration and management of sports organisations has become increasingly complex.

Even more so than with some traditional businesses, many sports organisations now have complex and varying mandates, challenges and constraints. This situation presents significant difficulties when we seek to analyse their overall organisational performance. The matter is further complicated as financial performance – unlike in traditional businesses – is not usually the significant factor when assessing most sports organisations.

Currently, various complex mechanisms are used to measure the performance of Olympic Sports Organisations (OSOs) and review their various strengths and weaknesses. However, few OSOs utilise such tools and where used, these mechanisms restrict comparisons and benchmarking across different areas.

This paper proposes that a standard, values-based system be devised in order to evaluate the performance of all OSOs. Such a mechanism could also serve as a vital tool in benchmarking the performance of an individual OSO.

This mechanism would allow local management to:

- Critically assess their management strategies and organisational priorities; and
- Focus their limited resources in areas where they can achieve meaningful results.

BASIC PRINCIPLES

Performance measurement is important to any organisation that is interested in high performance. As mentioned in a report by Sport England [2]:

1. What gets measured gets done;
2. If you don't measure results, you can't tell success from failure;
3. If you can't see success, you can't reward it;
4. If you can't reward success, you're probably rewarding failure;
5. If you can't see success, you can't learn from it;
6. If you can't recognise failure, you can't correct it;
7. If you can demonstrate results, you can win public support.

TRADITIONAL APPROACH

Traditionally, performance measurement theory is a complex science, typically comprised of attempts to evaluate various empirical aspects



of an organisation's operations. Indeed, Bayle and Madella (2002) concluded that "the measurement of performance of a voluntary organization challenges management theorists and practitioners." [3]

DEFINING PERFORMANCE

This paper proposes that, independent of any other considerations of structure, approach, financing or environment, the performance of any OSO is ultimately measured by the extent to which that OSO meets its established objectives.

THE OLYMPIC VALUES

In the case of Olympic entities, a number of values and principles have been established as the bedrock of Olympism. These values (excellence, respect and friendship) and principles (non-discrimination, sustainability, humanism, universality, solidarity and alliance between sport, education and culture) have underpinned Olympism since Pierre de Coubertin. [4]

The challenge is to devise a fairly objective methodology that rates the extent to which an OSO exemplifies Olympic values and principles in the execution of its activities and operations during a stated period.

KEY PERFORMANCE INDICATORS

Adapting an approach used by the International Olympic Committee (IOC) Olympic Programme Commission that reported to the 117th IOC Session, it is possible to establish a number of Key Performance Indicators (KPI) for OSOs. These can be objectively measured and are directly related to one or more of the IOC's values and principles. This approach can be used to develop a standard score sheet that evaluates the degree to which an OSO complies with the ultimate Olympic values.

The approach is identical to that used by teachers, who set examinations in order to evaluate the degree of comprehension and compliance of their students in key areas of their course work.

All KPIs would be directly related to one of the three IOC values. For example, "Excellence" could be subdivided into the following categories:

1. Development of the NOC
2. Development of sport
3. Sustainability
4. Financial management
5. Societal impact
6. Athlete welfare
7. Olympic performance

Each of these categories could then be assigned its own KPIs, which provide objective assessments and specific scores.

For example, "Development of the NOC" may be measured by the degree to which strategic planning is established in the organisation, i.e. the level of training provided to staff, the public image of the organisation, and so on.

The final result would be a unique score, which represents the performance of that organisation. Furthermore, this score can be broken down to reflect performance in the specific value areas of excellence, respect and friendship, so that a performance profile could also be generated for that organisation. This allows the process to be used as a benchmarking tool by any OSO that may be interested in analysing its own specific strengths and weaknesses.

CONCLUSION

Performance measurement need not be a specialised, complex matter. If we agree that an OSO's objective is to "live the values", and we can measure the established KPIs, then we can evaluate the performance of any OSO regardless of their particular circumstances.

Additionally, individual managers would now be able to benchmark their organisation's performance and plan for appropriate improvements. Importantly, there will be a direct relationship between "successful management" and the basic values of Olympism. Nothing can be more critical to the success of macro-organisational management strategy.

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UNG CHANG

Comité International Olympique

RÉFORME ET RESTRUCTURATION DU CIO POUR L'AVENIR

Le Comité International Olympique (CIO) est une organisation pivot du Mouvement olympique qui conduit les Comités Nationaux Olympiques (CNO), les Fédérations Internationales (FI) et les comités d'organisation des Jeux Olympiques (COJO).

Il a toujours été admis que le CIO se réformerait et se restructurerait conformément à la demande de l'époque, à la nécessité des gens ainsi qu'aux changements de l'atmosphère sociale et politique.

L'organisation n'a eu d'autre choix que de se réformer et de se restructurer sous la forte pression des médias du monde entier et des administrations gouvernementales, dont celle des États-Unis après ce qu'on a appelé le scandale de Salt Lake City. Ceci a entraîné pour le CIO plus de confusion et de problèmes, mais aussi moins de bénéfices en termes de fonctionnement et de gestion de son organisation.

Le CIO est actuellement confronté à l'exigence impérative de se réformer et de se restructurer, afin de rendre un meilleur service à son objet original en tant que principe du mouvement sportif mondial.

The International Olympic Committee (IOC) has the following three types of organisations under its leadership: National Olympic Committees (NOCs), the International Federations (IFs) and the Organising Committees for the Olympic Games (OCOGs).

The IOC has been always requested to reform and restructure itself in accordance with the social and political demands of the time. After the "Salt Lake Scandal" outbreak, the IOC came under strong pressure from mass media and government administrations, in particular the US Administration, to undergo a reformation and restructuring process. This process was set in motion at the 108th Session in Lausanne in 1999.

The reformation and restructuring of the IOC in 1999 was followed by the scapegoat victimisation of several of its members, whose reputation still remains tarnished. Since 1999, the IOC has appeared to adopt a more business-minded approach rather than conduct itself as a sport organisation.

There are now requests for the IOC to reform and restructure itself to render better service in conformity with its original purpose and the principles of sport.

At present, it seems that IOC members' roles are neglected and downplayed in contrast to the role of IOC leadership and staff at its headquarters, whose work underpins the operation of the IOC.

It could be argued that IOC Sessions exist to accept and ratify any decisions made at Editorial Board meetings in order to fulfil legal formalities and protocol. Any suggestions from the members, while duly heard and recorded, are not taken into account from time to time. The actual role and responsibility of IOC members have faded away in the course of implementing the Olympic Charter in the Movement.

According to the Olympic Charter, "IOC members represent and promote the interests of the IOC and of the Olympic Movement in their countries and in the organizations of the Olympic Movement in which they serve." However there are many contradictions in the implementation of the Charter in the course of the IOC's work and activity.

If members are expected to represent the IOC in their countries with neutrality, they must not also be members of their NOCs, as this can result in a clash of interests. In the same vein, IOC members are not supposed to be members of the Bidding Committee for Olympic Games in their cities in order to keep their neutrality.

Another problem is the imbalance of IOC members in terms of numbers. Almost half of all IOC members come from Europe and in several cases there are five or six IOC members from one country.

In addition to the above, IOC Executive Board members should be carefully elected as the floor might have got tired with the fact that the IOC Session has been held with almost same dignitaries on its EB's podium for too many years.

The next issue is the responsibility of the "Evaluation Commission" for the candidate cities.

According to the reformation process in 1999, the Evaluation Commission candidate cities were set up with the aim of evaluating and providing IOC members with reports of positive and negative aspects of each city while banning IOC members from visiting candidate cities.

However, the reports of every evaluation commission proved to be the same, stating that all the candidates cities are able to host Games without giving IOC members an indication of the good or bad points of each city. This has hindered the voting process for the host city selection at the IOC Session.

Moreover the system for electing IOC members cannot be accepted as a fair and democratic process. It is time for the IOC to reform the system whereby another person from the same IF should be elected



to the position of IOC member in order to fill up the vacancy when the previous person finishes their term of office.

The election system of athlete IOC members at the Olympic Village is reminiscent of a Sunday flea market. And also there are still so many urgent, unsettled issues that require action from the IOC.

At this point, it would be necessary for the IOC to carry out a revision of the Olympic Charter, the IOC operation and management structure and the system as follows:

1. It is necessary that the IOC refrains from cementing too much centralised control and power, as the IOC is not a government body. If too much power is given to IOC leadership, it may only serve to invite serious damage and harm to the role, operation and management of non-governmental activity of the Olympic Movement. Therefore it is strongly advised that EB membership should be limited to two terms without exception.
2. The IOC must seek a solution for only one country to have a maximum of two IOC members. The system for electing IOC members should be reformed.
3. The election procedure for athlete members should be revised immediately.
4. The IOC should reform its structure to concentrate on sports activity and not on subsidiary liabilities that distance it from sports and the Olympic Games. This would save more money for sports and Olympic activities.
5. IOC should abolish the "Evaluation Commission" system and organise a group fact-finding tour for IOC members to candidate cities without delay.
6. As for the sports in the Olympic programme, the IOC should not keep core sports fixed and unchangeable but should conduct free voting at every selection process so that blocks of sports groups can be distinguished by the nature of the sport, such as light sports, heavy sports, ball sports, water sports, fighting sports and so on.
7. The IOC could add more candidate sports to the appropriate block and the selection could be made by voting, in order to avoid mix-up and confusion in the sports selection and to secure the neutrality and transparency of IOC activities.
8. It is strongly requested that the IOC pay more attention in its workshops to developing, poverty-stricken countries than to developed or rich countries.

9. The IOC should take satisfactory legal actions so as to protect IOC members from various attacks and defamation without reason except when it is backed by precise criminal evidence.
10. The IOC will need to institutionalise an independent legal investigation to protect its members. In this respect, the IOC should place serious priority on protecting its members from the problem instead of punishing its own members first.
11. For the purpose mentioned above, the IOC may pursue ways of giving IOC members a temporary Swiss passport during the period of their mandate.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

UN CODE D'ÉTHIQUE POUR LE MOUVEMENT OLYMPIQUE ET LES COJO

Au sein du Mouvement olympique, un code d'éthique est un excellent outil pour promouvoir les valeurs inhérentes au sport, la compréhension mutuelle, la solidarité et le fair-play. Un comité d'organisation des Jeux Olympiques (COJO) ne peut atteindre un tel objectif que s'il est partagé par les différents partenaires et l'ensemble de la société.

Les principaux obstacles auxquels se heurte l'éthique sont la mondialisation, la commercialisation du sport et leurs effets préjudiciables sur le fair-play. La diversité culturelle est une autre question dont l'éthique doit tenir compte dans le sport. L'aborder avec intelligence, sans crainte ni aversion, est déterminant pour l'avenir du Mouvement olympique.

Cette contribution fournit des éléments d'appréciation et adresse des recommandations concernant ces enjeux et la notion de code d'éthique pour les COJO et le Mouvement olympique dans son ensemble.

Within the framework of the Olympic Movement, a Code of Ethics is an excellent tool for promoting natural sporting values, as well as mutual understanding, solidarity and fair play. However, an Organising Committee for the Olympic Games (OCOG) can only successfully achieve this goal if it is shared by stakeholders and all of society.

The main challenges to ethics are globalisation, the commercialisation of sport and their adverse impacts on fair play. Cultural diversity is another issue facing ethics in sport. Addressing it with sympathy



and understanding and not with fear and aversion is indeed key to the Olympic Movement's future.

Some considerations and recommendations regarding these challenges and the notion of a Code of Ethics for the OCOGs and the Olympic Movement as a whole are as follows:

- There is a need for transparency of procedures related to the host city election. Bid practices may be fair, equitable and guided by the Code of Ethics and lessons learned from previous OCOGs. Special emphasis must be placed on public scrutiny and accountability, as well as on transparency during the competitive process.
- It seems necessary to bring up the problem of business social responsibility for ethics promotion. The Olympic Movement must vote for stronger social engagement of the business world and develop constructive interactive mechanisms that propagate Olympic values.
- A new organisational culture based on ethical principles must be developed within the OCOGs. Published and well publicised guidelines on sport corporate ethics could be of great help in ensuring consolidation of ethical values throughout the Olympic Movement.
- The OCOG staff should demonstrate ethical norms as well as promote them. This will set a good example and present a positive role model for youngsters.
- An integrated programme of knowledge and experience accumulation that is passed on to future Games organisers is also an important source of ethical values. Of course the OCOGs' internal practices are to be closely monitored by the International Olympic Committee (IOC) for consistency and compliance with the Code of Ethics and high principles of Olympism.

JOHN DOWLING COATES

AUS – Australian Olympic Committee Inc.

BONNE GOUVERNANCE ET ÉTHIQUE

Je propose que le Comité International Olympique (CIO) publie le guide suivant de bonne gouvernance pour les Comités Nationaux Olympiques (CNO):

- 1. Les CNO devraient établir et divulguer les responsabilités et rôles respectifs de leurs conseils exécutifs et comités de direction.**

- 2. Les CNO devraient disposer d'un conseil ayant une composition, une taille et un engagement efficaces pour alléger de manière appropriée leurs responsabilités et devoirs.**
- 3. Les CNO devraient promouvoir activement des prises de décisions éthiques et responsables.**
- 4. Les CNO devraient disposer d'une structure qui leur permette de vérifier de manière indépendante leurs rapports financiers et de préserver l'intégrité de ceux-ci.**
- 5. Les CNO devraient respecter les droits des fédérations nationales et faciliter l'exercice de ces droits.**
- 6. Les CNO devraient établir un solide système de surveillance, de gestion et de contrôle interne des risques.**
- 7. Les CNO devraient s'assurer que le niveau de rémunération est suffisant et raisonnable et que leur vision de la performance est claire.**

Les CNO devraient fournir les informations sur ces principes dans une déclaration détaillée sur la bonne gouvernance d'entreprise qui fasse partie intégrante de leur rapport annuel.

The Olympic Charter requires National Olympic Committees (NOCs) to preserve their "autonomy" or "right to self-government". However, this requires that NOCs earn the respect and trust of their governments, which provide them with funding.

The IOC has recognised that it is important for itself, for each of its members, the cities wishing to organise the Olympic Games, the Organising Committees for the Olympic Games (OCOGs) and the NOCs (the Olympic parties), to restate their commitment to the values and principles in the Olympic Charter by adopting the IOC Code of Ethics.

However, good corporate governance is more than adherence to ethical principles. It is "the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in corporations. It encompasses the mechanisms by which companies, and those in control, are held to account." [1]

The Olympic Charter includes some rules, which are fundamental to good corporate governance and that must be included in the statutes or constitutions of NOCs for them to be recognised by the IOC. They include the requirement to hold a general assembly at least once a year for the presentation of annual reports and audited financial statements and for the election of officers for terms not exceeding four years.

However, these requirements are not enough and while there is no single model of good corporate governance, I propose that the IOC issue the following as a guide for NOCs:



CORPORATE GOVERNANCE PRINCIPLES AND RECOMMENDATIONS FOR NOCS

Principle 1 – Lay solid foundations for management and oversight

NOCs should establish and disclose the respective roles and responsibilities of their executive boards (or “boards”) and management.

- They should establish and disclose the functions reserved for the board, including the role of the President, and those delegated as senior executives.

Principle 2 – Composition of NOCs and their boards

NOCs should have a board of an effective composition, size and commitment to adequately discharge their responsibilities and duties.

- They must comply with Rule 29 of the Olympic Charter and the By-law thereto.
- The majority of the board should be independent.
- The President (or Chair) should be an independent director.
- The roles of the President (or Chair) and Secretary-General or Chief Executive Officer (CEO) should not be exercised by the same individual.

Principle 3 – Promote ethical and responsible decision making

NOCs should actively promote ethical and responsible decision making.

- They must ensure that the IOC Code of Ethics applies to and is binding on their board, management, staff and consultants, who must all respect the “Rules Concerning Conflicts of Interest Affecting the Behaviour of Olympic Parties” (B.4, IOC Code of Ethics).
- They should establish a code of conduct and disclose on their website:
 1. The practices necessary to maintain confidence in the NOC’s integrity;
 2. The practices necessary to take into account their legal obligations and the reasonable expectations of their member National Federations (NFs);
 3. The responsibility and accountability of individuals for reporting and investigating reports of unethical practices.

Principle 4 – Safeguard integrity in financial reporting

NOCs should have a structure to independently verify and safeguard the integrity of their financial reporting.

- They should establish an audit committee.
- The audit committee should have a formal Charter available on the NOC’s website. It should be structured so that it:
 1. consists only of non-executive board members;
 2. is chaired by an independent, who is not Chair of the board;
 3. has at least three members

Principle 5 – Respect the rights of member NFs

NOCs should respect the rights of NFs and facilitate the effective exercise of those rights.

- They should devise a policy to promote effective communication with NFs and encourage their participation at general meetings.
- They should promptly notify NFs, athletes and team officials through their online services of all major non-confidential decisions on issues such as anti-doping or the adoption of Olympic Selection Criteria and other policies and bye-laws. These key documents as well as their annual reports and financial statements should be placed on their website and available for public and media scrutiny.

Principle 6 – Recognise and manage risk

NOCs should establish a sound system of risk oversight, management and internal control.

- They should establish policies for the oversight and management of material business risks and disclose a summary of these policies.
- The board should require its management to design and implement the risk management and internal control system of the company’s material business risks. Management should report to the board on whether those risks are being managed effectively.
- The board should disclose whether it has received assurance from the CEO and the Chief Financial Officer (or equivalent) that the declarations in respect of the financial performance of the NOC is founded on a sound system of risk management and internal control and that the system is operating effectively in all material aspects in relation to its financial reporting risks.

Principle 7 – Remunerate fairly and responsibly

NOCs should ensure that the level and composition of remuneration is sufficient and reasonable and that its relationship to performance is clear.

- The board should establish a remuneration committee.
- Financial statements should disclose the remuneration, if any, of each member of the board and of the five most senior management personnel with previous year comparisons.



NOCs should provide information on these principles and recommendations in a comprehensive Corporate Governance Statement forming part of their annual report. An “if not, why not” approach to reporting is recommended.

NOCs can never rule out governments attempting to interfere in their business and activities. However, interference and criticism from governments, the public and media will be less likely if NOCs follow these principles and recommendations and are fully transparent.

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ANITA L. DEFRANTZ

Comité International Olympique

LA FEMME ET LE SPORT DANS LE MOUVEMENT OLYMPIQUE DU XXI^E SIÈCLE

Pour mener à bien notre mission qui est de mettre le sport à la portée de tous, il nous faut plus de personnes sur l'aire de compétition mais aussi au niveau de la direction. Les femmes, qui représentent 51 % de l'humanité, doivent rejoindre les hommes dans tous les domaines du sport. Même si nous avons considérablement plus d'athlètes féminines dans le Mouvement olympique qu'en 1996, nous n'avons toujours pas assez de femmes occupant des postes de décision.

Les femmes peuvent prendre des décisions et comprendre le sport tout aussi bien que les hommes. Si nous voulons avoir l'espoir de respecter les principes fondamentaux, il est essentiel de faire participer les femmes à toutes nos activités. Pour ce faire, il sera peut-être nécessaire de prendre de nouvelles mesures incitatives afin d'encourager la participation totale des femmes à tous les niveaux du sport.

Nous savons que les femmes et les hommes sont différents à bien des égards, et nous apprécions tous ces différences. L'essentiel est de se souvenir que les femmes et les hommes, bien que différents, sont absolument, sans équivoque et pour toujours, des êtres humains à part égale. Et c'est sur cette base que nous pouvons aller de l'avant.

The Olympic Movement is based on the concepts of mutual respect of others and the pursuit of excellence. Our Fundamental Principles make it clear that all of humanity is welcome at the Olympic Games.

The second Fundamental Principle speaks about providing sport to everyone:

“The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity.”

To accomplish the task of providing sport to everybody, we need more participants at the leadership level and on the field of play. Women, the great resource comprising 51 % of humanity, must join men in all domains of sport.

At the 1994 Centennial Olympic Congress in Paris, participants recognised that there were not enough women involved in the Olympic Movement. In 1995, International Olympic Committee (IOC) life President Juan Antonio Samaranch created the IOC Women and Sport Working Group which later became the IOC Women and Sport Commission under President Jacques Rogge.

In 1995, we began the development of our strategy to ensure the full engagement of women in the Olympic Movement. In 1996, we entered into the implementation phase, with the support of the IOC Session, which aimed to have at least 10 % of the policy making positions occupied by women by 2001 and increasing to 20 % by 2005.

In order to improve the opportunities for women, our strategy included work on the following:

1. The Olympic Games programme;
2. The promotion of women sports leaders;
3. A strong IOC advocacy campaign to place equality higher on sport agendas;
4. A series of support activities and programmes to help National Olympic Committees (NOCs) and the Olympic family at large to participate in the advancement of women in and through sport.

We can report success in our work in each of these four areas. The percentage of women competitors at the Olympic Games has increased from 34.2% in Atlanta to 42.39% in Beijing. The number of sports for women increased from 21 in Atlanta to 26 in Beijing. The number of women competitors at the Games doubled from 1996 to 2008. At the 1992 Barcelona Olympic Games there were 14,328 women. At the 2008 Beijing Games that number had risen to 31,069.



Only the sport of boxing has no opportunities for women at the Games although boxing has held five World Championships for women. Women's boxing events are strong contenders for the 2012 Olympic Games.

At the 1998 Olympic Winter Games, women comprised 22% of the athletes, which increased to 38.2% at the 2006 Torino Games. Only the discipline of ski jumping still excludes women from competing. The number of women competing at the Olympic Winter Games has doubled from 2,657 in 1992 to 5,418.

At the 1996 Atlanta Olympic Games, there were 26 NOCs that had never entered women athletes. In Beijing this number had fallen to 5 NOCs.

We have a dramatically higher number of women competitors involved with the Olympic Movement now than was the case in 1996. And yet, this is where our success trails off as we still do not have enough women in decision-making roles.

We have learned that the women who are serving in sport at every level tend to be highly educated, at times even more than their male colleagues. A women's ability to serve is no longer in question. Yet the IOC has not reached its goal of having women comprise at least 20% of its membership.

The number of women needed, if the IOC is at its upper limit of 115 members, is 24. Since Honorary Life President Juan Antonio Samaranch began the election of women in 1981, there have been 24 women elected to IOC membership. Two resigned for their own reasons, three became honorary members and one athlete and three International Federation Presidents stayed until the end of their terms.

Since 2001, when the IOC slightly exceeded their 10% goal, we have added only ten women members. At the same time we lost one member through retirement. It is interesting to note that six of the new members were elected by the athletes. It is essential that the IOC reaches its goal right away.

If we are the keepers of the Fundamental Principles, than we must take the lead – not follow – in carrying them out. Although the support of women in sport once had great visibility at the highest level and throughout the Olympic Movement, it seems to have slipped somewhat over the last few years.

The 2009 Olympic Congress can once again highlight the importance of women in our work. We are living in the 21st century and there is no excuse for excluding women from anything.

Women can make decisions and understand sport just as well as men. If we are to have any hope of fulfilling the Fundamental Principles, it

will be essential to include women in all of our work. It may be necessary to develop new incentives to support the full inclusion of women at every level of sport.

We know that women and men have many differences. And we all enjoy those differences. The key is to remember that women and men, though different, are absolutely, unequivocally and forever equally human. And that is the basis on which we can go forward.

HELMUT DIGEL

IAAF – Association Internationale des Fédérations d'Athlétisme

LA COMMERCIALISATION DES JEUX OLYMPIQUES

Il n'est pas surprenant que les intérêts commerciaux aient corrompu le Mouvement olympique et les Jeux Olympiques. Depuis quelque temps maintenant, des conflits divisent les Comités Nationaux Olympiques (CNO), les membres du Comité International Olympique (CIO) et les associations sportives internationales. Ces dernières se considèrent comment les défenseurs des Jeux Olympiques. Or, les représentants des CNO peuvent accéder à toutes les épreuves sportives tandis que leurs homologues des associations sportives internationales n'ont accès qu'aux épreuves que celles-ci organisent. Il n'est pas étonnant que les Jeux soient source de jalousie, généralement déclenchée par les accréditations accordées aux différents membres de la famille olympique.

Economics dominates our daily lives, and attempts to accumulate individual wealth are straining our private lives, institutions, organisations and States. It is not surprising that this commercialisation has corrupted the Olympic Movement as well as the Olympic Games, an event tied to substantial economic interests. It is clear that the praiseworthy principles of advertising-free Games need to be defended with greater determination than ever.

The Olympic family makes an extraordinary contribution to this development, by presenting itself to the public as a very special group of people. They are usually dressed elegantly, drive through the Olympic city in black limousines and constantly moving from one "privilege" to the next. One reception is followed by another, where high-quality food, wine and champagne are served. Loaded with gift bags, the "Olympic family" arrives at its own five-star hotel in order to get ready for the next big event. At the end, a fair number of Olympic representatives need to buy additional suitcases in order to carry home their countless gifts.

Contrary to widespread belief, there is not a great deal of equality among members of the Olympic family. For some time now there has been



conflict among National Olympic Committees, members of the IOC and international sports associations. These associations regard themselves as the upholders of the Olympic Games. They are responsible for the athletes, devising the Olympic sport programme, laying down the rules of their sport and guaranteeing the organisation of the competitions.

However, the National Olympic Committees, responsible only for nominating their Olympic teams, enjoy advantages that are routinely denied to sport associations. NOC representatives can access all sporting events while the representatives of international sports associations are only given access to the events they organise. This distinction exists in terms of hotel accommodation and transportation. It is hardly surprising that the Games are a breeding ground for envy, usually triggered by the accreditation symbols granted to different members of the Olympic family.

AHMED DJAFFAR

COM – Comité Olympique et Sportif des Îles Comores

LA BONNE GOUVERNANCE DANS LE SPORT : LE CAS DE L'AFRIQUE

Le problème de la gouvernance doit être considéré comme un des défis majeurs pour le développement du sport en Afrique.

La bonne gouvernance se propose comme le bon fonctionnement des institutions qui régissent le sport, sous la direction d'un personnel de qualité, avec l'implication de tous les acteurs du sport depuis la base et avec une vision stratégique de développement pour ainsi éviter les lacunes et les dysfonctionnements.

La bonne gouvernance doit impliquer la bonne gestion des ressources financières et humaines. Du terme « bonne gouvernance », on retrouve l'ordre nouveau fondé sur la démocratie et la transparence.

C'est dans ce sens qu'il convient de comprendre « la bonne gouvernance », qui s'opposerait à une autre « gouvernance » jugée « mauvaise ».

La bonne gouvernance doit être lue à travers :

- **un cadre administratif transparent, efficace et efficient;**
- **une bonne gestion financière avec des outils administratifs adaptés;**
- **un partenariat effectif entre les dirigeants du sport et les organisations sportives ainsi que l'administration de l'État;**

- **une diversification des partenaires et une organisation de la société civile;**
- **des ressources humaines bien formées.**

1. LES PROBLÈMES IDENTIFIÉS

1.1. Au niveau de l'administration des CNO

La plupart des Comités Nationaux Olympiques (CNO) ne disposent pas d'une véritable administration avec des missions et des programmes clairement définis.

L'administration très diminuée et centralisée devient vite incohérente. Au niveau des statuts des CNO, la décentralisation est présentée alors que la réalité est toute autre.

Les compétences transférées au sein des organes décentralisés ne sont pas effectives. Cela suscite un fossé entre la base et les instances dirigeantes.

1.2. Dans le domaine de la gestion

Les CNO d'Afrique ne disposent pas de ressources suffisantes. Les quelques ressources allouées aux CNO par la Solidarité Olympique ne sont pas utilisées à bon escient. Les faibles capacités de programmation budgétaire et de gestion de ces financements extérieurs paralysent le fonctionnement des comités olympiques.

Il existe une mauvaise perception par la base, qui pense que les fonds sont détournés. La mauvaise gestion et l'absence des outils et des instruments de contrôle et de vérification des ressources allouées sont les causes de ces supputations qui sont, dans la plupart des cas, infondées.

1.3. Rapport entre les dirigeants et la base

Il existe une incompréhension entre les fédérations nationales qui constituent l'assemblée générale des Comités Nationaux Olympiques et les responsables des comités.

L'absence d'une structure reliant les deux entités suscite des dysfonctionnements allant jusqu'à la rupture.

Les rapports deviennent parfois exécrables dès l'élection du bureau exécutif jusqu'à la fin du mandat de ce bureau. Le déficit de communication entre les deux entités ne favorise pas leurs rapports.



1.4. Relation entre l'État et le CNO

Il existe des conflits permanents entre l'État et les structures du CNO.

L'incapacité sans cesse constatée des gouvernements africains d'assurer un respect juridiquement harmonieux des normes régissant les CNO pose parfois la question sacro-sainte de la souveraineté.

Les rares fois où l'État finance des activités sportives, c'est pour utiliser les CNO comme instrument direct de sa politique sur le terrain.

Les ingérences sont les sources d'un immobilisme de plusieurs CNO.

Les États vont jusqu'à prononcer la dissolution de certains CNO. La vision et les préceptes suggérés par les CNO vont toujours à contre-courant des habitudes politico-administratives locales.

1.5. Au regard des capacités des ressources humaines

Les dirigeants de certains CNO ne sont pas bien formés dans le domaine de la gestion. La faible capacité à gérer « la chose publique » entraîne un dysfonctionnement de l'administration des CNO.

La méconnaissance de l'outil informatique empêche l'accès à l'information.

Les correspondances entre CNO et partenaires internationaux (la Solidarité Olympique, les Fédérations Internationales (FI), le Comité International Olympique (CIO), l'organisation internationale du sport) connaissent des retards qui sont source de déficit de productivité pour l'administration des CNO.

1.6. Absence de partenaires autres que la Solidarité Olympique

Les CNO d'Afrique se contentent du seul partenariat de la Solidarité Olympique.

On constate la non-implication d'autres partenaires financiers pour développer les programmes des CNO d'Afrique. Le mécénat, les droits de télévision, ainsi que la publicité sont des méthodes encore méconnues en Afrique, d'où les maigres ressources dont disposent les CNO.

Les problèmes susmentionnés dans ces différents domaines représentent des réels obstacles à l'observation des principes de bonne gouvernance.

Une révision en profondeur des comportements doit être exigée.

Aussi la recherche des solutions appropriées à ces problèmes constitue-t-elle un défi majeur auquel chaque CNO devait décider de faire face, dans une démarche participative impliquant tous les acteurs concernés par le développement du sport.

2. LES SOLUTIONS APPROPRIÉES

2.1. Amélioration de la qualité de l'administration

Dans ce domaine, il faudrait mettre en place un cadre organisationnel de l'administration des CNO, rationalisé avec une gestion modernisée et efficiente.

La décentralisation doit être effective avec la participation depuis la base de tous les acteurs du sport.

Il faut alléger et simplifier les procédures administratives en créant au niveau de chaque bureau exécutif un administrateur principal chargé de l'organisation administrative.

Le choix et le profil de cette personne doivent être exigeants car elle sera le moteur du CNO.

Elle doit être le ralliement, au sein du bureau exécutif, de différents pouvoirs décentralisés.

2.2. Au niveau de la gestion des ressources

Il faut créer un cadre propice pour développer les fonds et les gérer de façon rationnelle et transparente.

Il faut identifier les besoins, mettre en place ensuite un système d'articulation du budget de fonctionnement, et enfin renforcer le dispositif de contrôle des dépenses.

La mise en place d'une gestion prévisionnelle informatisée, où les données seront facilement décelables, pourrait aider à donner des réponses en temps réel aux questions posées par les différents partenaires.

Les rapports doivent être rédigés avec l'appui des factures et des reçus qui présentent les coûts des événements réalisés.

Les audits et les contrôles des finances doivent être faits au quotidien pour assurer une plus grande transparence dans la gestion.



2.3. Rapport entre le dirigeant et la base

Les CNO doivent instaurer une coordination avec les fédérations nationales, mettre en œuvre des actions communes et adopter des politiques communes dans le domaine du développement du sport.

Il faudrait renforcer et compléter la compétitivité des activités sportives, et assurer la convergence des performances.

2.4. Amélioration des rapports entre l'État et les CNO

Ces rapports doivent être des rapports de partenariat, et non de concurrence ou de conflit. L'aboutissement vers un objectif commun de programme des deux entités doit être privilégié.

La plupart des CNO africains sont régis par la loi relative au contrat d'association, qui donne une liberté d'action et réfute toute ingérence dans les affaires intérieures des associations.

Aucune restriction juridiquement fondée ne saurait donc faire obstacle à ce que des acteurs autres que l'État puissent prendre une place importante dans le développement du sport.

Face à l'idée d'un système clos entre les deux entités doit s'imposer une vision de relation ouverte, dans laquelle les programmes seront proches par l'extension des réseaux de communication.

Selon un auteur qui a écrit sur la souveraineté et les rapports de l'État et des ONG, «la souveraineté de l'État existe lorsqu'elle est partagée, et c'est le meilleur moyen pour l'État de remplir sa mission de développement».

L'autonomie des CNO doit donc être préservée dans le cadre d'une coopération avec le gouvernement empreinte de respect mutuel.

2.5. Vers l'amélioration des capacités des ressources humaines

Le choix des membres des CNO doit découler des élections et les membres choisis doivent être probes et performants.

La valorisation des ressources humaines doit passer par des programmes de formation aux nouveaux outils pour assurer une polyvalence aux membres des CNO.

2.6. Multiplication des partenaires au développement

Les faibles capacités des ressources des CNO doivent être améliorées par la recherche des partenaires financiers qui interviennent dans le développement du sport.

Les CNO doivent mettre en place une véritable politique de marketing où les différents sponsors pourraient apporter une contribution.

Plusieurs CNO d'Afrique dépendent à 100% de la Solidarité Olympique.

Il faudrait peut-être dispenser des cours techniques pour développer cette expertise. L'autonomie financière des CNO doit être réelle pour égaler les capacités des pays développés.

ALFRED EMMANUEL

LCA – St Lucia Olympic Committee

LA BONNE GOUVERNANCE ET L'ÉTHIQUE

La pratique de la bonne gouvernance et de l'éthique est primordiale au sein du Mouvement olympique si nous souhaitons être en phase avec notre époque. Les diverses règles et réglementations adoptées par le Comité International Olympique (CIO) après l'épisode de Salt Lake City devraient être également adoptées par les Comités Nationaux Olympiques (CNO). Ces règles et réglementations sont les suivantes: 1) un âge limite pour les détenteurs de bureaux, 2) une durée de mandat limitée, 3) une procédure d'élection ouverte aux membres du CIO et aux présidents des CNO, 4) la publication par le CIO, sur tous les sites disponibles, de toutes les candidatures d'adhésion reçues pour être membre du CIO afin de permettre au public de partager son point de vue sur celles-ci avant que la commission ne soumette ses recommandations finales.

En termes d'éthique, les chefs de file de notre Mouvement doivent prendre des décisions fondées sur l'idéal olympique et non sur leurs propres idéaux, qui sont parfois en contradiction avec celui du Mouvement olympique.

The good governance practices of any organisation must be a very important part of its existence, and as such must provide all stakeholders with the assurance that the instruments of control within the organisation are effective and reflect the desires of all.

Since the Salt Lake episode, the International Olympic Committee (IOC) has attempted to implement the recommendations of the appointed commission. But in my opinion, while the recommendations have been taken on board, there are still some worrying signs that not enough is being done.

I will start by saying that for good governance practices to take root in the Olympic Movement, the IOC should make it mandatory for NOCs



to incorporate some of the recommendations of the IOC 2000 Reform Commission into their statutes.

The first should be to place an age limit on the term of office holders. If office holders know that they cannot go on forever, they will be less likely to try and manipulate the elective process in their favour or for those they consider to be their allies. Moreover, age limits provide everyone in the organisation with the hope that one day, they too can become the leader of that organisation. That hope can only act as a motivating factor for office holders to do the right thing and keep within the Olympic spirit.

Another point of good governance relates to the manner in which the Presidents of National Olympic Committees (NOCs) become IOC members, for two terms. I believe that while Presidents should be nominated by their NOCs (as is the case), their entry into the IOC should also be left to the elective process of the NOCs. This can be achieved in one of two ways:

1. An open election can be held for all those nominated. In so doing, all the NOCs of the world will be directly responsible for who gets elected as an IOC member.
2. The election can be held on a continental basis, where the various continents vote for their representatives to the IOC.

If such a process can work for the athletes' representatives on the IOC, I believe it will also work for NOC presidents. Term limits for office holders within NOCs should also be encouraged for the sake of good governance.

For good governance to continue within the Olympic Movement, the manner in which people become individual IOC members has to be revisited. After the nomination is submitted to the Nominations Commission, I believe the members of that commission need to ensure that they have carried out diligent checks on the individuals nominated.

I believe they must post such a nomination on their website (i.e the IOC site) and on other prominent sites, inviting members of sporting organisations, Non-governmental Organisations (NGOs) and the public to air their views on the nominated individual. By doing this, the Commission will have a cross section of viewpoints to consider before they make their recommendations to the Executive Board of the IOC.

For good governance to filter down to all the various arms of the organisation, I believe that the IOC needs to put guidelines in place to regulate the behaviour and accountability of members to their respective NOCs. My interaction with many NOC office holders leaves me with the distinct impression that once one is elected as an IOC member, he or she is no longer responsible to report to their NOC. Some people have also gone

as far as to say that as they were elected as IOC members on their own accord, they owe nothing to their NOC. This cannot be allowed to continue, because if it was not for the NOC in the first place they would not have had the opportunity to become an IOC member.

On the subject of ethics, it is good for members of the Movement to live by the ideals as described by the founders of the Movement. While most talk the talk, when their actions are reviewed, one can clearly say that their actions were ethically incorrect.

I believe that the IOC needs to review the composition of its commissions for the next quadrennial. When one studies these compositions there are people who appear on more than three commissions. I believe it is ethically incorrect to have people who have to make such important decisions on our behalf to be in a position in one capacity that could influence or change a decision in another capacity.

It cannot be ethical when leaders of our Movement try and interfere with the internal processes of NOCs, especially in terms of their election processes. The leaders of our Movement need to understand that Executive Committees of NOCs are elected by their members and when the will of those members are duly exercised and are within the laws of their organisation, they need to respect that process and not try to overturn it.

THEO FLEDDERUS

NED – Nederlands Olympisch Comité* Nederlandse Sport Federatie

UNE BONNE GOUVERNANCE AUTORÉGULÉE DANS LE SPORT ORGANISÉ AUX PAYS-BAS

Le secteur du sport organisé aux Pays-Bas a adopté en 2005 un «Code de bonne gouvernance dans le sport». Ce code vise à encourager un débat salubre au sein des fédérations sportives et à sensibiliser davantage aux divers problèmes dans ce domaine. Cependant, lorsque le sport organisé a commencé à perdre du terrain face au secteur commercial du fitness en 2007, la décision a été prise de faire respecter le code afin de professionnaliser les organisations sportives nationales. Cela a mis un terme à la conformité facultative au code. Le non-respect du code peut même conduire à suspendre le versement des subventions et contributions financières de la part du Comité National Olympique (CNO) néerlandais. L'autoévaluation et l'autorégulation restent les pierres angulaires de la politique de bonne gouvernance dans le sport du CNO néerlandais. La force du système réside dans le fait que les fédérations sportives elles-mêmes préconisent l'utilisation de cette politique et qu'il permet une attribution transparente et efficace de moyens financiers.



The world of sport can learn a great deal from the private sector, which uses self-regulation to good effect, often with the help of a code of conduct. For example in December 2003, the Dutch corporate sector published a code of conduct for listed companies in the Netherlands, which was adopted to help to restore investors and citizens' confidence in the corporate world. The code introduced an implement-or-explain principle, which required companies to comply with the code or explain why they failed to do so. One industry after another started to codify the qualities and professional skills expected from managers and executives. Parts of the public sector followed as well, including cultural organisations and the health care industry.

GOOD SPORT GOVERNANCE CODE

Likewise, the organised sport sector in the Netherlands adopted its own code of conduct in 2005, called the "Good Sport Governance Code". This Code was the initiative of NOC*NSF, the national sport umbrella, which comprises 72 sport Federations and more than 28,000 clubs. The NOC*NSF believes that all sport organisations share the same obligation to serve their members to the best of their abilities, regardless of their different needs, wishes and opportunities, and the Code is a helpful tool in this respect. The Code covers 13 recommendations, dealing with a range of topics, which include: 1) the importance of coherence and transparency, 2) procedures for nomination and appointment of office holders, 3) the distinction between executive, policy-making, supervisory and implementation tasks, 4) the definition of tasks, powers and responsibilities of management, 5) the role of the General Assembly and the performance of its supervisory tasks, and 6) codes of conduct.

The 72 sport Federations affiliated with the NOC*NSF unanimously adopted the Code in 2005. In doing so, they undertook to comply with all or part of this Code and when necessary, to explain why they failed to do so in their annual reports (i.e. the implement-or-explain principle). The sport Federations also agreed to take stock of their current administrative/managerial practices and to fix their points of departure in a "baseline measurement", so that they would be able to track the progress they would make.

ENCOURAGEMENT AND AWARENESS

The NOC*NSF saw the Code first and foremost as a tool for encouraging a healthy debate within sport Federations. As such, sports Federations were not required to take part in this baseline measurement. The NOC*NSF merely wanted to raise awareness of the issues at stake, and believed this would not be promoted by strict rules or rigid procedures.

For those interested organisations the baseline measurement was conducted in 2006 using a questionnaire based on the recommendations in the "Good Sport Governance Code". Only 26 of the 72 sport Federations

– plus the NOC*NSF itself – completed the questionnaire, giving an assessment of their own record in terms of Good Sport Governance. The idea was to also conduct a follow-up assessment or a "year one measurement" to establish the extent to which the recommendations had been implemented and to chart the improvements.

DIFFERENTIATION AND COMPLIANCE

In 2007 organised sport entered a new phase that required a new approach. We realised that we were increasingly losing ground to the commercial sport-and-fitness sector. All of us, in organised sport, realised that it is essential to raise sport club membership if the Netherlands wishes to be ranked among the world's top-ten sporting nations. We therefore jointly chose to combine the incorporation of the "Good Sport Governance Code" with an acceleration of the professionalisation of sport organisations, primarily the sport Federations, and in due course, sports clubs.

The leading assumption in this new phase was that only those sport Federations capable of updating their offered activities, and of tapping into new target groups, would drive organised sport forward and increase its popularity. In 2008, the NOC*NSF therefore divided the Dutch sport Federations into three categories, granting them one, two or three star status. The better a Federation performed in terms of membership, number of staff, financial health, level of services provided, facilities for elite athletes, the more stars it would receive. In 2008 two-thirds of the sport Federations received one star. However, there are also still some Federations that fail to meet the one-star requirements; these are strongly urged to work together or merge with other Federations.

The time of optional compliance is behind us now. The "old" 13 "Good Sport Governance Code" recommendations are being combined with the newly adopted star-based quality standards. This will result in binding minimum requirements that every sport Federation must comply with from 2011 onwards. A failure to do so may well lead to the termination of, or a reduction in, subsidies and financial contributions from the NOC*NSF.

SUPPORTING PROFESSIONALISATION

The NOC*NSF of course provides sport Federations with broad support to raise them to a higher level. One example is the creation of a website for "Good Governance in Sport", which will identify and promote best practices. Smaller Federations will receive expert advice in investigating opportunities for working with others. There is also assistance provided by the NOC*NSF-affiliated foundation "Sport & Business" for recruiting new sport managers and board members to further strengthen sport Federations.



Raising awareness and promoting self-regulation remain the cornerstones of the NOC*NSF's Good Sport Governance policy. This has now been backed up with a number of firm requirements. The system is, however, still a system of self-assessment and self-regulation. Its strength lies in the fact that the sport Federations themselves have advocated its use and that finances are allocated fairly. A Federation that is run and performs well deserves to receive the most financial support. No sport organisation could possibly object to a little competition.

CLAUDE-LOUIS GALLIEN

Organisation reconnue
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GOUVERNANCE ET ÉTHIQUE: LES RÉALITÉS DERRIÈRE LES MOTS

Le Mouvement olympique doit être attentif au sens réel des mots «gouvernance» et «éthique», qui permettent de masquer la réalité des problèmes.

Une bonne gouvernance vise à restaurer la primauté des valeurs olympiques en redonnant à l'argent et au marché le rôle de moyens et non de finalités, en revalorisant le rôle éducatif et culturel du sport, en luttant contre les entraînements excessifs, les compétitions trop nombreuses, l'hypermédicalisation et le dopage, en assurant une répartition raisonnable des recettes entre les secteurs sportifs professionnels et amateurs.

L'éthique est une notion flexible, susceptible d'évoluer en fonction des changements qui affectent la société. Définir jusqu'à quel point il ne faut pas évoluer trop loin dans le domaine de l'éthique est un enjeu majeur pour le Mouvement olympique, alors que divers systèmes politiques, économiques et socioculturels réduisent abusivement l'éthique à une morale, une doctrine ou une idéologie pour servir leurs intérêts.

Le choix des mots est souvent significatif. Pour les francophones, les deux termes retenus pour qualifier cette thématique, «gouvernance» et «éthique», sont sinon des «faux amis», du moins des calques sémantiques de l'anglais ou de l'américain, récemment passés dans la langue française. Leur usage permet d'atténuer la perception des faits qu'ils sont censés décrire en évitant les vocables français qui permettraient de définir avec une plus grande précision les concepts auxquels ils se rapportent.

Il est intéressant de constater que le sens initial des originaux anglais, «governance» et «ethics», a lui-même fait l'objet de dérives, après avoir été récupéré par le monde des affaires, de l'entreprise, de la communication ou encore de l'activisme religieux.

Gouvernance et éthique... Ces termes peuvent apparaître comme posés en équilibre au carrefour de réalités divergentes, au bénéfice de ceux qui ont l'habileté et le pouvoir de les instrumentaliser avec le plus d'à-propos.

Gouvernance : en français, ce mot issu d'une métaphore nautique se rapporte initialement à l'action de guider et de diriger l'éducation des enfants ou la marche d'une maison. Il renvoie aujourd'hui à la science ayant trait aux modalités de fonctionnement d'un gouvernement. C'est un peu sommaire, alors qu'il conviendrait :

- de détailler la gestion des conflits d'intérêts, l'organisation des pouvoirs, la réglementation des rapports de force entre divers groupes, les équilibres démocratiques entre tous les acteurs du Mouvement olympique et sportif : Comité International Olympique (CIO), Comités Nationaux Olympiques (CNO), Fédérations Internationales (FI), Agence Mondiale Antidopage (AMA), etc., mais aussi partenaires institutionnels ou commerciaux, sponsors, médias, organisateurs, etc. ;
- de définir ou de redéfinir les rôles et les objectifs des nombreuses instances sportives internationales, de clarifier les fonctions, la légitimité des mandats et l'autorité des acteurs titulaires des différents pouvoirs au sein du Mouvement olympique et sportif (CIO, FI, mais aussi CNO, fédérations nationales), et de renforcer ces pouvoirs s'il y a lieu ;
- d'optimiser la répartition des tâches entre les organisations complémentaires du Mouvement olympique et sportif : CIO, FI, AMA, CNO, fédérations nationales, mais aussi partenaires institutionnels ou commerciaux, sponsors, médias, organisateurs, etc. ;
- de s'assurer la maîtrise effective, par des incitations réglementaires, économiques ou éducatives, des comportements déviants : dopage, corruption, tricherie.

Éthique : le mot vient de la racine indo-européenne *swedh* (mode de vie), qui a donné en Grec le nom *êthos* (comportement propre à la société humaine). L'éthique ne prétend pas correspondre au meilleur comportement social «dans l'absolu», mais au meilleur comportement individuel ressenti comme souhaitable à un moment donné ; c'est donc une «explication avec soi-même», susceptible d'évoluer en même temps que la société à laquelle elle fait référence : «L'éthique est soluble dans le temps, l'espace et la casuistique».

L'éthique doit être considérée comme une notion relativement flexible, susceptible d'évoluer en fonction des changements qui affectent la société, faute de quoi elle risquerait d'être réduite en morale, en doctrine ou en idéologie par les différents systèmes politiques, économiques et socioculturels qui s'y réfèrent, souvent abusivement. Définir



jusqu'à quel point il ne faut pas évoluer trop loin demeure un enjeu majeur pour le Mouvement olympique.

Pour comprendre l'origine des dysfonctionnements et des dérives qui menacent le sport, et aussi pour définir les mesures qui permettraient au moins de les canaliser sinon de les faire disparaître, il est nécessaire d'en revenir aux valeurs fondamentales qui ont fondé l'éthique sportive. La Charte olympique se fonde sur les valeurs du jeu, sur la référence à l'exemplarité, sur le respect librement consenti de la règle et sur la gestion raisonnée du risque.

Le jeu est un outil fondamental pour l'éducation et la formation des jeunes. Le jeu des amateurs peut donner lieu au spectacle, puis se professionnaliser et prendre sa place dans le contexte économique. Et l'éthique peut très légitimement faire référence à l'économie. Cependant, la logique interne d'une démarche économique peut aussi conduire à cette dérive qui consiste à prendre en compte de façon presque exclusive la notion de profit, et dès lors plusieurs questions se posent : peut-on transformer le profit en éthique ? Peut-on accepter de considérer les valeurs du sport comme des « produits », et admettre que les moyens du sport n'appartiennent plus au sport ? Faut-il passer d'une éthique du jeu à une éthique du profit ?

L'exemplarité ne fait plus recette. Dans la société globalisée, on assiste à une dérive conduisant à justifier, au nom du « réalisme » entrepreneurial, économique et médiatique, des contre-valeurs dont l'imposture efficace est saluée comme exemplaire : individualisme, égoïsme, extrême, culte du record, compromission, hypermédicalisation, dopage.

Faut-il passer d'une éthique de l'exemplarité à une éthique de l'imposture ?

La règle, loin de représenter une contrainte, est d'abord une libération : « Entre le fort et le faible, c'est la liberté qui opprime et c'est la loi qui libère ». Initialement, dans la pratique sportive, la règle, qui est indispensable au bon déroulement du jeu et au respect de l'exemplarité, résulte d'un consensus. Elle est garantie par un arbitrage, librement accepté. Le jeu s'accompagnant d'enjeux de plus en plus lourds et l'exemplarité devenant un concept flou, le maintien de la règle tend à échapper à l'arbitrage consensuel. Dès lors, deux voies se dessinent qui pourraient transformer sensiblement l'éthique première : c'est le droit commun, dans lequel l'arbitrage serait remplacé par la procédure, ou bien c'est l'exception sportive, qui pourrait à terme glisser de l'arbitrage à l'arbitraire. Dans les deux cas, c'est une éthique de l'interdit, avec son cortège de mensonges, de tricheries et de mépris de l'homme, qui se substituerait à l'éthique de la règle, à l'éthique de la libération.

Le risque accompagne le sport, comme il accompagne la vie. En fait, le sport permet de mesurer le risque, de l'approcher de façon raisonnée

et de l'utiliser comme valeur positive et enrichissante. Pour autant, bien des dérives sont possibles entre le raisonnable et le déraisonnable. Le sport doit apprendre à anticiper le risque, non pas à assumer n'importe quel risque à n'importe quel prix. Il est exclu de dénaturer l'éthique du risque, pour se revendiquer d'une éthique de l'inconscience.

La gouvernance, sous-tendue par l'éthique, peut certes faire l'objet d'une réflexion au sein du Mouvement olympique, mais il convient d'être attentif au sens réel des mots qui permettent de gommer les perspectives et de masquer une forme sournoise de spoliation.

Il s'agit de restaurer la primauté des valeurs olympiques en redonnant à l'argent et au marché le rôle de moyens et non de finalités, en revalorisant le rôle éducatif et culturel du sport, en luttant efficacement contre les entraînements excessifs, les compétitions trop nombreuses, l'hypermédicalisation et le dopage, en mettant en place une péréquation véritable des recettes entre les secteurs sportifs professionnels et amateurs.

BRUNO GRANDI

FIG – Fédération Internationale de Gymnastique

LA JUSTICE DANS LE SPORT – UNE VALEUR OLYMPIQUE

Dans cette contribution, l'auteur montre que la justice est au cœur du système sportif. Sans la justice, le sport est réduit à la simple quête de médailles et autres récompenses. Le véritable progrès ne peut être accompli qu'une fois que les principaux acteurs du sport choisissent de mener leurs activités avec compétence et honnêteté. Ces vertus sont importantes si nous voulons développer le sport pour le bien des générations futures.

Throughout its development, competitive gymnastics has always found its inspiration in political, social and economic circles – circles that were once dominated by the Eastern – Western blocs. In the East, gymnastics was a state-governed affair. In the West, it was influenced by the rules of supply and demand offered by the free market.

During this relatively long period (about 50 years), I repeatedly had the opportunity to hear speeches by political and sport authorities promoting values such as friendship and education through sport, socialisation and fraternity among the peoples.

Although that time in history and politics has come to an end, the bad habits founded by the two Blocs, as far as competition is concerned, remain. Profound contradiction can clearly be seen between the statements made and the realities of competitive sport.



We are all crying out for justice. We all want judges to execute justice. We are all revolted when confronted with a feeling of injustice, a penalty, and proceed to accuse the FIG's leaders, the competition jury, a biased drawing of lots and even stoop to naming judges.

It would seem that everyone is against us, but no one gets out of the concert of lamentations unscathed. At the highest level of sport hierarchy, we wail because we missed the podium. At the bottom, we moan with the same intensity.

The entire system hinges on a very fragile balance. To begin with, there are the marks distributed by juries suspected of “compensating” results by either boosting or lowering the mark of an athlete who is either a “friend” or an “enemy”. This type of altering never helped anyone. On the contrary, it subtly crept its way into our heads as the only way of obtaining sport justice. But when this kind of “compensation” reaches unfathomable and uncontrollable levels, the bogus justice of “compensation” becomes the injustice of an entire system.

Justice, dear friends, is made of two things: competence and honesty.

Competence is acquired through information, culture. Honesty takes a bit longer.

This virtue becomes important when we begin modifying mentalities, starting with our own, in the aim of furthering development down through the generations.

And if we fail to begin now (“we” being the principal actors and directors of sport) to imbue ourselves with these behavioural changes, and if we continue to think that our sole objective is to bring home a medal as quickly as we can, rather than genuinely satisfy ourselves with a justly acquired result, then, dear friends, justice will resemble the Arlésienne, of which everyone will speak and await. In vain!

Personally, I confess that the only way of getting ourselves out of this rut and away from the suspicious comments that our ranking lists engender, the only way of earning the confidence of our public, the media and our youth, is through honesty in our daily conduct. Where justice reigns, better days, success and progress are sure to come. The one and only way to eradicate the gangrene of these pitiful “compensations” is through the honesty of everyone involved, whether judges, technicians or leaders.

To take a medal today that is soiled with even the slightest suspicion of injustice, is to sink tomorrow into mediocrity, ignorance and cruel disillusionment. Only by way of the truth can one progress.

Dear friends, together let us attempt to redirect our route. There is no future in the way we are headed. The gymnasts of the future will be grateful.

ED HULA

Média • Around the Rings

LA BONNE GOUVERNANCE ET L'ÉTHIQUE

L'une des plus grandes institutions du XX^e siècle pourrait ne pas être à la hauteur des exigences du XXI^e siècle. L'avenir du Comité International Olympique (CIO) pourrait être obsolète à moins qu'il ne revoie son rôle, sa composition et sa raison d'être et s'il ne réussit pas à réagir de façon aussi rapide que l'évolution du monde qu'il est censé servir.

Cette contribution propose des suggestions de domaines dans lesquels le CIO pourrait apporter des changements afin de rester pour de bon une force pertinente dans le monde.

One of the great institutions of the 20th century may not be up to the demands of the 21st century.

Unless it takes a new look at what it is, who it is and why it is, obsolescence could be the future of the International Olympic Committee (IOC) if it fails to respond to the way the world it serves is changing.

While it may rank as one of the most famous and respected of the world's non-governmental organisations, with its pomp, protocol and male domination, the IOC still bears a resemblance to its club-like foundation from 114 years ago.

While eschewing ceremonies might be one thing for the IOC to consider, in its efforts to be relevant to society, making the IOC a more democratic institution through its membership might win more points from the public.

Start with more women. Despite a push since the 1990s to increase the membership of women in the IOC, women make up less than 15% of the current 107 members. Just one member of the Executive Board is a woman, while only one of the two dozen IOC commissions is headed by a woman.

The absence of women in significant numbers, as members of the IOC, is emblematic of their larger exclusion from sports leadership posts.



Only two of the 26 summer Olympic sports Federations are led by a woman; there are none for the seven federations on the winter programme.

The situation is only slightly better for National Olympic Committees (NOCs), where just eight (mostly in Africa) were headed by women at the start of 2009.

At the level of Organising Committees, only one in the history of the modern Games – Athens in 2004 – was led by a woman. For the cities bidding for 2016, only Madrid selected a woman to direct the bid.

Another gap in the membership of the IOC, though less severe than for women, affects the International Federations. Federation presidents (and in one case a Secretary General) fill 14 seats on the IOC representing 11 summer and 3 winter federations. But that still leaves 22 federations outside of the IOC. Why are major sports such as athletics and football in, but not cycling or wrestling? Why is there room for archery to take a seat on the IOC but not taekwondo?

To paraphrase George Orwell's *Animal Farm*, the seminal commentary on democratic rule, "Are some Federations more equal than others?"

As the world grows smaller through travel and high speed communications, the geographic imbalance within the IOC, with Europe being the most heavily represented region, may become unsuitable for an organisation that seeks universality.

However, a solution that would spread the prestige of an IOC membership to as many nations as possible is vexing, at least within the 115 member limit. Currently, 205 nations and territories are on the roster of the IOC, more than the United Nations. Complicating the issue is the fact that some nations are the home of two, three or four members, often the result of Federation presidencies. Switzerland has five, for example. Eliminating Federation presidents from consideration because there is already another IOC member from the same country seems unfair.

Increasing the size of the IOC may be one way to make room for more. But the body could grow unwieldy and make it harder to build consensus on decisions if too many members were added.

Ten years ago, in the wake of the bid city vote-buying scandal, the IOC launched reforms aimed at making the membership more dynamic. Retirement ages were lowered, and retention votes are now held to reconfirm members every eight years.

These changes have led to several members stepping off the IOC every year for retirement. Nominations to replace those members offer a

chance to address some of the imbalance, particularly for women. But in 2008, for example, with room for four or five new members, the IOC nominated just two candidates – both men.

No member has failed a retention vote so far: two have been held, with each group of nominees passing the grade with flying colours. Perhaps a more arduous review of the members might lead to more turnover.

Is the member an active emissary of the Olympic Movement? Are there controversies at home that limit their effectiveness as members? How much time do the members have to offer the Olympic Movement? Do the members participate in shaping the debate of issues at IOC Sessions or other forums?

Look around the world and it is possible to find examples of IOC members who have been shunted aside by their NOCs, members who do not live in the country from which they are named and others with too many other obligations to spend time on Olympic matters. Assigning a job performance rating may be a delicate matter for the IOC, but if it can select members based on a set of standards, why not make note if a member has slipped?

The election of active athletes is a good example of how to keep one group of IOC members in a dynamic state. As part of the same reforms enacted ten years ago, ten athletes are now elected to the IOC for eight year terms. They are chosen by their peers at the Olympic Summer and Winter Games – the only members selected in such a democratic manner.

The IOC of the 21st century faces decisions on how to bring the Olympic Games to new parts of the world. The IOC must find a sports programme that relates to youth of today. An IOC that takes new, bolder steps in the interest of democracy may find it easier to reach those decisions – and more importantly – remain a relevant force for good in the world, not an obsolete club.

ALAIN LUNZENFICHTER

Média • L'Équipe

JUSQU'OUÛ LE CIO PEUT-IL ALLER ?

Cette contribution revient sur le gigantisme et les coûts toujours plus grands qui entourent l'organisation des Jeux Olympiques (JO).

Alors que le Comité International Olympique (CIO) préconise une maîtrise des événements olympiques, il semble que l'on assiste à une surenchère financière permanente.



Les villes candidates promettent toujours plus, les coûts des Jeux sont toujours plus importants. Même les Sessions du CIO sont devenues des événements aux coûts démesurés.

Et que dire de l'héritage olympique... Il faudrait plutôt parler de la « dette olympique » que l'on laisse aux contribuables des différents pays qui ont eu la « chance » d'organiser les Jeux Olympiques.

Il est temps que le CIO s'interroge sur la vision qu'il a des Jeux Olympiques. Que doivent-ils devenir ? Il est également temps de revoir le mode d'élection des villes hôtes et peut-être de donner un pouvoir plus important aux organes compétents tels que la commission d'évaluation.

Les JO de Beijing sont à peine terminés que beaucoup de personnes appartenant au microcosme olympique se posent déjà la question : « Comment la ville de Londres pourra-t-elle tenir la comparaison en 2012 ? ».

Oui, comment Londres va-t-elle pouvoir tenir la comparaison après la superbe organisation que nous a offerte la Chine en 2008 ? La réponse est difficile à donner mais une chose est certaine, il y aura un avant et un après-Beijing.

Jamais aucun pays ne pourra rééditer le faste, la rigueur et la bonhomie qu'a apportés l'organisation chinoise car aucun pays au monde ne pourra plus mettre dans la balance la manne financière et humaine nécessaire pour tenir la comparaison. Même si le mot jamais est souvent proscrit, qui pourra mettre dans la balance 42 milliards de dollars et plusieurs centaines de milliers de volontaires ? Personne. Pas même l'Inde, qui n'a pas encore l'envergure et le rayonnement de la Chine dans le monde.

Depuis des lustres, j'écris que le futur des Jeux d'été se cantonne uniquement aux pays du G8. Or il devient difficile, même pour ceux-là, d'organiser les Jeux. En fait, le CIO, en raison du succès des Jeux Olympiques, encourage le gigantisme alors qu'il prône du bout des lèvres un retour à l'équilibre des dépenses et à des Jeux simples depuis l'adoption des 117 mesures à Prague en 2003.

Simple effet d'annonce, car limiter les athlètes à 10 500 et les épreuves à 301 ne traite que la partie émergée de l'iceberg. L'autre partie, la plus importante, est tout simplement ignorée par le CIO, qui est trop content d'avoir face à lui bon nombre de candidats aux Jeux Olympiques. Il semble bien loin le temps où Los Angeles était la seule ville candidate pour l'organisation des Jeux de 1984.

Aujourd'hui les villes requérantes sont parfois presque dix à souhaiter l'organisation des Jeux... et cela fait monter les enchères. Si auparavant,

et ce n'est pas si éloigné, être candidat aux Jeux représentait un investissement raisonnable, aujourd'hui c'est devenu synonyme de somme hors de proportion sans que le CIO, qui pousse plus à la dépense qu'à l'économie, trouve rien à y redire voire qu'il feigne de l'ignorer, c'est plus commode. Pourtant, pour gagner le droit d'organiser les Jeux, il faut dépenser plus de 80 millions d'euros... sans parler du reste.

En 2000, on a interdit les visites des membres pour éviter la corruption... Aujourd'hui on organise une Session bis en juin 2009, trois mois avant la vraie Session de Copenhague, pour faire mieux connaître aux membres les candidats aux JO de 2016. Un nouveau dérapage financier pour les quatre villes en lice, car rien ne sera trop beau pour convaincre les 115 votants du CIO. Les prix des Sessions s'envolent. Il y a même une ville qui se présentait pour 2011 avec un budget prévisionnel de 17,2 millions de dollars !

Bien sûr, le jeu en vaut la chandelle pour le vainqueur, mais pour le reste, tout y est excessif, tout y est hors de proportion. Les dépenses dérapent tous azimuts avec la bénédiction du CIO, qui en est le détonateur. En fait, une candidature aux Jeux Olympiques aujourd'hui ne se résume qu'à un concours de beauté, qu'à la surenchère, qu'à de la poudre aux yeux, qu'à une débauche financière. Les membres du CIO n'attendent des candidats que flatteries et promesses exorbitantes.

Un homme politique français disait il n'y a pas si longtemps : « Les promesses n'engagent que ceux qui les croient ». Le CIO n'est pas loin de cet état de fait.

Et ce fameux héritage olympique ! Il y a beaucoup à dire et à écrire. Le CIO a-t-il des actions dans des sociétés de travaux publics ? Non bien sûr, mais il faut souligner le fait que le seul héritage olympique d'une ville organisatrice est un aéroport, un métro, un tramway, des autoroutes. Et les sites sportifs direz-vous ? Tous ou presque revendus car trop chers à entretenir.

Est-ce le rôle du CIO d'en arriver à de telles extrémités ? Est-ce le rôle du CIO de choisir une ville sans aucune installation plutôt qu'une ville dotée de tous les équipements sous prétexte d'héritage ?

Héritage pour qui, pour quoi ? N'est-ce pas plus raisonnable pour le CIO d'organiser les Jeux dans une ville possédant toutes les installations plutôt que dans une ville qui va organiser une course contre la montre pour construire, à grands frais, des équipements qui seront terminés juste la veille des épreuves olympiques ?

Les politiques du monde entier ont très vite compris la démarche. Les maires comptent sur l'État pour réaliser en sept ans et aux frais du contribuable du pays des équipements qu'il leur aurait fallu attendre des décennies avant de les réaliser. Et là, nous ne parlons pas des



équipements sportifs qui ne sont somme toute pas prioritaires pour les édiles d'une ville.

Les chefs d'État ou de gouvernement mettent artificiellement leur prestige dans la balance, ce qui n'a absolument rien à voir avec les véritables mérites des villes candidates.

Mais les membres du CIO se laissent prendre à ces artifices. En plus, on demande des stades dernier cri avec toutes innovations les plus récentes, qui ne serviront pratiquement à rien une fois les dix-sept jours de Jeux terminés.

Quel pays au monde peut rentabiliser ces installations olympiques ? Aucun, pas même la Chine.

Aujourd'hui, ne faut-il pas se poser la question suivante : Y a-t-il convergence de vues entre le gouvernement du CIO, la commission exécutive et son parlement, la Session ? On peut sans se tromper répondre non. Si les premiers ont une vision plutôt stable de ce qu'ils attendent de l'organisation des Jeux Olympiques, les seconds fluctuent en fonction des éléments extérieurs, ce qui est particulièrement flagrant lors des élections des villes organisatrices des Jeux d'hiver.

Faut-il revoir la vision qu'a le CIO de l'organisation des Jeux ? C'est certain. Faut-il revoir le mode d'élection des villes candidates aux Jeux ? C'est évident. Faut-il donner plus de pouvoir et une action déterminante à la commission d'évaluation sur le choix du vainqueur ? C'est urgent.

ARTURO MACAPAGAL

PHI – Philippine Olympic Committee

PORTER LA BONNE GOUVERNANCE ET L'ÉTHIQUE UN PEU PLUS LOIN

Étant donné que la promotion de la bonne gouvernance n'incombe à aucune des commissions du Comité International Olympique (CIO), celle-ci pourrait devenir une importante composante du travail de la commission d'éthique car elle se réfère aux normes individuelles et collectives. Les dispositions de la Charte olympique se référant à l'éthique devraient être amendées afin d'inclure la bonne gouvernance pour que les deux entités se renvoient entre elles. Ainsi la commission d'éthique devrait être renommée « commission d'éthique et de bonne gouvernance ». Il s'agira d'un premier pas pour rendre tous les membres de la famille olympique plus conscients de la valeur de la bonne gouvernance.

Les « principes fondamentaux de bonne gouvernance du Mouvement olympique et sportif », qui imaginent la manière dont les organisations sportives devraient être gérées, sont un bon document de départ pour promouvoir les valeurs de bonne gouvernance.

Un comportement éthique et une bonne gouvernance nécessitent un entraînement adapté et continu de tous les membres de la famille olympique. Dans le cadre des programmes de formation parrainés par le CIO, par le biais de la Solidarité Olympique, on devrait exiger que le Code d'éthique du CIO ainsi que les principes universels de bonne gouvernance soient également débattus.

Ethics by definition pertains to the principles of right and wrong accepted by individuals or social groups. Good governance, as a 21st century phenomenon, has expanded the role of ethical behaviour to a wider scope and coverage. The United Nations Development Program has proposed a set of good governance principles, which may be considered as universal. These principles include legitimacy and voice, direction, performance, accountability, and fairness.

The message of ethical behaviour is clearly expressed in various passages of the Olympic Charter. The first fundamental principle of Olympism includes "respect for universal ethical principles". The mission and role of the International Olympic Committee (IOC) is "to encourage and support the promotion of ethics in sport".

The formation of an Ethics Commission as one of the permanent bodies of the International Olympic Committee has contributed to the importance and recognition of the value of adherence to and respect for ethical principles. The IOC Code of Ethics, the definition of its statutes and the history of sanctions arising from unacceptable behaviour in violation of the IOC Code of Ethics have no doubt also emphasised the serious effort of the International Olympic Committee in promoting ethical behaviour. The sanctions have also unfortunately underscored the need for a continuing Ethics Commission to guide the Olympic family.

And yet, while the International Olympic Committee hierarchy has become aware of the importance of ethics as a guide to personal behaviour and the IOC norm of conduct, the Olympic Charter stops short of emphasising this message to the rest of the Olympic family including International Federations and the National Olympic Committees. The organisation of events under the auspices of the International Olympic Committee has progressed so much regardless of the continuing scope and size of the sports events, such as the Summer and the Winter Olympic Games. No doubt the organisation of the Youth Olympic Games will also be remarkable in its management efficiency.



Unfortunately, this may not be true in the promotion of ethics and good governance in the Olympic Movement.

Except for the reference to the need to conform to the Olympic Charter, the definition of the mission and role of the International Federations does not emphasise the importance of ethics. More emphasis is given to the adoption and implementation of the World Anti-Doping Code, which essentially is a component of ethical behaviour. The same is true for the National Olympic Committees. There is reference to the promotion of the fundamental principles and values of Olympism but beyond that, there is no emphasis on the importance of ethics. Similarly, emphasis is given to the adoption and implementation of the World Anti-Doping Code, as well as the admonition against discrimination and violence in sport.

There may now be a need to push the message of ethics and good governance forward. The International Olympic Committee should consider the creation of Ethics Commissions in the International Federations and the National Olympic Committees as part of an Olympic family-wide effort to promote ethics and good governance in sports. To promote the mission of these ethics bodies, they should have a direct organisational link with the Ethics Commission of the International Olympic Committee.

Since the promotion of good governance does not fall under any of the Commissions of the International Olympic Committee, it should now be made an important component of the work of the Ethics Commission as it also refers to individual and group norms. Provisions in the Olympic Charter referring to ethics should be amended to include references to good governance so that the two will be referred to in tandem. Thus the Ethics Commission should be renamed the "Ethics and Good Governance Commission". This will be an initial step in making everyone in the Olympic family more aware of the value of good governance.

In February 2008, the International Olympic Committee released a preliminary document entitled "Basic Universal Principles of Good Governance of the Olympic and Sports Movement". The paper envisions how sports organisations should be governed and is a good starting document to promote the value of good governance.

Ethical behaviour and good governance, while of universal application, require consistent and unrelenting training so that they are well understood and adopted as norms for the Olympic family, including International Federations and National Olympic Committees. In the training programmes sponsored by the International Olympic Committee, through Olympic Solidarity, it should be required that the IOC Code of Ethics and the Universal Principles of Good Governance also be discussed.

The fruits of the efforts to emphasise the values of ethical behaviour and good governance may not be harvested in the short term, but the Olympic family and humanity will benefit eventually from the initiatives of the International Olympic Committee.

ACHILLEAS MAVROMATIS

GRE – Comité Olympique Hellénique

DÉVELOPPER LES RÈGLES DU SPORT

Compte tenu de l'intérêt qu'il revêt sur le plan social et financier, le sport est l'une des activités humaines les plus importantes, une activité régie par des structures administratives particulières. Les organisations sportives sont sujettes à trois types de règles:

- a. la législation du pays où elles sont basées;
- b. les règles du système juridique sportif;
- c. les règles éthiques.

Les grands problèmes que rencontre le sport, comme le dopage, proviennent pour la plupart du non-respect de ces règles. Aussi est-il nécessaire que toutes les personnes associées à l'administration des organisations de sport aient des connaissances rudimentaires en la matière et s'acquittent de leurs tâches conformément à ces règles.

Il serait souhaitable également que toutes les organisations de sport prévoient dans leur règlement un code d'éthique qui devrait être appliqué dans l'exercice de leurs activités.

Due to its social and financial interest sport is one of the most important human activities, governed by specific administrative structures. Sports organisations are subject to three kinds of rules:

- a. The laws of the country in which they function (continental and International Federations on the other hand are governed by the laws of the country they reside).
- b. The rules of the sports legal order as established by the International Olympic Committee (IOC), the National Olympic Committees (NOCs), the International Federations (IFs) and the National Federations.
- c. Ethical rules such as fair play, sportsmanship, transparency, accountability, democracy, responsibility, equity, effectiveness, efficiency, dignity, integrity and loyalty.



All major problems in sport such as doping arise mostly from the non observance of these rules.

Therefore, it is necessary that all people involved in the administration of sports organisations have at least basic knowledge of the above rules and exercise their administrative duties in compliance with them.

It is also advisable that all sports organisations include in their regulations a code of ethics that should be followed in the execution of their activities.

ALEXANDER McLIN

FEI – Fédération Équestre Internationale

SYSTÉMATISER LA BONNE GOUVERNANCE

Le Mouvement olympique est une formidable force sociale. Cette contribution porte sur le lien crucial entre l'autonomie du Mouvement et l'aptitude de ce dernier à établir et maintenir des pratiques de bonne gouvernance à travers les institutions nationales et supranationales qui le soutiennent. Un engagement actif pour une bonne gouvernance par l'administration exemplaire du Comité International Olympique (CIO) est non seulement indissociable de son objectif d'autonomie, mais aussi essentiel pour atteindre tout le potentiel du Mouvement.

The effectiveness and impact of the Olympic Movement is limited by the structure and efficiency of its institutions, which for the most part are the International Olympic Committee (IOC), the NOCs, the International Federations (IFs) and the National Federations (NFs) of given sports. It is these bodies, and their efficacy in representing their stakeholders that influences, to a large extent, whether sport is compelling, is played fairly and inspires future champions.

Given top-level sport's links to national pride and achievement, its economic impact as an industry, its autonomy and level of self-governance is likely to be challenged, continually. The best defence – as is often the case in sports – is a good offense. Top level sports need to demonstrate that autonomy intrinsically produces better results.

The problem lies in the fact that the Olympic Movement comprises many actors representing complex associations of interest groups. Those involved in the management of such a body will readily attest to the challenge of promoting the overall interests of their sport while fairly addressing the needs of each of its stakeholders. The best results are obtained when this process is practiced efficiently. This is the essence of good governance.

The difficulty is compounded by the “sovereignty principle” that is manifested in the pyramidal governance structure of international sport. IFs tend to recognise NFs that effectively control the sport within their national borders. The reality is that the IF does not judge whether or not a given NF is appropriately dealing with the governance of its sport, nationally, lest it risk violating the NF's own autonomy. If it were to address matters of national relevance, an IF would jeopardise its credibility to govern internationally by breaching the trust of its member NFs. The extent to which an IF is able to influence the governance of an NF is limited, and rightly so, by the contract through which they are bound. The relationship between NOCs and NFs is of a similar nature.

This does not mean, however, that governance of the sport at either the international or national level is the best it can be. In fact, the national governance structure may be simply the result of its original founders and may or may not have evolved sufficiently to meet the needs of the sport today. Likewise, the IF may or may not have evolved with the times, and could be in need of better governance structures in order to effectively manage their affairs internationally.

The level of prominence a national sport enjoys depends in large part on its status at the international level. In turn, the status of a given international sport depends on its Olympic status i.e. whether it is part of the Olympic programme and the extent of the media coverage it receives. In order to succeed at the international level, IFs and NOCs should become models of best practice in sport governance, on par with the best public corporations that are transparent and answerable to the market. Corporate sponsors do, and should, expect such a level of professionalism from their partners, especially because these partnerships are the cornerstone of modern sport development. In embodying good governance, IFs and NOCs can influence the standard of governance in NFs without interference. They can raise the bar themselves and expect more from their members.

The quality of governance within the Movement can be greatly influenced, thereby solidifying its autonomy. This can be done not only if the principles of good governance are actively promoted, but also if the members of the Movement are actively provided with a framework of necessary structures, processes, tools and examples of good governance as well as their requirements and expectations. Ethical challenges, conflicts of interest and undue influence are faced by the large majority of associations tasked with governing sport on a daily basis. If they were to adopt best practice governance structures, processes and cultures, their credibility, efficiency and autonomy would be greatly strengthened and the Olympic Movement in turn, greatly empowered.



SAMIH MOUDALLAL

Comité International Olympique

COMMENT PROTÉGER LE CIO PAR UNE BONNE GOUVERNANCE ET L'ÉTHIQUE ?

Ma contribution portera sur certains changements organisationnels et consistera en quelques suggestions et propositions financières à suivre par le Comité International Olympique (CIO).

1. The appointment of International Olympic Committee (IOC) Vice Presidents should be representative of the five continents.
2. At least two members from each continent should be represented on the Executive Board.
3. IOC presidents should be elected for two terms, each for a period of eight years.
4. All IOC members should be allowed to visit the cities that are in the running to host the Olympic Games.
5. The IOC president must receive a monthly salary as this is a full time appointment in the organisation.
6. The IOC's annual assistance rates must be raised to USD 12,000 from USD 6,000 per year. It is also necessary to raise the daily indemnity rate during commission meetings and the Olympic Games to USD 500.
7. The IOC's medical insurance should cover members during the whole year, not in the execution of their IOC tasks.
8. The IOC needs to establish a new commission for peace and sport.

BONNIE MUGABE

Média • The New Times

BONNE GOUVERNANCE ET ÉTHIQUE: L'EXEMPLE DU RWANDA

La bonne gouvernance renvoie aux règles éthiques qui soutiennent les relations entre les organisations. Le principe de la «bonne gouvernance» aide le Mouvement olympique à œuvrer de manière responsable vers une transparence totale.

Le Code d'éthique du Mouvement olympique est à la base de la Charte olympique et vise à réglementer la conduite des parties prenantes et à punir les contrevenants.

À l'heure actuelle, le principe de la «bonne gouvernance» n'est pas bien diffusé par les structures dirigeantes sportives au Rwanda. Les dirigeants sportifs doivent être suffisamment formés au principe de la bonne gouvernance et de l'éthique.

Good governance refers to the ethical standards supporting the relationships, methods and instruments of relationships between organisations. While there may be no best way of achieving good governance, the concept is founded on a number of common elements such as accountability, transparency, stakeholder participation and a clear legal and ethical framework.

In the Olympic Movement, good governance can serve as a stepping-stone to democracy especially in terms of the promotion of values such as mutual understanding, fairness, competition, excellence, role model values and optimism, to mention but a few. The principles of "good governance" help the Olympic Movement to work responsibly and towards total transparency.

Good governance also includes leading people effectively through example. Hard work is necessary in order to perform better. But measures must be put in place to elevate the living standards, health standards of members, or citizens in the case of government.

There is no good governance in sports management in Rwanda. This is because there is a lack of sport policy to help the administration carry out their work in line with the principles of "good governance".

The Olympic Movement's Code of Ethics is the basis of the Olympic Charter. It defines the boundaries of the behaviour, thinking and attitude of stakeholders in the conduct of Olympic activities.

Ethics, on the other hand, is a long-term process, which consists of rules to guide the Olympic Movement and its stake holders. It aims to regulate the conduct of stakeholders and punish offenders.

Many sports administrators are not sufficiently trained in the principles of good governance and ethics. Many believe that such principles belong to a backward philosophy. As a result, it is not uncommon for administrators to come into office without attaining any sport management courses or the requisite training in the principles of governance and ethics. Moreover, their pursuit of personal interests during their term in office leads to the decline of sporting standards in the country.



SER MIANG NG

Comité International Olympique

MAINTENIR L'HARMONIE ET LA SOLIDARITÉ AU SEIN DE LA FAMILLE OLYMPIQUE

La Charte olympique établit le cadre dans lequel fonctionne la famille olympique. Ce document est la codification des principes fondamentaux de l'Olympisme, des règles et textes d'application adoptés par le Comité International Olympique (CIO). Il gouverne l'organisation, l'action et le fonctionnement du Mouvement olympique et établit les conditions de la célébration des Jeux Olympiques.

Si les membres du CIO représentent ce dernier dans leurs organisations et pays respectifs, la structure actuelle permet également une représentation équilibrée tout en maintenant l'indépendance du Mouvement olympique.

Des conflits d'intérêts peuvent survenir, mais les règles et textes d'application de la Charte olympique permettent aux parties de s'abstenir de discussions et de voter sur les questions qui se posent. La structure actuelle fonctionne bien et des améliorations ainsi que des adaptations peuvent être effectuées au fil du temps.

Un dialogue régulier visant à examiner les problèmes et à régler les différends dans un environnement d'amitié et de camaraderie renforcera le travail de chaque partie concernée ainsi que notre solidarité.

THE OLYMPIC CHARTER

The Olympic Charter sets the framework in which the Olympic family operates. The Olympic Charter (OC) is the codification of the Fundamental Principles of Olympism, Rules and Bye-laws adopted by the International Olympic Committee (IOC). It governs the organisation, action and operation of the Olympic Movement and sets forth the conditions for the celebration of the Olympic Games.

IOC MEMBERS AND EXECUTIVE BOARD

According to Chapter 2 of the Olympic Charter, the IOC is composed of:

1. Members who are not linked to any specific function or office, the total number of whom may not exceed 70;
2. Active athletes, the total number of whom may not exceed 15;

3. President or persons holding an executive or senior leadership position with IFs, associations of IFs or other organisations recognised by the IOC, the total number of whom may not exceed 15;
4. Presidents or persons holding an executive or senior leadership position with NOCs, or world or continental associations of NOCs, the total number of whom may not exceed 15.

While the Charter does not specifically provide for representation from each constituent group in the Executive Board it has become a tradition for the Association of National Olympic Committees (ANOC), the Association of Summer Olympic International Federations (ASOIF) and the Association of the International Olympic Winter Sports Federations (AIOWF) as well as the athletes, to have their representative elected to the Board.

The main stakeholders of the Olympic family are, therefore, well represented at the highest bodies in the IOC.

While IOC members represent the IOC in their respective countries and organisations, the current structure also allows for balanced representation while maintaining the independence of the Olympic Movement. Conflicts of interest may arise, but the Rules and Bye-laws of the Olympic Charter allow for parties to abstain from discussions and voting on matters when this occurs. The current structure, therefore, works well and improvements and fine tuning can be made over time.

NATIONAL OLYMPIC COMMITTEES (NOCs) AND INTERNATIONAL SPORTS FEDERATIONS (IFS)

NOCs are formed under Chapter 4 of the Olympic Charter and are governed by the IOC Code of Ethics. IFs are recognised under Chapter 3 of the Olympic Charter and either conform to the IOC Code of Ethics or have their own codes.

The roles, responsibilities and authorities of these two important stakeholders in the Olympic family are clearly defined. The IOC Session approves the inclusion or exclusion of NOCs as well as Sports and International Federations and is, therefore, in a position to ensure the smooth functioning of these two groups.

MAINTAINING HARMONIOUS RELATIONS AND SOLIDARITY

In its short history of 100 years, the Olympic Movement has weathered world wars, a boycott of the Olympic Games, the Salt Lake incident and has, as a result, grown from strength to strength. The transformation and renewal of the IOC is one of evolution rather than revolution. The strength of the Movement is in the harmony and solidarity among the stakeholders of the Olympic family. The foundation of this good relationship is also based on knowledge, trust and respect.



A thorough understanding of the roles, responsibilities and authorities of the key stakeholders in the Olympic family as well as the willingness to fully cooperate and respect the other's functions, are necessary to continue our work and enhance our contribution to society.

Regular dialogue and forums to discuss issues and settle differences in an environment of friendship and camaraderie will strengthen the work of each stakeholder and our solidarity with each other.

CARLOS ARTHUR NUZMAN

BRA – Comitê Olímpico Brasileiro

LA COMMISSION EXÉCUTIVE DU CIO

Cette contribution porte sur les changements organisationnels à apporter à la composition de la commission exécutive, changements qui privilégient tous les continents. Deux propositions sont soumises à considération.

My contribution will focus on organisational changes to the composition of the Executive Board that privileges all continents.

According to Rule 19.1 of the Olympic Charter, "The IOC Executive Board consists of the President, four Vice Presidents and ten other members." As outlined in Rule 19.2.1 of the Olympic Charter, "All members of the IOC Executive Board are elected by the Session, in a secret ballot, by a majority of the votes cast."

My proposals for change are as follows:

PROPOSAL 1

Increase the actual number of members of the Executive Board, elected by the Session, from 15 to 21. The number of members of each continent will be based on the number of countries on each continent, the development of their sports, their participation and performance during the Games.

PROPOSAL 2

The Executive Board should be represented as follows:

- One president;
- Five vice-presidents – instead of the actual four – to represent Africa, America, Asia, Europe and Oceania;
- One International Federation representative (Olympic Summer Sport);
- One International Federation representative (Olympic Winter Sport);

- One NOC representative for the NOCs;
- One athlete representative;
- Four members representing Europe;
- Two members representing Africa;
- Two members representing America;
- One member representing Oceania.

Considering this distribution the IOC would ensure representation in terms of continents and also universality.

CARLOS ARTHUR NUZMAN

BRA – Comitê Olímpico Brasileiro

ÂGE LIMITE DES MEMBRES DU CIO

Il y a différents groupes de membres du Comité International Olympique (CIO), chacun ayant ses propres règles en ce qui concerne la perte de leur qualité de membre. Par cette contribution, je préconise une modification de la Règle 16.3.3 de la Charte olympique afin de permettre à tous les membres du CIO de perdre leur qualité de membre à la fin de l'année civile au cours de laquelle ils atteignent l'âge de 80 ans.

Élever l'âge de la retraite à 80 ans permet de s'assurer que la Charte olympique respecte les principes fondamentaux de l'Olympisme. Ces principes reposent sur l'égalité des droits et la justice, sans discrimination d'aucune sorte.

There are different groups of IOC members, each with its own rules concerning the cessation of membership.

GROUP 1

Members of the IOC, elected before 1966 have their position for life.

GROUP 2

Members in this group retire by the end of the calendar year in which they are 80 years old. Their election must have taken effect before 11 December 1999, the closing date of the 110th IOC Session.

GROUP 3

Members in this group retire by the end of the calendar year in which they are 70 years old. (See Rule 16.3.3 of the Olympic Charter).

As per the above summary, the first group comprises only two members, whose vested rights should not be questioned. They are already honoured for decades and deserve to keep their position. They should not be compared with IOC Members in other groups.



However, the Olympic Charter makes a distinction between the second and third group of IOC members with regards to their retirement age.

My proposal is to modify Rule 16.3.3 of the Olympic Charter, to allow all IOC Members to cease their membership by the end of the calendar year in which they turn 80 years old.

It is worth mentioning that demographic projections suggest that the life expectancy of men and women will continue to increase. They will, importantly, not only live longer but also remain active.

Several IOC members would be honoured to carry on contributing to the IOC and to share their experiences with the organisation.

IF and NOC presidents, who are also IOC members and retire at the age of 70, can no longer contribute to IOC Sessions. This is the case even though they continue to head their respective organisations and their expertise is relevant to all members.

Raising the retirement age to 80 years ensures that the Olympic Charter adheres to the fundamental principles of Olympism. These principles are based on the equality of rights, justice and classes and forbid discrimination on any grounds.

NIELS NYGAARD

DEN – National Olympic Committee and Sports Confederation of Denmark

UN CODE D'ÉTHIQUE POUR LE SPORT DE COMPÉTITION AU DANEMARK

Le sport de compétition s'appuie sur un cadre de règles connues de tous les participants. Le principal attrait du sport de compétition est que chaque épreuve est transparente et que rien n'est joué d'avance.

Le sport de compétition repose également sur un certain nombre de principes éthiques, écrits ou non, tels que le fair-play, le respect des adversaires ou encore un comportement convenable sur les terrains et en dehors. Le Comité National Olympique (CNO) du Danemark aimerait que ces principes éthiques soient défendus avec force dans le sport de compétition, afin que les athlètes adultes, les entraîneurs, les dirigeants sportifs et les parents agissent de façon responsable et montrent l'exemple aux plus jeunes.

Le code d'éthique pour les athlètes et entraîneurs figure en partie dans cette contribution. Le texte complet comprend des chapitres destinés aux arbitres et officiels, aux dirigeants sportifs et aux supporters, sans oublier des chapitres spéciaux pour les enfants jusqu'à 15 ans.

Quiconque souhaite prendre connaissance du texte dans son intégralité peut contacter le CNO du Danemark.

CODE OF ETHICS FOR DANISH COMPETITIVE SPORT

The Code of Ethics applies to Danish competitive sport, including elite sport.

Competitive sport is based upon a framework of recognised rules that any participant knows. The principal attraction of competitive sport is that every competition is transparent and nothing is given in advance.

Competitive sport is also founded upon a number of written and unwritten ethical rules such as fair play, respect for opponents and proper behaviour on and off the court. The NOC wishes for these ethical rules to be vigorously promoted in competitive sport and for adult athletes, coaches, sport leaders and parents to act as responsible role models for children.

The NOC urges the National Federations and clubs to work on their own Code of Ethics. The Code of Ethics applied to Danish competitive sport does not encompass sponsors or media. However, it still remains crucial for sponsors and media to realise that they have a responsibility to ensure that the development of competitive sport is carried out in an ethical manner. The full Code of Ethics includes chapters for referees and officials, sport leaders, and supporters, plus special chapters for children up to 15 years of age.

Anyone interested in reading the full text can contact the NOC of Denmark.

CHAPTER 1 : CODE OF ETHICS FOR ATHLETES

Sport allows most athletes to experience joy and excitement as well as a sense of community. It also provides athletes with challenges and opportunities for development. This is where the close relationship between sport and playing is found. Just below these immediate experiences are more profound values. Sport tests athletes for who they are and what they may become just as it tests their relationship with other people. Sport is a way for the athlete to explore their identity and provides a platform for human growth and development to take place.



However, sport can also be synonymous with games and conflicts. And conflicts may have destructive results. Competition may be a contest for external prizes such as prestige and profit. During competitions, some fight against the fear of losing and others become cynical and use every means to win the game. In this way, sport may become an activity through which human beings and human values are degraded. The following codes refer to acts and attitudes that underscore the positive values of sport:

1. Always do your best.
2. Retain your dignity when winning and losing.
3. Uphold the rules and norms for fair play within your sport.
4. Always make your health a priority and avoid unnecessary health hazards.
5. Respect the decisions of the referee and other officials.
6. Respect the talent, potential and excellence of other athletes disregarding sex, race, ethnic, political and religious affiliation and sexual orientation.
7. Avoid the use of disparaging remarks and terms of abuse in front of other athletes.
8. Cooperate openly and honestly with your coaches and anyone supporting you.
9. Take the main responsibility for your athletic development and performance.
10. Maintain a high standard of personal behaviour on and off the court. Be aware of your influence as a role model.
11. Never accept threatening or violent behaviour.
12. Avoid intimate contact with your coach.
13. Never get involved in doping.

CHAPTER 2: CODE OF ETHICS FOR COACHES

Coaches seek to exploit their athlete's potential. The team and coaches plan their training in order for this potential to be realised in the best possible way. However, the good coach has a more substantial goal. He or she knows that sport can promote human growth and development and can provide an environment in which training and competitiveness is characterised by joy, a sense of community and orientation towards success.

The good coach develops the physical, mental, social and moral aspects of an athlete. The good coach is a human developer. Just like good athletes, good coaches also have talent. A good coach/athlete relationship is characterised by two equal parties who work towards reciprocal development. The coach is a key person when it comes to shaping attitudes and values among the athletes and teams they are responsible for. This is a positive use of power.

The irresponsible coach on the other hand puts his or her power above the interests of the athletes. Cynical coaches treat athletes as a means to furthering their own careers. The following norms underscore the acts and attitudes of a good coach:

1. Treat athletes and their specific conditions, individually.
2. Make sure that training and competition are appropriate relative to the age, experience, talent and maturity of the athlete.
3. Respect the rules and norms of fair play in your sport.
4. Respect the decisions that are made by referees and other officials.
5. Involve the athletes in decisions that concern them and show the athlete how to take responsibility for his or her sporting development.
6. Be fair, considerate and honest with the athlete.
7. Provide constructive criticism and avoid exaggerated negative criticism.
8. Make athletes' health a priority and avoid exposing them to unnecessary health hazards.
9. Show interest in and take care of ill or injured athletes.
10. Seek to cooperate with coaches and specialists when it is to the advantage of the athlete.
11. Acknowledge the right of the athlete to receive advice and guidance from other coaches.
12. Do not accept violence and never threaten athletes.
13. Do not make any sexual advances towards or have intimate contact with the athletes.
14. Maintain a high standard of personal behaviour on and off the court. Beware of your influence as a role model.
15. Be actively opposed to the abuse of doping and illegal drugs. Be actively opposed to the use of alcohol and tobacco within sport.
16. Treat all athletes equally, disregarding sex, race, ethnic, political or religious affiliation and sexual orientation.
17. Never exploit your work as a coach to further your own interests at the expense of the athletes and/or the sport.

PAOLO ORIONE

FI reconnue • IFSC – International Federation of Sport Climbing

DES OUTILS PUISSANTS, PERFECTIONNÉS ET PEU CÔUTEUX POUR DIRIGER UNE FI

Fortement mobilisée pour redéfinir la façon dont l'International Federation of Sport Climbing (IFSC) est dirigée, une réforme des principales procédures est en cours et une approche moderne



globale a été adoptée, d'ordinaire rarement utilisée, pour ne pas dire complètement nouvelle, dans le monde des organisations sportives dirigeantes.

RATIONALE

The International Federation of Sport Climbing (IFSC) is an International Mountaineering and Climbing Federation (UIAA) spin-off, formed in December 2006 and recognised by the International Olympic Committee (IOC) in late 2007. The former was created on the UIAA model in order to gain swift approval of the statutes and to minimise confusion with the National Federations and volunteers, allowing them to continue with the same habits and attitudes as before.

In autumn 2008 a complex plan for improving the governance structures of the IFSC was initiated, with the aim of providing top management the necessary tools to govern the complex body of relations that is the life of the Federation.

OVERVIEW

The first step has been to have an in-depth understanding of the way the Board perceives the quality of work it provides to the Federation.

Using a sophisticated approach, widely used in the Governance Management of multinational companies, the office staff developed the concept and creation of the so-called "Anonymous Board Review". The concept is to ask each member of the Board a set of closed and open questions focused on how they judge the quality of the work the Board provides as a whole.

The questionnaires were distributed and collected during a session of the Board. Members were asked to rank, on a scale of one to five the efficiency of the Board, the efficacy of meetings, Board dimension (number of members versus tasks), Board composition (proper mix of skills and experiences), Board independence, information flows, decisional processes, strategy and vision implementation. Furthermore we proposed some open ended questions aimed at investigating each member's views on the factors inhibiting the quality of work provided and ways in which it could be improved.

We have collected an amazing quality and number of ideas. Some of them can be easily implemented while others require further work because of the underlying implications.

Throughout this entire process, Board members have retained their anonymity, which has given them the freedom to answer the questions frankly and propose solutions.

We have gained valuable information on the way in which the Board considers itself as a whole. The next step is to rethink the job descriptions of the different Board Members. A detailed definition of the desired competencies and skills as well as the list of tasks to be developed by each Board member will help to focus the Federation's expectations and achieve results.

Following this, we have created and adopted a system of integrated monthly reports, similar to the Balanced Scorecards concept put forward by Kaplan and Norton. [1]

This report indicated all the critical indicators pertaining to the life of the Federation. These indicators included issues from cash flow to long-term forecasts, calendar issues to web hints, official assignments to meetings that were to follow.

Such a tool will play a critical role in the management of the organisation's current situation and of "live" issues. It also plays a role in creating the historical record of the life of a Federation and last but not least it is a powerful tool in tracking issues.

In order to embrace good governance and full transparency with respect to National Federations, the activity of each member of the Board is now tracked and made available to the National Federations through a detailed report located on a secure website. In this way our stakeholders are fully aware of decisions, attendance and level of activity of their designated members.

As a consequence of transparency, management through assigned budgets (by function, for travel) has been embraced as well as the mandatory signature of the IOC Code of Ethics and declaration of incompatibility for all the Board members. All these new tools focus the core activity of the Federation on the Office Headquarters that will play an ever more critical role in the life of the Federation. The headquarters will centralise the role of the financial controller, project management office, information and issues collection as well as resolution centre, all with an increased attention on human, economic and financial resources.

All these efforts have been designed to increase the efficiency and reduce the structural costs of the organisation through a meaningful sharing of resources.

The following approach has been defined :

1. A semi-annual analysis of the quality of work the Board provides to the Federation ;
2. A definition of roles, expectations, competencies and skills of the Board Members ;
3. Budget-based management ;



4. Monthly scorecard;
5. Presence dashboard;
6. Mandatory ethical compliance with IOC standards.

CONCLUSION

The young and lean IFSC has chosen to implement strong management tools in order to enable a higher level of governance. Clearer expectations, budget-based projects and activities, continuous feedback and awareness of the day-to-day operations, coupled with higher transparency, will result in an improved quality of work that will be provided to stakeholders. A substantial reduction in structural costs will enable the cash flow to be used for new projects in the domain of sport development for younger athletes and developing countries.

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ACKNOWLEDGEMENTS

- The author thanks Leslie Baxter for the careful revision and constructive comments as well as Marco Sclaris and Reindert Lenselink, IFSC President and Secretary General respectively, for their strong support and commitment.

RICHARD PETERKIN

LCA – St Lucia Olympic Committee

LA BONNE GOUVERNANCE ET L'ÉTHIQUE

Cette contribution souligne les difficultés culturelles qu'il faut surmonter pour s'assurer que les principes de bonne gouvernance sont universellement appliqués. Elle aborde également l'importance d'appliquer des mesures et des sanctions pour veiller à ce que les parties prenantes respectent le code d'éthique du Comité International Olympique (CIO). L'auteur met en évidence la nécessité de former correctement les administrateurs, tout particulièrement dans les pays en développement, à la mise en œuvre quotidienne de ces principes.

GOOD GOVERNANCE

The United Nations (UN) defines the term governance as "the process of decision making and the process by which decisions are implemented (or not implemented)." [1] As governance is an essential prerequisite of all functioning organisations, from governments to non-governmental

organisations (NGOs), it stands to reason that good governance is more likely to achieve the aims and objectives of an organisation than bad governance or no governance at all.

The UN paper indicates eight major characteristics of good governance in an organisation, which ensure that corruption is minimised, the views of minorities are taken into account, the voices of the most vulnerable are heard in decision making and the organisation is responsive to the present and future needs of society.

The founders of the Olympic Movement have always assumed that all of the actors in the Olympic family would have to practice the best forms of governance in order to realise the fundamental principles of Olympism. The Olympic Charter attempts to establish principles of good governance through the articulation of a vision, mission and strategy, the implementation of a code of ethics, and the enactment of a dynamic set of rules and regulations that must be followed by the actors in order to gain admission to or maintain membership in the Movement.

The rapid growth of the Movement over the last 30 years has tested the assumptions of inherent good governance, and weakened the ability of a principles-based Charter to ensure that the best practices of governance will prevail within and among all of the actors in the Movement. Threats to the autonomy of the Movement, power struggles between stakeholders and conflicts within member organisations have highlighted the need for the International Olympic Committee (IOC) to establish new rules and standards to ensure greater compliance with basic universal principles of good governance.

The need to ensure the autonomy of the Movement through improved governance was one of the conclusions of the first European conference on the governance of sport held in Brussels in 2001. Since that time, through its Commissions, the IOC has organised seminars on the autonomy of the Olympic Movement, established a working group to identify basic universal principles of good governance applicable to the Olympic Movement and approved new projects to improve financial accountability and transparency in the use of Olympic Solidarity funds.

It will not be easy to design and implement new rules and standards that respect the diversity of cultures, sizes and characters of the different actors within the Movement. While the benefits and characteristics of good governance have become more universally accepted, there are significant differences in the level of development of the actors that will delay universal implementation. Success will also depend on the ability and willingness of the IOC to enforce these measures when members are found wanting.

In some cultures, governance is not simply about the process of decision making and the process by which decisions are implemented (or



not implemented) but also about the substance of the decision making, i.e. the end, the outcome, the result, and the consequence. [2] Some international sporting organisations pay lip service to universal principles of good governance, but do not practice what they preach, and justify this double standard through their commercial success.

To be relevant and effective to the Olympic Movement, the UN's characteristics of good governance may require some amplification and refinement to address matters and issues specific to sports organisations, such as competition, and rules that limit or eliminate practices (such as betting and performance-enhancing substances) that may be permissible for the achievement of shared goals in some organisations, but would not be acceptable for Olympic sports.

Implementation of new rules and standards based on a global consensus of basic universal principles of good governance will take time, and will have to be phased, but the process must begin as soon as possible if it is to have any chance of success in the long term. Integrity and transparency are two of the basic principles that can be codified in the short term, but the IOC will have to be firm and fair in the application of the new standards.

ETHICS

A code of ethics is a set of standards, rules, guidelines, and values that govern and guide ethical behaviour in an organisation, of its elected officials, management, employees, members and interactions between these actors and the general public or parent body. In this regard, a code of ethics is a necessary and indispensable component of good governance.

The IOC adopted its Code of Ethics in 1999 and it is included in the Olympic Charter. The Code is binding on all of the actors in the Movement, and serves as a restatement of their commitment to the Olympic Charter and the fundamental principles of the Olympic Movement. It gives the IOC the legal right to discipline, suspend or withdraw recognition of members that violate the Code, or any other regulation in the Charter.

The Code is a vital mechanism for the governance of sport and the Olympic Movement as it establishes rules, guidelines, and values that govern and guide ethical behaviour in all organisations within the Movement. As the Code is embedded in the Olympic Charter, it effectively superimposes a code of ethics on the constitutions of all member organisations that are required to comply with the Charter.

Given the need for the universal adoption of basic universal principles of good governance, however, the Code will have to be augmented to provide the ethical framework for the new rules and standards, and strengthen the capacity of the IOC Executive Board and Session to apply measures and sanctions to ensure compliance.

TRAINING

Sports administrators in larger organisations in the more developed countries tend to have a higher degree of professional training and education, and are often full-time employees rather than voluntary administrators. This gives them greater exposure to and experience with the disciplines of governance and ethics. In smaller organisations, including most of the National Olympic Committees (NOCs) in developing countries, sports administrators are not sufficiently trained in these disciplines, and this deficiency will have to be addressed by the IOC using the resources of Olympic Solidarity during the 2009-2012 Quadrennial.

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More information on Dr. Mohd Zaidi Ismail's work can be found on the Institut Kefahaman Islam Malaysia website: <http://www.ikim.gov.my/v5/index.php?lg=2>

ANA LUIZA PINHEIRO

BRA – Comité Olímpico Brasileiro

TRAVAIL ET RÉMUNÉRATION

Selon le paragraphe 1.6 du texte d'application de la Règle 29, «les membres d'un Comité National Olympique (CNO), à l'exception des administrateurs sportifs professionnels, n'accepteront aucune sorte de compensation ou de gratification en relation avec leurs services ou l'accomplissement de leurs fonctions».

Cette forme de management est-elle compatible avec les pratiques de gestion modernes et le professionnalisme attendu de la part des CNO? Comment les CNO peuvent-ils aujourd'hui mener à bien leurs tâches avec une administration qui vise le bien public?

Il est recommandé que les membres et dirigeants professionnels soient rémunérés pour leurs efforts et leur dévouement en faveur de la communauté sportive et que les règles soient réexaminées et reformulées.

Since the very beginning of their existence, sports have been linked to passion and dedication. Sports federations and NOCs are traditionally



led by passionate and dedicated people who serve the community by donating part of their time and life to develop and improve the practice, promotion and condition of sports.

Today, the field of sport is more professional than in the past. It now demands that leaders and managers be not only passionate and dedicated but also professional.

Athletes have achieved very high standards in contemporary times that require the appropriate treatment from their Federations and NOCs not just in terms of personal support but also with state-of-the-art technology, in order to better perform.

The millions of dollars in sponsorship and advertising as well as the technological development and construction of venues makes the sports business one of the most profitable and attractive in the world. It is time that we rethink the current structure and question why NOC members, especially officers and directors, need to stay amateurs while carrying out such professional business.

Rule 29, Bye-law 1.6 of the Olympic Charter states that compensation for NOC members is strictly forbidden and requires a pro bono administration of the sporting business within the Olympic Movement. If a high standard of qualification is necessary to conduct business in the field of sport, in order for diverse actors to perform their roles in a balanced environment, then those leading the way must be professionals rather than amateurs.

It is recommended that professional leaders and members be compensated for their hard work and dedication to the sport community and the regulations must be discussed and reformulated.

RICHARD W. POUND

Comité International Olympique

RÈGLEMENT DES LITIGES

Le Mouvement olympique a remarquablement réussi à mettre en place un système de règlement des litiges liés au sport. Il a créé le Tribunal Arbitral du Sport (TAS) comme instance indépendante, sise à Lausanne, et régie par un Conseil International de l'Arbitrage en matière de Sport (CIAS) sans lien de dépendance.

L'existence d'une voie de recours rapide, experte, indépendante et non onéreuse, accessible aux athlètes et organisations sportives, constitue un excellent service rendu au sport et devrait être encouragée à l'avenir.

The Olympic Movement has been remarkably successful in providing a dispute resolution system for sports-related disputes. It has established the Court of Arbitration for Sport (CAS) as an independent tribunal, seated in Lausanne, and governed by an arm's-length International Council of Arbitration for Sport (ICAS). The independence of CAS from the International Olympic Committee (IOC) has been established to the satisfaction of the Swiss Federal Tribunal and, absent a violation of principles of natural justice and excess of jurisdiction, its decisions on sport-related matters have been given deference by the courts. The CAS is the jurisdiction of last resort in doping matters pursuant to the World Anti-Doping Code and has recently rendered a unanimous judgment in the Floyd Landis matter, dismissing a series of challenges to a positive test for synthetic testosterone.

The availability of a speedy, accessible, expert, independent and inexpensive recourse for athletes and sports organisations is an excellent service to sport and should be encouraged for the future. The quality of the decisions rendered will depend on nominations of arbitrators who are capable and who are familiar with sport issues. It will be an ongoing responsibility of the Olympic Movement to ensure that the nominations are based on ability, experience and knowledge of sport.

RICHARD W. POUND

Comité International Olympique

RÉPONSE À LA CONTRIBUTION DE SAMIH MOUDALLAL, MEMBRE DU CIO

En faveur d'un débat constructif, cette contribution commente les idées présentées dans une contribution précédente par un membre du Comité International Olympique (CIO), Samih Moudallal (voir p. 333).

Malgré le grand respect que je porte aux idées suggérées par ce membre, je ne pense pas que la majorité d'entre elles traitent des principes de bonne gouvernance d'une organisation internationale telle que le CIO, avec son rôle spécifique dans le monde du sport.

In the spirit of constructive debate on the important issue of governance, I take this opportunity to comment on the submission, on this topic, by our friend and colleague Samih Moudallal.

With the greatest respect for the ideas suggested, I do not believe that the majority of them deal with principles of good governance of an international organisation such as the International Olympic Committee (IOC), with its special role in the world of sport.



My comments relate to the specific suggestions, in the order given :

1. We already have four Vice Presidents and do not, in an organisation the size of the IOC, need a fifth. The IOC should be free to elect the best people for the position of Vice President, regardless of the continent from which they come. The IOC should, as much as possible, avoid any measures that will emphasise regional, as opposed to universal, approaches.
2. I have the same concerns about regional representation on the IOC Executive Board. We need the best people, regardless of their particular continents. There are already too many “representative” positions on the IOC Executive Board, with places “reserved” for the Association of National Olympic Committees (ANOC), Association of Summer Olympic International Federations (ASOIF), Association of the International Olympic Winter Sports Federations (AIOWF) and athlete members.
3. We have recently undergone a lengthy and difficult period of reform. During this time the IOC Session unanimously agreed that with the complexities of the world today and the demands on a President of the IOC, the appropriate maximum period for an IOC President to serve is one term of eight years and a further term of four. It is not good governance to change that decision even before the first term of the first serving President, pursuant to such rule, has been concluded.
4. The matter of visits to candidate cities has been well canvassed in the past and the 1999 Reform decision has been confirmed on several occasions. The current system has produced perfectly acceptable host cities and the IOC needs to demonstrate that it has taken all the steps necessary to reduce expenses and to improve public confidence in its own principles and conduct of governance. The proposal to meet with the candidate cities in Lausanne this year is sufficient to allow IOC members to assess them on a personal basis.
5. One of the most important contributions of an IOC President is to demonstrate personally that the spirit of volunteerism, which characterises sport throughout the world, is practiced by the leader of the Olympic Movement. I do not want the President of the IOC to be perceived as just another sport fonctionnaire. The moral force of a volunteer in this position is enormous, more than someone who does it as a paying job, rather than an avocation.
6. Increasing the monetary allowance to IOC members is not a matter of good governance. All of us make certain sacrifices to be IOC members and the allowances that currently exist are more than enough to help meet incidental expenses. It is not good for the IOC's image for its members to be seen demanding more money, especially when many athletes are in much greater need of financial support.

7. It is not the responsibility of the IOC to look after the normal medical needs and expenses of its members. The IOC has been very generous in arranging for special insurance coverage for its members who happen to travel on IOC business and who may, in consequence, be exposed to additional risks. It should not be called upon to do more than this. Such a request is not a matter of organisational governance.
8. I have no objection to the creation of an IOC Commission, which is concerned with peace, but suggest that we do not duplicate existing efforts. The terms of reference should ensure that there will be measurable outcomes from its activities.

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

LA BONNE GOUVERNANCE ET L'ÉTHIQUE

L'éthique dans le domaine du sport devrait être le maître-mot des structures modernes de gouvernance. Cela signifie augmenter les responsabilités du Mouvement olympique afin de mener à bien le développement éthique. Partant, il serait judicieux de :

1. **favoriser le développement éthique et inviter la société à en tirer les bénéfices ;**
2. **plaider en faveur de discussions continues sur la définition de limites éthiques ;**
3. **faire participer nos membres seniors (retraités) et se servir de leur expérience pour aider à définir des initiatives de développement éthique ;**
4. **encourager la sensibilisation aux politiques éthiques même au niveau de la base ;**
5. **analyser, développer et proposer des règles éthiques pour toutes les parties prenantes. Cette action comprend des principes éthiques pour le Comité International Olympique (CIO) et les Comités Nationaux Olympiques (CNO) ainsi que des codes de conduite plus détaillés pour les clubs et les athlètes ;**
6. **créer un groupe de travail, une commission ou un forum au CIO pour sonder l'opinion publique sur cette question.**

Sport ethics should be a guiding light for modern governance structures. This means increasing the responsibilities of Olympic Movement to lead ethical development. [1]



We should :

1. Lead ethical development and invite society to enjoy the benefits ;
2. Advocate continuous discussion on and definition of ethical boundaries ;
3. Activate our senior (retired) members and use their experience to help devise initiatives that further ethical development ;
4. Encourage awareness of ethical conduct policies down to the grass-roots level ;
5. Analyse, develop and propose ethical rules for all stakeholders. This includes ethical principles for the IOC and National Olympic Committees (NOCs) as well as more detailed Codes of Conduct for Clubs and athletes ;
6. Form an IOC task force, commission or forum to solicit the public's opinion on this issue.

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SAM RAMSAMY

Comité International Olympique

LA BONNE GOUVERNANCE ET L'ÉTHIQUE

Le fair-play et la justice ont toujours été les principes directeurs du sport. Il n'existe pas d'autre élément dans la société qui affiche ouvertement le fair-play dans toutes ses manifestations comme le fait le sport. Une bonne gouvernance est à la base du fair-play car c'est le point de départ pour se lancer dans le sport de compétition.

L'éthique est le code général de bonne conduite qui devrait être ancré dans la vie de tous les jours. Or, la société base aujourd'hui son comportement sur les principes généraux de lois promulguées par des gouvernements pour faire appliquer l'ordre. Mais il y a une grande différence entre moralité et légalité. Comment différencions-nous les lois morales (fair-play) des lois de la société (législation) ?

Cela pose un dilemme pour l'administration sportive. La codification du comportement est en partie abordée dans la Charte olympique et plus détaillée dans le Code d'éthique du Comité International Olympique (CIO). Il convient de concevoir également un code de comportement éthique portant sur :

- a. l'ingérence des gouvernements, ainsi que l'intervention et l'assistance de ces derniers ;
- b. la corruption dans l'administration sportive ;
- c. la mauvaise administration dans le sport ;
- d. tous les membres du Mouvement olympique.

Sport, in many ways, has numerous similarities to the movie industry. In the early days of cinema the credits always appeared at the beginning of the film. The usual procedure nowadays is for the credits to appear at the end, by which time the audience tends to leave their seats and head for the exit.

In a film the actors are the main focus of attention. The credits indicate the people behind the making of the film, i.e. the director, producer, script writer, costume designer, music producer and a host of others. In sport the athlete is the focus of attention. The event organisers, coaches, doctors, physiotherapists and other members of the entourage receive no direct focus. But, all are important to ensure success.

However, unlike the film industry, everyone involved in sport becomes subject to public scrutiny. Therefore the practice and observance of good governance and ethics by sports officials, whatever their capacity, are not only important but crucial in generating a favourable and positive public image.

Governance and ethics in sport are closely related to the ethos of "fair play and justice", which is the cornerstone of sports morality. Society is largely governed by regulatory legal requirements, not necessarily by ethics and morality.

There is a general view that sport is an integral part of society and therefore it cannot be divorced from the realities of society. But not all governments of the world, not even the United Nations, are subjected to the ideals of fair play and justice the way sport is. The Olympic Movement presently covers much wider territory than even the United Nations. As early as 1960 at the 57th Session of the International Olympic Committee (IOC), Avery Brundage, then President of the IOC stated, "No monarch ever held sway over such a large expanse of territory."

The English language has an infinite register of phrases, idioms and sentences espousing the sanctity of sport. All sectors of our society use sport-based phrases, like "be a good sport", "do not hit below the belt", "foul play", "you are off-side", "shifting the goal posts" and a "level playing field" to highlight ethical behaviour.

Sport is now global. It is the universal currency. It touches every nation, every religion, every race and every creed. To paraphrase Karl Marx, "Sport is the present day opiate of the masses." Everyone feels that they



have a say in it and they all invariably claim to have the solutions to the issues confronting sport, whether it be local, national or international.

American Chief Justice Earl Warren, well known for his unambiguous pronouncement against racial injustice, once said this about reading newspapers:

"I always turn to the sports pages first, which records people's accomplishments. The front page has nothing but man's failures." [1]

Therefore, it is imperative that good governance and ethics of the highest order is practised by all the stakeholders in sport. High-handed and arrogant decisions cannot and should not be taken in the boardrooms of sport. Such decisions not only undermine the philosophy of fair play and justice, but also cast an unwarranted and unjustified reflection on the integrity of the sports movement.

We are all fully aware of the case of Jean-Marc Bosman when he challenged football's contract and transfer rules at the European Court of Justice, which made players free agents at the end of their respective contracts. Of course this eventually led to the present abuses whereby huge sums change hands during player transfers.

At times, judging in sports events gets singled out for attention. At the Olympic Winter Games in 2002 biased judging was evident in the figure skating event. At the recent Olympic Games in Beijing, controversies arose in boxing, wrestling and taekwondo. After the taekwondo incident in Beijing involving a Cuban athlete, former Cuban President, Fidel Castro publicly accused "the opponents of bribery and the judge of corruption." [2]

There have been various instances of corruption among football referees. Corruption can be bilateral or multilateral in nature. Quite often only the accepting agent is penalised. To date there is no effective machinery to pursue the core of the matter. It has been rumoured that the results of some tennis matches are being influenced by gamblers.

Athletes who take prohibited substances to enhance their performance are justifiably penalised but no effective sanctions are presently in place for their respective coaches and officials.

At all major events, athletes are the only focus of attention, and therefore it is felicitous that the World Anti-Doping Agency (WADA) promulgates special measures to ensure clean competition. However, the recent announcements on WADA's "Whereabouts" regulations have created widespread debate among athletes and administrators. Two of the world's major football organisations, the Fédération Internationale de Football Association (FIFA) and the Union of European Football Associations (UEFA), together with several top tennis players are seeking

adjustments to the "Whereabouts" rules. WADA, while initially firm on this rule, has now become somewhat ambivalent on the issue.

Another frequent talking point on good governance is sport's relationship with governments. There is justification to resist government interference. But what about government intervention? Maladministration, misadministration and corruption sometimes force governments to act. Sports can only rightfully thwart government interference by engaging in sound administrative practices.

There are, nevertheless, several challenges facing sport. Sport needs the assistance and cooperation of governments to overcome challenges like doping, violence in sport, racism, corruption and boycotts.

In 1999 the IOC convened a major conference of International Sports Federations and governments to seek a cooperative way forward on the issue of doping. This led to the formation of WADA, a joint project of the IOC, governments and International Sports Federations.

After the Salt Lake City scandal¹ the IOC instituted strict ethical codes on its membership. The IOC Code of Ethics presently deals largely with issues surrounding its members. What about incorporating the Code to include all stakeholders of the Olympic Movement?

In conclusion, it must be noted that autonomy in sport can only be achieved with good governance and ethics.

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ABDUL RAUF

INA – Komite Olahraga Nasional Indonesia

NOUVEAU MODÈLE QUANT AUX SERVICES OFFERTS AUX FÉDÉRATIONS

Cette contribution présente une nouvelle politique à mettre en place par le Comité national des sports indonésien (KONI) afin de fournir de meilleurs services aux membres de l'organisation. Tous les membres du conseil, en particulier le département du KONI chargé du développement de la performance, doivent s'engager à offrir de meilleurs services aux fédérations nationales.



Le département du KONI chargé du développement de la performance est directement responsable de la préparation des athlètes pour la sélection du contingent indonésien aux Jeux multisportifs. Cette politique introduira un nouveau modèle, lequel vise à améliorer l'image du Comité national des sports indonésien. Elle sera mise en œuvre début 2009 pour aider toutes les fédérations nationales à mettre en place leurs programmes de développement et à préparer leurs athlètes pour les Jeux multisportifs, avant les prochains Jeux Olympiques.

BACKGROUND INFORMATION

In preparing athletes to participate in multi-event games, the National Sports Council of Indonesia (KONI) typically prepares a National Training Center (PELATNAS) programme to help elite athletes train for sporting events. This training programme is planned, organised and implemented by a specific task force set up by KONI. All athletes who are proposed by their National Federations attend the training programme for a period of three to nine months. The programme is financed by the government of Indonesia, through the Ministry of Youth and Sports. The funding provided is based on a budget proposal submitted by KONI to the government.

The PELATNAS programme trains athletes for participation in regional games such as the Southeast Asian Games or continental Games such as the Asian Summer Games as well as world-level events like the Olympic Games. The KONI task force always invites all related National Federations to their Head Office to brief the PELATNAS programme. In addition to proposing athletes for the programme, National Federations also recommend coaches and trainers.

The task force has the opportunity to monitor and evaluate the progress of athletes as they participate in several tournaments during the training programme. At the end of the programme KONI sends all trained athletes to the Indonesian Olympic Committee (KOI). Athletes are then subjected to the recruitment selection policy developed by KOI and are accordingly selected to be part of the Indonesian contingent to the Games.

The above practice has been in place for many years and was considered the best way to prepare all athletes for multi-event games. However, after evaluation, some disadvantages of this practice have come to light:

1. Some elite athletes refuse to participate in the programme due to school activities or their careers. They are willing to participate in the training programme but do not want to move to a location where they have to leave their school or job. On account of this some athletes lose the opportunity to participate in multi-event games.

2. The training programme is not geared towards helping athlete participation in National Federation single-event games at a regional, continental or world level. Many athletes prefer to participate only in national multi-event games.
3. The programme is short and always only dedicated to one multi-event games at a time. It is not a continuing programme aimed at high level games. This short programme is not effective in developing the long term potential of athletes and is a waste of time and funds.
4. The programme is more aligned with KONI instead of the National Federations. The latter are less involved in preparing this programme.

THE NEW PARADIGM

After evaluation, many practices have been modified in order to have better results and to minimise the above disadvantages.

Firstly, the role of National Federations in setting up the training programme will be increased for more effective programme implementation. An integrated programme covering multi- and single-event games is being set up so that each National Federation will have their own athlete development programme. This approach will increase the ownership and involvement of National Federations in the preparation of high-level events such as the Olympic Games, while also respecting the value of single-event world championships.

Secondly, instead of always inviting the representatives of the National Federations to come to KONI's Head Office, the task force will visit each National Federation to discuss the set-up of the athlete development programme. The task force will assist the National Federation in writing down the development plan of each potential athlete in order to help them qualify for the following Olympic Games. This kind of approach will allow KONI to become a better service organisation, which exists to assist all member Federations.

Thirdly, the development programme will show the detailed step-by-step training programme to prepare the potential athlete for participation in regional, continental and world championships as well as multi-event games. It will not simply be a short programme that prepares athletes for a specific event such as the South East Asian Games, but a programme that will span at least four years, with the ultimate goal of preparing athletes for participation in the Olympic Games.

Lastly, the approach to the centralised training centre will be modified. The training programme will be decentralised in terms of training locations but centralised in terms of the software. The monitoring and evaluation of the training programme will be carried out by the task force together



with all the National Federations. This approach will minimise the need for athletes to relocate to participate in the centralised programme.

CONCLUSION

The National Sports Council of Indonesia (KONI), which is an independent organisation set up by the National Federations, has the responsibility to help members in developing sports. With the implementation of this new paradigm, the organisation will be more efficient and effective in performing its duties and will provide better service and governance to the various sporting federations it serves.

JACQUES REY

FRA – Comité National Olympique et Sportif Français

(RE)FONDER UNE VÉRITABLE GOUVERNANCE MONDIALE

Les instances sportives internationales sont nombreuses et parfois contestées dans leur rôle et leurs objectifs.

Afin de clarifier leurs fonctions, de légitimer leurs mandats et de renforcer leurs pouvoirs, il convient d'engager une réflexion sur les solutions de nature à conforter l'Olympisme : restaurer la primauté des valeurs sportives, donner une véritable crédibilité aux performances sportives, améliorer les règles de fonctionnement du Comité International Olympique (CIO), mettre en place des mécanismes garantissant l'unité du sport.

Nous vivons une époque où les contradictions entre les valeurs fondatrices du sport et les enjeux générés par sa pratique sont de plus en plus marquées. Il nous revient de rechercher un nouvel équilibre entre le respect de l'éthique sportive et la prise en compte d'une mondialisation largement accomplie. Et nous n'y parviendrons qu'en réhabilitant la primauté d'une démarche politique sur des processus exclusivement économiques ou financiers.

La vogue du concept de gouvernance est très significative, comme la circulation même du mot dont l'extension est beaucoup plus large depuis quelques années.

Étymologiquement, cette notion a de quoi séduire. Elle renvoie à l'idée de pilotage des bateaux. Elle suggère ainsi l'action de guider ou de diriger dans un environnement incertain.

Ce mot que l'on croyait tombé en désuétude recouvre aujourd'hui la science du gouvernement, c'est-à-dire l'ensemble des théories

relatives au contrôle, à la régulation et à la communication ; en un mot : la cybernétique.

Le concept de l'éthique est un succédané de celui de la morale, considéré comme ringard ou dévalorisé depuis quelque temps.

Par ailleurs, les racines des termes « morale » et « éthique » nous aident bien peu puisque l'une et l'autre, en grec ou en latin, signifient la même chose.

L'histoire de la philosophie complique encore les choses par des jeux de définitions variées où chacun, de Platon à Spinoza, en passant par les Stoïciens ou Socrate, emplit chaque concept au gré de ses propres soucis.

Il faut se méfier du discours éthique, car dès que cela devient un enjeu pour la communication, il dérive rapidement vers le leurre et le simulacre.

LA BONNE GOUVERNANCE ET L'ÉTHIQUE

La mode éthique envahit les organisations à travers la rédaction de chartes et de codes, comme à travers certains aspects du management ou de la gouvernance par les valeurs. Cependant, la mode éthique a ses raisons d'être, qu'il faut examiner. Allons du pire au meilleur, à travers quatre réseaux de causalité qui produisent le discours éthique dans les organisations sportives européennes.

1. L'empire de la communication

Il convient de soupçonner les effets pervers d'une communication outrancière et l'homme critique doit se défier d'un monde de leurres et de simulacres.

Alors ne sous-estimons pas cet empire, ni cette emprise de la communication sur le discours éthique. Sous forme de chartes ronflantes ou de missions approximativement définies, véhiculée par les fabricants de simulacres, la morale ne peut qu'étouffer.

2. La revalorisation de l'entreprise

Toujours en progressant des raisons les pires vers les meilleures, il faut consacrer un mot au secteur marchand.

On reconnaît le rôle majeur de l'entreprise dans la création des richesses. Certains dirigeants voient dans l'entreprise un lieu où se créent les valeurs véhiculées par le sport.



3. Les nouveaux concepts du management

J'en viens aux deux raisons qui me semblent les plus pertinentes pour justifier l'émission d'un discours éthique et son dévoiement en mode éphémère.

L'une relève des concepts même de la gouvernance ou du management, l'autre renvoie à notre « démoralisation ».

Depuis une douzaine d'années, nous avons vu apparaître un nouveau discours sur les organisations. On y parle de « la culture », de « l'identité », voire même de « l'âme » d'une entreprise.

Si l'éthique peut soutenir, accompagner la gouvernance, elle ne peut résider dans le discours des seuls dirigeants, et le discours lui-même doit s'ancrer dans une connaissance du milieu dont il faut utiliser les moyens.

4. La demande d'un discours moral

Il faut, pour achever cette présentation de la morale éthique, examiner la « démoralisation » de notre société. Dans de nombreux pays occidentaux s'exprime, depuis les années 70, le désir de nouvelles exigences morales.

Mais nous avons changé d'époque. Nous savons aujourd'hui que l'absence de tout discours moral « démoralise ».

Face à cette demande, on assiste alors à une offre éthique, comme sur un grand marché des valeurs.

Il nous faudra quelque circonspection pour distinguer dans nos organismes ce qu'ils continuent à promouvoir de leurs patrimoines, et ce qui, avec loyauté, constitue le commencement sur le sens.

Quant à la bonne gouvernance, elle se résume trop souvent à l'amélioration des conditions de fonctionnement des organisations internationales. Il s'agit d'un problème d'optimisation sous contrainte, de répartition des tâches entre les organisations. Une bonne gouvernance dépend de la capacité du système à maîtriser les comportements déviants, les maux publics par des incitations économiques ou morales.

Les bases d'une nouvelle gouvernance doivent être définies. De ce point de vue, la conception de l'Agence Mondiale Antidopage (AMA) constitue un premier pas.

Les instances sportives internationales sont nombreuses et parfois contestées dans leur rôle et leurs objectifs. Aussi conviendrait-il de

clarifier leurs fonctions, de légitimer leurs mandats et de renforcer leurs pouvoirs. Trois voies différentes peuvent être explorées pour contribuer à (re)fonder une véritable gouvernance mondiale :

a. La création d'une organisation supranationale spécialisée

Cette instance de coordination reconnue pourrait prendre la forme d'une Organisation Mondiale du Sport sur la base constitutionnelle de la Déclaration universelle des droits de l'homme et des déclarations successives en matière de droits économiques, sociaux et culturels.

b. La multiplication d'agences de régulation, indépendantes et spécialisées

La production de normes et d'incitations à l'échelle mondiale favoriserait le développement d'un bien public mondial sportif pour pallier les insuffisances du marché. Chacune de ces agences aurait en charge un domaine d'activité particulier : la lutte contre le dopage, l'aide aux pays les moins avancés pour l'accès à la pratique sportive, l'éthique sportive, les liens entre sport de haut niveau et santé, etc.

c. L'élaboration, par les grandes firmes multinationales, de chartes ou de codes de bonne conduite

Pour ce faire, il convient d'engager une réflexion sur les solutions de nature à conforter l'Olympisme : restaurer la primauté des valeurs sportives en redonnant à l'argent et au marché le rôle de moyens et non de finalités, donner une véritable crédibilité aux performances par une lutte efficace et globale contre le dopage, améliorer les règles de fonctionnement du CIO, mettre en place des mécanismes garantissant l'unité du sport par, notamment, une péréquation des recettes entre les secteurs professionnels et amateur.

Notre responsabilité collective est engagée, s'agissant des dérives occasionnées. La réponse que nous devons y apporter n'est ni pénale, ni morale. Elle est politique.

Il nous faut d'abord essayer de comprendre que nous vivons une époque où les contradictions entre les valeurs fondatrices du sport et les enjeux que sa pratique génère sont de plus en plus marquées. Il nous revient de rechercher un nouvel équilibre entre le respect de l'éthique sportive et la prise en compte d'une mondialisation largement accomplie. Et nous n'y parviendrons qu'en réhabilitant la primauté d'une démarche politique sur des processus exclusivement économiques ou financiers.



MOLLY RHONE

FI reconnue • IFNA – International Federation of Netball Associations

BONNE GOUVERNANCE: QU'EST-CE QUE CELA SIGNIFIE POUR LES JEUX ?

La notion de bonne gouvernance de l'International Federation of Netball Associations (IFNA) signifie s'assurer que les structures et les procédures sont justes, équitables et transparentes et reflètent de façon adéquate les besoins de toutes les parties prenantes du Mouvement olympique, particulièrement dans le contexte visant à décider quels sports et disciplines font partie du programme olympique et du programme des Jeux Olympiques de la Jeunesse (JOJ). L'IFNA a conscience que parvenir à cela est un projet complexe et qui demande du temps, mais elle s'est engagée à travailler avec toutes les Fédérations Internationales (FI) et le Comité International Olympique (CIO) pour mettre en place une procédure meilleure et plus transparente à l'avenir.

The International Olympic Committee recognised that the issue of sports selection was a crucial one and established an Olympic Programme Commission (OPC), which developed a set of 33 criteria that were approved in Athens in 2004.

In September 2004, a questionnaire reflecting these criteria was sent to the 28 summer Olympic Federations and to five Recognised Federations selected by Executive Board (EB) of the International Olympic Committee (IOC) for further study. No rationale has been supplied for why these five sports were selected over other recognised sports.

In July 2005 the OPC reported on its review. The IOC Session then voted to remove baseball and softball from the 2012 Olympic Games. At that Session five other sports applied for inclusion and none of them were successful: squash, karate, rugby, golf and roller sports. All failed to get a two-thirds majority.

In July 2007 the IOC Session considered the matter again and agreed on a new simplified system whereby the Session would approve a block of 25-26 core sports and add two or three more to stay within a maximum of 28. It agreed that in the future a simple majority would be needed for adding or removing sports as opposed to the previous two-thirds majority.

Also in 2007, a detailed questionnaire was sent to Recognised Federations to assess and identify which of them would be considered for inclusion in the Olympic programme for 2016. Despite receiving favourable feedback on the questionnaire there is no clear mapped out

process for netball to follow in order to reach its long-term objective of getting onto the Olympic programme.

At the October 2009 IOC Session the same 26 sports on the London 2012 programme are being proposed for the 2016 Summer Games. The IOC EB will also propose the inclusion of one or two other sports. This process has not been transparent and it is not clear why the five sports put forward in 2005 (i.e. squash, karate, rugby, golf and roller sports) and the two that were previously eliminated (i.e. softball and baseball) have been proposed again over other recognised sports and why these are the only sports being considered by the IOC EB for inclusion on the 2016 programme.

The IOC has stated that core sports could only be removed for “exceptional reasons” including mismanagement, corruption, and the refusal to comply with anti-doping rules or dramatic loss of popularity. It has said those sports outside the core group would have a “different status”. They would be considered provisional and would be easier to drop. It is also well known that the IOC plans to maintain its cap of 10,500 athletes for the Summer Games but allow “flexibility” in the number of events, disciplines and teams.

In the interests of good governance, the process for adding or removing sports and disciplines needs to be crystal clear and properly communicated to all the sports. The criteria should be applied uniformly across all sports regardless of whether they are already on the programme or whether they are “core” sports. The criteria should include adherence to Olympic values and assessing whether participation is the highest pinnacle for the athletes concerned. Universality, cost, practicality, context, relevance – especially to the grassroots end of sports – and an ability to move with the times must also be taken into account.

The methodology applied should be formulated in a fair and transparent way. For example, popularity is very subjective. Netball is played all around the world and has semi-professional leagues in the United Kingdom, Australia and New Zealand, which are widely televised. It is simple and easy to play and has universal appeal.

The International Federation of Netball Associations (IFNA) would argue that in terms of popularity netball is comparative to and even better than many sports currently included in the programme. It is played across five regions: Asia, Africa, Americas, Oceania and Europe. The number of members grew from 48 in 2006 to 61 in 2008. Nearly 20 million girls play netball in schools – it is a core school sport in many countries. It is therefore difficult to understand why netball has not been included on the Youth Olympic Games programme. The rationale for the Youth Games programme mirroring that of the Senior Olympic Games has not been explained. This would have been a perfect opportunity to introduce new sports which enjoy more popularity among young people and where there is existing strong and healthy competition at the international level.



If the number of athletes is capped at 10,500 then why not have more sports and fewer disciplines for each sport? In many sports some athletes will have the opportunity to participate in multiple disciplines – is that fair? Is it ethically sound that one athlete can secure four, five, six or even eight medals in one Olympiad whereas other athletes are denied the opportunity to compete to gain even one?

The notion of good governance should also involve ensuring gender equity, not just in terms of participation but for all stakeholders. Women make up half the population, they need to have sporting role models and they need to be able to watch their favourite sports. In the UK alone, over a million women have signed a petition to get netball into the Olympic Games. These women are as much stakeholders in the Olympic Movement as the athletes who are actually competing. They make up a huge consumer group, which is currently not being served by the Olympic Movement. While we applaud the inclusion of sports dominated by men, which women also play, the inclusion of a sport dominated by women might well assist the IOC to achieve its objective of reaching a 50-50 balance of the programme (in Beijing it approached 55-45).

For the IFNA, the notion of good governance means ensuring structures and processes which are fair, equitable and transparent and that accurately reflect the needs of all the Olympic Movement stakeholders particularly in the context of deciding which sports and what disciplines are part of the Olympic Games programme and the Youth Olympic Games programme. The IFNA appreciates that achieving this is a complex and time consuming project but the IFNA is committed to working with all International Federations and the IOC to build a better and more transparent process for the future.

ROMOLO RIZZOLI

FI reconnue • CMSB – Confédération Mondiale des Sports de Boules

LA BONNE GOUVERNANCE ET L'ÉTHIQUE

Une bonne gouvernance dans le sport signifie apprendre aux gens à pratiquer une activité sportive d'une manière équitable, afin que le sport soit synonyme de participation et de responsabilité.

Les managers sportifs jouent là un rôle particulièrement important. Dans les sports populaires et amateurs notamment, ce sont souvent des volontaires qui, avec le plus grand dévouement, gèrent, promeuvent et organisent différentes initiatives et activités.

Ces managers font tout leur possible pour associer leur passion et leur enthousiasme avec leurs compétences techniques afin d'accomplir leurs tâches du mieux possible. Ils doivent également faciliter la communication entre les entraîneurs, instructeurs, médecins, masseurs et parents en vue de partager l'objectif final et de rendre l'entraînement, la formation et la compétition plus faciles pour l'athlète.

Il est important que le manager respecte en tout temps les règles éthiques et ne ménage aucun effort pour les enseigner aux personnes avec lesquelles il est en contact.

Historically, the word “sport” has been identified with fairness and correctness. Sporting activities are expected to be moments when “fight” and “adversary” take on a different meaning. Even when a person fights a “battle” using their maximum physical and psychic capabilities, they must still keep within a set of strictly defined rules.

Sport teaches individuals to control their feelings and strength. In the past, in showing his superiority to the world, the strongest and best athlete would always observe the rules, which to him were the Law. Betraying these rules meant betraying oneself: one did not feel worthy of being considered a “true athlete”. The athlete felt responsible for his own rigorous sporting conscience.

“Competitive sport” has arisen as a concept which encompasses any action that an athlete makes, fairly, in order to reach a particular goal. Obviously, every goal is individual. As a consequence competitive sport can involve the desire to compete only with oneself. In this way, an original concept of performance comes to life: an objective performance (the absolute best) becomes subjective (the best of myself). The ability to give enormous satisfaction and happiness to everyone is an incontrovertible aspect of sport.

The logical consequence is that, for any individual, their subjective performance is defined by achievement of their sporting ambitions or realising a personal record for which they are willing to make many sacrifices. In some cases, the lifestyle of a mere enthusiast is more appropriate than that of a “super champion” to achieving the final goal. Many wealthy and famous athletes are in the headlines for their sporting deeds, and more often that not, for their excesses. This negative example is detrimental to the ethical codes of sport and to sport itself.

Doping is another example of an illegal short-cut to victory. Athletes, coaches and managers enslave themselves to a single value: distinguishing themselves from other athletes regardless of methods or price. The statement that the only objective is money might be incorrect



and partial, since it would not account for the high number of doping cases witnessed among amateurs whose only ambition is to be the best in their context.

The downfall of so many people is to identify life with standing out and making oneself noticeable. This occurs frequently in high-level sport as coaches, referees and, sometimes, even doctors violate the true principles of sport.

If sport is – and it certainly is – an integral part of today's society, believing that it is immune from these social viruses is delusional. Denying this truth would be foolish. Sport cannot be underestimated as a social tool. Sport educators tasks include, among other things, managing the growth and the education of children, teenagers and young people. These tasks become more important during a difficult transition such as the one we are going through now, where classic moral values are in dispute and the young do not have an ethical code to guide and restrain them.

The word “ethics” is Greek in origin and means “behaviour”, “character”, “habit”, and is the philosophical doctrine concerned with making a distinction between good, just or morally legitimate ways of behaviour and bad or morally inappropriate ones. Ethics can also be defined as the search for the criteria that allows individuals to manage their freedom. In other words, it is moral values that determine human behaviour.

The importance of observing the ethical and moral principles of sport is acknowledged by many institutions including the Council of Europe, which has put in place a Code of Sport Ethics. This code is based on the principle that the ethics of fair play are not optional, but are a fundamental part of any phase of sport governance.

Fair play means much more than merely observing the imposed rules. It stands for friendship and respect for others and provides a framework in which to share this attitude. As a socio-cultural activity, sport has the power to enrich society by promoting respect and tolerance among individuals and nations alike. As a matter of fact, it gives the opportunity to get to know and express oneself, achieve a high level of satisfaction and achieve personal goals, acquire technical skills, show one's capabilities, socially interact, enjoy oneself, and maintain a healthy state.

Through all its components, including volunteers, sport governance has to take advantage of all opportunities to teach people to practise sport in a fair manner, so that sport becomes about participation and responsibility.

A particularly significant role is played by sport managers, a role which, especially in popular and amateur disciplines such as bowls, has always been based on the work of volunteers who manage, promote and organise different initiatives and activities with the utmost devotion.

Managers must make all possible efforts to combine passion and enthusiasm with their technical skills, in order to carry out their tasks in the best possible way. They must also facilitate communication among coaches, athletic trainers, doctors, sports masseurs and parents in order to share goals and make an athlete's training, competitive and educational path, easier.

The main goal should be an athlete's well-being. There must be collaboration between managers and coaches/trainers so as to monitor, help, encourage, soothe, and spur both a promising champion and an expert athlete.

It is important that the manager always observes ethical rules and spares no effort in teaching them to all people with whom they have contact.

VLADIMIR RODICHENKO

RUS – Russian Olympic Committee

LE FAIR-PLAY COMME MODÈLE DE BONNE CONDUITE DANS LE SPORT

La notion d'un code d'éthique pour le Mouvement olympique est liée à trois principes de bonne conduite dans le sport : le respect des règles, l'honnêteté et le fair-play.

Le respect des règles est un choix fait par les athlètes dans un sport spécifique. L'honnêteté suppose une obligation morale de la personne conformément à sa conscience. Jouer malhonnêtement est un « corpus delicti » passible d'une sanction infligée conformément au code pénal ou au code civil.

Le fair-play est le résultat d'un choix moral délibéré. L'auteur s'est penché sur les composantes du principe du fair-play, le code sportif du fair-play national et le code du fair-play pour le sport universitaire, approuvés en 2007 par le Congrès de la Fédération Internationale du Sport Universitaire.

The notion of a code of “ethics” for the Olympic Movement is connected to the possibility of creating and institutionalising ethical relations. The experience of biological ethics, for example, shows that ethical regulation of business and journalistic practices, as well as ethical monitoring, is effective in an institutional form. This is especially so when implemented through corporate standards and procedures.

In sport one form of implementation is the Fair Play Movement. The Fair Play principle may be considered as a corporate standard.



Unfortunately, the absence of a conclusive theory of legal and ethical aspects of conduct in sport leads to the existing scepticism about the fair play principle. At times, every negative and positive example of an athlete's conduct in sport is considered to be connected with the fair play principle. But the fair play principle is only one of the different patterns of conduct in sport.

Apart from the fair play principle, two other behavioural principles exist in sport: to play according to the rules and to play honestly.

Contrary to the traditional understanding of fair play as "following the rules", this notion is simply a choice by athletes of a specific sport.

There are usually two sets of rules in a sport: 1) the rules which belong to a specific sport as well as the technical guidelines which govern it, and 2) the rules which determine an athlete's conduct towards the adopted guidelines of competitions as well as an athlete's coexistence with other participants.

In both cases there is a list of possible rules that could be broken by an athlete and the punishments for this. We would suppose that there is a balance in a system where the breaking of rules equals a punishment. So, following the rules is a voluntary social choice by an individual athlete and these obligatory rules include legally unavoidable punishments for violation.

As for the two other areas (playing honestly and fair play), analysis shows that in exceeding their limits an athlete faces moral and ethical imperatives. The moral convictions of a person, not just an athlete, are always being tested.

The typical mistake is using the notion of fair play instead of honest play. The latter relates mostly to abiding by State laws, i.e. it relates to the judicial area. Honest play means the moral obligation of a person in accordance with the individual's own conscience and inherent conviction of what is right or wrong. It also refers to a personal moral responsibility. Dishonest play means not just a violation of the rules, but *corpus delicti*, corruption of referees and players, doping offences, etc. with punishment in accordance with the Criminal Code or the Civil Code.

For example, stories concerning doping abuse by athletes are frequently considered in connection with the fair play principle. However, I stick to another point of view. For me, doping abuse means appropriation of somebody else's property by fraud. This is property which belongs to a real winner. Hence, based on the criminal laws of many countries, doping abuse by an athlete must be considered as a fraud and therefore a criminal offence. Though doping abuse connected to the non-observation of constitutional rules of international sports associations should be transferred to the field of common law, i.e. to the bodies protecting law

and public order such as the police and courts. This must be moved to a field where other criminal acts have been opposed successfully (for the large part) for many thousand years.

As to the fair play principle, its basis also lies in the conscience. But in contrary to an honest play, fair play is the result of a deliberate moral choice that may or may not take place. For example, a moral ban on the possibility of using a judge's mistake or rival's injury may or may not come into force if the appropriate ethical choice is not a moral imperative of a particular athlete.

Taking into account the radical transformation of the social and economic basis of sport over the last decades the necessity has arisen to define, more precisely, the content of the fair play principle. In particular we need to consider how an opponent or an opposing team can act as partners within a unique community, allies in a joint effort to achieve a high-level, morally irreproachable and aesthetically attractive performance.

In line with the above approach the author has worked out the components of the fair play principle for athletes. Athletes must:

- Abstain from any form of violence in relation to an opponent;
- Help an opponent in danger;
- Refrain from using an advantage that is not the result of one's own successful actions;
- Accept with dignity a final decision by relevant sports authorities towards both wins and losses;
- Find an opportunity, within the rules of the sport, to correct in favour of an opponent the consequences of a referee's decision that would be considered wrong by a fair play athlete;
- Find an opportunity to make charitable donations from the income earned from sports activities, in order to help people in need.

The components of the fair play principle have been worked out for other subjects of sport.

The above ideas were the basis for the author's creation of the Fair Play Sport Code recommended by the Executive Board of the Russian Olympic Committee for all Russian sport organizations and the Fair Play Code for University Sport, approved by the 2007 Congress held by the International Federation of University Sport.



JUAN ANTONIO SAMARANCH

Comité International Olympique

PROPOSITION POUR LE 13^È CONGRÈS OLYMPIQUE

Durant les 21 années pendant lesquelles j'ai eu l'honneur de présider le Comité International Olympique (CIO), mon objectif était de maintenir et de renforcer l'unité du Mouvement olympique, d'encourager les Comités Nationaux Olympiques (CNO) à établir d'excellentes relations avec les autorités sportives dans leurs pays et à entretenir des relations étroites et loyales avec les gouvernements afin que ces derniers reconnaissent et respectent leurs CNO.

Le Mouvement olympique doit continuer dans cette voie. Le CIO a deux défis à relever. Le premier est d'accroître la participation des athlètes dans les structures dirigeantes sportives et le deuxième est de trouver des moyens d'augmenter le nombre de femmes dirigeantes dans nos fédérations et CNO.

During the 21 years that I had the honour of being the President of the International Olympic Committee (IOC), my aim was to reinforce and maintain unity in the Olympic Movement, encourage the National Olympic Committees to establish excellent relationships with the sports authorities in their country and sustain close and loyal relationships with governments so that they recognised and respected their National Olympic Committee.

I devoted all my energies to these goals and I always encouraged my collaborators to act in a way which reinforced unity and independence in the Olympic Movement. Therefore, the sports world has become more united and independent and has reinforced the strength which it now enjoys, a strength admired by many.

At the end of the last century, as you all remember, the IOC faced a great deal of media scrutiny during the Salt Lake City crisis. That situation, which awoke angry criticism, eventually turned out to be positive and profitable for the future of the IOC. The process to reform the Olympic Charter started as a result of that situation and led to a modernisation of our structures and the adoption of measures designed to foster transparency and participation. The IOC managed to steer its own modernisation, in order to overcome the structures created in 1894. This is a clear example of a menacing situation being turned into an opportunity for growth and strength.

In 1999, an important reform was undertaken to update the basic structures of the IOC. It was decided that 45 members would represent the National Olympic Committees, the International Federations and the

athletes (who are democratically chosen during elections held at the Olympic Village during the Olympic Games). The IOC ended up with 115 members, 70 of whom were co-opted – as it had been previously done – and the remaining 45 were representatives of the three big constituents of the Olympic family. The IOC was not just a part of the Olympic Movement, but its essence, as it brought together all these different constituents.

The fact that all components coexist within the same organisation makes us stronger and therefore more confident when taking decisions, which are now more solid as they are shared and taken collectively.

This is the fourth time I will have the pleasure of participating in an Olympic Congress, for which I am most honoured. In this 13th Congress, called by the President Jacques Rogge, our goal is to analyse our role in society and design the future of the Olympic Movement.

Following my experiences and my wish to keep on working for the Olympic Movement, I would like to share with you two proposals, which in my view are the IOC's biggest challenges:

1. In the future, the sports world must follow the path established by the IOC, which is to grant athletes more importance. Nowadays many IOC leaders are former Olympic athletes enjoying important positions as sports managers. This tendency must also be applied to the International Federations and the National Olympic Committees. In addition, democratic elections must be encouraged for athletes to achieve these management positions. A minimum of 20% of any International Federation's or National Olympic Committee's Board of Directors should compulsorily be represented by working athletes who have participated in previous Olympic Games or world championships. In addition, these athletes should be elected democratically by athletes at the same competitive level.
2. The presence of athletes was a necessity in the past. Now, there is an urgent need for more female leadership in our Federations and National Olympic Committees. Under my Presidency I had also encouraged female management in the sports world. Now this must happen. It is not a matter of quotas or pre-established shares. Nowadays women represent almost 50% of the athletes participating in the Games. Increasing women's participation in the management organisms, where they should be represented in at least 20% of the positions, must be an obligation. Positions exclusively managed by women should be created.

These two proposals will allow us to achieve our goals and will take us all to an even more splendid future under the leadership of the IOC President, Jacques Rogge.



HABIB SISSOKO

MLI – Comité National Olympique et Sportif du Mali

LA BONNE GOUVERNANCE ET L'ÉTHIQUE

Cette contribution revient sur l'expérience du Comité National Olympique et Sportif du Mali et la mise en œuvre d'une politique axée sur la bonne gouvernance et l'éthique.

Il s'agit de mettre au cœur de l'action du Comité National Olympique (CNO) une meilleure sensibilisation et information de l'opinion nationale, des décideurs et des athlètes sur la contribution du sport à la culture de la citoyenneté, à l'éducation des jeunes; de mettre en place une administration efficace et une gestion financière transparente; de faire de la place à tous les groupes (notamment les femmes et les handicapés); d'accompagner et protéger les athlètes et les fédérations sportives; d'établir et renforcer une saine collaboration avec les organismes gouvernementaux.

Je tiens à signaler mon intérêt vis-à-vis des résolutions du deuxième séminaire sur la bonne gouvernance au sein du Mouvement olympique et sportif, et, au-delà de la manifestation d'intérêt, à rapporter les actions initiées et réalisées par le CNO du Mali.

Ma vision partagée avec le comité exécutif est traduite en plans d'actions et largement diffusée. Il s'agit de mettre au cœur de l'action du CNO une meilleure sensibilisation et information de l'opinion nationale, des décideurs et des athlètes sur la contribution du sport à la culture de la citoyenneté, à l'éducation des jeunes; de mettre en place une administration efficace et une gestion financière transparente; de faire de la place à tous les groupes (notamment les femmes et les handicapés); d'accompagner et protéger les athlètes et les fédérations sportives; d'établir et renforcer une saine collaboration avec les organismes gouvernementaux.

L'adoption de nos statuts par le Comité International Olympique (CIO) conforte le comité exécutif, qui est assisté dans ses missions par 20 commissions de travail. Le comité exécutif se réunit une fois par mois.

L'apport de juristes expérimentés et compétents élus au sein de l'exécutif ou nommés dans les commissions concourt à l'assainissement de l'environnement sportif national. Le CNO est une juridiction d'appel des fédérations sportives qui ont inscrit cette disposition dans leurs statuts (principalement à propos des litiges issus de contrats entre parties). Le nouveau projet de loi relatif à l'organisation et à la promotion des activités physiques et sportives au Mali prévoit de confier au CNO malien un pouvoir de règlement. Au courant de l'année 2008, trois dossiers de dissidence au sein des fédérations ont été traités.

Les membres du comité exécutif, des commissions et de la direction exécutive ont tous été ou sont encore de hauts responsables de l'administration publique, du secteur privé ou des associations sportives. Quatre femmes, dont la 1^{ère} vice-présidente, siègent au comité exécutif.

La gestion financière est marquée par les principes du double audit (interne par les commissaires aux comptes extérieurs et externe par un audit indépendant) et de la double signature (Président et trésorier général pour les transactions bancaires; Président et Secrétaire général pour les engagements). Le CNO veille à ce que les fonds générés par le sport restent des produits des associations sportives.

L'administration s'organise et se modernise autour du Secrétariat général et de la direction exécutive; avec la supervision des activités des commissions par les vice-présidents et l'inscription des travailleurs recrutés au régime de la protection sociale.

Les huit directeurs nationaux de cours, la commission éducation et culture et l'académie nationale olympique constituent une composante pour véhiculer les valeurs olympiques. Une attention est prêtée aux besoins de formation des athlètes et des encadreurs (par exemple, athlétisme, judo, handball, médecine du sport).

Deux «relais Olympafrica» à Banankabougou (banlieue de Bamako) et à Markala (270 km au nord-est de Bamako) sont des centres de socialisation, d'insertion pour jeunes en difficulté et de développement sportif (encadrement des jeunes talents).

Le CNO entretient un véritable partenariat et une franche collaboration avec les organisations gouvernementales. Il émet un avis sur toutes les questions relatives au sport et est invité au conseil de cabinet élargi du Ministère des Sports. Il a initié le 1^{er} projet de loi sur le sport au Mali. Sur la base de son initiative, le gouvernement développe, depuis 2003, une politique de réinsertion des anciens athlètes (formation et utilisation, avec rémunération mensuelle, dans les centres de formation). Le CNO bénéficie d'un siège pour son administration et attend incessamment la promulgation de la reconnaissance d'utilité publique.

Les dispositions sur l'assurance des athlètes et des encadreurs et sur la lutte contre le dopage figurent dans les statuts et règlements des fédérations. Le comité national antidopage rend compte de ses activités au CNO.

Le 23 mars 2007, le CNO a animé une conférence d'information et de sensibilisation sur le fair-play et l'esprit sportif, en partenariat avec l'équipementier sportif malien, Monsieur Malamine Koné, qui réside en France.

Remarque: le journal «Flambeau», organe de communication du Comité National Olympique et Sportif du Mali, paraît depuis 2000.



LES RELATIONS ENTRE LE MOUVEMENT OLYMPIQUE ET SES DIVERSES PARTIES PRENANTES

FRANCO ASCANI

Organisation reconnue
FICTS – Fédération Internationale du Cinéma et Télévision Sportifs

MANIÈRES DE FAVORISER LA CROISSANCE DU MOUVEMENT

Le Mouvement olympique constitue, pour ses valeurs intrinsèques et la force qui émane de lui, le seul mouvement au monde qui doit être en permanence nourri d'idées qui défendent ses valeurs.

Une action constante est indispensable pour soutenir les partenaires actuels et notamment les différentes organisations sportives qui œuvrent à la croissance du Mouvement. Nombre d'entre elles ont la possibilité de développer le Mouvement en ce sens et devraient prendre part davantage à divers projets et programmes. Avant d'augmenter le nombre de ses partenaires, le Comité International Olympique (CIO) devrait développer, approfondir et sélectionner les relations qu'il entretient avec ses partenaires actuels.

The Olympic Movement constitutes, for its intrinsic values and the force that it issues, the only movement in the world that must be constantly fed by ideas that defend these values.

Constant action is needed to strengthen current stakeholders and, in particular, the different sports organisations that work towards the growth of the Movement. Many sports organisations are potentially able to make the Movement grow along these lines and should be more involved in different projects and programmes. Before increasing the number of its stakeholders, the IOC should develop, deepen and select its relationship with existing stakeholders.

A strict rule should be implemented in order to encourage and, at the same time, make it possible to invest new resources in order to upgrade and develop the programmes and plans of organisations that could contribute to realising Olympic Movement targets.

The rights of an Organization recognised by the IOC must also correspond to its duties, also at the level of integrated programming. The IOC must fully use the Organisation and contribute economically to its development provided that its work is in accordance with IOC guidelines. The IOC should also be at the centre of elaborating proposals for development.

The cultural values of the Olympic Movement transform it into a "global movement at humanity's service" and create an inestimable heritage. Television and the cinema can help better acquaint audiences with the Olympic Movement and its moral values by spreading positive images of sport.

From 1983, the Federation Internationale du Cinéma et Télévision Sportifs (FICTS) that is recognised by the IOC and present in 102 countries, has been working in this field with the IOC within the framework of the stated rules.

The Mission of the FICTS can be summarised in 10 points:

1. To pursue the knowledge and the dispersion of sport movies and videos from the Olympic Movement that, in different languages and different productive forms, contribute to the development and increase in the cultural and artistic trends of television and cinema worldwide.
2. To promote the best quality productions of sport images and to encourage producers and National Olympic Committees to spread these images and develop movies and video production as a means of furthering Olympic education.
3. To encourage collaboration among those who work on creative projects in the sporting sector through meetings, conferences, debates, congresses and manifestations on sport cinematography and television. This will also stimulate study, discussion and knowledge of cultural and creative problems in these two mass media.
4. To collect and encourage productions that spread the Olympic Movement faith, bringing to light its ideals and the spirit enhancing Olympism.
5. To collaborate with the International Olympic Committee (IOC) through the realisation of common projects and initiatives. This will help to increase the promotion of Olympic values through the valuation and the diffusion of the images and videos of the Olympic Movement, through FICTS activities such as meetings, conventions, commissions and instruments of information.
6. To involve the management information department of the Olympic Museum and Olympic studies department as well as IOC marketing to better stimulate cooperation between the economic and cultural sectors of the sporting world. This can be done through schools, research, exhibitions and publications for example.
7. To promote collaboration activities with the IOC through mutual communication and through the continuing and official presence



of the FICTS in events organised by the IOC, such as working meetings, conventions, commissions and information instruments.

8. To favour and develop relationships with NOCs and other International Federations, governments and non-governmental organisations and with organisations that aim to promote sport at all levels around the world.
9. To collaborate and cooperate with the IOC Commission for Culture and Olympic Education, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Children's Fund (UNICEF), the International Olympic Academy, the World Olympians Association, the Organising Committees for the Youth Olympic Games (YOCOGs), Organising Committees for the Olympic Games (OCOGs), Educational and Cultural Commissions and/or Programmes, NOCs and NOAs, universities, film schools and institutes, sports, cultural, and educational student and youth organisations, Euro Image, the American Film Institute and other similar organisations.
10. To collaborate with organisations that aim to promote sport on a worldwide basis and to encourage the production of videos for Olympic education.

FERNANDO F. LIMA BELLO

Comité International Olympique

COMPOSITION DU CIO

Il y a eu de grands changements dans la manière dont les sports sont gérés. En 2000, le Comité International Olympique (CIO) a pris les mesures nécessaires afin de réviser la Charte olympique, pour que celle-ci soit dans le droit fil de la dynamique politique et sociale actuelle. Presque dix ans plus tard, il est nécessaire de prendre à nouveau le pouls et de réviser certaines de nos pratiques, notamment celles liées à la composition du CIO.

Je pense qu'il est important de maintenir le nombre total de membres du CIO au niveau actuel, pour des raisons financières et également pour s'assurer que la taille de la Session du CIO reste gérable.

Toutefois, nous devrions réfléchir plus sérieusement aux questions suivantes: 1) les critères d'élection des différentes catégories de membres du CIO, 2) leur mandat et 3) la répartition géographique des membres du CIO élus. Cette contribution traite de ces aspects en détail.

In order to expand his Olympic Ideals to the entire world, Pierre de Coubertin chose IOC Members who were independent and comprehended the values of sport. The success of the Olympic Games has led to the appearance of International Federations (IFs) and National Olympic Committees (NOCs), a far cry from Coubertin's time when there were practically no international sports organisations.

There have been major changes in the way that sports are administered. IFs are in charge of establishing the rules governing their sports as well as ensuring technical compliance during the Olympic Games. The NOCs are responsible for spreading and promoting sport and Olympism in their countries. They also have the responsibility of choosing athletes for the Olympic Games.

Other entities such as the media are responsible for bringing sports to the general public while marketing focuses on raising money that is channelled into the development of sports. There are also organisations that are involved with looking at the basic philosophy, ethics, and capacity of Olympism to promote education, humanism, harmony and peace.

When the IOC was forced to revise its Charter, it sought to include in its membership those persons linked to the main stakeholder groups. But the majority of Members are still not linked to any specific function.

I consider it important to keep the total number of IOC members as is, for financial reasons as well as to keep the size of the Session manageable. However, the structure must be adapted to modern reality, which is the reason of this Olympic Congress.

There are several points to consider when looking at the different election methods of IOC members:

1. The number of members elected as representatives of IFs should be reduced. IOC Members can be represented by Presidents of IFs or members of the Associations of Summer and Winter International Sports Federations. Several individuals have taken up office in their respective IFs after being elected as IOC Members. While this gave their campaign more weight than if they ran for election as independents, it is doubtful if these elections really serve to promote the interests of Olympism.
2. The number of members elected as representatives of NOCs should also be reduced. More than 30 NOC representatives have been elected after becoming IOC Members. There is always the possibility of Presidents (or other executives) from the Association of National Olympic Committees (ANOC) and the Continental Associations, to become ex-officio Members. There are many deserving members from both organisations who should have the advantage of staying an IOC member until the age of 70. This would give them time to



gain a thorough knowledge of the IOC's working methods and to get to know their colleagues better. This would also increase their chance of becoming an executive in the future. Finally, it would mean their term as an IOC member would be independent of their reelection in their respective organisations.

3. The athletes should be our main partners in helping us understand and better meet the needs of young people. It is important to have a good number of athletes (I am not contesting the actual number of 15) who can bring their own experience to the job, with the best ones being reinstated as normal IOC Members when necessary.

Members should not only be elected on the basis of their IF or NOC affiliation but also for their knowledge of fair play, anti-doping practices, culture, education, the arts, media, sponsorship, communications and information technology. A small number of experts on these issues would be indispensable to our work.

These matters deserve closer scrutiny and I have no specific proposals, except to maintain the number of athlete members and to ensure that members do not succumb to commercialism, politics or personal interests. However, to increase the universality of the Movement, I propose having only two members from each country (whatever their origin in the election). This would help rectify the current situation in which many important NOCs do not have an IOC Member representative. It would help for small to medium NOCs to have an IOC member representative who can highlight their specific problems.

MARCO BLATTER

SUI – Swiss Olympic Association

LE CIO ET SA COMMISSION SPORT POUR TOUS

Par le biais de sa commission du sport pour tous, le Comité International Olympique (CIO) fournit des prestations diverses, prestations de services notamment, qui ne correspondent pas prioritairement aux besoins du Mouvement olympique.

Pratiquement dans le monde entier, les activités «Sport pour tous» sont proposées presque exclusivement par des institutions relevant de l'autorité des pouvoirs publics, les autres par le biais d'organisations privées indépendantes.

Cela dit, le CIO devrait avoir à cœur de se pencher sur l'avenir des travaux de cette commission et de trouver des alternatives qui correspondent aux réels besoins des CNO et de leurs membres respectifs.

La notion de «Sport pour tous» ne peut être définie de façon claire et nette ! On en fait généralement l'interprétation suivante : par «Sport pour tous», on entend des activités physiques (mouvement, sport) de faible intensité, auxquelles les gens sont invités à participer par le biais de campagnes et de projets spécifiques. En règle générale, ces campagnes sont initiées par les communautés publiques pour des raisons sociopolitiques et de santé publique, et elles sont diffusées au sein de la population par des organisations privées, ainsi que par un certain nombre de clubs sportifs. Groupe-cible privilégié : les sédentaires, qui constituent approximativement 25% de la population (moyenne spécifique des pays d'Europe de l'Ouest). (Voir aussi sous «Conseil de l'Europe», les textes relatifs au «Sport pour tous» : charte et recommandations)

Les activités du mouvement «Sport pour tous» ont toujours été «extérieures» et elles échappent généralement aux structures sportives classiques. Jamais, dans aucun autre secteur du sport, on a vu autant d'organisations soucieuses de se spécialiser dans ce domaine : Association Internationale Sport pour Tous – Trim & Fitness (TAFISA) au plan mondial ; Confédération internationale des organisations sportives nationales (IANOS) au plan continental ; Union Barcelonaise des Associations Sportives (UBAE) au plan régional ; «Allez Hop» en Suisse, etc. Mais leur reconnaissance par les institutions faitières et par les fédérations spécialisées est très hésitante, ces associations étant généralement considérées comme des entités concurrentes plutôt que complémentaires. Cela dit, fédérations sportives et clubs de sport espèrent, par le biais de projets «Sport pour tous», parvenir à recruter de nouveaux membres...

Vu ce qui précède, il n'est pas étonnant que les activités «Sport pour tous» du CIO trouvent aussi peu de répondeurs auprès des CNO, et moins encore auprès des FI. Quelque deux tiers de l'ensemble des CNO focalisent uniquement leur attention, en ce qui concerne les fédérations sportives «olympiques», sur le plus haut niveau. Quant au sport de masse, il ne remplit qu'une fonction d'alibi, laquelle est prise en charge – si tant est que ce soit le cas – par des «regroupements» nationaux ou par l'État.

Et même dans ces «regroupements», parmi lesquels se trouvent quelques CNO dits «modernes», les fédérations membres se rebiffent à l'idée qu'une partie des finances soit mise au bénéfice de la «santé publique», en d'autres termes du «Sport pour tous».

Cela dit, on observe une orientation analogue dans le cadre des organisations olympiques. C'est à l'investissement financier qui lui est consacré qu'on estime la valeur d'une entreprise ! Dans cet ordre d'idée, les montants extrêmement modestes alloués au «Sport pour tous» par la commission du même nom au sein du CIO ont essentiellement pour fonction de faire reconnaître son existence. Jusqu'à présent, il n'a jamais été question non plus d'une recrudescence des financements alloués à la réalisation de projets «Sport pour tous».



Qu'on me comprenne bien : les considérations qui précèdent n'ont en aucun cas pour objectif de déprécier le travail de la commission du sport pour tous, à laquelle j'ai eu l'honneur d'appartenir pendant dix ans. Avec le temps, les Congrès mondiaux sont devenus, pour les personnes intéressées du monde entier, une sorte de bourse aux informations et aux échanges extrêmement précieuse. Une mise en réseau avec les responsables de manifestations « Sport pour tous » organisées dans l'esprit de la tradition pourrait ouvrir de nouvelles perspectives. À quel prix ? À celui du partage avec une présence publicitaire, aussi modeste soit-elle.

Quant à la présence du CIO au sein de ce « nouveau champ d'activités », elle est et reste à l'ordre du jour. De nouvelles ouvertures se profilent en effet à l'horizon pour remplacer la disparition définitive des traditionnelles activités dont il est question ci-devant : la possibilité d'une consolidation en profondeur des relations internes avec les CNO, rendue possible, par exemple, par l'orientation partielle (toutes les deux années) du travail de la commission sur la sécurisation et sur le renforcement du sport au sein des structures traditionnelles (encouragement du bénévolat, renforcement de la qualité du travail au sein des fédérations et des clubs, intégration des anciens en fin d'activité professionnelle, recherche de nouveaux membres, introduction des technologies modernes au sein des directions et des administrations, etc.).

Cette sorte de « supermarché » de produits mis à la disposition des CNO leur permettrait d'apporter un soutien utile et efficace à leurs fédérations membres. Il y a là un manque à combler sur tous les continents !

Certes, un élargissement des activités devrait obligatoirement avoir pour conséquence une modification du nom de la commission. Avec cet avantage que, sous sa nouvelle appellation, une vaste palette de produits pourrait être proposée à une clientèle élargie. Ce nouveau nom ? « Commission pour le développement du sport », par exemple !

ANDRÈS BOTERO PHILLIPSBOURNE

Comité International Olympique

PROPOSITIONS POUR RENFORCER ET PROMOUVOIR LE MOUVEMENT OLYMPIQUE

1. **Garantir la reconnaissance de la Charte olympique par l'Organisation des Nations Unies (ONU).**
2. **Instaurer une collaboration des Nations Unies avec les Comités Nationaux Olympiques (CNO) et les comités d'organisation des Jeux Olympiques (COJO) afin d'obtenir plus rapidement des visas pour les athlètes et officiels qui se déplacent à travers le monde.**

3. **Intégrer à la Charte olympique tout ce qui a trait aux Jeux Olympiques de la Jeunesse.**

4. **Retirer de la Charte olympique le paragraphe 1.6 de la Règle 29.**

5. **Donner un certain statut ou niveau hiérarchique aux Jeux Mondiaux, organisés sous les auspices du Comité International Olympique (CIO).**

1. **Garantir la reconnaissance de la Charte olympique par l'ONU).**

Étant donné la nature et l'importance du Mouvement olympique comme mouvement mondial, nous estimons que la Charte olympique devrait être reconnue par l'ONU et que le Président du CIO devrait siéger à l'Assemblée générale de l'ONU. Cela garantirait que les États membres de l'ONU accordent de l'importance à leurs CNO.

2. **Instaurer une collaboration des Nations Unies avec les CNO et les COJO afin d'obtenir plus rapidement des visas pour les athlètes et officiels qui se déplacent à travers le monde.**

La situation sociopolitique distincte d'un pays à l'autre rend difficile pour bon nombre d'athlètes l'obtention d'un visa leur permettant de participer aux épreuves de qualification pour les Jeux Olympiques et de se préparer pour les Jeux.

3. **Intégrer à la Charte olympique tout ce qui a trait aux Jeux Olympiques de la Jeunesse.**

La Charte olympique actuellement en vigueur ne contient aucune référence aux Jeux Olympiques de la Jeunesse.

4. **Retirer de la Charte olympique le paragraphe 1.6 de la Règle 29, dont le contenu est le suivant :**

« Les membres d'un CNO, à l'exception des administrateurs sportifs professionnels, n'accepteront aucune sorte de compensation ou de gratification en relation avec leurs services ou l'accomplissement de leurs fonctions. Ils peuvent se faire rembourser leurs frais de transport et de séjour ainsi que toutes les dépenses justifiées liées à l'exercice de leurs fonctions. »

La responsabilité et la taille de notre CNO requièrent la présence permanente de certains membres de l'organe exécutif. Ces membres doivent consacrer tout leur temps à leur mission. Cela n'est pas comparable avec d'autres CNO dont l'organisation et l'ampleur des activités sont différentes.



5. Donner un certain statut ou niveau hiérarchique aux Jeux Mondiaux, organisés sous les auspices du CIO.

Il existe actuellement plus de trente sports qui demandent à intégrer le programme des Jeux Olympiques. Le XXI^e siècle exige une révision et un renouvellement des disciplines traditionnelles. En effet, certains sports ne sont pas inscrits au programme olympique alors qu'ils sont davantage diffusés que d'autres qui y figurent.

En donnant un certain statut aux Jeux Mondiaux, ces derniers permettraient de renouveler et de moderniser les différents sports.

DAVID CABELLO

ESP – Comité Olímpico Español

MODÈLE D'ÉVALUATION DE L'EXCELLENCE DANS LES ORGANISATIONS SPORTIVES

Les ressources financières du sport sont de la plus haute importance pour le développement des organisations sportives et pour l'environnement qui leur est associé. Afin d'accroître et d'optimiser les revenus, divers modèles de gestion existent, dont le but est de parvenir à un très haut niveau d'efficacité dans l'administration et la bonne gouvernance des organisations sportives. Au niveau national, l'activité sportive est d'intérêt général et les administrations publiques devraient la protéger et la promouvoir.

Cette contribution se fonde sur les conclusions tirées par l'auteur dans son mémoire final pour son Master Exécutif en Management des Organisations Sportives (MEMOS). La méthode employée fait appel à la science de la gestion pour enquêter sur les facteurs qui affectent l'efficacité des organisations sportives, et notamment des fédérations sportives.

BACKGROUND

Financial resources for sport are of the utmost importance for the development of sporting organisations and their associated environment. In order to increase and optimise revenues, there are various models of management that aim to achieve the highest level of efficiency in the management and good governance of sporting organisations. At a national level, the sport activity is of general interest and public administrations ought to protect it and promote it.

This contribution is based on the conclusions that the author has established in his final dissertation for the Executive Masters in Sports Organisation Management (MEMOS). The approach uses management

science to investigate the factors that affect the efficiency of sporting organisations, especially the sports federations.

APPROACH

The research has carried out an evaluation of the present model of the Spanish federation structure, using a descriptive methodology based on questionnaires to National Federations and contributing companies, interviews with key stakeholders of public and private sports management and using analyses of technical documents, financial reports and tax regulations.

The implementation of different techniques of multi-variant analysis of dependence, with a regressive and discriminating analysis, has allowed the identification of the effect of the studied variables on the global effectiveness of the management of sports entities and high-level sport results.

The general orientation of the research can be summarised in two questions, which have various specific objectives and hypothesis of investigation:

- Is there a relationship between the financing of the Spanish sport federations and the performance of their athletes?
- Do we have a model of assessment of sporting achievement related to the management of, and excellence in, sport federations? Would it be advisable to look for a new evaluation method?

RESULTS AND CONCLUSIONS

Figure 1 [1] shows the different variables related to the associative, organisational, structural and financial capability of sport federations and their correlation with sport achievement, measured in terms of quality of the medal tally (following the model used for the classification of world sports powers).

The following conclusions can be drawn with regards to the improvement in good management of sport organisations in the Olympic Movement:

- There is a relationship between financing and the achievement of sport results. It is clear that federations with more resources attain better results in absolute terms but, if we take into account the number of events in which each sport can achieve a result, this difference is the other way round.
- It is necessary to raise more investment for federated sports in order to boost the sporting system and guarantee the development of the basic structures of the Olympic Movement.



- From the perspective of autonomy and independence of sports organisations (particularly the federations), it is advisable to maintain control of the public funds invested. It is therefore recommended to carry out financial and management audits, thus allowing the evaluation of the development in each sport.
- We propose a new model of evaluation of sport achievement within sports organisations, especially in sports federations, which will offer objective, reliable and effective indicators of management efficiency.

DESCRIPTION OF THE NEW MODEL

This new model establishes different indicators from the double perspective of achievement and its optimisation:

- Relative Sport Achievement (SA): derived from the quality of the medal tally divided by the number of events in each sport.
- Organisational Achievement (OA): derived from the “number of national competitions organised” + “number of participations in international competitions” + “number of days of sport base”, and standardised to 100 units (divided by 100)
- Achievement of Associated Organisations (AA): derived from “number of licences”/10,000 + “number of clubs”/100 + (“number of local federations” + “local delegations”)/10, and standardised to 100 units.
- Structural Achievement (SA): derived from “number of Spanish Association of Olympic Sports athletes” + “number of high-level athletes” + “number of athletes with a high-level training centre grant” and standardised to 100 units.

From these indicators of achievement we obtain the following indicators of optimisation with respect to Public Funding (PF):

- Sport Optimisation (SpO) = SA/PF
- Organisational Optimisation (OO) = OA/PF
- Optimisation of Associated Organisations (AO) = AA/PF
- Structural Optimisation (StO) = SA/PF
- Economic (public funding) optimisation (ECO.O) = Total funding / PF

And lastly, we have calculated global indicators which, to sum up, put together the activity of achievement and optimisation for each federation:

- Index of general achievement (IGA) as a dimensionless indicator = $[(SpO / SpO \text{ average}) + (OA / OA \text{ average}) + (AA / AA \text{ average}) + (SA / SA \text{ average})] / 4$

- Index of General Optimisation (IGO) as a dimensionless indicator = $(SpO + OO + AO + StO + ECO.O) / 5$

In Figure 2, [2] we identify the significant links in both positive and negative aspects of all the proposed indicators. These links can be applied to any sport organisation.

Note: This contribution was prepared with the support of Victor Sanchez, Spanish Olympic Committee, and Andreu Camps, National Institute of Physical Education of Catalonia.

REFERENCES

- [1] Figure 1 can be accessed at the following address: [http://www.coe.es/web/Noticias.nsf/41a0768211f9517dc1256dc7003b09bc/e75a14d65fd6b9edc1257568005d9f0c/\\$FILE/Figure_1.doc](http://www.coe.es/web/Noticias.nsf/41a0768211f9517dc1256dc7003b09bc/e75a14d65fd6b9edc1257568005d9f0c/$FILE/Figure_1.doc)
- [2] Figure 2 can be accessed at the following address: [http://www.coe.es/web/Noticias.nsf/41a0768211f9517dc1256dc7003b09bc/e75a14d65fd6b9edc1257568005d9f0c/\\$FILE/Figure_2.doc](http://www.coe.es/web/Noticias.nsf/41a0768211f9517dc1256dc7003b09bc/e75a14d65fd6b9edc1257568005d9f0c/$FILE/Figure_2.doc)

JEAN-LOUP CHAPPELET

Organisation reconnue • CIPC - Comité International Pierre de Coubertin

OFFICIALISER LA RELATION DU CIO AVEC LES ÉTATS

Aujourd'hui, le sport doit faire face à de nombreux problèmes (dopage, corruption, violence, etc.) qui ne peuvent être résolus sans l'aide des autorités publiques, car ces dernières sont dotées de pouvoirs contraignants que les organisations sportives n'ont pas. L'Agence Mondiale Antidopage (AMA) est un bon exemple de ce que le Mouvement olympique et les gouvernements peuvent réaliser quand ils travaillent ensemble pour combattre une aberration, qui menace l'idée même de l'Olympisme. Toutefois, le Comité International Olympique (CIO), gardien de l'idéal olympique, ne dispose d'aucun système de collaboration institutionnelle avec les États. Inspirée par le Mouvement international de la Croix-Rouge, cette contribution propose de mettre en place un tel système.

Sport – often likened to a civilised form of warfare – is today placing its top leaders and elite athletes in a moral situation quite similar to that of the generals and soldiers of the nineteenth century, who fought in wars where anything was permitted. Having witnessed the inhuman carnage at the Battle of Solferino, a certain Henri Dunant of Switzerland founded the International Committee of the Red Cross (ICRC) in 1863, aimed at protecting civilian and military victims of armed conflicts. In doing so, he was laying the foundation for international humanitarian law, which aims to “civilise” war. It would seem that today, we should take similar



precautions to ensure that sport remains the “civilising factor” stressed by so many authors on this subject.

The current structure of the International Red Cross and Red Crescent movement (IRCRC) could serve as inspiration for a new legal framework for the Olympic system.

The IRCRC comprises 1) the ICRC, 2) the National Red Cross or Red Crescent Societies, and 3) the International Federations of those societies (IFRCRCS).

An international conference, usually held every four years, unites these three components and the states parties to the Geneva Conventions¹. The conference adopts and modifies the movement’s statutes and proposes new protocols to the Geneva Conventions.

Like the International Olympic Committee (IOC), the ICRC is an association under Swiss law. However, the ICRC has been granted specific, official responsibilities defined in the Geneva Conventions and in their Additional Protocols. The ICRC has headquarters agreements with over 50 States including Switzerland. These agreements state its international legal status on the respective territories and grants privileges and immunities usually awarded to inter-governmental organisations and their officials.

In 2008, there were 187 National Red Cross or Red Crescent Societies recognised by the ICRC. They provide a variety of auxiliary services to the national public authorities in matters of health and protection (both during wars and in times of peace) as well as assistance in the case of disasters. Many of them have public or semi-public statutes and/or receive government subsidies. The IFRCRCS was founded in 1919 with the title of a League. It was an association intended to 1) coordinate international assistance to disaster victims on the part of national societies, and 2) act as a liaison, support and study entity.

The ICRC, the IFRCRCS, and the national societies meet every two years within the framework of the Council of Delegates. The table below compares the organs of the Olympic system with the Red Cross Movement:

OLYMPIC SYSTEM	RED CROSS MOVEMENT
Olympic Charter (Including Fundamental Principles)	Statutes (Including Fundamental Principles)
IOC	ICRC
205 NOCs	186 National RCRC Societies
ANOC	IFRCRCS
IFs	Humanitarian NGOs
Olympic Congress	Council of Delegates
(No equivalent)	RCRC International Conference
(No equivalent)	Geneva Conventions

The ICRC and its movement benefit from a much more solid legal framework than the IOC and the Olympic Movement. Beyond the headquarters agreement – from which the IOC does not yet benefit – the major difference is that the ICRC is internationally recognised by the Geneva Conventions and international public law treaties ratified by nearly 200 States.

Following a proposal made at the 1981 Olympic Congress in Baden-Baden, the IOC entered into discussion with the United Nations with a view to drawing up a Convention that would protect the Olympic Games. The process was halted because of fears that UN member states would demand structural modifications to the Olympic system such as those called for by the Soviet bloc states during the 1950s and 1960s, e.g. the designation of the IOC members by their respective governments on the principle of “one country, one vote”. Finally, the IOC decided to settle for limited recognition via successive resolutions. In 1993, at its 48th Session, the United Nations General Assembly urged its member states to observe the Olympic Truce.

In 1999, the Olympic system formed a partnership with the public authorities to create the World Anti-Doping Agency (WADA). The WADA currently benefits from better international recognition than the IOC thanks to the 2005 United Nations Educational, Scientific and Cultural Organization (UNESCO) Convention against Doping in Sport, which is ratified by more than one hundred States.

A vast, new partnership between the Olympic system and public authorities could be envisaged within the framework of what could be called the “Lausanne Conventions” in homage to the particular role of this Swiss city since Coubertin’s time.



The said Conventions should establish a partnership between States and the Olympic Movement; preserve the good side of sport (e.g. health, education, integration); fight the dark side of sport (e.g. addiction, corruption, violence, gigantism); recognise the Olympic Games as a world cultural heritage and symbol of international cooperation; recognise the IOC as the association in charge.

The Conventions would incorporate the ethics, anti-doping and anti-corruption codes or Conventions that have been established by international organisations such as the Council of Europe, UNESCO or the Organisation for Economic Co-operation and Development (OECD). IFs should also be closely associated with these Conventions.

Like the ICRC, the IOC has maintained a central role in its own system. Its future members should not, however, be citizens of a single country like at the ICRC. Instead, IOC members could come from countries that have hosted the Games and/or have held IF presidencies. Worldwide representation would be ensured through the ANOC.

Olympic Congresses held every eight years would unite delegates from the IOC, the NOCs, IFs and States Parties to the “Lausanne Conventions”. Over time, only those countries having signed the said conventions could be candidates to organise the Games or even to compete at them. Such a wide-ranging reform would better ensure the future of the Olympic Movement than the current structures, which were conceived at the end of the nineteenth century.

1. The Geneva Conventions are four international treaties signed in that Swiss city in 1949 to renew older conventions dating back to the late nineteenth and early twentieth centuries.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

AMÉLIORER LES RELATIONS

Afin d'améliorer les relations qu'il entretient avec ses partenaires, le Mouvement olympique devrait privilégier l'orientation clients, les politiques d'information, la protection de sa réputation, l'établissement de liens de confiance ainsi que le développement des activités sur le plan international. Cette contribution explique comment y parvenir.

Several developments may be considered by the Olympic Movement to make its relationships with stakeholders more effective :

CUSTOMER ORIENTATION

As the world is changing, the Olympic Movement may adapt to these changes by increasing its focus on customers. It may require re-engineering many of its business processes.

INFORMATION POLICY

Nowadays information is a key asset. Therefore, the Olympic Movement must become the major source of information for different client groups. The communication process needs to be dynamic and focused on the key objectives of the Olympic Movement.

REPUTATION AND TRUST

Protecting and enhancing the reputation of Olympic Movement is a key measure for strengthening mutual trust between the Olympic Movement and its stakeholders.

INTERNATIONAL ACTIVITY

There is significant potential in increasing the quality and quantity of international visits of representatives of the Olympic Movement. They may serve as “ambassadors” promoting the key objectives of the Movement among the stakeholders.

ANITA L. DEFRANTZ

Comité International Olympique

MEMBRES DU CIO : TOUJOURS MEMBRES DU « CLUB » ?

Aujourd'hui, nous avons plusieurs sortes de membres du Comité International Olympique (CIO), lesquels ont divers mandats. Il me semble que nous devrions chercher les moyens de continuer à faire participer les anciens membres du CIO aux activités de l'organisation. Ces derniers ne devraient pas être traités comme s'ils n'avaient jamais fait partie de l'organisation car ils ne sont pas restés suffisamment longtemps (10 ans) pour devenir membres honoraires du CIO.

Comme la nature du « Club » a changé, il est également important de comprendre comment nous nous définissons. En faisant participer des représentants des Fédérations Internationales (FI), des Comités Nationaux Olympiques (CNO) et des athlètes à notre système de gouvernance, nous sommes devenus le fondement du sport mondial.



J'espère que nous prendrons le temps de veiller à préserver notre passé tout en définissant notre avenir. Nous devons prendre le temps d'examiner les parties importantes de notre institution, notre histoire, les remarquables succès rencontrés ainsi que les obstacles presque insurmontables pour notre institution.

Each Member of the International Olympic Committee (IOC) has a singular experience of their election to the IOC. I remember being ushered into a cavernous and barely-lit room. I was approached by Bob Helmick, who said, "Congratulations!" Then a very elegant African man said, "Please follow me" and led me to the front of the room. I was preceded by the President of the Korean Olympic Committee, with whom I had been conversing during the two-hour wait. I had met him during the planning for the 1984 Los Angeles Olympic Games.

The President of the Korean Olympic Committee was directed to take the stage, hold the Olympic flag and read the words on a file card. When he had finished, the President of the IOC placed a medal around his neck as the members offered applause.

I was given the same instructions and was required to read the words of an oath I had never seen before that point. I then received a medal and applause from the crowd. As the meeting ended I returned to the floor and was surrounded by well wishers. I distinctly remember several people saying to me, "Welcome to the Club!" The IOC had frequently been derided for being a club of old, rich white men. If that had been the case, it certainly was no longer true since I had become a member.

Then we lined up to go outside to the auditorium for the announcement of the host cities for the 1992 Olympic Summer and Winter Games, which were Barcelona (Spain) and Albertville (France), respectively.

In the years that followed I had many opportunities to learn more about my colleagues' election to the IOC.

I learned that these individuals had contributed their own funds to keep the Games alive. Until 1980, when a cheque for USD 20 million was received from the Los Angeles Olympic Organizing Committee (LAOOC), one needed to be either independently wealthy or well supported in order to pay dues to the organisation and meet the costs of travel to do the work of the IOC. While I learned to appreciate that there were people wealthy enough and who cared enough to keep this organisation alive, the funding from the LAOOC made it possible to democratise the IOC.

Where are we now? Are we still the Club to which I was elected in 1986? When I joined, the length of service was based on an age limit. It was assumed that one would serve until the age limit was reached. This made it possible for members to get to know each other and made risk taking possible when serving the institution; risks that would not

have been possible if their membership had been subject to withdrawal by outside forces.

The Olympic Movement survived two World Wars and the Cold War largely because the members were dedicated to keeping it alive.

Now, we have many types of membership with various terms of service. Members can be Olympians elected by their peers, or Presidents of an International Federation (IF) or National Olympic Committee (NOC). The term for Olympians is set at eight years while Presidents of outside organisations come and go based on whether their organisation is looking for new leadership.

It is, however, important to recognise the Olympians who serve an eight-year term and then leave the organisation, as well as the Presidents of IFs or NOCs who no longer serve because their presidencies have ended. As it takes a minimum of ten years of membership to become an honorary member, none of the athletes can qualify for that distinction. It seems to me that we should find ways to keep those who have served as IOC Members involved in the organisation's work. The athletes have given substantial time in training to become Olympians, other members come and go because a Federation or NOC decides it wants new leadership or the person has reached the age limit. Should they be treated as never having been a part of the organisation because they do not stay for ten years?

As the nature of "The Club" has changed, it is more important to understand how we define ourselves. As we have reached out and involved IFs, NOCs and athlete representatives in our governance we have, in essence, become the foundation of world sport.

There can be no doubt that the world around us has changed, just as we have changed in response to the pressures around us. I believe that we have lost some important pieces of our history without working to define the expectations for the future of our organisation. We do not seem to be interested in or respectful of the importance of the history of our organisation.

My hope is that we take the time to work on preserving our past and defining our future. We must take time to look at the important parts of our institution, our history, the remarkable successes we have experienced as well as the obstacles that were nearly insurmountable for our institution.

It seems that this Congress provides an opportune time to consider these issues. My hope is that we will come to a commonly held principle of our mission and responsibilities as we serve the Olympic Movement. Each of us certainly will have a great deal to offer in this discussion and in formalising an outcome.



HELMUT DIGEL

IAAF – Association Internationale des Fédérations d’Athlétisme

LA LUTTE CONTRE LE DOPAGE

Avec la commercialisation à outrance des Jeux, le problème du dopage constitue probablement la plus grande menace pour l’Olympisme. Nous devons partir du principe que le système de contrôle actuel ne saurait régler le vrai problème.

Les Jeux Olympiques à Beijing ont montré qu’un simple accroissement du nombre de contrôles avant et pendant les Jeux n’était pas suffisant. Pour certains aujourd’hui, l’amélioration des performances est surprenante, ce qui éveille la méfiance du public. Cette méfiance a augmenté, plutôt que baissé, malgré la hausse du nombre de contrôles pendant l’entraînement et la compétition.

Il est important que le Comité International Olympique (CIO) adopte un système qui rendra crédible la lutte contre le dopage. Les organisations membres du CIO doivent coopérer davantage avec les systèmes judiciaires nationaux afin de mettre en œuvre les mesures dissuasives nécessaires pour empêcher la triche par le dopage. Une prévention active, pas seulement basée sur les appels, est nécessaire. Il faut montrer clairement aux athlètes qu’il est possible de concourir équitablement au plus haut niveau. Si nous voulons avoir plus de succès à l’avenir, les systèmes de détection du dopage doivent être renforcés afin que nous puissions appliquer une prévention efficace.

Beside unrestricted commercialisation, the doping problem probably poses the most dangerous threat to Olympism. We must assume that the existing control system cannot address the actual problem.

The Olympic Games in Beijing have proven that a mere increase in controls before and during the Games is not sufficient. For some time now, there has been a surprising increase in performance levels, which has led to public suspicion. These suspicions have increased, rather than decreased, despite the rise in the number of controls during training and competition.

It is important for the IOC to adopt a system that will make the fight against doping, credible. The member organisations of the International Olympic Committee (IOC) must cooperate more with state judicial systems in order to sufficiently implement the necessary deterrents and barriers needed to prevent cheat through doping. Active prevention, not merely based on appeals, is necessary. It must be made clear to athletes that there are ways to compete fairly at the highest level. If

we want to be more successful in the future, the science of doping detection must be intensified in order to be able to deduce results for necessary prevention.

HELMUT DIGEL

IAAF – Association Internationale des Fédérations d’Athlétisme

LE CIO ET LES RELATIONS PUBLIQUES

Les activités de communication du Comité International Olympique (CIO) ont été examinées de très près durant les mois et les semaines qui ont précédé les Jeux Olympiques à Beijing ainsi que durant les Jeux proprement dits. Il a été fait appel à des agences commerciales pour tenter de montrer le CIO sous un jour positif. Malheureusement, il n’y a pratiquement jamais de communication substantielle sur l’Olympisme. Comme l’ont montré le conflit relatif au Tibet et les déclarations du CIO durant les Jeux Olympiques, il n’y a pas de politique de communication active apparente. La solution ne sera certainement pas trouvée en changeant simplement d’agences ou de personnes. Il est essentiel de communiquer avec le monde sur ces problèmes et d’apporter des réponses aux questions du public.

The IOC’s communication practices came under increasing scrutiny in the weeks and months prior to the Olympic Games in Beijing and during the Games themselves.

It was clear that the IOC followed a communication strategy common in politics and the business sector. Commercial agencies were employed in an attempt to present the organisation positively. In the “Olympic Review” and other picture, text and sound-based publications the onus was on creativity and aesthetics in order to present the organisation as modern and up-to-date. More traditional forms of communication such as press conferences, statements and exclusive interviews were also used to this end.

Unfortunately, substantial communication on Olympism hardly ever takes place. The IOC does not have the means to produce a publication of well-founded reflected essays on Olympism or the relevant mechanisms to allow for internal brainstorming and reflection on these matters.

It is not surprising that the IOC struggles to cope when it comes under attack from outside sources. It typically “reacts” instead of “acts”. There is no apparent active communication policy. Under the leadership of the new IOC President the situation has improved but the fundamental structures have remained the same. The Tibet conflict and IOC statements during the Olympic Games underscored this problem.



The solution will certainly not be found in merely changing agencies or people. It is important and essential to communicate with the world on the issues and to provide answers to the public's questions.

GUDRUN DOLL-TEPPER

Organisation reconnue
CIEPSS – Conseil International pour l'Éducation Physique et la Science du Sport

LE RÔLE DU CIO EN FAVEUR DU CHANGEMENT : ORGANISATIONS SPORTIVES POUR HANDICAPÉS

Le Comité International Olympique (CIO) a noué au cours des cinquante dernières années des liens plus étroits avec des organisations sportives pour handicapés. En conséquence, les athlètes qui souffrent d'un handicap aujourd'hui ont beaucoup plus de chances de faire du sport au niveau international que jamais auparavant.

Cette contribution porte sur les relations entre le CIO et les trois plus grands organismes sportifs dirigeants internationaux pour handicapés : le Comité International des Sports des Sourds (CISS), l'International Paralympic Committee (IPC) et Special Olympics Inc. (SOI).

Après des débuts quelque peu tendus, le CIO a établi des relations de travail informelles et a mis en place des contrats et accords formels avec ces organismes dirigeants. Cette contribution étudie le développement de ces relations et donne des recommandations au CIO concernant la structure future du Mouvement olympique et de ses composantes en charge du sport pour handicapés.

The International Olympic Committee (IOC) has developed stronger relationships with disability sport organisations over the past fifty years. As a result, today's athletes with a disability have far greater opportunities to participate in sport at the international level than ever before.

This paper will focus on the relationships between the IOC and the three largest international disability sport governing bodies : the International Federation of Sports for the Deaf (ICSD), the International Paralympic Committee (IPC) and Special Olympics International (SOI).

After somewhat tense beginnings, the IOC has developed informal working relationships and formal agreements and contracts with these governing bodies. The development of these relationships will be

explored and recommendations are offered to the IOC for consideration in the future structure of the Olympic Movement and to its stakeholders involved with disability sport.

RELATIONSHIPS BETWEEN THE IOC AND DISABILITY SPORT ORGANISATIONS

Compared to Olympic sport and the IOC, international disability sport competition (in both Summer and Winter Games) and their respective governing bodies, are relatively young.

The first summer Deaflympics were held in 1924 and at that time their governing body, CISS (or International Committee of Silent Sports), was formed. It is now known as the International Committee of Sports for the Deaf (ICSD). In 1955, the IOC unanimously recognised the CISS as an "International Federation with Olympic standing". The CISS was awarded the Olympic Cup in 1966 for its services to sports and in 1981 IOC President Samaranch attended his first Deaflympic Games.

The first Paralympic Summer Games were held in 1960. After a long period of growth in international organisations, representing different disability groups and sports, an International Coordinating Committee was created which led to the foundation of the International Paralympic Committee (IPC) in 1989. The IPC has established agreements with the IOC in relation to hosting of the Paralympic Games and the current IPC President is an IOC member.

In 1968 the first Special Olympics World Summer Games took place in Chicago, USA. The Special Olympics have a unique relationship with the IOC. After a period of negotiation they were granted permission from the IOC to retain the use of the word "Olympic" in their title.

The tense early relationships between the IOC and disability sport organisations were highlighted during the IOC sessions in the 1990s. This period reflected the status of disability sport and its struggle for inclusion within national sporting structures and International Sports Federations. Even within and between each disability sport movement, there has been conflict and friction over leadership, membership and participation pathways for athletes with disabilities.

While there has been much positive development and progress within and between these movements, the consultation and communication between organisations can mostly be characterised as strained, particularly in the late 1980s and early 1990s. Since then, more open communication has emerged. These three movements continue to grow and the number of athletes and countries increases with each Games, along with media exposure and financial support.



FUTURE DIRECTIONS

It is clear from these historical developments that each governing body should retain leadership, governance and control over their organisations. Radical changes to the structure of these existing organisations would not be a productive step forward. The future focus should be geared towards developing closer internal and external relationships among all stakeholders, maintaining open lines of communication and targeted collective action.

Given the progress and significant achievements that have been made to date, the IOC is in a unique position to capitalise on the current momentum and growth in disability sport and has great power to influence the future directions of governing bodies. During and after the Olympic Congress, consideration should be given to future possibilities in a number of key areas including 1) governance and administration, 2) education and culture, and 3) athlete development.

GOVERNANCE AND ADMINISTRATION

There is a need to :

- Create formal links at the national level between National Olympic Committees (NOCs), disability sport organisations and administrators ;
- Explore further opportunities to develop and extend formal agreements and contracts between disability sport governing bodies ;
- Raise the profile of women in disability sport, in its various facets, within the structures of the IOC Women in Sport Commission, including the IOC Women in Sport Conferences ;
- Foster inclusive practices between International Federations (IFs) and create stronger relationships between disability sport organisations and individual sports ;
- Explore possibilities to develop guiding principles that relate the Olympic values to disability sport given that the disability sector is unique to other sporting movements such as youth, masters, etc.

EDUCATION AND CULTURE

There is a need to :

- Include disability sport events in the Youth Olympic Games ;
- Include education material about each of the disability sport movements in the Olympic Education Programme ;
- Provide internal workshops for IOC and NOC staff to better understand the issues surrounding disability sport in order to break down barriers and open lines of communication at the international and national levels ;

- Develop a research base for disability sport and expand the disability sport-related archives at the Olympic Museum.

ATHLETE DEVELOPMENT

There is a need to :

- Extend Olympic Solidarity: to include athletes with a disability competing at Deaflympics, Paralympics or Special Olympics World Games; to develop administrative capacities; and to provide financial assistance to athletes from developing countries, regardless of their disability ;
- Develop athlete pathways at the elite level that gives them opportunities to participate and succeed in accordance with their ability to meet qualification standards and personal choice for inclusion, acknowledging that this may require changes to rules and by-laws ;
- Provide funding and support at the regional games level to include events for athletes with disabilities, and to develop inclusive pathways for elite athletes with disabilities to progress to international competition ;
- Assist in promoting and building awareness for other disability sport international games such as dwarf games, transplant games, etc.

This is a unique period in history where there is widespread awareness of disability sport and increasing positive attitudes towards disability in many parts of the world. Disability sport governing bodies need to work together and form closer alliances to lobby for the inclusion of disability sport the international sport agenda. While it is recognised that each disability sport movement has its own unique challenges and opportunities for future development, coming together with one voice on issues that affect each movement will strengthen the international awareness and support for athletes with disabilities and their sporting opportunities across the world.

The IOC is a powerful force and the Olympic family extends far and wide in support of Pierre de Coubertin's Olympic values. Following the Olympic Congress in Copenhagen in 2009, there is great potential for the IOC to emerge as a leader of international cooperation and collective action in moving the disability sport agenda forward.

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RENÉ FASEL

Comité International Olympique

ENCOURAGER UN DIALOGUE CONSTRUCTIF AU SEIN DU MOUVEMENT OLYMPIQUE

Il y a toujours un risque de désaccord au sein du Mouvement olympique en raison de la diversité des parties concernées.

La présentation des logos des fédérations nationales sur les maillots des joueurs, par exemple, a entraîné quelques frictions entre des membres du Mouvement olympique. Si les Comités Nationaux Olympiques (CNO) œuvrent pour promouvoir les intérêts de leurs pays au sein du Mouvement olympique, les Fédérations Internationales (FI) essaient pour leur part d'organiser de manière neutre et de commercialiser les diverses disciplines aux Jeux Olympiques. Or, selon la Charte olympique, cette promotion ne saurait être liée aux logos des fédérations.

Les valeurs unificatrices des Jeux Olympiques doivent être reflétées dans la collaboration entre les diverses parties concernées. Un dialogue constructif accompagné d'un respect mutuel est nécessaire pour trouver des solutions durables. Je crois fermement en l'importance de ces valeurs et en leur rôle dans la résolution des conflits à l'intérieur du Mouvement olympique. Espérons que le Congrès olympique de 2009 contribuera à veiller à ce que les FI et les CNO cherchent un compromis en faveur du bien commun et de l'unité sous le symbole des cinq anneaux.

There will always be the potential for disagreements within the Olympic Movement on account of the diversity of stakeholders. The relationship between the International Federations and the National Olympic Committees, in particular, is permanently faced with new challenges.

This is especially evident in the differing interpretations of the rules concerning the display of International Federation logos on player jerseys during the Olympic Summer and Winter Games. This was a topic at the Summer Games in Beijing, and will resurface at the next Winter Games in Vancouver. This question keeps flaring up despite the clear definition of the roles of the various parties involved. The National Olympic Committees are the representatives of the Olympic Movement in their respective countries. They appoint and dispatch a team to the Olympic Summer and Winter Games; support and further the Olympic Ideals in their countries; and implement various projects of the Olympic Movement on a national basis.

The International Federations, on the other hand, are responsible (among other things) for the technical implementation of the various

disciplines at the Olympic Games. Without them, the staging of the Games would not be possible. The International Federations also further the development of their various disciplines and are dependent on the income generated through the commercialisation of these events. Inclusion of their sport in the Olympic Games programme offers many, if not all Olympic disciplines, a platform for the development and popularisation of their sport.

However, according to the Olympic Charter, this promotion cannot be connected to the logos of the Federations.

This point of contention is just one example of the many potential disputes between the various stakeholders of the Olympic Movement. The example serves to illustrate that the potential for friction inside the Olympic Movement should not be underestimated. As we have all gathered by watching the daily evening news, much can be destroyed through conflict.

Sport and the Olympic ideals have always played a prominent role in the positive development of humankind. The Olympic Games unite people from different countries, ethnic groups and different moral values. The Olympic Games, backed by the Olympic Ideals, help to avoid future potential conflict by passing their values and ideals to the people of the world.

These values also need to be reflected in the collaboration between the various stakeholders of the Olympic Movement. A conflict, such as the example mentioned before, can only be resolved if both sides approach each other with the purpose of seeking a constructive, solution-oriented dialogue. Within the Olympic Movement, solutions can be sought only through mutual respect and friendship. In my opinion it is extremely important to remember these values and to ensure they are and remain our maxim when acting in conflict situations within the Olympic Movement.

All of us, IFs and NOCs, should not only seek our own advantage, but should be ready to accept compromises in the interest of the greater common good. That is the only way in which we can truly achieve unity under the symbol of the five rings. I truly hope that the 2009 Olympic Congress will mark another milestone on the difficult road to Olympic unity.



JAN C. FRANSOO

Organisation reconnue
ARISF – Association of the IOC Recognised International Sports Federations

UNIFIER LES STRUCTURES SPORTIVES NATIONALES POUR ACCROÎTRE LEUR IMPACT

Les Comités Nationaux Olympiques (CNO) ont l'immense chance de pouvoir accroître leur influence dans leurs pays en élargissant considérablement leur rôle sportif. Malheureusement, il y a encore un certain nombre de CNO qui se consacrent exclusivement à préparer leur délégation pour les Jeux Olympiques. L'Association des Fédérations Internationales de sport reconnues par le CIO (ARISF) soutient vivement l'esprit d'ouverture des CNO et l'adhésion à ceux-ci des fédérations nationales dont les sports ne figurent pas au programme olympique.

Chapter 3, Article 26 of the Olympic Charter states that:

“In order to develop and promote the Olympic Movement, the IOC may recognise as IFs international non-governmental organisations administering one or several sports at world level and encompassing organisations administering such sports at national level.”

Under this article, the IOC has recognised 66 International Federations (IFs). Of these 66 IFs, 26 have sports that are on the programme of the Olympic Games, and 6 have sports that are on the programme of the Winter Olympic Games. The 34 remaining IFs are the so-called IOC Recognized International Federations whose sports are not included in the programme of the Olympic Games.

This category of IFs and the sports they administer represent a large share of the world's athletes, both elite and recreational. In many countries their participation numbers are larger than the sports listed on the Games programme. For this reason, an increasing number of National Olympic Committees (NOCs) often refer to Chapter 4, Article 29 of the Olympic Charter, which states that, whatever their composition, NOCs must include as members:

“National Federations affiliated to IFs recognised by the IOC, the sports of which are not included in the programme of the Olympic Games.”

Examples include the NOCs of countries such as Belgium, Spain, Germany, China, New Zealand, South Africa, and Colombia. While it is estimated that about 75% have actually implemented Article 29 of the Olympic Charter in their statutes, the number is far smaller. At the Association of Recognized IOC International Sports Federations (ARISF) we argue that this hurts the Olympic Movement as a whole.

The IOC can claim to be the custodian of sport because it has embraced sports not included in the Olympic programme. Therefore, the IOC had a moral right to speak on behalf of the entire sports movement during its discussions with the European Commission on the special status of sport in European legislation. The German Olympic Sports Confederation can also do the same in its dealings with the German Ministry of the Interior that funds sport. However, in countries where only Olympic programme sports are represented, the NOCs do not have the factual or moral right to represent the entire sports movement. It is in the interest of the world of sport that the unity of sport is also maintained at a national level.

It is important for an NOC to reach out to the youth in its country and to encourage them to participate in sports. Young people, however, want a more varied “menu” of sports than just those disciplines that are included in the Olympic Games programme. Therefore, to truly reach out to them, and get them involved in sports, the complete menu of all recognised sports need to be offered.

NOCs that refrain from welcoming recognised sports often argue that they would like to remain in control of the country's delegation to the Olympic Games. On this issue, the Olympic Charter helps to protect the interests of the Olympic programme sports. The National Federations whose sports are included in the Olympic programme have the exclusive right to vote on matters pertaining to the Olympic Games. However, this argument should never be used to defer non-programme sports Federations from seeking membership in the NOC.

Interestingly, most of the continental associations of NOCs are far more liberal and visionary in this respect than some of their members. All of the continental games, such as the Pan American Games and the Asian Games, include sports and disciplines that are very popular on that specific continent, and some sports that are in the programme of the Olympic Games are not part of the regional games. At the ARISF, we strongly support these policies of inclusion and diversification, as this is a clear signal that the world of sport is much broader than the 26 Summer sports and 6 Winter sports on the Olympic programmes. The world of sport includes hundreds of millions of athletes that work to achieve their best in their favourite sport. We need to make sure that they are all better integrated into the Olympic Movement and at national levels.



GALO GARCIA

ECU – Comité Olímpico Ecuatoriano

CHAPITRE 4, ARTICLE 30 DE LA CHARTE OLYMPIQUE

Il est important que le chapitre 4, article 30 de la Charte olympique comprenne la phrase suivante :

« Les fédérations nationales de sport doivent être sujettes aux mêmes statuts et règles que leurs Comités Nationaux Olympiques (CNO) respectifs et que l'Assemblée générale dont elles font partie. »

It is important that Chapter 4, Article 30 of the Olympic Charter includes the following :

“National Sports Federations must be subject to the statutes and rules of their respective National Olympic Committees (NOCs), whose General Assembly they are part of.”

PETR HRUBEC

CZE – Czech Olympic Committee

ÉLECTION DES MEMBRES DU CIO : UN CHANGEMENT EST-IL NÉCESSAIRE ?

Après 1989, un grand nombre de nouvelles démocraties ont vu le jour avec l'effondrement de l'Union soviétique et la chute des régimes totalitaires. L'Organisation de coopération et de développement économiques (OECD), l'Organisation du Traité de l'Atlantique Nord (OTAN) et l'Union européenne (UE) se sont progressivement élargies pour inclure ces États. Toutes ces organisations internationales ont pris des mesures pour refléter ces changements. Le Comité International Olympique (CIO), par contre, garde toujours son image conservatrice et reste indifférent à cette évolution.

Actuellement, des membres du CIO sont cooptés, c'est-à-dire qu'ils sont sélectionnés par d'autres membres, ce qui ne se traduit pas par une répartition géographique équitable. En effet, un grand nombre de membres du CIO viennent de Suisse. Cela n'est plus tolérable et nous pensons qu'il est temps de changer cela.

We request that the International Olympic Committee change the process through which it elects its members.

After 1989, a large number of new democracies came into being with the collapse of the Soviet Union and the fall of totalitarian regimes. The Organisation for Economic Co-operation and Development (OECD), North Atlantic Treaty Organization (NATO) and the European Union (EU) have been gradually expanding to include these States. All these international organisations have taken steps to reflect the aforementioned social changes. The IOC, however, still retains its conservative makeup and remains indifferent to these developments.

We find more representatives from the African and Asian continents among the members of the IOC than we do from the new democracies of Europe. Apart from a few individuals (such as the election of the javelin thrower Jan Železný to the Athletes' Commission) no representatives of these new National Olympic Committees have become members of the IOC. At the same time, these new democracies represent a significant part of Europe, accounting for 100 million people with a long and rich sporting tradition and excellent results in top sporting competitions.

Currently, IOC members are co-opted, which means they are selected by other members and as such, there is no geographical distribution in the current composition. The largest number of IOC members comes from Switzerland. Even though this country is where the IOC and several International Sports Federations have their headquarters, it cannot compare in sporting terms with the post-1989 democracies in both Winter and Summer Olympic sporting disciplines.

This current IOC member election process is no longer sustainable and we believe it is time for change.

Note: This proposal was approved by the executive committee of the Czech Olympic Committee on 10 December 2008.

RUBÉN IANNICELLI

ARG – Comité Olímpico Argentino

LA STRUCTURE DU MOUVEMENT OLYMPIQUE

Le Comité International Olympique (CIO) a été créé le 23 juin 1894 à la Sorbonne. Les membres fondateurs et pionniers du Mouvement olympique étaient triés sur le volet. Ils représentaient la Grèce, la France, la Fédération de Russie, la Hongrie, la Suède, la Nouvelle-Zélande, les États-Unis, l'Argentine, l'Italie et la Grande-Bretagne.

La proposition contenue dans cette contribution est que chacun de ces pays fondateurs du CIO obtienne une certaine forme de reconnaissance en devenant membre permanent du CIO.



The International Olympic Committee (IOC) was founded at the Sorbonne University on the 23 June 1894. The very select group of founder members and pioneers of the Olympic Movement were representatives of Greece, France, Russia, Hungary, Sweden, New Zealand, the United States of America, Argentina, Italy and England.

The Committee and Members, in attendance, were as follows:

President: Demetrios Vikelas, who was the Vice-president of the Greek Studies Promotion Society and member of the Gym Panhellenic Society.

Secretary General: Baron Pierre de Coubertin, Secretary General of the Union of French Societies of Athletic Sports.

Treasurer: M. Callot, former President of the Gym Societies Union of France.

Members:

- General Boutowsky, attached to the Board of Russian Military Schools
- Dr. Jiri Guth-Jarkowsky, professor at the Klatovy-Bohemia lyseum
- Colonel Víctor Balk, first Professor of the Central Gym Institute of Stockholm
- Leonard A. Cuff, Secretary of the New Zealand Athletic Amateur Association
- W.M. Sloane, Professor at Princeton University (USA)
- Dr. José Zubiaur, Dean of the National School of Concepción del Uruguay (Argentina)
- Count Lucchesi-Palli, Italian vice consul in Paris
- C. Herbert, Secretary of the Amateur Athletic Association of England
- Lord Amphill (England)
- Fracz Kemeny, Director of the Real d'Eger School (Hungary)
- Count Max de Bousies (Belgium)

The proposal is that each IOC founding country should be recognised by having a permanent member at the IOC.

JON LONG

FI reconnue • ICC – International Cricket Council

TROUVER LE JUSTE ÉQUILIBRE ENTRE LES SPORTS AU PROGRAMME ET LES AUTRES

Il y a un écart important entre les sports qui figurent au programme des Jeux Olympiques et ceux qui n'y figurent pas.

Ceux qui sont inscrits au programme sont présentés dans le monde entier durant les Jeux Olympiques et les Fédérations Internationales (FI) concernées reçoivent une part des revenus de l'événement. Cet écart est rationnel et mérité.

Par ailleurs, bon nombre de gouvernements nationaux basent leur politique sportive sur les sports qui figurent au programme des Jeux Olympiques, au détriment de ceux qui n'y figurent pas. Le Mouvement olympique ne devrait-il pas faire plus pour créer un meilleur équilibre, en particulier en termes de financement, au niveau national ?

There is a significant divide between the sports that are on the programme of the Olympic Games and those that are not.

To begin with, those sports that are on the programme are showcased around the world during the Olympic Games. These sports generate significant revenues and receive a portion of the proceeds from this event. This gap is rational and merited.

However, many national governments base their policies around sports that are on the Olympic Games programme to the detriment of those that are not. Some national governments and National Olympic Committees (NOCs) are focusing increasingly on boosting their Olympic medal count by targeting a significant portion of their sports funding on a small group of athletes in specific sports or disciplines in which they believe they have opportunities for Olympic medal success.

With populous and prosperous nations demonstrating that moulding athletes for success in specific – often individual – Olympic sports can lead to more medals, there is a risk that other nations will follow. This would discourage widespread youth participation. This prompts the question, “Is the Olympic Movement’s priority to have more people playing sport generally or more people playing specific sports?”

Surely it has to be the former? If it is the latter, it must be pointed out that while numbers taking part may go up, the overall growth of the sport may not be as strong. As long as there is a good range of skill, strength and endurance sports for all types of young people to try and enjoy, then the focus should arguably be on Games that are accessible to all and that promote widespread participation. In developing countries, for example, there is less to be gained from introducing sports with expensive technical equipment but more from enhancing athletics, soccer and cricket programmes.

It could help boost overall participation levels of young people, if the Olympic Movement could encourage national governments to take more local-minded decisions on school sport programmes and domestic sports funding. In this way the focus will be on inclusive sports



that have high participation and strong values rather than on Olympic programme sports.

It would also be helpful if the Olympic Movement could encourage governments to take into consideration the investment made by International Federations in their country when making policy decisions. There are times when major investments from International Federations are not matched or supported by national governments or NOCs. Matching contributions would deliver greater dividends to young athletes and the world of sport more generally.

RAPHAËL MARTINETTI

FILA – Fédération Internationale des Luttes Associées

CIO ET FI

Le résumé de cette contribution étant identique au texte principal, seul ce dernier a été publié.

Relations entre le Comité International Olympique (CIO) et les Fédérations Internationales (FI) : il serait souhaitable de modifier les statuts du CIO pour que les présidents des FI puissent devenir membres du CIO.

MASATO MIZUNO

JPN – Japanese Olympic Committee

LA MEILLEURE FAÇON DE COMPENSER LES ÉMISSIONS DE CARBONE DANS LE SPORT

Le concept de « compensation des émissions de carbone » a fait son apparition récemment. En vertu de celui-ci, toutes les activités qui émettent du CO₂, dont le sport, doivent compenser ces émissions par des initiatives plus écologiques telles que la plantation d'arbres ou par le versement d'une somme d'argent appelée « crédit ».

Le monde sportif pense que les valeurs olympiques et les valeurs du sport ont un pouvoir sans égal pour influencer les gens et promouvoir des sociétés durables, avec des exemples d'olympiens et d'athlètes de haut niveau qui défendent un style de vie sain et non polluant. Si ce pouvoir important du sport est reconnu comme il se doit, nous pensons que les gens peuvent facilement conclure que les activités sportives proprement dites compensent largement les émissions de CO₂ qu'elles génèrent.

Our Mother Earth formed 4.6 billion years ago. We human beings developed civilisations since our appearance on Earth some 3 million years ago, and it took us most of time in our history to establish democratic and liberal societies where all people can enjoy sports. Even when Baron Pierre de Coubertin started the Olympic Movement, only privileged people could participate in sports activities. During the latter half of the 20th century, civilizations developed so fast, with high technologies, consuming enormous amount of fossil fuel such as coal and petroleum along the way, that the Earth has been polluted badly enough to cause serious climate changes.

The International Olympic Committee (IOC) has declared the environment one of the three main pillars of the Olympic Movement, together with sport and culture, and clearly constituted a provision of environment in the Olympic Charter. The IOC Sport and Environment Commission was established in 1995, based on the resolution made by the Olympic Congress in Paris in 1994. Ever since, the commission has been striving very hard to conserve the environment through the activities of awareness and implementation in the sports world, from the Olympic Games to grass roots activities.

The Sport and Environment Commission of the Japanese Olympic Committee has been playing an active role in environmental conservation in the field of sports in Japan, through the awareness and implementation program since its foundation in 2001. Hosting the Japanese Olympic Committee (JOC) Sport and Environment Conference and domestic regional seminars annually, the commission has been making maximum efforts in conjunction with all the stakeholders in society.

As the fourth report of the International Panel of Climate Change clearly stated, most of the recent drastic and inconvenient climate changes have been mainly attributed to the global warming phenomena, caused by the excessive emission of so-called greenhouse gases, such as CO₂. Global warming damages the entire environment and destroys the global ecosystem, by ways of generating huge hurricanes and typhoons with record-high levels of rainfall, melting glaciers both in the Arctic and the Antarctic areas, causing many kinds of epidemic diseases, and many other natural disasters. Needless to say, athletes cannot perform well under such circumstances either.

Recently, human societies have collectively aimed to establish a zero-carbon or carbon-neutral society by reducing emissions of carbon dioxide and by making more active efforts of planting trees, which exhale oxygen and inhale carbon dioxide gas, as to totally reduce the existing amount of CO₂.

President Jacques Rogge of the IOC sent the letter to all the National Olympic Committees, calling for the active promotion of planting trees, in concert with the United Nations Education Program (UNEP)'s "A billion



tree campaign". The JOC responded immediately in agreement, and has strongly promoted the movement. In order to realise the best possible effect of CO₂ reduction, the tree planting movement has been diligently promoted by the JOC in all of our related fields ever since.

Neglecting these efforts of our own, however, there have been requests from certain organizations for some amount of money called "credit", claiming it is a way to achieve carbon offset effects. With all due respect, some organisations are now requesting our payment of credits to offset carbon emissions from sports activities, and trying to send national delegations to international sport events such as the Olympic Games.

As the OGGI (Olympic Games Global Impact) evaluation report shows, the significance of the Olympic Games and sports activities to the global community is enormous. Top level competitive performance in the Olympic Games, mega sporting events and grassroots activities spread and promote the aspiration for sporting and healthy lifestyles among ordinary people, enlighten grown-ups and children alike, with the sporting values such as fair play, fighting spirit and friendship, and thus enrich the human life altogether.

The IOC is currently also trying to organize the Youth Olympic Games for promoting sports among younger generations, who play an important role in creating healthy societies in the future. While sports have so much value to offer, we should also be aware that it takes significant financial resources to develop and promote it globally. With that fact constantly in mind, we have kept the cost of sporting activities under strict control, and insist we shouldn't allow it to be inflated for rather indirect and distant effects.

We believe that the sporting world has a special duty to conserve the environment, but not through paying the credit to offset carbon emissions. We strongly believe we have better and much more effective ways of doing so, such as promoting sporting and ecological lifestyles in society, by using the influential power of Olympians and top athletes vis a vis mature and younger generations alike. Top athletes, for instance, could attract the attention of the vast general public and call for the promotion of reducing, reusing, and recycling resources and saving energy and separating waste by categories. They could also carry out tree planting promotion, asking millions of people to follow suit, and do a lot more, and ultimately make great contribution to the realization of a carbon-free, and environmentally-friendly world.

As a summary, the IOC and the Sport and Environment Commission will continue to strive hard for the noble cause of sustainable development in the sports world, in spite of its already quite heavy and complicated burdens.

BONNIE MUGABE

Média • The New Times

L'IMPORTANCE DE FORGER DES PARTENARIATS FRUCTUEUX

Nombreuses sont les organisations sportives qui hésitent à travailler avec leurs partenaires, ce qui ne fait qu'encourager l'ignorance au lieu de promouvoir de bonnes relations pour faire avancer l'économie du sport.

Il n'est pas surprenant que bon nombre d'organisations sportives demandent une aide gouvernementale alors qu'elles ignorent les partenariats qui pourraient être formés avec les médias et des partenaires commerciaux qui jouent un rôle important dans la promotion du sport dans le monde.

Bien que les relations entre les organisations sportives et divers partenaires fonctionnent efficacement au niveau international, le Rwanda et l'Afrique en général sont souvent « hors jeu » car de nombreuses organisations préfèrent travailler toutes seules. Par ailleurs, dans des pays comme le Rwanda, le sport n'est pas du tout reconnu. Les organisations sportives au Rwanda et dans d'autres pays d'Afrique hésitent souvent à engager des relations contractuelles avec d'autres partenaires.

Are relations between the Olympic Movement and its various stakeholders working effectively to deliver the objectives of the Olympic Movement? In reply to this question, I would have to say, no.

Relations between the Olympic Movement and its various stakeholders do not work because the latter are often ignored. The relationship does not proceed in a way that improves or upholds Olympic values.

Many sporting organisations are hesitant to work with their various stakeholders, which only serves to advance ignorance instead of promoting good relations to advance the business of sport. It is not surprising that many sporting organisations have resorted to seeking assistance from the government, while ignoring the potential partnerships that could be formed with media and commercial partners who have played a big role in the promotion of sports around the globe.

Although relations between sporting organisations and various stakeholders have worked successfully at the broader international level, Rwanda and Africa as a whole are often "out of the game" because many organisations prefer to work alone. Moreover, in countries like Rwanda, sports are not given any credit at all. Sport organisations in Rwanda and other parts of Africa are often hesitant to enter into contractual relationships with other stakeholders.



DENIS OSWALD

Organisation reconnue
ASOIF – Association des Fédérations Internationales des sports olympiques d'été

STRUCTURE DU COMITÉ INTERNATIONAL OLYMPIQUE

La structure, la composition et les activités du Comité International Olympique (CIO) sont atypiques. Si le statu quo est le résultat de nombreux changements, introduits par les réformes du CIO en 2000, il est toutefois nécessaire de réexaminer si ceux-ci sont toujours appropriés aujourd'hui. Cette contribution propose une nouvelle structure et une nouvelle composition pour le CIO, ses membres et sa commission exécutive, qui soient plus représentatives de toutes les parties constitutives de la famille olympique.

The structure of the International Olympic Committee (IOC) is atypical and differs from traditional pyramidal structures that can be found in sport and other fields of activity. In the case of sport, the base of the pyramid comprises members of clubs. These clubs are affiliated with a National Federation, which in turn coalesces with other National Federations to form an International Federation (IF). The IF is the apex of the entire structure.

None of this applies to the IOC, as its members are not athletes, International Federations or National Olympic Committees (NOCs), but a group of individuals. The NOCs and IFs have no real institutional link with the IOC and are simply “recognised” by the IOC. If there are sufficient grounds for doing so, this recognition can be revoked. Consequently, NOCs and IFs do not participate directly in decision making within the IOC, despite the fact that some of its members come from NOCs and IFs.

There is a historical reason for this structure. World sport was not organised in the way it is today, when Coubertin created the IOC in 1894. The first International Federation, the International Rowing Federation (FISA), was established in 1892. But even on a national level there was no body governing sport in the different countries. In his newly established organisation, Coubertin included like-minded people who had supported him in his enterprise.

The National Federations, NOCs and IFs were established later. All of them became essential partners for the IOC, which then established the system of recognition described above.

There is no reason why one should not question whether the structure, which was implemented progressively, is still appropriate in this day and age. We should also question whether the changes initiated by the IOC's Reforms in 2000, which involved granting 15 member seats to NOC, IF and athlete representatives, should be continued.

We believe that the most appropriate course of action, to try to resolve this issue, is to ask what form we would ideally give the IOC if it did not currently exist and had to be created. Reinventing the IOC is obviously a laborious task. It will also be difficult to break totally free from existing structures but, nevertheless, we will do our best.

All good structures should be based on democratic principles of governance. This means that the “users” should run the organisation and constitute its supreme authority. In this case, the users are, first and foremost, the athletes, as they are the *raison d'être* of the sport movement. They are members of the clubs and National Federations (NF) that are attached to IFs and NOCs. These various bodies are complementary and each plays a role in the operation of the system. The NFs prepare athletes for major competitions and the IFs ensure the organisation and technical management of such competitions. The NOCs supervise sporting activities in their countries and are responsible for national representation at the Olympic Games. Finally, the IOC is the guardian of the temple of Olympic brands and values, and coordinates the preparation and progress of the Olympic Games.

It is clear that there is justification for the existence of the four groups that are currently represented (the IOC, IFs, NOCs and athletes) but we believe they should be organised in a structure that differs slightly to the one that currently exists.

As pointed out previously, the IFs and NOCs are not IOC members, but are simply recognised by the IOC. They do not participate in the decision-making processes that affect them directly, for example, in the choice of host cities. This is an anomaly that needs to be corrected. These bodies, whose representatives are involved daily in sport and its issues, should be the veritable driving force behind the IOC as without them there would be no Olympic Games.

The individual IOC members, as we know, have proved their usefulness, through their strong ties with sport, politics and economics. Often, they offer a broader perspective on the issues at hand. They are, to some extent, the “wise men”, whose contribution is undoubtedly beneficial, despite the fact that they are less involved in the specific day-to-day issues faced by sport. They provide significant balance and ensure the IOC's independence, which is one of its strengths. Nevertheless, in order to enable the people who play a part in Olympic life to participate in decision making without resulting in an overcrowded Session, the number of IOC members should probably be reduced.

We believe that if the IOC was to “reinvent” itself today, it should constitute a sort of world sport parliament, and its members should represent those who run sport. This parliament should have :



- 140 members, made up of the 35 presidents of the International Federations, who serve for the duration of their mandates ;
- 35 NOC representatives elected for four years by the continental organisations, according to an as-yet undefined distribution format, which could be weighted in accordance to the relative importance of each continent ;
- 35 individual members, who would be co-opted in the same way as some current IOC members ;
- 35 athletes elected by their peers (with an extension of the eligibility period compared to the current situation).

To ensure the operation of the institution, there should be a management team in the form of an Executive Board, which should reflect the composition of the Session and for which each group would nominate four representatives for a four-year period in office. The President would be elected by the Session. There should also be Commissions to assist the Executive Board and the Session (or sport parliament) in their decision making.

The rest of the IOC would remain the same, that is, independent of the IFs and NOCs, which would also remain totally autonomous and continue to carry out their own activities.

This new structure, which would continue the IOC 2000 Reform, should, of course, be backed up with transitory measures to ensure progressive implementation and to safeguard acquired rights. This reformed and more representative IOC could then truly constitute the “governing body of world sport”.

DIMITRIS PANAGIOTOPOULOS

GRE – Comité Olympique Hellénique

LEX SPORTIVA ET LEX OLYMPICA

Il existe souvent une rivalité entre la loi du sport au niveau international et la loi nationale, notamment pour tout ce qui concerne :

1. l'égalité des sexes ;
2. l'égalité de traitement des athlètes selon la loi du pays et non selon les règles du sport ;
3. les violations des lois du sport en ce qui concerne l'utilisation des substances interdites (le dopage, par exemple).

Quelles lois faut-il appliquer dans ces cas précis ? L'auteur sou-ève plusieurs questions autour du problème du conflit des lois, questions qui méritent réponse.

THEORY OF SPORTS ORGANISATION

In a spontaneous and autonomous manner the International Olympic Committee (IOC) founded an international legal system of sports, which it imposed upon the international sports community. This law has subjective characteristics and is set without the prior consent of the participating States or organised sports interests whether public or private. This critique emerges again in the discussions on the institution of an international truce during the Olympic Games. Who could impose the Olympic Truce since the State does not exist for the IOC ?

The State cannot be bound by the stipulations and conditions of an agreement to which it is not a party. The only hope for the viability of the Olympic Truce is the good will of the States. The institutionalisation of an Olympic Truce could be viable only if States participated in the international organisation, which is not the case with the International Foundation for the Olympic Truce since its constitutive members are the IOC and private persons.

LEX MERCATORIA AND LEX SPORTIVA

Lex Mercatoria is the spontaneous creation of a specific set of rules of customary law and general principles, which constitute an autonomous legal system and regulate, in a substantial manner, the international relations of commerce without reference to a specific national legal system.

It is obvious that a vast network of international sports relations exists. The athletes themselves and the organised interests of international sports, both at an international and national level, form or influence the formation of legal rules of sports, which ultimately regulate sports activities.

Lex Sportiva is being created in very much the same way as the main body of international law, especially Lex Mercatoria, was created. A set of rules is being formed, which slowly builds up into a system of rules. These rules are imposed on the authorities, who proceed to legislate these rules into the existing international relations framework, but often at a slower pace.

The existence of Lex Sportiva in the international sports domain is already obvious. At the international level, various sport organisations, both national and international, participate in various sports events. The international presence of the private sector is obvious and decisive in rule formation. They adhere to existing international sports rules, accepted by all, and cooperate in the creation of new ones. The participants



accept these rules, while the parties that do not participate in these international sports activities abstain and do not violate these rules.

Lex Sportiva, in the way it functions now, (that is without an institutionalised framework for producing international sports law) creates confusion between different areas of law.

The legislation of international sports laws is not defined solely by the presence of individuals and private interests in sports life. Issues regarding the health of athletes, financial activities in sports, the security of public order and the protection of personality and the right of participation in sports can only be set by the state.

This questions a) the content of Lex Sportiva, b) how it is defined, and c) the authority by which they present themselves.

OLYMPIC RECOGNITION

Of pivotal importance to the sports legal system is the Olympic Charter. Although it has been drafted in view of the Olympic Games, it indirectly influences the life of international sports, in particular that of the National Olympic Committees (NOCs) and International Federations (IFs).

The recognition of an IF by the IOC sets in motion the law laid down in the rules of the Olympic Charter. Parties that are interested in participating in the Olympic Games are obliged to accept the rules contained in the Charter. Official recognition is granted under conditions formulated by the IOC in line with the Olympic Charter. It has legitimising and transfer-of-cause effects.

According to the Charter, NOCs represent the people of each country at the IOC. The athletes of each country are able to participate in the Olympic Games only through their NOC. The NOCs are also the embassies of the IOC in their respective countries.

IFs enjoy a similar status when the sport they represent has been recognised as an Olympic sport. This particular legal situation has led to the recognition of the IOC as the supreme authority, internationally recognised and accepted, as are IFs, adhering to the law of their country of residence.

The laws that apply in the world of international sports often do not derive from the national legal orders or from international or supranational organisations. They often stem from non-national organisations, which are nevertheless connected to a specific national law system. The rules of the IOC and those of IFs supersede the rules of national law in matters of a purely sports nature and in matters relating to the Olympic Games.

In this context a sui generis sports legal order is being formed to which the National Sports Federations adhere. These international sports rules are imposed on the nation states once they participate through their National Federations in the Olympic Games or they are incorporated into the national sports law of those countries and apply directly, thereby superseding national rules. So we witness the existence of a legal order, which creates common rules and principles in the domestic legal systems. These rules and principles apply indiscriminately to all participants in international sports activities, regardless of the country the athletic event takes place in.

Tensions between international sport law and domestic law appear especially in cases concerning:

1. Equality of the sexes;
2. Equal treatment of athletes according to the law of the country and not according to the law of sports rules. Under the latter, for example, athletes abstain from any form of political activity or more specifically, abstain from representing (in the time before and during the Games) any State, nation or territory;
3. Violations of sports laws concerning the use of forbidden substances (i.e. doping). In this case the athlete is excluded from the Games and punished according to the anti-doping code and also according to the national sports law or criminal law.

Which law is to apply when these cases appear in the country where the Games are taking place: international sports law or national law?

This is especially pertinent as in many countries, doping does not only constitute a sports law violation but is also a criminal offence, punishable with imprisonment. In such a case, which law is applicable? What happens if an athlete of a nationality other than the country, which hosts the Olympic Games, is caught using forbidden substances? Will he be judged according to the laws of the host country and punished if found guilty? Or, will he be subject only to the anti-doping code and the regulations of the Olympic Charter?

These are a few of the questions surrounding the issue of conflict of laws that need to be addressed.



YIANNIS PAPADOYIANNAKIS

GRE – Comité Olympique Hellénique

SE PRÉMUNIR CONTRE LA COMMERCIALISATION DU SPORT

L'indépendance financière du Mouvement olympique lui permet 1) d'être indépendant de toute forme d'autorité politique, 2) de lancer des initiatives pédagogiques, culturelles, environnementales et autres, et 3) de créer des institutions utiles comme les académies nationales olympiques et les musées olympiques.

Cela étant, cette indépendance financière a un prix car elle a abouti à une commercialisation extrême et à une utilisation abusive des substances interdites.

Il est inquiétant de constater que le Mouvement olympique s'oriente vers un «sport commercialisé», qui dévalorisera ce grand événement que sont les Jeux Olympiques pour en faire un simple spectacle.

Le Mouvement olympique devrait toujours faire de la santé des athlètes sa priorité numéro un et adapter les relations qu'il entretient avec ses partenaires en conséquence.

The Olympic Movement consists of organisations (such as National Olympic Committees (NOCs), International Federations (IFs), Organising Committees of the Olympic Games (OCOGs), National Federations and Sport Clubs) as well as individuals (athletes, administrators for example) who work towards promoting the Principles of Olympism.

The most important administrative body in the Movement is the International Olympic Committee (IOC). The relationships among all these actors are regulated by the Olympic Charter. The Movement's main objective is to contribute to the establishment of a peaceful world, where mutual understanding, friendship, solidarity and sportsmanship will prevail and racial, economic, social and other kinds of discriminations will not exist.

In order to survive and prosper, the Movement has to be continuously alert and properly adjust to the fast changing physical, political, economic, social and technological environment at a global level.

A significant example of such an adjustment has been the cooperation with the private sector, which started in relation to the Olympic Games of 1896 (when marketing initiatives appeared for the first time in the Games) and concluded in 1985, when the first international sponsor programme entitled "The Olympic Programme" (TOP programme) was created.

According to the TOP programme television and radio channels, sponsors, providers, licensing and merchandising, as well as Games' tickets have become revenue sources for the Olympic Movement.

The economic independence of the Olympic Movement allows it to 1) be independent of any political authority, 2) develop educational, cultural, environmental and other initiatives, and 3) establish useful institutions such as National Olympic Academies, Olympic Museums. However, this economic independence was achieved at a price, as it has resulted in profound commercialisation and the consequent abuse of prohibitive substances.

I am not pessimistic, but I am worried that we are going towards "commercialised sport", which will downgrade the great event of the Olympic Games to the level of an exhibition and a spectacle. The Olympic Movement should always have the interest of the athletes' health in mind as the number one priority and adjust all relationships between its stakeholders according to that interest.

SAIFUDIN PATWA

ICF – Fédération Internationale de Canoë

LES RELATIONS ENTRE LE MOUVEMENT OLYMPIQUE ET SES DIVERSES PARTIES PRENANTES

Les différentes parties prenantes au sein du Mouvement olympique permettent de toucher un public plus large mais supposent des obligations pour le Comité International Olympique (CIO). Elles imposent de nombreux défis au CIO tout en ne remplissant pas les objectifs fondamentaux de la Charte olympique. Cette structure compliquée du CIO a un impact sur sa relation avec son partenaire clé, l'athlète, qui est la principale raison de son existence.

La structure du CIO reconnaît à l'heure actuelle les différents Comités Nationaux Olympiques (CNO) comme des parties prenantes fondamentales, à travers lesquelles le CIO distribue ses ressources et diffuse ses messages, sur le plan international. L'adhésion de nouvelles parties prenantes ces 20-30 dernières années nécessiterait toutefois une révision des relations avec les parties prenantes et la formation de nouvelles alliances.

The various stakeholders within the Olympic Movement are creating wider audiences and requirements for the International Olympic Committee (IOC). They impose many challenges on the IOC at the expense of meeting the fundamental objectives of the Olympic Charter. This



complicated IOC structure impacts its relationship with its key stakeholder, the athlete, who is the main reason for its existence. The IOC's structure presently recognises the various National Olympic Committees (NOCs) as the fundamental stakeholders, through which the IOC dispenses its resources and messages, globally. The entrance of new stakeholders in the past 20-30 years, however, requires a review of stakeholder relationships and a formation of new alliances.

Having been involved with the Olympic Movement for more than 20 years now, through the Olympic sports of sailing, rowing and canoe-kayak and as a recent graduate of the Master in Executive Management of Sports Organizations (MEMOS-X) programme, I wish to thank the IOC for the many opportunities to make friends from around the world through the unique Olympic Movement network of stakeholders and to learn new techniques and practices in Sports Management. However, times are changing and some structural changes are required in the Olympic Movement. No doubt the IOC has taken the lead to make these changes from within but there is still much to be done.

As the Olympic Movement grows, so do its challenges. Athletes and coaches who form the backbone of this Movement seem to be relegated to roles that are not directly suited to their actual contribution. The Olympic Movement is becoming an arena for the "survival of the fittest" as adequate resources do not seem to flow to the athletes and coaches to improve the very structure on which the Olympic Movement depends for its performance, image and sustainability. NOCs representing the IOC could be losing sight of the Movement's ideals and goals. Often it is the vested interests of the NOCs that are paramount and not the athletes' welfare or the sustainability of the Olympic Movement.

The relationship between stakeholders and Olympic Movement seems to be getting impersonal. The Stakeholder map produced by Professor Jean-Loup Chappelet, [1] explains the intricacies of the relationships with various new entrants as stakeholders. What is in fact happening is that the stakeholders with power, funds and influence are replacing other equally relevant stakeholders who are unfortunately not endowed with adequate resources at the upper strata of the Olympic Movement.

This situation could be a potential threat to the Olympic Movement since it creates an unequal distribution of resources within the Olympic Movement, as wealthy societies tend to develop policies and strategies to maintain the status quo within the Olympic Movement. As an example, certain International Federations (IF) have instituted preferential voting systems for members who have achieved certain milestones, thereby creating potential discriminative practices based on wealth and power. Certain sports have continued to feature in the Olympic programme even though they are not completely relevant to today's audience and more so have NO universal appeal. Qualification systems devised by many IFs are favourable in some continents and not others.

Corporate resources, so very necessary in the building of the Olympic Movement, are at times being handled in an unexplainable manner. Athletes and coaches become pawns in a game of control of resources, as is clearly seen in highly prized football transfers involving millions of dollars where clear barriers to remunerations exist for footballers from developing nations.

The National Olympic Committees are singularly the only stakeholder for the distribution of IOC resources at the national level. The very fact that the IOC will and can only deal with NOCs at the national level, becomes a barrier to connecting with other relevant stakeholders who may not be in this loop, such as universities and school systems.

Continental Sports Organizations (CSO) remains at the mercy of the Association of National Olympic Committees (ANOC). In many cases CSOs representing Olympic Sports are not even recognised by their respective ANOC. IOC funding percolating to the CSO is rare and in some cases nonexistent. A few IFs have taken bold steps to provide much needed funds to their respective CSO and the results there have been impressive to say the least. A lack of direct connection between the CSO and the IOC remains one largely untapped network of stakeholders.

Governments as stakeholders are important contributors. However, interference by them and the need to control every aspect of NOC management and administration must be objected to at the highest levels. Lack of sustainable funds to NOCs has a direct impact on the manipulation by a government's Ministry of Sports. Indeed in many countries governments have moved in to control weak NOCs and impose undesirable actions against National Federation (NF) management, (there are many cases of this in several National Federations in Africa) thereby causing serious conflicts with the NF which also creates confusion concerning the roles played by NOCs. Government officers have frequently been the beneficiaries of scarce IOC resources at the expense of National Federation officers and members who should have been the primary and rightful recipients of this type of funding support.

IOC funding to NOCs must be restructured to make the sustainable and long-term viability of the NOC a priority. Private corporate sponsorship must be an area where IOC-anchored partnerships need to be encouraged as this type of sponsorship is, in many cases, seen as more reliable resource partners. Indeed many NOCs who are completely dependant on IOC funding have had to compromise their independence to seek alternative funding in cases where IOC funding proves to be inadequate for the needs of that NOC.

REFERENCES

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RICHARD W. POUND

Comité International Olympique

FEMME ET SPORT

Il s'agit là d'un défi permanent pour le Mouvement olympique, un défi dont on ne saurait dire qu'il a été jusqu'ici relevé avec beaucoup de succès. Certes, des progrès ont été accomplis pour parvenir à un équilibre entre hommes et femmes participant aux Jeux et une parfaite égalité est sans doute atteignable (à Beijing, le rapport était de 55-45).

En revanche, les autres objectifs, qui sont d'inclure suffisamment de femmes au sein du Comité International Olympique (CIO) ainsi que des Fédérations Internationales (FI) et des Comités Nationaux Olympiques (CNO), n'ont pas été atteints. Des dates butoirs ont été fixées mais elles n'ont pas été respectées, même au sein du CIO. C'est un domaine dans lequel on parle plus qu'on agit.

This is a perennial challenge for the Olympic Movement and one in which it cannot be said to have been particularly successful. It is true that much progress has been made in balancing the programme of the Games and that a 50-50 balance is certainly achievable (in Beijing it approached 55-45).

The other goals, however, of including sufficient women on the International Olympic Committee (IOC) and within the International Federations (IFs) and National Olympic Committees (NOCs) have not been achieved. Targets and date limits have been established and not met, even within the IOC. It is an area in which, when all is said and done, more is said than done.

RICHARD W. POUND

Comité International Olympique

LES VOLONTAIRES

Le sport bénéficie du travail des volontaires, peut-être plus que toute autre activité humaine.

La difficulté est de garder les volontaires motivés pour qu'ils poursuivent leur travail. Ils doivent avoir le sentiment que leurs efforts sont reconnus et appréciés. Ils doivent pouvoir s'identifier aux objectifs de l'organisation et s'y fier. Ils doivent être convaincus qu'ils font quelque chose de bien et de valable.

Le Comité International Olympique (CIO) doit prendre des mesures pour assurer aux volontaires qu'ils œuvrent en faveur du fair-play et de l'idéal olympique. Le CIO et le Mouvement olympique doivent mettre en pratique ce qu'ils prônent. On ne saurait demander aux volontaires de faire mieux que ceux qui bénéficient de leurs services.

Sport benefits from the work of volunteers, perhaps more than any other human activity. It would not be possible for any country to pay its sports volunteers even the mandated minimum wage.

Volunteers come to sport for a variety of reasons. Some come out of a generalised desire to help young people, some to contribute to their communities, others because their children are involved and still others because they themselves benefitted from the work of volunteers and they wish to repay the debt.

The challenge is to keep volunteers motivated to continue their work. Volunteers need to feel that their efforts are recognised and appreciated. They need to identify with the goals of the organisation and to have faith in them. They have to remain convinced that they are doing something that is good and worthwhile.

The Olympic Movement faces the same challenges. Its volunteers make the sport world go round. Paid executive directors and secretary generals are all well and good, but without the volunteers, they would have no jobs themselves. The IOC needs to take steps to assure the volunteers that they are working for fair play and the Olympic Ideals.

If volunteers lose confidence in the underlying values, they will cease working, and so will sport.

The IOC and the Olympic Movement need to practice what they preach. Volunteers cannot be held to higher standards than those who benefit from their services.

RICHARD W. POUND

Comité International Olympique

QUALITÉ DE MEMBRE REPRÉSENTANT

La qualité de membre représentant au sein du Comité International Olympique (CIO) a entraîné des changements fondamentaux en ce qui concerne le degré d'indépendance des membres du CIO. Le principe d'indépendance représentait l'essence même de la qualité de membre du CIO, mais aussi l'un des fondements qui permettait au CIO de surmonter l'évolution tumultueuse du monde



et de guider le Mouvement olympique vers le rôle international important qu'il joue aujourd'hui. Les membres représentants ne bénéficient toutefois pas de cette indépendance (à l'exception peut-être des athlètes actifs qui ne cherchent pas à être réélus comme athlètes ni dans une autre catégorie de membre).

From its inception, the International Olympic Committee (IOC) was deliberately established on the philosophical basis that its members would be individual and independent. The initial terms of co-optation were for life. This was to guarantee the independence of IOC members and to ensure that they were not simply delegates appointed by their countries, to be changed at will should they participate in an unpopular decision.

I have always believed that this principle is responsible for the survival of the IOC and its ability to adapt to changes in world conditions that had never been imagined by the founders. To use a relatively recent example, consider the Moscow boycott in 1980. In my case, the government of Canada determined that there should be a boycott and that Canadian athletes should not participate in the Moscow Olympic Games.

The government's dominance, both political and economic, was such that the Canadian Olympic Association voted to support the government position. As an IOC member (and as a matter of principle) I was opposed to the boycott and joined in an IOC vote that supported continuation of the Games in Moscow and rejected any government calls for a boycott. Had I been a Canadian "representative" or "delegate" within the IOC, you can bet that I would have been replaced immediately by someone who would support the government position. This would have been true in all the countries favouring a boycott and the outcome in 1980 might have been quite different.

Following the Salt Lake City scandal, in 1999 the IOC undertook several organisational reforms. Many of these were, in my view, much in the nature of knee-jerk reactions and a desire to show that the IOC was willing to respond to public pressure and perception in the face of the acute embarrassment it suffered by reason of the scandal.

Other reforms were, however, quite useful and arguably long overdue. The development of a Code of Ethics and the appointment of an Ethics Commission were useful responses, as was the elimination of visits by IOC members to candidate cities. Limitations on the maximum term to be served by IOC presidents were appropriate. Imposing intermediate terms for IOC members, over and above the retirement age, and reducing the retirement age of IOC members to 70, was not particularly useful. We had not got into our difficulties because we had some old members. We had got into trouble because some of our members were acting inappropriately.

One of the new measures adopted as part of the 1999 reforms was the formalisation of representative categories of members.

Of a mandated maximum number of 115 IOC members, 45 were to be representatives of International Federations, National Olympic Committees and Olympic athletes, i.e. 15 from each category. The remaining seventy would be selected on the traditional "individual" grounds and the former maximum of two members in a single country would be reduced, by attrition, to one. This membership structure was not an issue which led to the Salt Lake City problems.

Many IOC members were or had been IF residents, senior officials and National Olympic Committee (NOC) presidents or were former Olympic athletes. Not having been appointed in those particular capacities, however, made it easier for the members co-opted on that basis to work in the collegial manner typical of the IOC. They, too, achieved the independence sought from the outset of the IOC. They did not have to answer to their IF or NOC in respect of their decisions as IOC members, which were made in the best interests of the Olympic Movement.

Now things have changed. Representative IOC members remain so only as long as they maintain their IF or NOC positions. Whenever they act in their IOC capacity, they must now look over their shoulders to be sure they do not offend the constituencies which appointed them. This compromises their independence. However, representatives in the athlete's category are not affected. This is because athletes, once elected, serve for only eight years, following which they are no longer eligible for re-election in that category.

The difficulties are compounded, moreover, by the interpretation (erroneous in my view) of the Olympic Charter's provisions regarding the composition of the Executive Board as a reflection of the Session as a whole. This interpretation provides the representative members with automatic seats on the Executive Board. Thus, the NOCs, the summer IFs, the winter IFs and the athletes each effectively appoint someone to the Executive Board, putting forward only one candidate for an "election" by the Session, whether or not they may have served two consecutive terms on the Executive Board.

I believe this is a mistake and that it derogates from the fundamental independence of IOC members which is crucial to the IOC being able to make decisions in the best interests of the Olympic Movement. Stakeholders answering to other organisations are not independent decision-makers. When decisions are made in the interests of stakeholders and not principle, the ability to govern with a benign consensus will disappear, and with it, the special character of the Olympic Movement.



ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

RELATION ENTRE LES ATHLÈTES, LES CLUBS, LES FÉDÉRATIONS ET LES CNO

Nous devons toujours respecter le droit élémentaire de l'athlète à porter fièrement son uniforme indépendamment de sa race, de son sexe, de sa religion ou de ses convictions politiques. Les athlètes ne devraient être jugés que sur leurs compétences sportives.

Au sein d'un sport, l'éthique s'appuie sur une compétition fair-play qui respecte les règles du jeu. En dehors de la compétition, les athlètes doivent coopérer avec les autres membres de la famille olympique et le respect doit être une valeur commune à tous.

Les conflits entre joueurs et entraîneurs sont similaires aux conflits entre entraîneurs et clubs ou entre clubs et Comités Nationaux Olympiques (CNO). C'est une réaction tout à fait humaine que de se plaindre à la hiérarchie et nous devons reconnaître et travailler avec cet état de fait.

80 à 90 % de tous les conflits au sein des organisations sportives sont dus au manque d'information et à une mauvaise compréhension des rôles de chacun. Un certain volume d'informations est nécessaire si l'on veut réduire le nombre de conflits.

We must always respect the athlete's basic right to proudly wear their uniform regardless of their race, sex, religion or politics. Athletes should be judged based on their sporting skills only.

Within a sport, ethics is based on competing fairly within the rules of the game. Outside the parameters of competition, athletes must cooperate with other Olympic family members and respect must be enjoyed by all.

Disputes between players and coaches are of a similar nature to those conflicts between coaches and clubs or clubs and National Olympic Committees (NOCs). It is human to complain "up" the hierarchical structure and we must acknowledge and work with this tendency.

Between 80-90 percent of all disputes within sports organisations are due to a lack of information and a misconception of individual roles. A flow of information is necessary if the number of disputes is to decrease.

We should :

1. Educate athletes more regarding the hierarchical structure that exists in the field of sports. They must be encouraged to show mutual loyalty and respect, to understand their rights and interests, and to demonstrate patience during a dispute ;
2. Make a distinction between the different categories of athletes. Those in public sports must be encouraged to increase their participation and better their health while those in elite sports must increase their participation and better their results ;
3. Accept that athletes are not properly represented in sports structures. They must be asked to evaluate what they want and for what purpose. They must also be prepared to participate in all problems and challenges and not just their own ;
4. Realise that we also have a non-Olympic sport community and must decide whether we should recognise them in all cases or if we should look into ways of including them in our organisational structure ;
5. Value the flow of information within our structure and constantly work on improving our information technology interfaces to encourage top-down information exchanges and other effective and positive forms of communication.

TINE RINDUM-TEILMANN

Organisation reconnue • IPC – International Paralympic Committee

FEMME DIRIGEANTE DANS LE SPORT

Le Comité International Olympique (CIO) doit montrer sa volonté de nommer des femmes à des positions dirigeantes et créer davantage de possibilités pour les femmes afin que celles-ci assument des rôles de dirigeantes au sein de sa structure.

Le CIO doit se servir de sa position afin d'encourager ses parties prenantes à faire encore plus pour encourager le rôle des femmes au sein de l'arène sportive.

Cette contribution aborde les moyens que le CIO et le reste de la famille olympique devraient utiliser pour travailler ensemble afin de renforcer le rôle des femmes dans le sport.



To gain more credibility in the area of women in sport in general and women in sport leadership in particular, the International Olympic Committee (IOC) must use its leading role in the world of sport to be the strongest role-model for its stakeholders.

The IOC should play a stronger role in carrying out its own policy about women in sport and its willingness to nominate women and create more opportunities in the area of women in sport leadership.

More can be done within the IOC, but the IOC alone cannot make this happen. I also strongly encourage the IOC to put pressure on stakeholders to engage in creating more opportunities and to nominate more women to leadership positions.

I strongly recommend a debate on this issue at the Congress. Do the IOC and its stakeholders really want women in leadership positions? And what can they do to get more women involved?

A few ideas can be considered:

1. The IOC should develop more leadership programmes;
2. The IOC should collaborate with National Olympic Committees (NOCs), International Federations (IFs) and others to build pathways for young leaders to walk;
3. The IOC should prioritise existing “women in sport” programmes and develop new ones;
4. The IOC should develop “women in sport” programmes with IFs and other stakeholders;
5. The IOC should reward stakeholders working in this area;
6. The IOC should develop a communication strategy related to women in sport;
7. The IOC should cooperate and build partnerships with other organisations working in the area of “women in sport”;
8. The IOC should dedicate a year to “women in sport”.

Commandant UWE ROSSMEISL

Organisation reconnue • CISM – Conseil International du Sport Militaire

LE CISM COMME PARTIE FONDAMENTALE DU MOUVEMENT OLYMPIQUE

La relation entre le Mouvement olympique et le sport militaire date d'il y a très longtemps. Lorsque le fondateur des Jeux Olympiques modernes, Pierre de Coubertin (soldat volontaire pendant la Première Guerre mondiale), a introduit le pentathlon moderne comme sport compétitif, ce sport était déjà connu comme sport « militaire » depuis longtemps.

Le Comité International Olympique (CIO) a officiellement reconnu le Conseil International du Sport Militaire (CISM) en 1994. À ce jour, cette organisation militaire sportive est devenue une partie essentielle du Mouvement olympique. Les activités liées au sport pour la paix, la journée de course du CISM dans le cadre du programme « Sport pour tous », les centres régionaux de développement sont autant d'exemples de domaines dans lesquels le CISM contribue au Mouvement olympique, ce qui souligne son rôle clé parmi les parties prenantes.

The relationship between the Olympic Movement and military sport dates back to early times. Before the founder of the modern Olympic Games, Pierre de Coubertin (a volunteer soldier during World War I), introduced the modern Pentathlon as a competitive sport, it was known as a “military” activity for a long time.

After the Second World War it was up to soldiers to establish sport activities. In 1946 representatives of nine nations agreed upon the formation of an Allied Forces Sport Council in order to stimulate and coordinate sports competitions among the troops in the best meaning of sport for peace. This fact can also be recognised as the beginning of a special form of the “Sport for All” movement because of the implementation of civilian sports activities. Even though this was primarily a European endeavour, in 1948, a successor organisation the International Military Sport Council (CISM) was founded, and was ambitious enough to widen its scope to progressively include all other nations around the world.

Today the CISM is a fundamental part of the Olympic Movement.

To underline the important contribution of the CISM, the International Olympic Committee (IOC) officially recognised the Military Sport Organisation in 1994.

In July 2000, the IOC established an International Olympic Truce Foundation (IOTF) to promote peace through sport and the Olympic Ideal. To meet these objectives, the IOTF established an International Olympic Truce Centre (IOTC), which is responsible for the implementation of projects related to the global promotion of a culture of peace through sport and the Olympic Ideal.

The CISM's contribution started with the presence of Brigadier General Gianni Gola, CISM President, as member of the IOTC's Board of Directors and it was enhanced in 2003 with its membership of the IOC “Sport for All” commission. Since then, the CISM Day Run, to celebrate CISM's anniversary and to promote the practice of sports in the military, is dedicated to the “Sport for All” movement.

In parallel, the CISM itself has intensified its actions on sport for peace-related matters. Representatives from more than 22 countries,



International Organisations, the IOC, the United Nations (UN), the United Nations Children's Fund (UNICEF), Sports Associations, CISM Member Nations and organisations that directly deal with peace, health, sport and education, all attended the Seminar organised by the International Military Sports Council in cooperation with the City of Mantova (Italy) in 2005. At that occasion it was recognised that the CISM contributes to the establishment of a peaceful society by bringing together military people from the four corners of the world to meet in the true spirit of sportsmanship through military sporting events.

In May 2007 the IOC organized the "Forum on Sport for Peace and the Olympic Truce" in Olympia (Greece). The recommendations, made by the Forum, and directed to the IOC, National Olympic Committees and other important organisations were summarised in ten short paragraphs. One of these paragraphs is as follows: "to continue pursuing close relationships with the CISM, other international sports organisations, and the IOTF/IOTC, in order to promote the cause of peace through traditional and innovative initiatives, especially at the 4th World Military Games in Hyderabad in October." [1]

In 2007, in Hyderabad and Mumbai (India), the Indian Armed Forces organised the biggest sport and peace festival ever – the 4th Military World Games. For the first time in history, 5,500 soldiers from 101 armed forces met on the sport field instead of the battlefield. It was the biggest expression of peace through sport, worldwide. In 2011 Brazil will organise the 5th Military World Games. 7,000 soldiers from the entire world will meet in friendship. The President of Brazil, Mr. Lula da Silva keeps on repeating that Brazil is organising "the CISM Peace Games".

In the framework of the Games, the CISM organised, in close cooperation with the IOC, an international forum entitled "Sport: A concrete fundamental tool to promote peace" in Hyderabad on 16 October 2007. 200 representatives of 101 CISM member countries were present, and all had the chance to discuss and expand on the subject with distinguished experts from the international sport, military, political, and cultural world.

As a summary of all interventions during the Forum, a final declaration has been elaborated calling on international political institutions as well as the Armed Forces' highest authorities in all CISM member countries to promote – at the national level – the practice of sports among military personnel, and also to integrate sport into programmes/activities/initiatives of peace keeping contingents.

This declaration was spread worldwide and was addressed to 131 Ministers of Defence and the international organisations dealing with peace. As Mr Jaap de Hoop Scheffer, Secretary General of the North Atlantic Treaty Organization (NATO) said, "NATO will continue to support the use of sports as a tool for promoting peace and stability whenever

appropriate. I see future cooperation between NATO and the CISM as a potential added value to NATO's public diplomacy activities."

The CISM Africa Development Centre (CAD) in Nairobi, Kenya can be said to be the realisation of a long standing CISM dream, which is closely aligned with the Olympic Movement by providing mutual technical assistance and by supporting less-privileged members in the name of friendship and solidarity.

With participants from almost all neighbouring central and east African countries, the CAD has successfully run three courses to date; two in boxing and one in athletics. The Kenyan military boxing team has now started reaping the fruits of the CISM courses.

For the first time since 1988 when the last Armed Forces boxer Private Chris Sande qualified for the Seoul Olympic Games and subsequently won a bronze medal, the Armed Forces has qualified two boxers out of the five that Kenya is sending to Beijing. They are Private Nick Abaka in welterweight and Private Nick Okoth in featherweight. They qualified at the Olympic qualifier in Windhoek, Namibia in March 2008. They are coached by Senior Sergeant Augustine Mutuku and Corporal Khatib Ali who attended the 2006 course and Corporal Collins Bullinda who attended the 2007 course.

The "Sport for Peace" activities, the CISM Day Run as "Sport for All" and the regional development centres are just a few examples of areas in which the CISM has tremendous ability to contribute to the Olympic Movement and underlines its outstanding role among stakeholders.

REFERENCES

[1] A copy of the recommendations from the International Forum on Sport for Peace and the Olympic Truce (held in Olympia, Greece from 18-21 May 2007) can be found at www.olympic.org

JÖRG SCHILD

SUI – Swiss Olympic Association

PARTICIPATION DES COMITÉS NATIONAUX OLYMPIQUES AU SEIN DU CIO

Postulats de cette demande :

- **augmentation de la représentation des Comités Nationaux Olympiques (CNO) au sein du Comité International Olympique (CIO) par le remplacement des départs normaux ;**
- **introduction d'un processus de consultation lors de la préparation de décisions importantes qui concernent les CNO ;**



- **création d'une commission permanente au sein du CIO pour préserver les intérêts des CNO.**

Selon l'article 16 de la Charte olympique, le CIO ne peut pas compter plus de 115 membres. Ce nombre comprend notamment 15 représentants des athlètes, 15 représentants des Fédérations Internationales (FI) et 15 représentants des CNO.

La majorité des membres du CIO sont des personnes indépendantes (leur affiliation n'est pas liée à une fonction ou à un poste précis). Ils ne peuvent pas être plus de 70. Les membres sont élus selon le principe de la cooptation, c'est-à-dire que le comité sélectionne et choisit lui-même les membres qu'il estime être qualifiés pour ce rôle (vote à bulletin secret, majorité simple). Seule la commission exécutive du CIO peut proposer une candidature au CIO.

L'article 16 de la Charte olympique dit également que les membres du CIO représentent ce dernier au sein de leurs organisations ou dans leur pays (FI ou CNO) et non inversement.

Les CNO doivent appliquer la majeure partie des décisions du CIO sans même disposer d'une propre représentation directe. En d'autres termes, les CNO n'ont pas voix au chapitre lors de la prise de décisions du CIO qui les concernent (processus de consultation).

En tant que support opérationnel du Mouvement olympique, les CNO ne peuvent représenter que faiblement leurs intérêts dans une commission officielle analogue aux FI – Associations des Fédérations Internationales des sports olympiques d'été (ASOIF), Association of the International Olympic Winter Sports Federation (AIOWF).

Postulats de cette demande :

- augmentation de la représentation des CNO au sein du CIO par le remplacement des départs normaux ;
- introduction d'un processus de consultation lors de la préparation de décisions importantes qui concernent les CNO ;
- création d'une commission permanente au sein du CIO pour préserver les intérêts des CNO.

MOHAMED MAHID SHAREEF

MDV – Maldives Olympic Committee

L'IMPORTANCE DES PARTENARIATS DANS LE MOUVEMENT OLYMPIQUE

Les organisations sportives doivent comprendre qu'elles ne peuvent exister toutes seules dans un monde concurrentiel. Nombreux sont ceux qui ne voient pas l'importance de forger des partenariats durables avec différents groupes de personnes au sein de la communauté.

Dans des pays où les gouvernements ont de nombreuses priorités, les organisations sportives doivent rechercher activement des partenaires potentiels. Cependant, nous constatons que bon nombre d'organisations sportives dépendent au contraire des fonds gouvernementaux. Compter entièrement sur ces fonds a ralenti les progrès accomplis par ces associations sportives et entravé le développement du sport. Par ailleurs, un environnement de méfiance est créé par ce refus de travailler avec d'autres partenaires. Par conséquent, cela entraîne une idée négative de l'industrie du sport dans le pays.

Avec les changements qui surviennent sur les plans mondial et local, il est important d'élargir ces relations et que toutes les associations sportives fassent participer leurs partenaires à leurs activités afin de s'assurer que le Mouvement olympique acquiert l'élan nécessaire dans la société.

The world is a unique blend of people with different personalities. Each person abides by their own set of beliefs and understanding. Although this makes the world interesting, these differences can also be challenging. Those who fail to understand the necessity of working together, have a difficult time surviving in this competitive world.

This unique feature extends to the sporting organisations in every country. Sporting organisations need to understand that they cannot exist alone in a competitive world. They fail to see the relevance of forging long lasting partnerships with different groups of people within the community.

In my part of the world, where governments have many priorities, sporting organisations need to actively seek out partnerships with potential contributors. However, we see that many sporting organisations depend instead on government funds. A complete reliability on these funds has slowed down the progress of these sporting associations and has hindered the growth of sport. Moreover, an environment of mistrust is created by this refusal to work with other stakeholders. Consequently, this leads to negative views of the sporting industry within a country.



Until recently, such a situation existed in the Maldives. Sporting organisations in the country have depended on government funds ever since their inception. They have failed to avail of the opportunities provided by media, the sporting industry and other potential sponsors. Perhaps this can also be attributed to the fact that sport does not rank highly among the government's policies and priorities. However, it is good to note that some associations are now trying to partner with stakeholders in the sporting industry. With global and local changes it is important that these relationships are extended and that all sport associations incorporate their stakeholders in their activities to ensure that the Olympic Movement gains the required momentum in society.

DMITRY TITOV

RUS – Russian Olympic Committee

DÉVELOPPEMENT DE L'INDUSTRIE SPORTIVE EN ÉCONOMIE DE TRANSITION

Au cours des périodes de transition économique, les pays bénéficiant d'une culture physique, d'un sport pour tous et de structures de sports de haut niveau développés sont confrontés à une situation où le sport de haut niveau ne reçoit pas suffisamment de soutien. Par conséquent, la recherche d'autres financements entraîne une commercialisation du sport.

Les dirigeants sportifs des différents niveaux des pays dont l'économie est en transition doivent obéir à la pression de la demande commerciale en dehors des sources traditionnelles telles que les subventions des budgets gouvernementaux. À l'heure actuelle, le budget des organisations sportives se compose de subventions gouvernementales régionales et locales, de recettes des différentes fondations publiques et de leurs propres activités commerciales, des centres de loisirs et complexes sportifs, d'allocations provenant des loteries ainsi que de la publicité, des activités de sponsors et de licences et des ventes des droits de retransmission médiatique des compétitions.

Ce n'est que grâce au respect de règles claires et simples définissant les relations entre l'État, le sport, le monde des affaires et les parties concernées du monde sportif qu'il sera possible d'envisager de nouveaux développements du Mouvement olympique et de futures victoires en sport.

In the mid 1970s many leaders of sports organisations in Western countries realised that their respective governments do not provide worthwhile support to top-level sport. As a result they started to look

for alternative sources of finance, which then developed into the commercialisation of sport.

As a result, apart from the traditional sources of finance (the income of sports organisations was generated mainly through member fees, ticket sales from competitions etc. State subsidies were used to build sports structures, stage large-scale competitions and prepare athletes for the Olympic Games). The 1970s marked the appearance of new sources of finance. The main sources of income were generated from 1) the sale of television rights for the coverage of sports competitions, 2) various commercial activities connected to the sale of sports symbols and souvenirs, with the use of sports constructions and athletes' images for advertising, 3) the sale of licenses, and 4) sponsorship.

Sports leaders of structures at different levels in countries in a transitional economy have to obey the pressing demands of commerce. National Sports Federations and associations, that lead the corresponding sports, are permanently faced with difficulties created not only by the clash of different interests and opinions touching upon the commercialisation and professionalisation of sport, but also because of their legal status, which distinctly reflects possible sources of finance.

Today the following sources of finance exist for sporting organisations: 1) income from the state budget, subsidies from regional and local state bodies; 2) income from different public foundations; 3) income from the public in the form of members' fees, payment for sports-recreation services, purchase of tickets for competitions; 4) the commercial activities of sports organisations, recreational centres and sports complexes, (called "sports marketing" today, this includes advertising, sponsors, license activities and the sale of the television rights for media coverage of competitions), and 5) allocations from lotteries and other forms of gambling.

So, it is reasonable now to speak about the transformation of sport into a separate, specific industry. It is understood that sport must generate a sizeable revenue if the business is to be built properly. At the same time, the State may successfully solve its problems by a) improving its infrastructure by building airports, hotels, roads and sporting centres, b) creating new vacancies, c) organising relations with businesses, and d) by increasing the political and economical dividends for the country by attracting additional investments from foreign sources and earnings through commercial sports competitions. The commercialisation of these large sports events marked a new stage of development of modern sport in the 1990s. This has resulted in new long-term relationships among the State, sport and business. Sport was perceived in a new way: as an industry with specific laws and rules which should be treated in an industrial manner. Currently the sports industry in countries with a transitional economy is characterised by market relations as well as the:



- Registration of property and the subsequent change of the owner of sports clubs;
- Creation and functioning of sports organisations with different nature of property;
- Business activities in the sports industry;
- Creation of a legal base for the development of sport;
- Market competition between investors and sports organisations;
- Mixed financing (including foreign investment) of sports clubs activities;
- Marketing of sports clubs and services (including sales of rights for athletes and television coverage of competitions);
- Civilised hiring of athletes by contracts;
- Use of advertising carriers for the promotion of sports services and companies in the market.

There are three principle groups of parties that are influencing the development of sport: the State, Sports Organisations and Business.

The interactions among States (represented by executive bodies), sports organisations (the main subjects of sport industry) and businesses (represented by investors, sponsors and advertisers) could be determined in the manner described below.

THE STATE IS CHARGED :

- To contribute to the development of physical culture and sport;
- To create conditions that regulate the legal relationship among subjects of the sport industry (in particular, between sports organisations and businesses).

BUSINESSES SHOULD :

- Have an economical interest in the sport industry and to observe direct or indirect profit from participation in sport;
- Create legal relationships with sports organisations and athletes to promote partnerships and transparency;
- Have substantial guarantees on behalf of the State for long-term investments in the sporting industry.

SPORTING ORGANISATIONS SHOULD :

- Effectively use the possibilities provided to them by the State and by businesses in order to achieve maximum sporting results;
- Fulfil all their obligations to the State and businesses;
- Follow all modern world tendencies in the development of sport.

Only by observing simple and clear rules which define relations among the State, Sport and Business by all parties in the sporting world is

it possible to look forward to the further development of the Olympic Movement and future victories in sport.

ELS VAN BRED A VRIESMAN

Comité International Olympique

NOUVEAU CONCEPT DU MODÈLE DE FINANCEMENT DE LA SOLIDARITÉ OLYMPIQUE

Cette contribution porte sur les questions suivantes: le modèle de financement de la Solidarité Olympique est-il le meilleur moyen de soutenir les athlètes? Pouvons-nous envisager d'autres modèles dans lesquels les Fédérations Internationales (FI) pourraient jouer un rôle?

"The aim of Olympic Solidarity is to organise assistance to National Olympic Committees (NOCs), in particular those who have the greatest need for it. This assistance takes the form of programmes elaborated jointly by the IOC and the NOCs, with the technical assistance of IFs, if necessary." (Chapter 1, Rule 5, Olympic Charter)

However, what is the nature of this "assistance"? Does it, for example, refer to the development of a stronger structure for NOCs or assistance in terms of sport development?

This begs the question: does a strong NOC necessarily ensure sport and life development as set out in the Fundamental Principles of the Olympic Charter?

The first fundamental principle of the Olympic Charter states that:

"Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles."

With this in mind, we must question if the Olympic Solidarity funding model is the best way of supporting athletes. Is there, for example, a role for International Federations (IFs) to play?

IFs could, for instance:

- Help to link sport development to other resources within a specific region and internationally;
- Provide sport specific knowledge which can multiply the value of resources;



- Act as a conduit for cascading programmes ;
- Provide sport-related materials ;
- Help to facilitate competitions ;
- Encourage participation across the wider sports community ;
- Assist with the development of 26 Olympic sports.

Olympic Solidarity investment of approximately USD 250 million over 4 years is very significant. Partnerships would be a way of maximising the return especially since IFs have a great deal of knowledge and expertise on offer. There is, therefore, a case to be made for IFs to play an increased role in furthering Olympic principles through their explicit partnership with National Olympic Committees.

As a new cycle approaches, is it timely to consider a “sports programme” strand to Olympic Solidarity, actively managed through the framework of IFs?

HEIN VERBRUGGEN

Organisation reconnue
ASOIF – Association des Fédérations Internationales des sports olympiques d’été

VERS UNE RÉPARTITION PLUS ÉQUITABLE DES REVENUS OLYMPIQUES

Les parties prenantes du Mouvement olympique bénéficient du succès financier des Jeux depuis maintenant 25 ans. Leur mode de financement est toutefois aujourd’hui inadéquat pour leur permettre de relever les défis de l’ère actuelle et de l’avenir proche.

Le modèle de répartition des revenus des Jeux entre les parties prenantes a été conçu il y a plus de 25 ans et a peu changé depuis. Le Comité International Olympique (CIO) doit revoir complètement les principes, hypothèses et accords existants dans l’intérêt de toutes les parties et pour la santé future du Mouvement olympique.

Revenue from the Olympic Games is generated through earnings from sponsorship and the sale of television broadcast rights. After all Games costs have been paid, the surplus revenues or profit are divided among the stakeholders of the Olympic Movement, i.e. the International Olympic Committee (IOC), the International Federations (IFs) and the National Olympic Committees (NOCs).

The issue of revenue became relevant following the Los Angeles Summer Olympic Games in 1984 and has increased in importance as revenues have grown with successive Games.

The system of revenue sharing is still used more than 25 years later. However, many of the assumptions and principles that were used at that time are no longer applicable in a changed sporting and Olympic environment. These changes include the massive increase in revenues from successive Games and the changing global economy, which has brought revenue from new territories and developed new markets. There have also been significant changes to technology. There is an additional significant and growing financial burden on stakeholder groups from new issues such as the fight against doping and its increased input into and contribution to the most complex multi-sport event in the world.

Excluding the IOC share of Games revenues, the current distribution model allocates approximately 66 % of remaining revenues to the NOCs [approximately half of which goes to the United States Olympic Committee (USOC) and the other half split between the other 204 NOCs] and 33 % to the IFs. The IFs can no longer agree that this is correct or fair and would argue that there should be a 50-50 split between the IFs and NOCs.

New threats to stakeholders and to the autonomy of sport have emerged, with the threat to the latter coming mainly from governments and the commercial world.

Indeed, governments have demonstrated a growing tendency to involve themselves in sport affairs both at the national and regional levels. This involvement includes the introduction of new legislation as sport has grown in importance in the public consciousness and moved onto the political agenda in areas such as the transfer of professional sportsmen and women between clubs across national boundaries. It also includes the sale of television rights of national team competition matches to satellite and cable broadcasters as opposed to the traditional national “free to air” terrestrial broadcasters.

As the commercial value of sports has grown, big business has begun to challenge the existing rights holders and event organisers on a number of fronts such as the fundamental ownership and control of sports rights and events.

The future will no doubt bring new issues and challenges to the forefront. It will be necessary to tackle the emerging problem of illegal and irregular betting in sport as well as the further development of professional leagues and competitions and the manner in which they interface with established sport structures.

It is therefore essential that all stakeholders within the Olympic Movement are adequately supported and funded. They must develop their sports through programmes and projects, strengthen their administrations, and defend themselves from the threats they are now facing. This defence is increasingly demonstrated in courts of law through



challenges to rulings and judgments, such as in the anti-doping field, and fights over control, authority and ownership. The strength of any organisation or business depends on the ability of all of its arms to grow, strengthen and consolidate their positions in order to defend themselves against challenges and threats. The Olympic Games and the Olympic Movement are not exceptions.

Past practice has seen Olympic revenues divided among stakeholders largely using a “market share” approach, albeit on a somewhat subjective basis. The division of sponsorship revenues between the 205 NOCs is based on a formula that is more than 25 years old. This has led to a massive current imbalance resulting in the vast majority of NOCs receiving only a few tens of thousands of dollars in direct funding in the Olympic quadrennial while the rest of the NOCs receive amounts ranging up to less than ten million dollars in the same period.

Based on the formula developed prior to the 1984 Games, one NOC receives hundreds of millions of dollars, which exceeds the payments to all the other 204 NOCs put together. Part of this formula was based on the assumption that almost all of the sponsorship revenue originated in the United States (US), the host country of the 1984 Games. That is no longer the case as the sponsorship contribution from the US territory has declined significantly from 100 % to 60 % by some estimates and is projected to continue its decline in the future.

Indeed the US companies still involved are now largely multinational and depend on sales and sponsorship input on a global basis – not just from inside the USA. A similar situation is reflected in the television rights sales agreement shares for USA where an exceptional agreement exists to give the NOC a direct percentage of the fee paid to the IOC by the rights-holding US broadcaster. This results in a payment that is greater than that of all IFs combined.

It is therefore proposed that the IOC review its revenue distribution process in order to move away from a market-based approach. It should take a balanced account of the current and future needs of all its stakeholders, market values, and the contribution made by the stakeholders to the Games. For the NOCs this would result in a more equitable share of the sponsorship revenues between them and an increase in television revenue shares for the IFs. In this way equal amounts may be distributed to the two key stakeholder groups – the NOCs and the IFs.

This new and fairer distribution would underpin not only the future growth of all stakeholders but also help to ensure that they become financially robust. This would allow them to withstand the emerging threats from government and commercial interests, in addition to the expenses associated with legal cases involving doping and betting. The result would be a stronger Olympic Movement with strengthened stakeholders better equipped to face the challenges of the immediate future.

WAKAKO YUKI

Média • The Yomiuri Shimbun

UTILISER LES RESSOURCES DE LA PROCÉDURE DE CANDIDATURE

Le Comité International Olympique (CIO) devrait s’entretenir directement avec les villes candidates afin de mesurer leur compréhension de certaines questions et des défis auxquels le Mouvement fait actuellement face, ainsi que les valeurs et les messages qu’il espère diffuser en utilisant les prochains Jeux Olympiques comme plateforme.

Les sujets de discussion sont les suivants :

- 1. la manière dont l’héritage futur des Jeux peut contribuer à créer une structure pour les sports, capable de résister au climat économique difficile ;**
- 2. la possibilité d’établir un système et une approche efficaces afin de faire en sorte que les jeunes réalisent la valeur du sport, particulièrement en essayant d’ouvrir leur esprit.**

Les articles des médias sur ces débats seront l’occasion rêvée pour les habitants des villes candidates et du monde entier de voir quel rôle joue le sport dans leur société.

Une bonne compréhension de ce rôle pourrait aider les villes candidates à utiliser et à mieux gérer directement les ressources pour l’essentiel de ce que les Jeux Olympiques devraient être.

As a journalist, I have had opportunities to follow the Olympic Games bidding process closely. It impresses me to see how the bid process brings together the expertise and wisdom of many people in each city, from Olympic graduate students to sport and political leaders. It is a unique source of energy to create change.

However, sometimes their efforts and resources can be spent pursuing goals which are not necessarily shared by the Olympic Movement. This is due partly to a lack of deeper understanding.

I think it will benefit the Olympic Movement to hold direct talks with bid cities, in order to share an understanding of some of the issues and challenges currently faced by the Movement, as well as the values and messages it hopes to spread using future Olympic Games as platforms.

Such an understanding may help bid cities to use resources wisely and direct them better towards the essentials of what the Olympic Games



should be. It may eventually be effective to curb the size of the bidding cost itself.

In June this year there will be an assembly in Lausanne that will bring together bid cities and members of the International Olympic Committee. It is believed that this trend will continue in future bidding processes. I would like to suggest a round table discussion, between representatives of bid cities and IOC members, in the form of a political-style debate on set subjects. The topics for discussion can include :

1. The manner in which a future Games' legacy could contribute to creating a structure for sports to withstand a severe economic climate.
2. The possibility of establishing an effective system and approach to make youth aware of the value of sports, especially to expand their minds.

The media reports on these debates will be a good opportunity for people in bid cities and around the globe to contemplate the role of sport in their society.



VERS UNE SOCIÉTÉ ACTIVE

OUBAH ABDI OMAR

DJI – Comité National Olympique et Sportif Djiboutien

NOUVELLES TENDANCES

Face à une politique démissionnaire, les jeunes passent leur temps devant la télévision, Internet ou les jeux vidéo.

Ils sont de plus en plus nombreux à se complaire dans la paresse et la violence du silence des salles communes où tous les yeux sont rivés sur un petit écran.

Les raisons du déclin de la pratique de l'éducation physique sont multiples :

- la télévision, les jeux vidéo, Internet;
- le manque de politique du sport dans certains pays.

Les États doivent se mobiliser pour relancer la pratique du sport dans leur pays. Ils doivent donner les moyens nécessaires pour pouvoir pratiquer le sport à l'école avec des infrastructures adaptées et un environnement favorable.

1. LES RAISONS DU DÉCLIN

Les raisons du déclin de la pratique de l'éducation physique sont multiples. Les facteurs aggravants sont les suivants :

a. La télévision, les jeux vidéo, Internet :

- La télévision, avec des émissions qui ciblent les jeunes telles que les émissions de télé-réalité, des films pour jeunes (sur le format de « High School Musical »)
- Les jeux vidéo, qui se rapprochent de plus en plus de la réalité et qui donnent l'impression aux jeunes d'agir sur les événements et d'avoir du pouvoir
- Internet, qui permet avec facilité d'accéder au monde entier, en donnant toujours l'illusion de pouvoir, l'impression de n'avoir besoin de personne pour apprendre, de tout savoir, mais aussi de pouvoir dépasser les limites, de casser les interdits

b. Le manque de politique du sport dans certains pays :

- Le manque de suivi et de soutien des jeunes espoirs
- Le manque d'infrastructures

- L'insuffisance au niveau de la formation et de l'encadrement des entraîneurs
- L'accès aux écoles sport-études (par exemple : école de foot, école d'athlétisme, etc.)
- Le manque de programmes de détection des futurs espoirs, de recherche de petites graines de champion
- L'abandon des champions d'hier

2. COMMENT FAVORISER LA PRATIQUE SPORTIVE CHEZ LES JEUNES ?

- Limiter le temps de la télévision pour les enfants, réduire également le temps des jeux vidéo, d'Internet
- Les inciter à sortir et à rechercher la compagnie des autres
- Motiver les enfants et les jeunes en créant des écoles de jeux dans les quartiers
- Créer des écoles de sport, en donnant leur chance à tous ceux qui peuvent et veulent aller loin
- Multiplier les espaces verts dans les quartiers populaires
- Participer à la création de multiples fédérations

Il serait souhaitable de motiver les lycéens en créant un système sport-études et en octroyant des bourses aux meilleurs sportifs avec l'appui des autorités étatiques.

Le système éducatif peut également participer à l'amélioration de la pratique de l'éducation physique en donnant plus de temps à l'éducation physique et sportive (EPS) dans les écoles, collèges et lycées, en organisant des manifestations sportives (compétitions sportives inter-classes, interscolaires).

Malheureusement, avec l'augmentation de la population, il est très difficile de faire face à la demande et parfois les cours d'EPS deviennent des cours d'animations sportives, faute d'espace et de matériel.

ABOTCHI ADOM

TOG – Comité National Olympique Togolais

L'OLYMPISME ET LA JEUNESSE : VERS UNE SOCIÉTÉ ACTIVE

Recommandations pour une société active :

- **Reprendre les championnats universitaires et scolaires qui obligeaient les jeunes à être présents sur les terrains de sport.**
- **Remettre en place les activités de plein air au cours desquelles les jeunes étaient initiés à différentes activités sportives.**
- **Rétablir deux heures d'activités sportives par semaine.**



- **Former des cadres d'encadrement, ce qui n'est plus une priorité pour les gouvernements.**
- **Organiser des coupes sportives pour les différentes tranches d'âge.**
- **Enfin, organiser des semaines culturelles et sportives au cours desquelles enseignants et apprenants se disputent âprement les coupes mises en compétition.**

Nonobstant la Charte de l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO), qui fait de l'activité physique une préoccupation importante dans l'épanouissement des jeunes, nos États ont affaibli ces dispositions à travers plusieurs réformes.

1. SITUATION DE L'ACTIVITÉ PHYSIQUE AVANT LES INDÉPENDANCES

Dans les pays africains, l'activité physique a occupé une place importante dans la vie des jeunes.

En effet, les établissements scolaires étaient dotés de plateaux de proximité pour les activités physiques.

2. SITUATION DE LA PRATIQUE SPORTIVE APRÈS LES INDÉPENDANCES

Dans certains pays, des instructions officielles étaient données par les ministères de tutelle pour que l'éducation physique soit obligatoire dans les écoles.

Malheureusement, celles-ci sont tombées en désuétude au profit de l'enseignement des mathématiques et de la physique.

Recommandations pour une société active :

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- Remettre en place les activités de plein air au cours desquelles les jeunes étaient initiés à différentes activités sportives
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- Former des cadres d'encadrement, ce qui n'est plus une priorité pour les gouvernements
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- Organiser des semaines culturelles et sportives au cours desquelles enseignants et apprenants se disputent âprement les coupes mises en compétition

FAISAL BIN AL-HUSSEIN

JOR – Jordan Olympic Committee

LA QUÊTE SANS FIN POUR UNE ÉGALITÉ HOMMES-FEMMES DANS LE SPORT

Les femmes font souvent face à des obstacles bien ancrés dans la société et qui trouvent souvent leur origine dans l'Histoire. Dans certains cas, ces obstacles sont simplement le résultat de préjugés irrationnels ou illogiques qui mettent les femmes et leurs ambitions sur la touche, les laissant se consumer de frustration à cause des opportunités qui leur sont refusées.

Le sport peut jouer un rôle déterminant pour lutter contre ce déséquilibre présent dans de si nombreuses parties du monde, même dans les pays où l'égalité est garantie par une constitution, mais toutefois pas toujours accordée. Ce n'est pas seulement que la mobilisation dans le sport a des bienfaits physiques et sociaux pour les femmes, mais aussi que les leçons de vie apprises à travers le sport les arment pour réussir dans d'autres domaines de la vie.

Pourtant, pour que les femmes profitent de tous ces bienfaits que le sport offre et des possibilités qu'il propose, nous devons créer un monde dans lequel les femmes ont la chance de découvrir le sport dès leur plus jeune âge et de grandir et poursuivre leurs intérêts tout au long de leur vie.

According to United Nations data, the world's gender balance is remarkably even, with around 102 men for every 100 women on the planet.

While nature has its own way of ensuring numerical equality, the human race has too often conspired to ensure that many women are at their most equal at the moment they are born. From then on, a combination of cultural and traditional barriers combine to ensure that this remains very much a man's world in which too many women are prevented from realising their full potential in areas which include education, careers and, I am sad to say, sport.

In some cases these barriers are hard-wired into the fabric of a society and rooted deep in history. In others they are simply the result of unthinking prejudice or lazy logic which sidelines women and their ambitions, leaving them burning with frustration on account of opportunities denied to them.

I have long believed that sport has a key role to play in addressing this imbalance found in so many parts of the world, even those where equality is constitutionally guaranteed but not always delivered.



My case is not simply that involvement in sport is socially and physically beneficial to women but that the life lessons learned through sport help equip them to succeed in other areas of life.

However, for women to enjoy all of the benefits which sport offers and the opportunities it extends, we have to create a world in which women have the opportunity to discover sport from an early age and to develop and pursue their interests throughout their lives.

All of this may sound straightforward. So why, towards the end of the first decade of the 21st century, does equality of sporting opportunity for women remain an issue?

Of course in many parts of the world, the difficulty is rooted in culture, faith and a belief system, which very clearly defines a woman's role and the opportunities open to her. These beliefs may even determine what company a woman can keep and the clothing she can wear. This clearly has a direct impact on the ability to take part in sport. These are issues close to the hearts of individuals and nations and only a fool would suggest that attempting to override a way of life that has served peoples of regions – including the Middle East – so well for thousands of years, should be contemplated.

So those of us dedicated to creating new opportunities for women in sport face a dilemma. We have to achieve our objectives without becoming involved in a futile and inevitably fruitless battle against culture and tradition.

In an effort to create and maintain greater equality of opportunity for women in sport, it is important that we take an approach which is both rational and creative. It is also necessary to examine the barriers to entry and look to achievable ways of erasing them. While pushing against a locked door may be pointless in the short term, we have a duty to at least keep on knocking and searching for a key.

Our approach must be based on a real understanding of the reasons why women are either reluctant to or prevented from making sport a part of their lives. This means introducing the pleasures and benefits at an early age. This can be done through programmes in schools that provide facilities (separate to those for men if necessary) which allow women to turn early interest into a lifelong engagement.

We have to recognise the lifestyle patterns of women in different parts of the world and create opportunities in sport, which will fit in with their commitments, recognising that those commitments will not easily change to accommodate sport.

Equally, we must look for ways of introducing women to opportunities in those sports, which present the fewest obstacles to participation. For

example, in some countries issues of modesty and dress are a barrier to women taking part in competitive sport and that may not change any time soon. So why not focus on those sports where dress and modesty is not an issue? Sports such as softball have made inclusiveness, irrespective of gender, faith or nationality a key part of its global appeal. In addition, International Federations should be flexible with dress codes for sporting events in order to embrace cultural sensitivities. The key issue is to get women active.

The fact is that there is no “one size fits all” approach to ensuring equality of opportunity for women in sport. We must define success within realistic parameters and take a practical and realistic approach to achieving our goals.

To achieve that success will require the continued commitment of all members of the Olympic Movement and a determination to keep women and inclusivity towards the top of their continually changing agenda and list of priorities.

In recent years major steps have been taken in this area and I am proud to say that within the Jordanian Olympic Committee and through the delivery of our “Generations For Peace” programme we have achieved a gender balance which truly reflects that of society as a whole.

My wish and hope is that the Olympic Movement will work to emulate this worldwide by remaining focused on the issue and promoting and supporting initiatives to open sport up to women around the world. This does not mean campaigning for the impossible but taking a pragmatic approach and being willing to work hard to take a series of small steps along the road to true equality of opportunity.

SAID ALI Houssein

DJI – Comité National Olympique et Sportif Djiboutien

PROMOUVOIR LA JEUNESSE

Le monde dans lequel nous évoluons est marqué par la révolution numérique. Les multinationales du sport ainsi que les multimedias font du bruit notamment dans les sports clés comme le football, le basket et l'athlétisme, qui sont pour moi les sports les plus spectaculaires.

Les sommes d'argent faramineuses qui circulent notamment pour les transferts, les primes et les salaires font rêver tous les jeunes et surtout ceux qui vivent dans les pays en développement. Ressembler à Zinedine Zidane, David Beckham, Lionel



Messi, Usain Bolt, Kenenisa Bekele, Coby Brian, Rafael Nadal (et beaucoup d'autres) est le rêve de tous les enfants amoureux du sport.

Toutefois, grâce aux nouvelles technologies, il serait souhaitable de médiatiser les championnats juniors et cadets, qu'ils soient régionaux ou nationaux, afin que tout adolescent, en voyant un jeune de son âge accomplir des prouesses, soit à même de dire : « Je peux faire ça aussi, et mieux que lui ! ».

En Afrique, même dans les coins les plus reculés, les plus petits villages, la télévision est suivie et ceci souvent dans des salles communes où une trentaine de personnes s'entassent. Tous les grands rendez-vous sportifs sont regardés, discutés, et font l'objet de paris. Les jeunes amoureux du sport ne sont pas en reste et regardent les yeux pleins de rêves et d'étoiles les stars d'aujourd'hui, s'imaginant à leur place demain.

La révolution numérique permet de suivre en direct tous les événements, sur Internet, à la radio et à la télévision. Tous les moyens de communication sont mis en marche pour toucher la plus large audience. La féroce concurrence du monde du multimédia profite à tous et, grâce à Internet, les résultats sont disponibles juste après les rencontres, il suffit de cliquer sur un bouton.

Les jeunes sont sensibles notamment à la télévision, devant laquelle ils sont souvent « scotchés » : c'est l'un des médias les plus regardés car, avec la radio, il est le plus accessible à tous. C'est aussi l'un des plus stimulants car on assiste aux performances en direct et avec l'image, ce que permet aussi Internet. Mais la télévision est également un moyen de socialisation permettant de rassembler des gens de tout bord et elle crée ainsi des discussions animées. Voir en direct les stars permet aux jeunes de se rapprocher de leurs idoles, de les rendre accessibles et humains, de s'approprier leur joie, leur déception.

De plus, recopier les gestes techniques est une façon de ressembler et de s'identifier à son idole et cela est possible grâce aux ralentis. Les jeunes sont impressionnables et les émissions proposées telles que le « Ballon d'or » entre autres donnent envie d'être une future star. Les multimédias ont une façon à eux d'auréoler, de présenter et de promouvoir pour vendre les images. Grands et petits, nous y sommes tous sensibles puisque nous en sommes les principaux consommateurs.

Avant de se forger sa propre personnalité, nous avons tous besoin d'adopter une ligne de conduite, de savoir où on va, de connaître le chemin qu'il faut emprunter et surtout de s'identifier à quelqu'un qu'on vénère quand le but que l'on recherche est la réussite et la victoire. Toutes les données dont nous avons besoin sont sur Internet, les multimédias sont à l'écoute des moindres désirs des clients.

Mais cela ne suffit pas, car les jeunes ne cessent de rêver de ces étoiles qui passent à la télévision, ces grandes personnes qui ont déjà une histoire derrière eux. Ils ne peuvent qu'envisager de leur ressembler et n'essaieront donc pas de les surpasser.

C'est pourquoi il est très important de médiatiser les championnats juniors et cadets, qu'ils soient régionaux ou nationaux. Tout adolescent, en voyant un jeune de son âge accomplir des prouesses, doit être à même de dire : « Je peux faire ça aussi, et mieux que lui ! ».

Le prochain championnat du monde junior est une très belle initiative mais il faut qu'autour, il y ait tous les médias et surtout d'autres rencontres sportives de la même envergure. Il est très important de leur offrir un espace où ils puissent se reconnaître, s'exprimer et s'épanouir. Assister à des événements dont les principaux acteurs sont de leur âge permettra, je pense, un déclic qui aboutira à un engouement sincère et rassemblera tous ces adolescents qui sont en mal de vivre.

Il faut se donner les moyens de sa politique et miser sur ces jeunes qui restent souvent inactifs devant les écrans de télévision, avec par exemple des spots publicitaires interprétés par des stars de leur âge (pour ça, il faut déjà les cibler, les répertorier et les faire connaître).

La publicité est le meilleur allié pour lancer une campagne de sensibilisation afin d'accrocher, de promouvoir et d'encourager, à travers des slogans ou des images, la pratique massive du sport (« une société active = une jeunesse nouvelle »).

Prendre des jeunes comme symboles de la réussite et de l'espoir de demain, avec comme miroir les flashes émis par les multimédias, est la clé d'un grand pas vers le futur.

Assister en direct à l'instant magique des performances, des records, entendre parler quelqu'un de leur âge, donner leur avis, raconter leur vie : tout cela ouvrira aux jeunes un monde d'espoir car eux aussi peuvent réussir à force de travail. Et ce lien permettra de donner aux jeunes l'envie de travailler, de se surpasser pour être les acteurs de la vie sportive de demain.

Par ailleurs, on constate que certains sports phares sont beaucoup plus médiatisés parce qu'ils ont les meilleures audiences, réduisant ainsi la palette des émissions sportives. C'est dommage et cela maintient dans l'ombre des sports qui méritent d'être connus. Il faut permettre aux jeunes de voir toute la panoplie des sports existants pour qu'ils puissent en choisir un et le pratiquer en vue de sortir de la monotonie de la vie. Il faut penser aussi à la diffusion du handisport qui est complètement ignoré et mis de côté. Les prouesses réalisées en seront d'autant plus fortes et donneront envie à d'autres jeunes qui sont dans les mêmes conditions de voir que la vie ne s'arrête pas là.



Dans cette mondialisation, les multimédias sont les outils les plus performants car ils permettent de tous nous relier entre nous et « semblent détenir la vérité absolue ». C'est pourquoi leur appui est important et vital à une jeunesse qui s'ennuie et qui s'enlise dans la paresse, reine de l'obésité.

IMAN ALIWAN NOUREDDINE

Média • Noujoum Al Lriyadha

VERS UN MOUVEMENT OLYMPIQUE SOCIO-ÉDUCATIF

La société d'information nécessite un nouveau système éducatif reposant plus sur l'éducation physique, que les jeunes négligent à cause des technologies de l'information et de la communication (TIC) qui les submergent.

Dans cette transition du système éducatif, le Mouvement olympique doit être présent, en imposant aux Comités Nationaux Olympiques (CNO) de créer une commission d'éducation dont la mission sera d'établir un pont entre le Comité International Olympique (CIO) et les ministères de l'éducation des pays à travers le monde, afin de chercher conjointement les moyens efficaces et appropriés à chacun pour transformer le sport en une forme de vie et de culture.

Ainsi, on incarne l'esprit de Pierre de Coubertin, qui se voulait avant tout un pédagogue et qui donnait de l'importance à la culture et à l'éducation.

Le Mouvement olympique devrait se transformer en un mouvement socio-éducatif tout en gardant son privilège d'être l'institution qui organise et surveille le sport olympique.

Trois ans après la célébration de l'Année internationale du sport et de l'éducation physique en 2005, les chiffres ne sont pas en faveur du sport ?

C'est vraiment décevant !

1. LA JEUNESSE ET L'ACTIVITÉ PHYSIQUE

Quand on regarde autour de nous, on voit une réalité flagrante : toute une jeunesse submergée par la technique et surtout par les TIC, une jeunesse qui s'éloigne de plus en plus de la nature et plus spécifiquement de l'activité physique, alors que c'est cette jeunesse qui construit les continents, conformément à la formule « La jeunesse construit l'Europe » qui fut le thème de la sixième Conférence des ministres

européens responsables de la jeunesse, qui s'est tenue à Thessalonique (Grèce) du 7 au 9 novembre 2002.

2. RAISONS DU DÉCLIN

- La vie virtuelle qui constitue la majeure partie du temps de loisirs des adolescents représente vraiment un barrage qui s'élève de plus en plus, au fil du temps, entre eux et la pratique de l'activité physique. Cette vie virtuelle représente pour beaucoup d'entre eux une compensation. Elle leur fournit un sentiment de satisfaction, de plaisir, elle pompe une « adrénaline ». Pourquoi alors se fatiguer dans le sport tant qu'ils peuvent arriver à ce genre « d'exaltation » devant l'écran de leur ordinateur ?
- La pratique du sport demande un certain niveau de vie, notamment une certaine sécurité et la capacité de poursuivre l'entraînement en plein air ou en salle, ce qui n'est pas toujours le cas dans les pays en voie de développement, dans les pays qui vivent des perturbations politiques ou militaires, ou encore dans les pays au cœur d'une zone de conflit. Dans ce genre de situation, l'activité physique ne figure pas parmi les priorités des sociétés.
- Le système socio-éducatif et sa philosophie doivent être revus. En effet, la plupart des systèmes éducatifs reposent sur l'éducation intellectuelle, négligeant l'éducation physique. Pour preuve le nombre élevé d'heures consacrées aux mathématiques, aux sciences et aux langues au détriment de la culture physique.
- Il faut mentionner aussi l'échec des professeurs de sport actuels dans leur mission, puisqu'ils n'arrivent plus à donner envie aux jeunes de pratiquer l'activité physique. Cet état de fait mérite le soutien de la société d'information dans laquelle nous vivons.
- Pour finir, citons le rôle négatif des parents, qui préfèrent voir leurs enfants auprès d'eux, assis devant l'écran de la télévision ou de l'ordinateur, plutôt que de les motiver à faire du sport en les accompagnant aux centres de sport.

3. LE SPORT ET L'ÉDUCATION

Comme le baron Pierre de Coubertin croyait que « l'avenir de la société française passait par la réforme de son système éducatif », je crois que l'avenir de la Terre, puisqu'on vit la mondialisation, passe par la réforme des systèmes éducatifs dans tous les pays et surtout dans les pays en voie de développement. Il est essentiel de tenir compte des besoins de chacun d'eux et de donner une plus grande importance à l'éducation physique, qui doit être le reflet de la culture universelle. Le sport et l'éducation physique doivent profiter de la mondialisation, qui impose l'abattement des frontières entre les cultures.



L'éducation physique au cœur de l'enseignement n'entre pas en conflit avec les cultures des différentes sociétés si elle est fondée, comme elle l'est aujourd'hui, sur :

- le fair-play ;
- les jeux de groupes ;
- le respect des autres ;
- l'évolution de la motricité ;
- l'entretien du corps et de son hygiène.

Elle ne sera pas non plus problématique si elle se concentre dorénavant davantage sur le fait de forger le caractère chez les jeunes, en insistant sur tout ce que l'ordinateur occulte, à savoir :

- l'endurance (rien n'arrive facilement) ;
- la patience (les résultats ont besoin de temps) ;
- la planification (sélectionner les priorités et organiser les étapes) ;
- la persévérance (la continuité est nécessaire pour arriver au but) ;
- la notion de défi (avoir l'esprit de compétition) ;
- l'engagement (être à la hauteur des décisions prises) ;
- le respect du corps et la pratique du sport comme mesure préventive contre l'obésité.

Parallèlement à cela, il faudrait donner aux jeunes l'occasion de rencontrer de temps à autre des stars et des champions nationaux.

Ces rencontres peuvent se dérouler face à face ou via Internet au sein de l'école, car je crois que le plus court chemin pour toucher les jeunes, c'est d'entrer dans leur monde et non pas de les en détacher.

4. LE RÔLE DU MOUVEMENT OLYMPIQUE

Dans tout cela, le CIO doit être présent, en imposant aux Comités Nationaux Olympiques (CNO) de créer une commission d'éducation en leur sein, à l'instar de la commission femme et sport qu'il a imposée il y a plus de dix ans déjà.

La mission de cette commission consistera à :

- établir un pont entre le CIO et les ministères de l'éducation à travers le monde ;
- trouver avec eux les moyens efficaces et appropriés à chaque pays pour transformer le sport en une forme de vie et de culture, et effacer l'idée qu'il est un privilège réservé aux plus doués ;
- lancer une campagne contre l'obésité et le déclin de l'activité physique chez les jeunes, dans les établissements d'enseignement et les médias, en montrant le coût élevé de l'obésité et la pression qu'elle

exerce sur l'économie aux niveaux individuel et national d'une part, et sur le psychisme d'autre part.

Avec cette stratégie, on incarne l'esprit du fondateur du Mouvement olympique, qui se voulait avant tout «pédagogue» et qui donnait de l'importance à la culture et à l'éducation, «ce concept qui a été dissipé petit à petit par les successeurs». [1]

Le Mouvement olympique devrait se transformer en un mouvement socio-éducatif tout en gardant son privilège d'être l'institution qui organise et surveille le sport olympique et ses performances.

RÉFÉRENCE

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SAOUD BIN ABDULRAHMAN AL-THANI

QAT – Qatar Olympic Committee

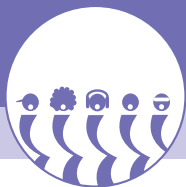
VERS UNE SOCIÉTÉ ACTIVE

Cette contribution donne un aperçu des différents moyens dont disposent les parents, les gouvernements, les établissements scolaires et les membres de la famille olympique pour encourager les jeunes à mener un mode de vie sain et actif. Elle évoque également l'importance de l'éducation dans le sport et son rôle dans le développement de personnalités équilibrées. Pour finir, elle propose des idées pour inciter les jeunes à la pratique d'un sport via le multimédia.

SPORT AND PHYSICAL ACTIVITY

Modern societies are confronted daily with the urge to work harder, earn more, consume even more and spend less quality time. Daily life tends to be considered successful when it involves completing a number of tasks with minimum physical movement. In many cases the only noticeable movement is that of the fingertips on the computer's keypad or that of other smart machines.

This general trend has also been adopted by the youth who find pleasure in material and virtual activity, which may seem to keep their spirit high for a while but in reality their body and mind are kept hungry for real action and true accomplishment.



Having not learned how to be active in other ways, youth need to feed this significant gap, which they themselves cannot understand how they adopted. This leads to problems such as childhood obesity, a lack of willingness, resignation from society and in worst cases engagement in drugs and youth delinquency.

Involvement in sport can be true medicine for the body, mind and soul. Actual activity and participation in sport not only supports human health but also increases teamwork and self confidence, builds up the personality of youth and supports social awareness and involvement.

It is the obligation of governments, ministries, sporting organisations and also families to instil in youth the values of Olympism and direct them to more active lifestyles.

Families need to assess the status of their lifestyle and its implications on their children. In principle, families could make efforts to involve their children from a very young age in a sport, which would provide suitable benefits to the individual's health and physical fitness, as well as personality.

On the other hand governments and sport organisations should invest in the long term benefits of sports programmes for all, creation of sport venues and support of national athletes. Family programmes and sporting day care services for children while parents are at work could be part of this attempt. Investment in sports will, in the long run, reduce the government's expenses in fighting youth delinquency, drugs as well as mental and physical disorders. In short, active and healthy people are more productive and less expensive to their government!

New methods need to be sourced to attract people, especially adolescents, to sport. Their achievements should be showcased and celebrated to encourage their continuous participation. In a world of visual attraction with advertising and marketing at its peak, sports have to become visually appealing before young people even reach the facilities or the events. While they need to be convinced of the benefits of sport, they must also be attracted to it.

Apart from using good marketing tools, organisations and elite athletes themselves can help capture the attention of the youth and be real role models. Undoubtedly, the involvement of children in sport from a very young age will increase their interest and instil a passion for activity throughout their life.

SPORT AND EDUCATION

When referring to youth in particular, sport and education need to proceed in parallel. Education primarily starts with families, who need to

also encourage and support the sporting participation of their children. The educational system of each country should be formed in such a way to provide the foundation and necessary support for the development and well-being of youth in all aspects. The Greek philosopher Aristotle recognised, even during his time, the importance of connecting physical and intellectual education, which both took place at the gymnasium.

Olympism and its values are primarily a philosophy of life, as stated in the Olympic Charter: "Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal, fundamental, ethical principles."

Sport and the values of Olympism are significant tools to develop and supplement education with the right foundation. Without these values, education is only book material, words or just a process. There is a need for an education system that brings together young minds in an arena based on values such as respect, friendship, excellence, participation, equality, unity and knowledge. These values should have a core presence in the educational system of every country.

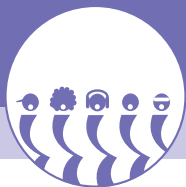
Olympic values and active sport participation raise educational standards and increase social involvement. In particular, youth should be encouraged to achieve higher education, be socially conscious and involved while treating their body and mind with respect.

Education, when combined with sport, helps to complete an individual's personality. A winner can only be a person who participates, experiences, learns from losses and from victories, shares, disciplines, endures and achieves. In terms of education, real victory is not one achievement depicted through a medal but achievements that are the result of learning, participating and contributing.

THE WORLD OF MULTIMEDIA

There is a great debate in modern societies as to whether technology can be an ally or an enemy to sport. In many ways, technology is to the disadvantage of activity and sport as it steers individuals towards a standardised and unhealthy way of living.

It is very common that young people prefer to surf and chat on the internet, watch a movie, play a video game or download music instead of spending their time practicing sports, which demands hard training. Young people are bombarded, daily, with visual and artificial experiences through multimedia, which is accessible in all homes. Sport requires activity, dedication and decision-making and at times has to compete with the easy satisfaction that multimedia can provide.



On the other hand, technology and the world of multimedia have introduced a new era in human civilisation and have expanded the capabilities and horizons. This achievement cannot be overlooked. On the contrary, it should be used as a means to bring people closer to sport.

Young people are indeed fascinated with this new world and are daily recipients of thousands of images and messages. Sport can be part of this world and attract attention. If strong sport messages are successfully delivered through multimedia then young people will try to feed their curiosity by attempting participation. Multimedia encyclopaedias, websites, athletes' forums, virtual tours of venues and watching events live are just some means of spreading sports.

Sporting video games have introduced another debate on whether they actually support the sport or run against it. In reality, young people are attracted by video games. This can be a good opportunity to bring them closer to sport. Some video games require the physical action of the participants and some reflect important information about the sport. All this helps to increase awareness and attract curiosity with a potential of practicing the actual sport. The distinction between benefit and detriment depends mainly on the quality of the video game, the type of messages it includes and the method of use/play.

GALLY AMAZAN

HAI – Comité Olympique Haïtien

LEVONS LES OBSTACLES AUXQUELS LES JEUNES DOIVENT FAIRE FACE!

Cette contribution revient sur les mesures à mettre en place pour lever les obstacles qui continuent d'entraver la participation des jeunes au développement de leur société par une plus grande diffusion des valeurs olympiques.

Un programme de formation sur l'Olympisme pour les jeunes, tant au niveau national qu'international, via les Académies Nationales Olympiques (ANO) ou les Comités Nationaux Olympiques (CNO) devrait être mis sur pied pour les jeunes en classes primaires et secondaires de 10 à 18 ans.

De plus, des séances de sensibilisation sur des thèmes spécifiquement choisis (violences sexuelles dans le sport et maladies sexuellement transmissibles) devraient être mises en place en vue d'alimenter les discussions entre les jeunes.

Les activités à prévoir sont :

- 1. concours de textes et de peintures pour des jeunes sur des sujets liés à l'Olympisme en fonction de leur compréhension;**
- 2. concours de dictée afin de participer à la lutte contre l'illettrisme.**

Récompenses: les lauréats pourraient visiter soit le Musée Olympique à Lausanne (Suisse) soit l'Académie Internationale Olympique (AIO) à Olympie (Grèce).

De l'enfance à la jeunesse et jusqu'à l'âge adulte, l'être humain se heurte souvent, dans certaines parties du globe terrestre, à des obstacles majeurs comme la pauvreté (selon le Rapport sur la jeunesse de l'Organisation des Nations Unies (ONU) en 2007).

Compte tenu de cette pauvreté, et parfois même en raison de certaines contraintes sociales et culturelles, plusieurs jeunes font face à des défis liés à une éducation de qualité, à un emploi décent, à des services de santé adéquats, etc.

Les responsables et les décideurs doivent tout mettre en œuvre afin de prendre les mesures nécessaires pour palier à ces obstacles.

En vue de contribuer à ces mesures et surtout d'inculquer à un plus grand nombre de jeunes les valeurs de l'idéal olympique, le Comité Olympique Haïtien, via sa Commission Féminine, suggère la mise sur pied rapide d'un programme de formation sur l'Olympisme pour les jeunes tant au niveau national qu'international via les Académies Nationales Olympiques ANO ou les CNO. Le Comité International Olympique (CIO) s'associera à des organisations internationales en vue de mener une campagne de prévention des violences sexuelles dans le sport et des maladies sexuellement transmissibles.

Ce programme visera les jeunes de l'école primaire et secondaire (de 10 à 18 ans). Il leur permettra ainsi d'avoir une connaissance approfondie de l'idéal olympique et de déterminer quelle est la meilleure manière de l'intégrer dans leur vie quotidienne. Une équipe de formateurs au sein des ANO organisera sur une base périodique des séances de sensibilisation sur des thèmes spécifiquement choisis en vue d'alimenter les discussions entre les jeunes.

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ARIE ARIOTEDJO

INA – Komite Olahraga Nasional Indonesia

RENFORCER LA PARTICIPATION DES JEUNES INDONÉSIENS DANS LE SPORT

Cette contribution examine l'histoire du sport en Indonésie et souligne un certain nombre d'initiatives que le Comité Olympique Indonésien prévoit de lancer pour renforcer le développement du sport dans ce vaste pays en développement. Au centre de ce renouveau sportif en Indonésie figurera toute une série d'efforts coordonnés visant à renforcer la participation des jeunes dans le sport. Parmi ces initiatives: la création de documents imprimés et numériques sur l'éducation, la santé et l'organisation d'un festival sportif pour les jeunes. L'Indonésie a en effet soumis sa candidature à l'organisation des Jeux Olympiques de la Jeunesse (JOJ) de 2014 et, si celle-ci est retenue, le pays se servira de ce tremplin pour renforcer le développement sportif des jeunes dans tout le pays.

Indonesia is a rapidly developing country of around 235 million people with a youth population of 60 million. Over the past 20 years Indonesia has undergone massive transformation and development. It has moved from an authoritarian government regime to a completely fair and free democratic process with its first Presidential election in 2004. During this transition we have seen an improvement in personal freedoms, less corruption and fairer governance. However, the process has also resulted in a deterioration of the infrastructure and sports facilities of the school sports system.

On the Indonesian calendar, the premier international sporting event is the biennial South East Asian (SEA) Games. Indonesia first participated in the SEA Games in 1977 and has dominated the event since this time until 1997. Indonesia achieved the top position on the medal tally in nine of these Games and came second in 1985 and 1995. However, since the Asian financial crisis of 1997 and 1998, sporting infrastructure has deteriorated and there has been a reduction in government assistance for sporting development. Indonesia finished third on the medal tally in 1999, 2001 and 2003 but slipped to fourth and fifth position in 2005 and 2007.

The Indonesian National Olympic Committee (NOC) is now working to overcome this trend and develop sports in schools. In January this year we were successful in securing a USD 20,000 grant from Olympic Solidarity to develop strength and conditioning programmes for elementary school children in Indonesia. This grant allows for the development and distribution of a DVD and associated written materials outlining a series of strength and conditioning exercises and programmes for

the 7-12 age group. The programmes will be based upon the recently released Australian Strength and Conditioning Association (ASCA) Position Stand entitled "Resistance Training for Children and Youth". [1] The programmes will involve exercises that are based on minimal equipment requirements and will utilise the children's own body weight and common items used in a classroom such as desks and chairs. The programme aims to employ a maximum number of children who do not have access to specialised sporting equipment and facilities such as gymnasium fitness machines.

In addition to this exciting development there is a need to reintroduce basic sports into schools across the country's 33 provinces and to commence a talent identification process. Physical educational materials such as videos and printed materials need to be further developed to help students become athletes, coaches, officials, judges, umpires, event organisers, journalists, sport marketers and hospitality services managers. Basic health and lifestyle education is also required to reduce the incidence of smoking among youth and to move their food choices away from deep fried foods to healthy options such as steamed rice, fresh fruit and vegetables. The regular participation in sport and exercise should be seen as a natural and common aspect of daily life by all members of our society. It should not be seen as something done by athletes, only.

The Indonesian NOC plans to hold a "Youth Sports Festival" between May and June this year. This festival is designed to increase the interest and awareness of Indonesian youth in competitive sport. It will expose Indonesia's youth to a wide range of sporting events, information, as well as role models who will encourage them to participate in sporting events. The Youth Sport Festival will help to identify and select our athletes for the Youth Olympic Games in Singapore in 2010. This festival will be followed soon after by the United Nations Global Sports Fund International Sports Youth Camp where boys and girls between 11 to 13 years, from Asian and Pacific Rim countries, will come together to enjoy a week of sport and education.

Indonesian athletes are given above average salary, provided with quality food and accommodation, get to travel the world to compete, are surrounded by other enthusiastic athletes, and have the opportunity to serve their country and families with honour in international competitions. They also have the potential to secure lucrative prize money. This reality needs to be communicated Indonesian youth and their parents so that elite sport is seen as a real and exciting life choice.

Indonesia's re-energised commitment to youth sport development has been shown through our bid to host the Youth Olympic Games in 2014. If successful we will use the momentum to further enhance youth sport within Indonesia. Indonesia's National Olympic Academy intends to develop an Olympic Games Museum to showcase Indonesia's sporting



participation since 1952 and its success in securing at least one gold medal in each Olympic Games since 1988. Once the Olympic Games Museum is developed it will attract many young children on school visits to learn about Olympism and the Olympic Movement in general while motivating them to become involved in sport and exercise.

CONCLUSIONS

The Indonesian NOC is committed to enhancing the sporting development of this nation. It believes that success will be achieved through a coordinated series of events and actions targeted at educating the youth on the benefits of sports participation and through the provision of programmes and facilities for youth development. Indonesia is truly the sleeping giant of the sport world and we look forward to awaking the potential within this great country.

REFERENCES

[1] For more information see www.strengthandconditioning.org

FERNANDO F. LIMA BELLO

Comité International Olympique

LA VALEUR PÉDAGOGIQUE DES FILMS OFFICIELS SUR LES JEUX OLYMPIQUES

Alors que l'on tente de changer les mentalités, il est nécessaire de recourir à tous les outils possibles. Si les outils modernes sont utiles, il est important de ne pas oublier les plus traditionnels, qui sont aussi à notre disposition. Cette contribution envisage de ressortir des films sur la base de différentes éditions des Jeux Olympiques, afin de promouvoir les valeurs olympiques auprès des jeunes générations.

An active society can only be achieved if individual habits are instilled at a young age. Parents play an important role in influencing their children's healthy lifestyle habits. It is generally recognised that new technologies are an important and efficient way to influence change and stimulate a young person's imagination. However, there is also the danger that children will fall prey to the "couch potato" syndrome, if they get too addicted to electronic games.

While we must leave the experts to develop new communication techniques, it is important not to forget about older technologies and other more traditional mediums of communication. Movies are a method of communication that tend to be cast aside but hold a great deal of educational potential.

The official movies of the Olympic Games are an effective way of demonstrating the power of Olympism to the general public, while stimulating their imagination and interest in the field. These movies used to be shown in conjunction with television transmissions of the opening and closing ceremonies as well as the competitions over the 16-day period.

These films were available commercially and were also later shown by the National Olympic Committee (NOC). If they are still produced, how is it possible for the NOCs to have them at their disposal?

Although I cannot be sure, these movies were distributed in different formats by the International Olympic Committee (IOC). The movie on the Olympic Games in Moscow, for example, was lent to us by the Embassy of the Soviet Union. The IOC also used these movies on many occasions to promote the Olympic Games to a restricted audience. We do not have any information about these movies, even through the IOC.

If these movies are to be revived, the IOC could give a copy to NOCs (in English or French) in the appropriate format (i.e. film, CD, DVD) and eventually even a financial contribution to subsidise its translation into each national language. I am sure that this would provide National Olympic Academies with another useful tool to promote Olympism. Moreover, commentary could be provided by an Olympian or an expert in the country.

I saw the movie on the Olympic Games in Berlin (1936) six times, at the age of seven, in a movie theatre that belonged to my uncle. Look at the consequences!

I dedicated thirty years of my life to the sport of sailing and have twice participated in the Games, even though I did not achieve an excellent result on account of my age. But being an Olympian was victory enough for me. Since then my collaboration with the Olympic Movement has spanned more than forty years and I have held several positions.

LISTON BOCHETTE

Organisation reconnue
ODECABE – Organización Deportiva Centroamericana y Caribe

ÉTABLIR UN SYSTÈME DE SERVICE FONDÉ SUR LA COMMUNAUTÉ

Il existe deux manières d'aborder la philosophie de l'Olympisme. La première est de créer un programme scolaire universel disponible par le biais d'institutions pédagogiques nationales. Cela constitue une formidable tâche sur une échelle internationale en raison des énormes coûts et de la coordination nécessaires.



La conception du programme scolaire est un moindre problème par rapport à sa mise en œuvre. Peu d'officiels dans les écoles ont les connaissances approfondies sur les Jeux Olympiques nécessaires pour créer un environnement scolaire durable.

La deuxième méthode est bien plus facile à appliquer. Se servir des athlètes comme de modèles et de messagers des principes olympiques est une solution efficace et économique. Les efforts devraient se poursuivre afin d'élaborer un programme scolaire olympique universel dans les classes. Il convient de veiller en particulier à s'adresser à un plus large public par la démonstration des qualités pratiques des olympiens, des entraîneurs et des administrateurs.

Cette contribution aborde les résultats d'un nombre de tests réalisés dans le cadre d'une étude pilote qui comprend des olympiens intervenant en tant que professeurs.

The challenge for sport is to keep pace with popular interests. This is an ongoing effort for those involved in sport at all levels. Building a sport based community service system can directly affect developing social trends. Education forms the foundation of the Olympic Movement and must be promoted in a positive fashion in order to encourage young people to participate. As is stated in the Fundamental Principles of Olympism, "The goal of Olympism is to place sport at the service of harmonious development of man" and in doing so can move people towards more active lifestyles.

Without a pedagogical purpose the Olympic Games could be considered passive entertainment. The decline in physical education has been documented in countries across the map. A growing avoidance of sport participation has been brought about as a result of the multimedia revolution, most notably video and computer games. Technology has caused a massive redistribution of leisure time away from physical activity. Many youths today consider exercise a form of punishment rather than a measure of greater health and happiness. The fundamental benefits of sport participation have been progressively undervalued while public attention has been diverted towards material acquisition.

The results are demonstrated by a dramatic drop in social and interpersonal relations among youths and a rising pattern of anti-social conduct. How to effectively engage youths in sport learning processes, while not objecting to modern market desires, is a major concern for civic leaders. Although academic studies have positively concluded that physical exercise significantly contributes to the physical and mental well being of all people, the message is not reaching those who need it most: youths. Spiralling obesity rates, attention deficit disorder, juvenile delinquency, teen pregnancy rates, and other maladies are reducing the

quality of life among our youngest citizens. The fundamental obstacle facing educators is how to alter prevailing attitudes regarding exercise and realigning motivation toward participation in sport.

A set of universal attributes accompanies the teaching of sport disciplines: task planning, time management, resource allocation, goal orientation, strategic thinking, cooperative contributions, as well as respect for the system of rules and authorities. Each of these attributes can play a significant role in the future of a person's life. Without access to an Olympic based education, many sport programmes could be diminished, go unnoticed, or even be eliminated. A new focus that emphasises popular social trends must be incorporated into a grassroots educational effort.

There are basically two ways to advance the philosophy of Olympism. The first is to construct a universal curriculum available through national educational institutions. This is a formidable task on a global scale because of the enormous costs and coordination entailed. Curriculum design is the lesser problem compared to programme implementation. Few school officials have the in-depth knowledge of the Olympic Games to create a sustainable classroom environment.

The second method is far easier to engage. Employing athletes as role models and messengers of Olympic principles provides an effective and economic solution. Efforts should continue to build a universal Olympic educational curriculum in the classroom. Special attention must be placed on addressing a wider audience through the demonstration of practical merits by Olympians, coaches, and administrators alike.

Construction of a sport savvy approach to learning is critical for youths as time gradually distracts and dilutes their focus away from traditional models. Current data indicates that elite athletes have an increasing influence over popular culture and individual personal conduct. Role modelling by athletes, although a proven factor in the development of social trends, has rarely been designed to serve a school setting in line with long range goals. Utilising the Olympic family as on-site speakers offers a wide variety of benefits. An organised campaign of personal contact with youths contributes to more healthy social conduct in the majority of countries considered.

METHOD

Positive results have been produced through a number of pilot study tests that include Olympians as teachers. A comprehensive review of knowledge, combined with a random sample survey among Olympians and non-Olympians contributed to the establishment of the programme. The formation and implementation of the programme was drawn from practical and theoretical models. The mobilisation process used followed a progressive series of constructive stages.



STAGE I: MAKING IT HAPPEN

1. Formation of the organisation committee;
2. Creation of major points to be addressed;
3. Enlistment of qualified Olympian speakers;
4. Establishment of target schools;
5. Coordination sessions with authorities;
6. Implementation of the programme with the youths;
7. Assessment of results.

STAGE II: WHAT IS PRESENTED ?

1. Introduction to the Olympian and their background;
2. History of the Olympic Games;
3. Personal experiences at the Olympic Games;
4. Presentation of programme themes and its relation to Olympic values;
5. Question and answer session.

STAGE III: SAMPLE PROGRAMME THEMES

1. Sport for All
2. Fair play
3. Equal Opportunity (Women in Sport)
4. Sport and the environment
5. Health
6. Education
7. Culture

RESULTS

Initial information reflects a high rate of qualitative success as determined by independent supervisors. Participants reported a surge in motivation to be involved in overall community-based sports activities. Reasons of improved personal and collective social, mental and physical health were cited as primary reasons.

CONCLUSION

The early stages of establishing the programme proved to be easy. The design and delivery of programmes was more difficult due to inadequacies at the leadership level in the schools. The Olympian who participated proved to be very effective in delivering the content information once they understood the plan. The overall programme should be expanded to reach more youths. This community based service system provides a way to reverse current social trends away from sport and in turn to enhance sports participation for progressive generations.

ANDRE BOLHUIS

NED – Nederlands Olympisch Comité* Nederlandse Sport Federatie

ASSOCIER ENTRAÎNEMENT SPORTIF ET ÉDUCATION POUR LES JEUNES

Les Pays-Bas souhaitent créer un « climat sportif » de classe mondiale d'ici à 2016 afin de figurer parmi les dix meilleures nations sportives aux Jeux Olympiques. Dans un pays qui compte à peine 16,5 millions d'habitants, cela nécessitera une approche ingénieuse, créative et novatrice qui fait meilleur usage des ressources humaines disponibles. Des études ont montré que bon nombre de jeunes athlètes talentueux ont arrêté le sport faute d'un soutien suffisant. Aussi le Comité National Olympique (CNO) néerlandais a-t-il décidé d'établir un réseau national de centres sportifs, qui sont à la fois régionaux et nationaux. Ceux-ci permettront d'associer entraînement sportif et éducation, offrant ainsi une « route à deux voies » qui conduira les personnes concernées vers un avenir meilleur et plus durable. Ce nouveau type de double carrière donnera également un coup de fouet à notre culture sportive nationale et aux performances de nos athlètes dans l'arène internationale.

Hosting the Olympic Games is an inspirational dream. Turning the Netherlands into a sporting nation is also a dream that we aim to realise by a definitive deadline. By 2016 the Netherlands has set itself a range of objectives in order to create a world-class "sporting climate" in the country. Part of this objective is for the Netherlands to rank among the world's ten strongest sporting nations at the Olympic Games. This will require a clever, creative and innovative approach in a country with only 16.5 million inhabitants. Many countries have far greater populations and can almost sit back and wait for talented sportsmen and women to emerge from the masses. In the Netherlands there is a limited talent pool to draw from and this will even get smaller over time because of our aging population and falling birth rate.

SPECIAL FACILITIES FOR SPORT TALENTS

From as early as the 1990s, young people with a talent for sport have been able to attend high schools offering special sport facilities and coaches. This has allowed young people in the Netherlands to combine their education with training sessions, competition and all kinds of related travel. Additionally, various vocational schools started gearing their educational programmes to serve would-be elite athletes. The drawback of these existing initiatives is, however, that they confine themselves to particular schools and only cater to specific geographic



areas. Moreover, the opportunities given to sport talent very much depend on the individual schools and teachers, as well as on the organisational talent of the young athletes and their ability to stand up for themselves. Even though quite a number of students manage to make tailor-made arrangements with their schools and teachers, this is not an ideal system. It also takes up too much time and energy that would be much better spent on developing sport abilities.

MAKING BETTER USE OF HUMAN RESOURCES

For our small country with big ambitions it has become imperative to make better use of our human resources. Research has shown that many young talented athletes who dropped out have done so because of insufficient support. At a time when the training and competition programmes become more and more demanding to reach and maintain at international levels, many talented athletes find it difficult to devote a large amount of time to sport given heavy study and work demands. The situation is made worse by the lack of good-quality training facilities within travelling distance of where they are living. There is a need to provide excellent training opportunities to potential world-class athletes while providing them with the advice and support that will help them develop dual career paths.

This has led to a number of new elite sport projects in the Netherlands. The most important concrete effort is to combine several local training programmes into regional programmes making use of top-notch sport facilities and staff. On top of this, a number of national sport centres will be created. Both the government and NOC*NSF regard these measures as an essential part of the foundation for creating a strong elite sport climate in the Netherlands.

CENTRES FOR TRAINING AND EDUCATION (CTES) AND NATIONAL TRAINING CENTRES (NTCS)

A nationwide network of new sport centres is now being set up. The regional centres are called Centres for Training and Education (CTEs), while the national centres are named National Training Centres (NTCs). The whole concept of CTEs and NTCs is not new of course as other countries already have Olympic training centres that pool national resources such as elite sport programmes, facilities and expertise. What is special about the Dutch regional and national centres is that equal attention goes to education and career prospects of the aspiring elite athletes. The belief is that, in this particular phase of their lives, young people need to go all out to develop their sport and professional talents simultaneously.

The CTEs and NTCs will be centrally managed by NOC*NSF and held to stringent quality standards. Where possible, the already existing “sport schools” will become part of CTEs spread over the country. Each CTE must provide a full-time sport-training and educational programme to

about 55 athletes for a minimum of 200 days a year. Additionally, each CTE is required to include full-time programmes of at least six national sport federations. The thinking behind this is that bringing together different sports will promote a fruitful exchange of ideas and expertise and will also promote thinking outside the box. Evidently exceptions will have to be made for specific sports or particular disciplines within sports that CTEs cannot provide for. It will be the NTCs that are to serve those sport activities requiring very expensive or special facilities.

By housing sport-training facilities and staff under one roof in NTCs and CTEs, we also aim to streamline cooperation with educational partners. It will become possible to fine-tune the education offered (ranging from high school education to university education) to the individual requirements of the young athletes. This will be necessary to ensure that they can move through a seamless educational system.

A PART OF THE OLYMPIC DREAM

After rigorous auditing, six sport centres already comply with the standards set by NOC*NSF by the end of 2008 and will shortly receive official recognition. This is happening on the basis of an accreditation system, which includes requirements related to living accommodation, education, training facilities, coaches and management. The first CTEs are expected to open their doors in 2009. CTEs and NTCs will provide a combination of sport training, education and housing in order to form a two-lane road that leads the individuals concerned to a brighter and more sustainable future. The new-style dual-career institutes will also give a strong boost to our national sporting culture and to our athletes' performance in the international arena. Through the CTEs and NTCs, the Netherlands is providing a solid foundation for its world-class “sporting climate” and is on its way to realising its Olympic dream by 2016.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

ENCOURAGER LA JEUNESSE À PRATIQUER UN SPORT

Bon nombre de pays dans le monde souffrent d'une baisse de l'activité physique et d'une augmentation du taux d'obésité de leurs populations. La participation des jeunes au sport est en déclin, avec une majorité d'adolescents qui abandonnent le sport. Afin de susciter chez les jeunes un intérêt pour le sport, les efforts devraient se concentrer sur les points suivants :

- 1. Améliorer les techniques d'enseignement du sport ;**
- 2. Augmenter l'utilisation des infrastructures sportives ;**



3. Trouver de nouvelles motivations pour que les jeunes pratiquent un sport.

Cette contribution présente chacun de ces trois aspects en détail.

Many countries in the world are observing a sharp decrease in physical activity and an increased rate of obesity. Youth sport participation is in decline, with a majority of teenagers dropping out of sport. Some common factors distracting youth from sports are:

- A wide range of easily available leisure alternatives such as the internet, computer games, discos, alcohol and drugs;
- An obsolete approach to sports education, presenting sport only as a physical activity, not as a philosophy or a lifestyle;
- An insufficient sporting infrastructure in terms of clubs, fitness centres and playgrounds;
- Lack of motivation for young people to practice sports.

To stimulate an interest in sports among young people, our efforts should be more focused on the following key themes:

1. UPGRADING SPORT-RELATED EDUCATIONAL STANDARDS

Effective education models must be developed to promote sport as a play activity among the very young and as a philosophy and career among the youth. For sport to become part and parcel of life there is a need to heighten the importance of sport disciplines in the educational process, to launch innovative and comprehensive initiatives in the media and to convey a strong educational message based on Olympic values in delivering junior sport events.

2. INCREASING SPORTING INFRASTRUCTURE USE

Sport clubs and gyms, as well as other sport facilities, must be made more financially accessible to youth. Another direction could be the development of outdoor sporting infrastructure such as street basketball courts and football fields so that sports become a mass leisure activity.

3. FORMULATING AND COMMUNICATING NEW MOTIVATIONS FOR SPORT TO YOUTH

Sports propagated just as a healthy lifestyle may have only a small motivation effect. In order to raise youths' interest, sports may be communicated through the following "motivation channels":

- Fashion/chill-out: sports are supposed to be in vogue;
- Leadership: for many youngsters sport is a way to gain popularity;
- Freedom: sport with its set of regulations, regime and training is perceived by young people as a restraint on their freedom. Hence a lot of youngsters are increasingly attracted to extreme sports, as these sports are seen as a kind of "escapism". Therefore, the Olympic Movement should probably pay special attention to alternative (sub-cultural) sports, since they could help make general sporting activities more accessible and attractive to youth;
- Economic opportunities: People have so far kept away from physical culture and sport because of the lack of financial remuneration. In this respect sport, at an intermediate level, may offer better economic incentives.

LUCRETIA CHIMA

Média • Botswana Press Agency

LES ATHLÈTES DOIVENT VISER PLUS QUE DE SIMPLES MÉDAILLES OLYMPIQUES

Bon nombre d'athlètes au Botswana rêvent de remporter la première médaille olympique de leur pays. Toutefois, il est temps que les Comités Nationaux Olympiques (CNO) éduquent les athlètes, les associations et leurs partenaires concernant les principes fondamentaux de l'Olympisme.

Les anciens athlètes olympiques devraient recevoir la reconnaissance qu'ils méritent et être utilisés pour promouvoir les valeurs du sport. Ils devraient prendre part aux programmes de développement, défendre les causes sociales et servir de modèles pour les générations futures d'athlètes.

Comment utiliser les Jeux pour combler l'écart entre les nations lorsque l'unique objectif est de décrocher une médaille? Quel devrait être le rôle d'un athlète dans des situations de guerre ou de famine en Afrique australe?

It is only in reading the Olympic Charter that we realise the extent to which some countries have lost track of the meaning and intention of the Olympic Games. In my country, Botswana, many young athletes are working hard to clinch our country's first Olympic medal in order to earn national praise. But if such committed and dedicated athletes were asked to state the essence of the Games maybe only one would get it right.



Today, athletes are more medal oriented than ever before. When they incur an injury during the Games they do not have the pride to finish the race. This shows that they are not inspired by the values of Olympism, which aims to bring together all sportsmen and women. I feel it is time for the NOCs to educate athletes, associations and stakeholders on the fundamental principles of Olympism.

Former Olympians should also be given the respect they deserve, for representing their country at the Olympic Games. This recognition will challenge the athletes to stand up and do something worthy for their nation such as embarking on a social project. Many Olympians should be known for their work and achievements even after the end of their sporting career. However, they often fade away into obscurity, with the result that few people know or hear of them in the years following their sporting careers.

NOCs must recognise these great ambassadors, some of whom have been involved in fundraising projects and in assisting countries such as Zimbabwe, a country plagued with problems such as a lack of food. By virtue of who they are, these Olympians will encourage the involvement of more stakeholders in such projects.

Embarking on such activities will earn the athletes long term recognition that is broader than that of winning a medal. It will also create more interest in the Olympic Games and their objectives. The good work of these Olympians will be remembered for a while to come and will challenge future athletes. Athletes will also be encouraged to compete with each other for a good cause and not just for medals.

Involving former Olympians in development programmes will also enhance the quality of the competition at the Olympic Games in the long term. The involvement of Olympians in these programmes may also help to attract sponsors.

Currently few people with disabilities have managed to qualify for the Olympic Games as compared to their able bodied counterparts, which show that people with disabilities are still discriminated against. If afforded the same platform as their able bodied peers most of them would be able to attend the Games. This alone would increase a country's chance of winning.

DAENA CHNG

SYOGOC – Singapore Youth Olympic Games Organising Committee

LES JEUX OLYMPIQUES SONT-ILS OUVERTS À TOUS ?

Pour devenir une société active, il est nécessaire que les jeunes voient l'intérêt d'être physiquement actifs. Si l'on utilise une approche en douceur pour promouvoir l'activité physique auprès des jeunes, peut-être comprendront-ils sa valeur intrinsèque et commenceront-ils à l'appliquer dans leur vie de tous les jours.

The majority of youth under the age of 17 attend regular physical education as part of their academic curriculum. I believe that these classes play a significant role in instilling the value of sport in youth, and furthering their interest in keeping themselves physically active. Physical education lessons may be the stepping stone towards greater participation in physical activity among youth.

The influence of the education system on youth is undeniable as they spend much of their time within an educational institution. This is true for the majority of youth below the age of 17 in Singapore. If implemented correctly, sport may not come across as just a means to attain physical fitness, but also as a way of building character and spreading important values.

Take for example a physical education lesson which comprises learning to play netball. The students must learn the importance of warming up, the techniques of the game as well as its rules and regulations before being allowed to partake in friendly competition. Is it enough for the teacher to dismiss them following the end of the game of netball?

Sport needs to be packaged as a holistic activity, which benefits the body as well as one's mental strength. Perhaps today's youth will have a greater incentive to take up a sporting activity having seen and understood that sport does more than just strengthen and condition one's muscles and physiological systems.

Perhaps it is not a matter of instilling a love of sport in youth, but of helping them to see the value of sport as a whole.



CHUNGWON CHOU

WTF – Fédération Mondiale de Taekwondo

PROMOUVOIR LA VALEUR DU SPORT DANS LES PROGRAMMES D'ÉDUCATION

Cette contribution propose la création d'un « corps des volontaires du sport » qui renforcerait la coordination entre le Comité International Olympique (CIO) et les Nations Unies au niveau mondial. Ce mécanisme permettrait d'apporter une aide de grande ampleur aux pays en développement ou aux régions placées sous mandat des Nations Unies, qui manquent de ressources pour lancer des programmes sportifs destinés aux jeunes. Le « corps des volontaires du taekwondo », mis sur pied par la Fédération Mondiale de Taekwondo (WTF), a prouvé la valeur éducative du sport pour les jeunes vivant dans les pays en développement. Cet exposé plaide en faveur de l'établissement d'un mécanisme grâce auquel organisations internationales, fédérations de sport et sponsors pourraient promouvoir ensemble les valeurs sportives et l'esprit olympique auprès des jeunes, en particulier dans les régions défavorisées du monde. Ce « corps des volontaires du sport » pourrait encourager le développement humain et la consolidation de la paix. Cette proposition est à l'étude au sein des organisations internationales.

The goal of the Olympic Movement is “to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values”. On this premise, sport is a useful educational tool to reach youth in all parts of the world. Sport also teaches young generations the value of justice, morality, cooperation, understanding and “fair play” while encouraging a healthy life.

Sport offers various learning experiences and opportunities for friendship, cultural exchange and education. This is what our generation can and should give to our youth, especially those who are deprived of opportunities and resources to practice sport. Youth in less developed and underprivileged countries may have difficulties practicing sport due to a lack of equipment, facilities, instructors, or programmes. Some countries are desperate and eager to receive any kind of training equipment and uniforms, either new or used. However, the provision of these education and training programmes requires an effective mechanism and close collaboration among sport-related organisations and stakeholders.

The World Taekwondo Federation (WTF) launched the Taekwondo Peace Corps project. The project dispatches volunteers from the taekwondo community who wish to share fundamental values through taekwondo training. These volunteers work with underprivileged children, providing

them with resources for play while helping to instil hope and confidence in these young children. Volunteers are chosen through a strict selection process and receive a two-week training course. In the summer of 2008, the first seven teams of 27 Taekwondo Peace Corps members were dispatched, for one month, to Russia (Moscow), India (Bombay and Goa), Pakistan (Islamabad), Paraguay (Asuncion), and China (Qingdao and Urumqi).

The Taekwondo Peace Corps programme was well-received and appreciated by the host countries. The Corps members spent their time sharing the spirit of taekwondo and developing friendships and bonds with those who love the sport, in distant parts of the world. Its positive impact on youth education in less privileged communities bodes well for the prospect of employing sport as a tool to serve humanity. Their impressive turn-out at the training and unceasing enthusiasm reflected the yearning of local youth to learn and practice sport.

Inspired by our experience of the Taekwondo Peace Corps, I proposed developing the “Sport Peace Corps” programme to expand the initiative globally and to involve other sport-related organisations. The “Sport Peace Corps” would provide sport-related assistance to underdeveloped countries or United Nations (UN) assigned areas. This assistance includes 1) coaching and training services to young local athletes, 2) the provision of equipment and facilities, and 3) the provision of means and opportunities for young people to partake in international sport events. Depending on the type of assistance requested by target countries, the “Sport Peace Corps” would coordinate collaboration among stakeholders to gather the necessary human and material resources.

This “Sport Peace Corps” project dispatches groups of volunteers consisting of coaches, athletes, and teachers in any sport to serve an assigned community. It also requires participation of international organisations such as the IOC, UN institutions and other sport-related institutions and sponsors. The “Sport Peace Corps” project aims to 1) utilise sport to provide youth education and training programmes 2) provide equipment, education and training, as well as coaches for any Olympic sport in countries in need of assistance 3) give hope and dreams to young people who are deprived of the opportunity to learn and practice sport and 4) contribute to the promotion of friendship and understanding through sport and personal interaction.

If realised, the “Sport Peace Corps” project will surely complement and facilitate IOC initiatives such as the Youth Olympic Games. These initiatives offer youth a chance to partake in a wider range of international sporting events, where they can showcase their athletic talent while enjoying this priceless educational experience. It will also serve to fulfil some elements of the UN Millennium Development Goals by creating global partnerships with various stakeholders.



Enhanced partnerships and coordination among international organisations and international sport federations can strengthen the role of sport in solving international economic, social, cultural and humanitarian problems as well as promoting peace and development in the world. In this regard, positive consideration of the “Sport Peace Corps” and close collaboration of the IOC and the UN are strongly called for.

FRANCES CORDARO

AUS – Australian Olympic Committee Inc.

LE MULTIMÉDIA PEUT-IL INFLUENCER LA PARTICIPATION DES JEUNES ?

Cette contribution explique comment le multimédia peut encourager les jeunes à adopter un mode de vie plus actif et à s'initier aux valeurs olympiques que sont l'excellence, l'amitié et le respect.

Comme le montrent les exemples cités, le multimédia est et restera un outil extrêmement puissant pour dialoguer efficacement avec les jeunes. Le multimédia joue un rôle positif en incitant les jeunes à s'investir dans le sport, comme le prouvent les programmes, campagnes, dispositifs et jeux proposés par les principales parties prenantes au Mouvement olympique. Ces dernières devraient continuer à utiliser le multimédia pour dialoguer avec les jeunes et les encourager à s'investir dans le sport.

The world of multimedia can play a positive role in influencing young people across the globe to participate in sport. Multimedia can be defined as the use of audio and video material, delivered online or through physical means. The Olympic Games is a powerful event and Olympians are important role models to young people across the world. By using multimedia to profile the Olympic Games and communicate Olympians' messages, young people can be inspired to participate in sport.

In 2008 the National Olympic Committee of Australia produced “Chat to a Champ”, [1] an online conversation between Olympians and primary school students. The programme was designed to facilitate learning from the Olympian's personal experiences relating to training, nutrition, values and career development.

The conversations were delivered via web video conferences in both delayed and real time. In the lead up to the 2008 Olympic Games, students from any school across Australia could ask questions, via a children's Olympic website called the BK ZONE, to Olympians in a delayed

video conference. [2] Olympians would answer the questions in a recorded interview, which was published to the BK ZONE for students to watch.

During the Games and in an Olympic first, the Australian Olympic Committee (AOC) in partnership with internet service and computer providers facilitated the opportunity for students to talk online in real time with Olympians in Beijing. Twenty schools participated in the activity, two schools per week day. The programme produced excellent results with school students and Olympians inspiring each other.

Jon Coburn from Barnier Public School said: “I would just like to express my sincere thanks to the two classes who participated in a video chat with Sara Carrigan yesterday. The students have not stopped talking about it and the parents of our students wanted to also express their thanks and gratitude. It's not everyday that 7-8 year old children get to speak to an Olympic gold medallist.”

In one north Queensland school where truancy is a major issue, the school reported 95% of students attended school on the day of “Chat to a Champ”.

The International Olympic Committee (IOC) has effectively used multimedia to inspire young people to participate in sport through video promotional campaigns. The campaigns have communicated the key Olympic values of “Excellence, Friendship and Respect” to a global audience.

The IOC released the “Celebrate Humanity” clips in 2004. High profile international ambassadors including Nelson Mandela, Kofi Annan, Andrea Bocelli, Christopher Reeve and Avril Lavigne conveyed powerful messages about the values of hope, strength, determination and equality, which are seen at the Olympic Games.

More recently the IOC has released “The Best of Us Campaign”. [3] The video called “Teens” is a simple, powerful idea that transcends cultures and borders, motivating young people around the world to participate in sport by proving that sport can bring out the best in them.

The IOC has also produced an asynchronous online learning platform called the “Olympic Personal Trainer”. [4] The interactive programme was developed to help young people learn directly from high profile Olympians about Olympic values. The Olympians talk about their personal experiences as world class athletes and provide answers to questions like: “How do you set goals?” or “How do you learn from failure?” and “Why is teamwork important?” It is an excellent tool, which can be accessed by young people all over the world, anywhere, anytime.

The AOC, in partnership with Distance Education Centre Victoria (DECV), produced a similar online learning program, featuring Australian Olym-



pians. The aim was to educate students on the importance of values and their role in achieving personal goals.

Olympians answered questions on how values contributed to success and assisted them in overcoming personal and sporting challenges. Students could view their responses in videos published online. Students completed accompanying worksheets and could access additional resources to support further learning. An online student forum enabled students to communicate with each other and reflect on how the values applied to themselves.

Past and present Olympic sponsors from The Olympic Partner (TOP) programme, and sport suppliers, have used multimedia as part of their Olympic marketing strategies to engage young people with their products and participate in sport.

Sports suppliers, working in conjunction with enterprises that deal with Wireless Communication Equipment and portable devices for storing and playing audio files, have developed online coaching systems that allow users to create personalised training plans, record progress, set goals and map running routes. [5] The systems provide exciting tools and engage young people to participate in sport with friends around the world. Similar systems also allow users to access the latest music to motivate them while training. Additionally, one sports supplier has created a global community challenge, which tallies the number of kilometres run around the world in real time.

Australian schools used the systems in the lead up to the 2008 Olympic Games to record their progress as they attempted to complete the challenge of walking on their school ovals to cover the distance between Australia and Beijing.

A well known food chain has produced an online alternate-reality game (ARG) as part of their marketing programme for the 2008 Olympic Games. The game, The Lost Ring, was a global, multilingual ARG that united players in a quest to recover ancient Olympic secrets. The game blended online and offline clues and relied on players collaborating to solve the puzzles.

The Lost Ring centred on Ariadne, a lost Olympic athlete from a parallel universe. The players learned about the Olympic Games and then connected on forums, wikis and blogs, sharing photos, clues, theories, translations and videos.

The Globe and Mail reported “a synthesis of conventional video game, role-playing adventure and scavenger hunt”. TheBruce, creator of The Lost Ring wiki said “It’s about community and it gets you doing things away from your computer.”

Multimedia is and will continue to grow as a very powerful tool to effectively communicate with young people. Multimedia does play a positive role in influencing young people to participate in sport, as seen through the programmes, campaigns, systems and games produced by key stakeholders of the Olympic Movement. Stakeholders should continue to use multimedia as an effective means to communicate with young people and encourage them to participate in sport.

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- [2] For more information on the BK ZONE see <http://corporate.olympics.com.au/index.cfm?p=544>
- [3] More information on the “Best of Us” campaign can be found at http://www.olympic.org/uk/bestofus/index_uk.asp
- [4] See <http://www.olympic.org/PersonalTrainer/>
- [5] See for example “miCoach”: <http://www.micoach.com/> and “NikePlus”: <http://nikeplus.nike.com/nikeplus/>

PHILIP CRAVEN

Organisation reconnue • IPC – International Paralympic Committee

LA CONTRIBUTION SOCIALE DU SPORT AU XXI^E SIÈCLE (1^{ÈRE} PARTIE)

Dans cette contribution en deux parties, l’auteur souligne le rôle que le sport peut jouer dans la vie de tout un chacun et met en évidence la valeur pédagogique de la pratique régulière d’un sport.

Cette section de la contribution traite en particulier du potentiel pédagogique et de la raison d’être du sport ainsi que des perceptions qui affaiblissent la vraie nature du sport. L’auteur fonde ses arguments sur ses observations personnelles ainsi que sur celles de Robert Redeker dans son livre intitulé «Le sport est-il inhumain ?».

The purpose of this essay is to emphasise the role that sport can play in the lives of women and men, marginalised groups and in particular of the youth of the world. In my opinion it is the spirit of sport that matters and not the market value of a small fraction of sport participants.

I shall endeavour to show the educational value of practicing sport regularly, to all sections of society. I also intend to show the manner in which the practice of sport equips young people to communicate with others and provides them with the life skills they so desperately need in the 21st century.



The discussion on the educational potential and *raison d'être* of sport will be followed by a discussion on the perceptions that weaken the true nature of sport. My arguments will be based on personal observations over a number of years and the ideas put forward by Robert Redeker in his book entitled *Le sport est-il inhumain ?* [1]

I shall conclude by demonstrating the importance of “Sport for All” as a fundamental building block of all sport on this planet. I shall also put forward ways in which we can all start to build bridges so that financially motivated sporting entertainment may find its own way back to its roots.

What educational benefits does sport bring to mankind? Support for the notion of education through sports participation has come from many quarters over the past two and a half thousand years. Baron Pierre de Coubertin himself was a strong advocate.

Participation in sport teaches the life skills required to lead a fully productive life and provides ways of communicating with fellow human beings in a way that allows humanity to lead a civilized and peaceful existence.

What are these life skills that young people can learn through their participation in sport?

- Men, women, boys and girls are allowed to be highly competitive while abiding by the rules of the sport.
- Playing sport helps to harness aggression and frustration.
- Sport promotes the practise of fair play and honesty.
- Sport helps create life-long friendships.
- Sport, more importantly, allows people to have fun at a time when having fun is not always easy to experience.
- Sport promotes communication between individuals and teams.
- Sport teaches that you can have greater success by giving to your sport and giving to your team rather than always just taking.

The educational value of sport is obvious and one wonders if there is a need to state its benefits and to recommend it to everyone.

Over the past couple of decades, however, there have been examples showing a decline, rather than an increase, in mass participation in sport. I could spend the remainder of this paper itemising those examples. However, I only wish to refer to one recently published book. I first heard about it while on holiday in France in June 2008. I found the title of the book (written by a philosopher and *amateur de sport* Robert Redeker) *Le sport est-il inhumain ?* shocking. In fact it awakened me, violently, out of my early morning holiday slumber.

Subconsciously I thought, how can anyone regard sport as *inhuman*? Is sport not about the values of human life? I immediately ordered a copy of the book and spent the remainder of my holiday analysing its contents. It is important to underscore here that the author is only questioning whether sport could be inhuman and not stating that it is.

Redeker's key premise is that his footballing heroes, such as Michel Platini and Dominique Rocheteau, were sportsmen who had physical attributes that were not dissimilar to those of every man and woman on the street. In other words the fan could dream of filling their hero's boots. But today things have changed markedly. Commercialisation and the need to have certain sports on television every day and every night of the week, have demanded the creation of super humans that bear little or no physical resemblance to men and women on the street. Redeker states that despite being bought off by huge financial gain these elite super humans have lost their freedom and are in fact prisoners of an ever more “sport hungry” media and entertainment industry.

I recommend this book to anyone who wishes to understand the dangers that are threatening sport. What I will say is that despite the headline grabbing nature of the book's title, sport cannot be inhuman. If it is inhuman then it is no longer sport!

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PHILIP CRAVEN

Organisation reconnue • IPC – International Paralympic Committee

LA CONTRIBUTION SOCIALE DU SPORT AU XXI^E SIÈCLE (2^E PARTIE)

Il s'agit du deuxième volet d'une contribution en deux parties, qui souligne le rôle que le sport peut jouer dans la vie de tout un chacun et qui met en évidence la valeur pédagogique de la pratique régulière d'un sport.

Cette contribution démontre l'importance du sport pour tous comme fondement essentiel de l'ensemble des sports au niveau mondial. L'auteur passe en revue les mesures nécessaires pour que le sport ne soit plus un enjeu financier mais revienne à ses racines.

In the 1920s, Pierre de Coubertin stated that commercialisation was the greatest threat to the Olympic Movement. He was referring to money diluting and potentially destroying sport's greatest asset i.e. its



incredible educational potential. When money becomes the focus, winning is the only objective, competition becomes so intense and playing within the rules comes under threat.

When emphasis on grassroots development is lost or is disconnected from the high end of the sport then this skill of learning to lead life within the rules is lost.

When the rules are slackened there is no harnessing of aggression and frustration and we see less fair play and honesty.

When winning is the overriding factor, individual competitors or teams fail to get along together and do not take the opportunity to make life-long friendships. And what about having fun?

This concentration on being number one and finishing first (with numbers two to twelve or even two to a hundred thousand not counting) most certainly does not encourage communication. As a result, “taking” rather than “giving” becomes a key practice.

Parallels can be drawn between the dilution and extinction of the educational values of sport and the ongoing financial crisis that has hit the world. Did investment bankers play within the rules? Or did they devise cunning ways of ignoring the rules, if in fact there were any in place at all?

In my opinion, the key to practising what is being preached about the educational value of sport is to link the different activities within sports organisations. This will ensure that the sporting spirit is present in all these different activities and at all levels. Over commercialisation must be reigned in. Trust and honesty needs to come back into sports agreements and more must be done to develop true partnerships and friendships in sport.

So how can we move back from the brink if in fact we realise that we are at the brink?

A new and real emphasis needs to be placed on grassroots sports development and mass participation in sport. This should be done by everyone, International Sports Federations, national associations, governments and especially schools.

Where better to lay the foundation for a better world than in schools? Where better to create awareness? Indeed the purest form of development through sport is found in schools. Just as sport is a pure form of education when taught and practised properly, learning about life through sport takes time. It will be necessary to emphasise the elements of fun, fair play, team success and communication. Sport for school children is vital.

If you think of the defining moments in each of your own lives I doubt if many of them came from a textbook. This is not to say that traditional learning is not important but life experiences have to be given equal weight in educational programmes and there is no better way to learn these than through practising sport.

I hope I have been able to show that society desperately needs sport to teach young people how to manage their lives and be healthy.

I shall conclude with three proposals which may get us all back on track in using sport as a priceless educational resource.

Firstly, sport development must be placed at the top of each sports organisation's agenda. This does not mean that world, continental and national championships must be given less attention. But sport development at the grassroots level must receive more attention in order to ensure that sport delivers to young people.

The second proposal is to develop partnerships with organisations that can benefit from this resurgence of mass participation in sport. I immediately think of governments as Ministries of Education, Health and Sport have many common interests. True partnerships can be developed when sporting organisations encourage these ministries to come together for the benefit of all people in society.

Finally and maybe most controversially, for men at least, I believe that more women are required in sports administration and in key positions. This would be an important step forward in reemphasising mass participation in sport.

This is what I believe that society does need from sport in the 21st century.

I would like to close by quoting from a maxim that was written some 2500 years ago. It talks about the importance of the acquisition of life skills and how this is of equal importance to more traditional education. I believe this maxim to be extremely relevant today especially as we all still remember vividly those wonderful Olympic Games and Paralympic Games in China last year.

A disciple of Confucius named Tzu-hsia said:

“A man who
Treats his betters as betters,
Wears an air of respect,
Who in serving father and mother
Knows how to put his whole strength,
Who in the service of his prince will lay down his life
Who in intercourse with friends is true to his word –



Some may say of him that he still lacks education, but I for my part should certainly call him an educated man.”

MAHAMOUD ELARIF

COM – Comité Olympique et Sportif des Îles Comores

LE SPORT AU SERVICE DE L'ÉPANOUISSEMENT MORAL DES JEUNES

Dans les pays non développés, le sport n'arrive pas à jouer le rôle qui lui revient.

Que faut-il faire pour que le sport soit au service de l'épanouissement moral des jeunes ?

Il faut :

- **des animations sportives dans les établissements scolaires primaires et dans les collèges au sein des régions rurales ;**
- **des installations adéquates.**

Par conséquent, pour que l'Olympisme anime l'esprit de nos jeunes, il faut que le Comité International Olympique (CIO) adopte un programme pour la construction d'installations sportives dans les régions rurales. Il faut encore que ce programme soit complété par la formation d'animateurs chargés de l'éducation olympique.

Ainsi, le Mouvement olympique contribuera à construire un monde meilleur.

«Le but de l'Olympisme est de mettre le sport au service du développement harmonieux de l'homme en vue de promouvoir une société pacifique, soucieuse de préserver la dignité humaine.»

Charte olympique

Dans les pays non développés comme le mien (les Comores), le sport n'arrive pas à jouer le rôle qui lui revient : c'est essentiellement dans les villes que l'on trouve des installations sportives, qui souvent ne répondent pas aux critères de sécurité et d'hygiène pour les sportifs.

Dans les régions rurales, faire du sport, c'est jouer au football. Les jeunes pratiquent le football pour se faire plaisir uniquement quand ils peuvent le faire. Ils grandissent de cette façon et les quelques-uns qui arrivent à se distinguer sont vite récupérés par des clubs.

Mais dans ces clubs, les jeunes découvrent la passion pour la victoire et se font inculquer un esprit de compétition cruel. «Tout faire pour

battre l'adversaire.» Ainsi ces jeunes ne connaissent jamais l'éducation olympique et ignorent tout des vraies valeurs du sport. La conséquence, c'est couramment la violence quand deux clubs de villages différents s'affrontent.

Que faut-il faire pour que le sport soit au service de l'épanouissement moral des jeunes ?

Je crois que les Comités Nationaux Olympiques (CNO) des pays comme le mien doivent s'impliquer en faveur d'animations sportives dans les établissements scolaires primaires et dans les collèges au sein des régions rurales. Par une activité sportive organisée et par des cours d'éducation olympique, le jeune est préparé à associer le sport à son propre épanouissement moral et social. C'est ainsi que dans nos villages, nous pouvons pratiquer du sport sans violence dans les stades et obtenir que les compétitions soient des moments de joie et de communion des spectateurs avec les acteurs (les athlètes).

Mais pour que cela soit une réalité, il faut que ces jeunes puissent pratiquer le sport dans des installations adéquates, qui font cruellement défaut et que les gouvernements ne projettent aucunement de construire.

Par conséquent, pour que l'Olympisme anime l'esprit de nos jeunes, il faut que le CIO adopte un programme pour la construction d'installations sportives dans les régions rurales. Ce n'est pas tout, il faut encore que ce programme soit complété par la formation d'animateurs chargés de l'éducation olympique.

Si mon idée est adoptée, je suis convaincu qu'après cinq ans, les esprits auront évolué de façon remarquable et que le sport pourra enfin jouer son rôle de facteur d'épanouissement moral de la jeunesse.

Nous éviterons ainsi que les jeunes soient utilisés en masse comme soldats par les milices et la délinquance fera moins de ravage chez les jeunes. Ainsi, le Mouvement olympique contribuera à construire un monde meilleur.

FRANCISCO J. ELIZALDE

Comité International Olympique

RÔLE DES PARENTS ET PRATIQUE SPORTIVE CHEZ LES ENFANTS

Analyser la cause fondamentale du déclin de l'activité physique chez les jeunes partout dans le monde serait un travail de longue haleine, et ce en raison des nombreuses différences qui existent entre les jeunes originaires de pays dotés de structures économiques et sociales distinctes.



Cela étant, comme l'avance cet exposé, l'influence des parents, qu'elle soit positive ou négative, doit également être prise en compte lorsqu'il s'agit de trouver des solutions à ce problème.

When trying to analyse the reasons for the apparent decline in sports participation and physical activity among present day youth, the tendency is to identify diverse factors. All these factors probably give the impression that young people are free to do what they wish almost from birth.

However, this is an inaccurate picture as parental influence and involvement must also be taken into account. This is important when formulating plans to resolve or, at least, reduce the current attitude towards sports and physical activity among the youth of today.

Undoubtedly, if parents practice a sport or even maintain an acceptable level of physical fitness the chances are their children will do the same. The reverse is true if parents are totally indifferent to any type of physical activity, which undoubtedly results in an unhealthy life style with all its negative consequences.

It is difficult to study all the different categories of youth participation in sports and other physical activities. So at the risk of oversimplification, let us divide them into two broad groups: those who appear to have natural athletic ability and those who do not. The latter are in the majority.

With respect to the first group, participation in sports is taken for granted and parental support is usually present. However, this support is not always for purely altruistic reasons. Some parents encourage their children to take up sporting activities in order to profit from free education or, as is often the case, to rise out of abject poverty.

Even for those youngsters with natural athletic ability, modern society offers many distractions and alternatives to training and competition. And parents are often required to intervene.

While parents need not force their children to continue competing they must at least try to convince them of the importance of maintaining a certain level of physical fitness. This is important for health as well as social reasons as a fit person is more likely to be accepted into their peer group.

Needless to say, the problem is magnified in the case of young people who do not appear to have an aptitude for sports and quickly lose interest in any form of physical activity. Here parents have an important role to play in reversing this attitude before it is too late. But this is easier said than done especially in this day and age.

In most societies today, young people have more freedom than in the past. Nevertheless, parental influence still plays a major role during a

youngster's formative years. These influences must also be taken into account when trying to reach young children and to convince them to engage in greater physical activity.

NAWAL EL MOUTAWAKEL

Comité International Olympique

LE SPORT DANS L'ÉDUCATION

Cette contribution porte sur les moyens à mettre en œuvre pour permettre au sport de jouer son rôle éducatif.

De nombreuses recherches scientifiques font état de l'impact positif de la pratique sportive et de l'éducation physique sur le développement, la socialisation, la tolérance des individus. De manière générale, l'éducation physique accroît les performances et les capacités mentales et cognitives de l'homme, notamment de l'enfant.

La Charte internationale de l'éducation physique et du sport de l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO) de 1978 stipule que tout être humain a le droit fondamental d'accéder à l'éducation physique et au sport, indispensables à l'épanouissement de sa personnalité. Elle a aussi déclaré que le droit de la personne à développer ses aptitudes physiques, intellectuelles et morales par l'éducation physique et le sport, doit être garanti aux plans du système éducatif et des autres aspects de la vie sociale.

Il est temps que les États, les partis politiques, les instances internationales et la société civile se mobilisent pour redonner au sport les moyens de jouer son rôle éducatif.

L'objectif assigné à cette note est d'attirer l'attention sur les aspects qui portent actuellement atteinte au sport dans son lien avec l'éducation.

De nombreuses recherches scientifiques font état de l'impact positif de la pratique sportive et de l'éducation physique sur le développement, la socialisation, la tolérance des individus. De manière générale, l'éducation physique accroît les performances et les capacités mentales et cognitives de l'homme, notamment de l'enfant.

De plus, l'éducation physique constitue l'une des composantes des droits de la personne.

La Charte internationale de l'éducation physique et du sport de l'UNESCO de 1978 stipule que tout être humain a le droit fondamental d'accéder



à l'éducation physique et au sport, indispensables à l'épanouissement de sa personnalité. Elle a aussi déclaré que le droit de la personne à développer ses aptitudes physiques, intellectuelles et morales par l'éducation physique et le sport doit être garanti aux plans du système éducatif et des autres aspects de la vie sociale.

Des constats récents montrent que la pratique de l'éducation physique et du sport est de plus en plus mise en difficulté pour plusieurs raisons :

1. une pratique de l'éducation physique orientée vers la performance, marginalisant ainsi les enfants et les jeunes qui n'y ont pas accès ;
2. une masse horaire accordée à l'éducation physique en net recul. Ainsi depuis 2002, elle est passée dans l'Union Européenne de 121 à 109 minutes par semaine pour l'école primaire et de 117 à 101 minutes pour l'école secondaire ;
3. des politiques publiques axées sur le curatif en matière d'insertion et d'éducation des enfants en difficulté au détriment du rôle préventif de l'école, induisant des coupes sévères dans les budgets d'entretien et de création des installations sportives au sein des écoles ;
4. une libéralisation de l'enseignement ne respectant pas les normes techniques et pédagogiques indispensables aux structures scolaires (au Maroc, on enregistre avec regret que des agréments sont délivrés aux écoles privées dépourvues d'espaces et d'installations sportives nécessaires) ;
5. une percée des nouvelles technologies de l'information et de la communication (NTIC), notamment les jeux informatiques en ligne, qui affectent le mode de vie des enfants en réduisant leur activité physique, en les mettant dans des difficultés scolaires provoquant un désintérêt total pour la vie sociale réelle au profit d'une autre virtuelle ;
6. un endoctrinement religieux qui perturbe la mixité des sexes ;
7. un sous-encadrement qualitatif et quantitatif de l'éducation physique.

Il est temps que les États, les partis politiques, les instances internationales et la société civile se mobilisent pour redonner au sport les moyens de jouer son rôle éducatif.

Dans ce cadre, la Charte de l'UNESCO stipule dans son principe 7 qu'il faut :

- a. veiller à l'application de la loi induite par la Déclaration des droits de l'enfant de 1959 ;

- b. assurer une protection spéciale au profit de l'enfant, afin de lui assurer un développement sain et normal sur le plan physique, intellectuel, moral, spirituel et social ;
- c. donner à l'enfant les possibilités de s'adonner à des jeux et à des activités récréatives orientées vers une saine éducation.

Par ailleurs, la séparation des cursus d'éducation orientés vers la performance et la compétition de ceux où la pratique d'éducation physique est normale doit faire l'objet d'une obligation pour tous.

La loi doit réprimer toute structure éducative ne respectant pas le principe d'obligation de la pratique d'éducation physique à travers l'examen des masses horaires y afférentes.

L'accès des enfants aux jeux électroniques en ligne et dont la diffusion doit être assujettie à une fiscalisation spéciale doit être réglementé.

L'agrément ne doit pas être accordé à toute structure d'éducation privée ne disposant pas de ses propres installations et espaces sportifs.

AMY FARKAS

Organisation internationale
UNICEF – Fonds des Nations Unies pour l'Enfance

LE RÔLE ESSENTIEL DU SPORT DANS L'ÉDUCATION : CONTRIBUTION DE L'UNICEF

Au niveau le plus fondamental, sport et éducation constituent des droits pour tous. Dans ce contexte, il ne s'agit pas de savoir si le sport joue un rôle dans l'éducation mais plutôt comment. Le Fonds des Nations Unies pour l'enfance (UNICEF) a examiné cette question de manière approfondie et suivi l'évolution de l'éducation à travers le monde.

L'UNICEF a fait du sport un élément clé du concept des écoles amies des enfants (« Child-Friendly Schools ») et travaille actuellement en collaboration avec plusieurs partenaires sur une initiative, « International Inspiration », en lien avec les Jeux Olympiques et Paralympiques de 2012 à Londres. Ce projet a pour but de renforcer le rôle du sport dans l'éducation des jeunes dans une vingtaine de pays. Cette contribution décrit la vision de l'UNICEF sur le rôle du sport dans l'éducation et donne des exemples précis de résultats obtenus chez les enfants et les jeunes.



In many countries around the world, children have a long walk to school and have to work in crowded, dark classrooms, with little equipment and material, poorly trained teachers, and no opportunity for organised Physical Education (PE) or other kinds of sport or play activities.

Although in recent years great strides have been made towards the improvement of education (including efforts to achieve the Millennium Development Goal of universal primary education by 2015), the fact remains that many children and young people still have an uninspiring, difficult time at school. [1] Furthermore, 101 million children of primary school age still do not go to school at all.

Is there a role for sport in such education systems, to help improve them and make them more attractive to and relevant for children and young people? The United Nations Children's Fund (UNICEF) believes that there is.

The school experience can be transformed by including sport and play opportunities as part of a comprehensive package of improvements to create child-friendly schools. An improved school environment, better school management, quality teacher training (along with other support), high quality inclusive PE, sport and play opportunities provided in a safe space with proper equipment that is delivered by trained leaders, can contribute to improved physical and mental well-being and promote healthy lifestyles.

There is a growing body of evidence to demonstrate the positive effect of quality PE on academic results. In developing countries UNICEF is expanding its work in this area, collaborating with partners to integrate sport and play into a model for child-friendly schools in order to help increase access to quality education for children and young people. This helps to make school more attractive so students want to go, and come back again and again.

The link between sport and education is clearly recognised by the Olympic Movement through the fundamental principles laid by the founder of the modern Olympic Games, Baron Pierre de Coubertin. In 2005, the London 2012 bid team made a promise in Singapore (the "Singapore Vision") to take this vision one step further and "to reach young people all around the world and connect them to the inspirational power of the Games so they are inspired to choose sport". [2]

UNICEF is proud to be working with partners including the London Organising Committee for the Olympic and Paralympic Games (LOCOG), the British Council, UK Sport, the British Olympic Foundation (BOF) and the British Paralympic Association (BPA) to deliver that promise through the "International Inspiration" programme. "International Inspiration" has the full support of the International Olympic Committee and the International Paralympic Committee. It is a core programme of the

LOCOG and a key part of the international work within LOCOG's Education Programme.

"International Inspiration" is a groundbreaking, ambitious initiative that aims to transform the lives of 12 million children and young people of all abilities, in schools and communities in up to 20 countries across the world, particularly in developing countries, through the power of high quality and inclusive physical education, sport and play. Much of this will happen within the education systems of those 20 countries, and, significantly, the delivery partners will work in partnership with National Olympic Committees (NOCs) and National Paralympic Committees (NPCs) to achieve this ambitious target alongside governments, NGOs, local communities, sports organisations and others.

On one level, "International Inspiration" works with children and young people so that they can enjoy better quality and safer sports experiences as well as life skills development. The programme also gives participants the opportunity to share their thoughts on the importance of sport and play, and for some an opportunity to connect with young people in the UK.

On another level, "International Inspiration" works with practitioners, training teachers, promotes head teacher exchanges, supports community leaders and coaches to also deliver life skills, provides leadership training to young people, and strategic planning support to sports administrators to help strengthen the sporting infrastructure.

Importantly, "International Inspiration" also works at a third level with policy makers to influence national strategies and budgets to leverage more spending on inclusive, high quality PE, sport and play, to support the improvement of national curricula and advocate for more hours of PE in schools. Advocating for the recognition of sport as a tool to help support poverty reduction and increase the well-being of all children is another key component.

The result of delivering all these elements together, and monitoring and evaluating their outcomes, is creating a sustainable legacy built on partnership with the government and communities of the countries "International Inspiration" is working in.

Never before has a sport and education initiative been done in such a comprehensive and integrated way across so many countries, with such an ambitious target and the potential to influence change on a massive scale. None of it would be possible without the support of the Olympic Movement and the Paralympic Movement, which has the power to positively influence young people all across the world.

By working in partnership, "International Inspiration" will reach millions of young people, get them into sport and help them achieve their full



potential. This is because they now have a reason to stay at school and gain knowledge, learn new skills such as leadership through sport, learn valuable life skills through PE lessons or whether they now have the opportunity to become a future Olympian or Paralympian.

UNICEF is delighted to be working with LOCOG, the British Council, UK Sport, the BOF, the BPA and the wider Olympic and Paralympic Family. We hope that future Olympic Games Organising Committees can recognise the importance of a social legacy and ensure that the Olympic Games and Paralympic Games build on London's vision. In this way they can take the Olympic and Paralympic Games to millions of children and young people – not just through the television, but by positively influencing the way they live their lives.

REFERENCES

[1] See <http://www.un.org/millenniumgoals/education.shtml>

[2] For more information see http://www.ungei.org/news/index_1709.html

THEO FLEDDERUS

NED – Nederlands Olympisch Comité*Nederlandse Sport Federatie

ÉCOLES ET CLUBS SPORTIFS POUR ENCOURAGER LE DÉVELOPPEMENT DU SPORT

Le Comité National Olympique (CNO) et le gouvernement néerlandais souhaitent qu'au moins 90% de tous les enfants et adolescents du pays fassent du sport. Pour atteindre cet objectif ambitieux, les écoles et les clubs sportifs doivent travailler davantage ensemble. Ainsi, un nouveau « double poste » a été créé. Ce nouveau type de « travailleur sportif » fera office de coordinateur pour combler l'écart entre les écoles et les clubs de sport. Il sera employé par une école ou un club de sport et sera également chargé d'accomplir un travail pratique. Le nouveau programme national, qui vise à engager 2500 travailleurs sportifs en équivalent temps plein (ETP) d'ici à 2012, est à la fois un formidable défi et une magnifique opportunité. Les bénéfices du programme se feront sentir dans les prochaines années et pourront alors être partagés avec les parties intéressées, aussi bien aux Pays-Bas qu'à l'étranger.

While you can teach an old dog new tricks, it is much easier to begin at an early age, which results in greater benefits. This applies particularly to sport and exercise. Those who start doing games and sport when they are still very young will draw maximum physical and mental advantage from their active lifestyle. It is a well-established fact that sport and exercise have a favourable influence on school performance and reduce the school dropout rate.

AIMING FOR 90% OF DUTCH CHILDREN AND TEENAGERS TO TAKE PART IN SPORT

The Dutch government believes that the importance of sport and exercise cannot be over-emphasised. In 2005, the Ministry of Health, Welfare and Sport, the Ministry of Education, Culture and Science and the NOC*NSF teamed up to create the School & Sport Alliance. The goal of this Alliance was to make sport activities widely available and more attractive, thus providing at least 90% of Dutch children and teenagers in primary and secondary education with the opportunity to take part in sport. Sporting activities could take place during school hours, as part of after-school activities, and at sport clubs. To reach 90% of the school-age group, the Alliance believed that it had to bring together schools and sport clubs. A schedule, which factors in sport five times a week, is unachievable within the school system alone. Neither is this feasible exclusively within the network of sport clubs. But if the two sides combine forces, they can pull it off.

THE DUAL-ROLE SPORT WORKER BRIDGING THE GAP

To give a strong boost to this cooperation, a new “dual-role sport position” (two sport-related jobs rolled into one) was created. This new type of sport worker will serve as a coordinator to bridge the gap between education and sport and make the two work together. These sport workers will also provide practical sport training, guidance and support to the youth in the school and at the sport club. The intention is to create 2,500 full time equivalent (FTE) dual-role sport positions in the education and sport sectors across the Netherlands between 2008 and 2012.

The dual-role sport workers are employed by a single organisation in either the education or sport sectors, but will be active in both. The salaries to be earned by a dual-role sport worker will be paid entirely by the central government during the first year. In the years that follow, the central government will contribute to 40% of the salaries with the remainder being borne by municipalities. Municipalities decide for themselves whether they wish to take part in the programme.

The way in which the two sectors will work together will differ from town to town and situation to situation. But by and large, the dual-role sport worker is employed by either a school or sport club and is charged to perform practical work. The dual-role sport position will preferably go to people with practical experience in giving physical education or sport training. As far as schools are concerned, we are talking about certified physical education teachers working in elementary and secondary education. When it comes to sport clubs, employees will be drawn from the ranks of professionally active coaches who received training recognised by sport associations or the Dutch educational authorities.



THE DUAL-ROLE SPORT WORKER IN PRACTICE

How will this work in actual practice? The fictitious Robert Jensen is a full-time physical education teacher active in secondary education in his town. His school now receives government funding (through the municipality) to appoint a dual-role sport worker. A dedicated long-distance runner, Robert is enthusiastic about the new opportunity. He reduces the amount of time spent giving physical education (those hours are transferred to a colleague), while retaining his existing employment status at the school. For the benefit of school students, he sets up new during-school and after-school activities and also provides coaching. One example is the creation of groups of runners at recreational and competitive levels. Robert also works outside the confines of the school, providing training to young members of the local athletics club, as well as giving running training to youth teams at the local football and field hockey club. In return, the football and hockey clubs make a contribution to the physical education classes at the school and help to set up a multi-school competition. Robert helps to ensure that his school lends a helping hand when the clubs hold their annual youth tournaments.

Many variations on this theme are possible, of course. The resulting patchwork situation stems from the varying local conditions: different-size municipalities, schools and sport clubs all have their own existing activities. Local wishes and requirements for the future may also differ. Each job profile will be drawn up in consultation with the local municipalities, schools, sport clubs and cultural organisations, with the municipality having a coordinating role. The NOC*NSF will provide information, guidance and encouragement to those sport clubs that are eager to take part and thus evolve into so-called strong sport local organisations.

CHALLENGE AND OPPORTUNITY

This new programme is both a tremendous challenge and a great opportunity. The entire effort involves the two ministries, the NOC*NSF, over 400 municipalities, 25 sport federations and almost 9,000 educational organisations (each covering one or several schools). All have to pull their weight. All parties have come to recognise the pivotal role played by sport and exercise in, among other things, keeping the population fit and healthy, teaching perseverance, discipline and other values, and in enhancing social cohesion in a heterogeneous population. The benefits of the programme will become available in the course of the coming years and can be shared with interested parties, both within and outside the Netherlands.

DOLLY FOO

SYOGOC – Singapore Youth Olympic Games Organising Committee

SPORT, ÉDUCATION ET STYLE DE VIE MODERNE : UN JUSTE MILIEU ILLUSOIRE

Inutile de nier que le confort moderne s'est fait au détriment d'un style de vie actif. Il est également difficile de convaincre la jeunesse actuelle de pratiquer une activité physique lorsque les adultes qu'ils observent adoptent quant à eux un style de vie confortable et sédentaire. Il est encourageant de voir les efforts innovants fournis pour réintroduire le sport dans la vie de nos jeunes. Toutefois, l'inactivité est maintenant bien ancrée chez les jeunes et il est difficile d'évaluer le succès de ces différentes initiatives.

Entre-temps, la lutte entre le sport et l'éducation se poursuit. Bien que le sport mette en pratique les valeurs enseignées en classe, il est souvent sous-évalué par rapport aux études universitaires. Aussi, tandis que des athlètes vedettes sont acclamés, la pratique régulière du sport chez les enfants est souvent supprimée. L'équilibre entre sport et éducation universitaire doit être traité dans nos systèmes scolaires.

SPORT AND PHYSICAL ACTIVITY

There is no doubt that today's youth lead a more sedentary lifestyle compared to previous generations. Due to continuous technological advances, outdoor playtime has been replaced by gaming sessions in front of a computer. It is hard to convince a teenager to leave the comfort of an air-conditioned room for a sweaty and exhausting time, exercising. Perhaps they do not see the real value of playing sports where the rewards are reaped over the long term. Together with the aches and pains one often experiences soon after a workout, physical activity is definitely less appealing than the instant gratification of the material goods we use today.

It is not only the higher standards of modern living that relegate physical activity to the sidelines. Today's youth are busier than ever. We struggle with our "study-life balance" as adults do with their work-life balance. There is a heavy school curriculum to digest, family ties to manage and a social life to maintain. Everything demands our attention and time always seems to be in short supply. Some young people are not motivated to dedicate themselves to competitive sport when they learn of the sacrifices that professional sports persons have to make in their personal and social life.



It will be hard, but definitely not impossible to get young people moving. To address the declining trend in physical activity among the youth, we have to promote sports in a way that pander to their interests. Interactive multimedia games of virtual tennis or yoga, for example, allow individuals to enjoy some kind of physical activity in the comfort of their home. Young people should also be encouraged to play sports with a group of friends. After all, we are social creatures, and it is definitely more fun and encouraging to share the rewards of exercising with friends. Perhaps more effort should also be made to include a sporting idol in the lives of young people. These sporting personalities could motivate the youth and strengthen their commitment to participate in sports.

SPORT AND EDUCATION

I believe that sport and academics should run alongside each other in the education system. It is known that the rigour and discipline of sport training also helps young athletes to perform better academically. However, sport should not dominate the education system; otherwise children who are not inclined towards sport will be left out. Sports should be packaged as one of the many non-academic disciplines in the education system and must engage students in a holistic manner while providing a well-rounded learning experience.

Sport complements and puts into practice the values that are taught in the classroom, such as teamwork, perseverance and the importance of striving for excellence. Yet in reality, physical education in schools is often undermined by a heavy academic curriculum, though educators clearly understand the benefits of sport to a student. Without proper guidance, young sports persons find it hard to handle the pressures of winning and their academic work. In Singapore there is a new niche school for young sports persons, which focuses on developing their talents while offering a sound academic curriculum.

In sports, people sometimes focus too much on the glory of winning and fail to promote the active participation of the average child. As such, the child may not be able to fully enjoy the benefits of sports. I feel that currently most schools concentrate on producing the best athletes and winning competitions. Although participation is encouraged during physical education lessons, only the really talented are given a chance to succeed on the school team. When the focus is on winning rather than participation, those left out may develop negative feelings of unworthiness, which also compromises the educational aspects of sports. In the end, the champion athlete may not encompass the values of a true sports person. In all, I believe that sports participation in schools should be given greater importance so that the benefits of sports can be enjoyed by all young people, rather than just a niche group.

RON FROELICH

Organisation reconnue • IWGA – International World Games Association

VERS UNE SOCIÉTÉ ACTIVE

Il faut réintroduire l'éducation physique et sportive dans les systèmes scolaires pour enseigner aux jeunes l'importance d'être en bonne santé et leur donner la chance d'occuper une place dans la société. Il est également nécessaire de leur apprendre la valeur de la sportivité, du fair-play et de les aider à comprendre ce qui peut être accompli grâce à la pratique d'un sport.

Toutes les parties prenantes du Mouvement olympique doivent concentrer leurs efforts pour réintroduire l'éducation physique et sportive dans les écoles afin d'encourager les jeunes à être plus actifs.

Up until the early 1980s school programmes were certainly effective for physical education, as sport was included in the schools' curriculum.

In the 21st century we have seen a totally different attitude. School systems have eliminated sport programmes from the curriculum due to a lack of funding for these activities. This is detrimental to the education of a healthy body and the risk of obesity is high among the young. Some governments have put in place sports programmes for students and in other cases, as in Australia, sport is an extra curricular activity.

There is a need for non-governmental organisations (NGOs) and governments to reintroduce physical education and sport into the school systems to help teach youth the value of developing healthy bodies and give them an opportunity to be part of society. It is also necessary to teach them the value of sportsmanship, fair play and to help them understand what can be accomplished by taking part in sport.

In developing countries we have seen many opportunities created by various charitable organisations and International Federations, as well as athletes who contribute their time and manufacturers of equipment that promote sports in under-developed countries.

In most cases there are no hefty financial costs for equipment and facilities. International Federations have also made help available where it is necessary to train coaches.

The education of our youth and the promotion of sports' activities are universally important in order to give millions of youth the opportunity to have a healthy outlook on life. Our programmes at the grassroots



level should provide the stimulus for all of our youth to proceed in their endeavours to reach their goals through school, clubs, provinces or states, as well as through national or regional events and then onto Continental and World Championships to reach their ultimate goal of participating in the Olympic Games.

We realise that we have social issues when it comes to television. Television has created problems such as laziness and there is no control in our modern society. We see a child who is obese, unfit and has no idea of the opportunities available to participate with their counterparts in friendly competition and to learn about team spirit, as well as the lessons of fair play.

While television on one hand is a wonderful educator it also has drawbacks as our youth are only interested in television games and programmes that support violence.

Our International Federations with all their National Federations can certainly play an effective role in promoting the development of their sports at the grassroots level. For the youth it should be educational and above all “fun”. As an example we could look at “Sport for All” as a platform for youth programmes. In some countries the programmes for mother and child is certainly a good basis to start our youth early enough in the teaching of physical education and sport.

We are fortunate that most International Federations have youth/junior programmes, which is also carried out by Continental Federations and there are competitive events in some cases that stand alone or are combined with International Federation World Championships at the same time.

Young people progressing through the various competitive opportunities can certainly go through their senior years by competing in Continental and World Championships and many multi-sport events, which are hosted over a four-year period culminating in an Olympic Games. I do not believe there is any athlete who does not dream of participating in the Olympic Games.

Hopefully the introduction of the IOC's Youth Olympic Games will encourage youth to participate in sport.

In conclusion, all stakeholders need to make a concerted effort to reintroduce all forms of physical education and sport if the base of the grassroots pyramid is to grow.

BRUNO GRANDI

FIG – Fédération Internationale de Gymnastique

LA LEÇON DE DORNBIERN

Cette contribution met en avant un cas montrant le sport comme un outil bénéfique. Utilisant l'exemple de la gymnastique à la «13^e Gymnaestrada mondiale», l'auteur montre comment le sport peut promouvoir le bien-être physique et psychologique de chaque individu.

The World Gymnaestrada took place in Dornbirn, in Austria's Vorarlberg region, from 8-14 July 2007, the 13th edition of an event born in Rotterdam in 1953. More than simply a quadrennial event that attracts gymnasts from all over the globe, this event is the largest gathering of athletes in the world!

Fifty-seven countries and 22,000 gymnasts attended! The show was absolutely amazing and perfectly organised.

The FIG is the patron of this mega event whose impact is much greater than the mere spectacular participation it attracts. If you take a closer look, you'll find yourself pondering the event's cultural content, the impulses that draw participants in such numbers, the message it conveys and the responsibility carried by the federation towards youth in particular.

It is important to understand the FIG's history; to remember that at the time of its beginnings in 1881, founder Nicolas Cupérus pursued his goal to unite all those in gymnastics who drew from the pedagogical, educational, social and cultural virtues he advocated. It is interesting to note that Cupérus, a contemporary of Baron de Coubertin, was opposed to all manner of competition. Both men strove to bring people together. They were idealists, innovators, but their means led to very different ends. The founder of the FIG was forced to relent in 1903, however, when the premier world championships in Artistic Gymnastics were organised in Anvers, yielding to the pressure wielded by the majority of his colleagues who favoured competition.

Why would 22,000 gymnasts decide of themselves to participate in an event devoid of ranking, podium or medals, at their own expense? This leads me to direct your attention to the message these gymnasts proclaim.

The number one event for our “Gymnastics for All” Committee is the World Gymnaestrada, which has all the ingredients for the success of



gymnastics worldwide. The sport is the possessor of unique cultural standing, as it promotes the physical and psychological well-being of every individual, rather than thirsting after media attention.

“Gymnastics for All”, as we see it at the FIG, is the basis for our existence and the foundation of our edifice. Through simple extrapolation, we know that it brings together tens of millions of participants the world over, those who fill the gymnastic halls of clubs and make up our sport’s spectacular audience, as witnessed at the Olympic Games.

Success such as this is a terrible challenge for us. Promoting health, well-being, uniting young and old, men and women, is just a small step in the direction of a health policy the FIG hopes to build up and share with those around it.

The President of the IOC aptly pointed out the danger awaiting our younger generations, who seem to be turning their backs on sport, seduced as they are by idleness, ease, hours spent watching television and inactivity. The direct consequences of this are startling: social isolation, obesity and cultural impoverishment.

There is even a greater danger, one that threatens the credibility and civic values of the Olympic spirit: violence in sport. Governments and States everywhere will have to face up to an old problem rearing its head as a new threat. Men and women with political responsibility will have to face the reality that there are sports devoid of violence, which are contaminated by the aggressiveness of unprepared and uneducated individuals, and which are in dire need of hearing the message of sport; a message in which mutual respect is the golden rule. In this way, the Gymnaestrada is a perfect example of a kind of gymnastics beneficial to modern man, through which he finds the secret to his physical and recreational needs.

That’s the lesson of Dornbirn. At the delegations meeting, in my closing address, I reminded that “Gymnastics is a culture, a way of life, a mindset that many people admire. I am proud to be a gymnast! Gymnastics knows no frontier. It is for anyone, anywhere. It is a common denominator among generations and a message of peace and camaraderie for all.”

JAN HOLCE

Organisation reconnue
ENGSO – European Non-Governmental Sports Organisation

LES JEUNES ONT LEUR MOT À DIRE DANS LE SPORT !

Il est important d’encourager un style de vie actif chez les jeunes. Pour cette raison, nous pensons qu’un transfert des responsabilités très tôt aux jeunes membres des clubs sportifs et des fédérations peut les motiver à se mobiliser et à acquérir un sens aigu de la citoyenneté.

La section jeunesse de l’Organisation sportive européenne non gouvernementale (ENGSO) travaille avec ses organisations membres, principalement les Comités Nationaux Olympiques (CNO), pour les convaincre de la nécessité de mettre en place des structures destinées à la jeunesse au sein de leurs organisations. Il est effectivement primordial pour l’avenir du Mouvement olympique que la jeunesse ait son mot à dire.

L’ENGSO est une organisation à but non lucratif qui vise à promouvoir le sport comme élément pertinent du travail de la jeunesse. Elle fait également la promotion du sport et de la santé, de la participation des jeunes et du volontariat dans le sport, et encourage la coopération internationale.

De quelle manière le sport et le Mouvement olympique peuvent-ils arriver à une compréhension commune de la participation de la jeunesse ?

It is important to encourage a physically active lifestyle among youngsters. For this reason, we believe that an early transfer of responsibility to young members of sport clubs and federations can motivate them to engage and develop a sense of active citizenship.

The youth branch of the European Non-Governmental Sports Organisation (ENGSO Youth) is working with their member organisations, mainly national Olympic Committees, to convince them of the need for the development of structures aimed at youth within their organisations. It is vital for the future of the sport movement to give youth a real say.

ENGSO Youth is a non-profit organisation, which aims to promote sport as a relevant field of youth work. It also promotes sport and health, youth participation and volunteerism in sport and encourages international cooperation.

Through its work, ENGSO Youth: contributes to an exchange of ideas on national sports developments for youth; offers a discussion platform for



current political issues relating to sport and youth; seeks and publicises common positions on sport issues concerning youth; strengthens the cooperation with other bodies dealing with children and youth matters.

How can sport and the Olympic Movement come to a common understanding on youth participation?

ENGSO Youth recommended that the Youth Olympic Games include an element of active participation among athletes. We suggested that all organising committees and working groups include the participation of people under 25 years among them or as part of a Youth Committee established to advise working groups on any decisions that may impact young people.

Furthermore, what are the possibilities of including young people in the every day activities of sport organisations? What kind of support is required?

MOHAMED HOUSSEIN

DJI – Comité National Olympique et Sportif Djiboutien

LA SÉDENTARITÉ DES JEUNES

La rébellion des jeunes trouve un écho par le biais de certains jeux vidéo sur lesquels ils peuvent se défouler. Les voilà donc devant la télévision ou Internet, se détournant de tout ce qu'ils perçoivent comme une menace à leur petit monde dont ils excluent adultes et autorités.

Le travail conjugué des fédérations, des institutions sportives internationales, d'organismes comme l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO) et l'Organisation mondiale de la Santé (OMS), devrait peut-être considérer le problème comme une urgence et se donner des axes prioritaires pour la revalorisation du sport.

Les activités physiques, sources de bonne santé, de joie de vivre, d'une meilleure motricité, d'épanouissement et de découverte de ses propres capacités, sont devenues une véritable corvée pour les jeunes gens, qui avec la puberté et la maturation commencent à découvrir le potentiel de leur corps.

Les pulsions sexuelles sont exacerbées et prennent le pas sur le sport, l'éducation, les arts et toutes les autres initiatives que pourrait prendre l'adolescent.

L'adolescent se trouve dans sa phase rebelle et s'oppose aux parents et à l'ordre préétabli. Il se sent pousser des ailes et préfère assouvir ses instincts primaires grâce à des actes dénués de sens et d'intérêt tel que le jeu, la drogue, le sexe. Toutes choses qui pourraient le faire sortir de sa tour d'ivoire et qui lui permettraient de contrecarrer les ordres, car il est contre toute forme d'autorité.

Les voies et les moyens pour atteindre ses objectifs sont multiples, dans un premier temps: il commence à devenir un hors-la-loi, qui fait fi de l'autorité parentale comme de l'autorité à l'école. Ces enfants restent incompris et se referment sur eux-mêmes, la plupart développant une boulimie hors norme, tandis que d'autres ont une soif inassouvie de jeux ou passent des heures et des heures sur Internet. Voici la vie fade et monotone du jeune citadin dans nos grandes mégapoles.

Le sport et les activités physiques passent au second plan car même à l'école, plus de la moitié se font dispenser pour éviter le cours d'éducation physique et sportive.

L'influence de la mondialisation et donc de la médiatisation engendre des besoins de la part des jeunes.

Les spots publicitaires passés en boucle sur toutes les chaînes conditionnent et effectuent un véritable lavage de cerveau.

Cette société moderne devenue une société de consommation s'évertue à oublier les vraies valeurs du sport et des activités physiques de nos jeunes enfants, victimes du sédentarisme entraînant de nombreuses maladies infantiles.

Ils ont le monde à leurs pieds et donc nul besoin de se déplacer pour aller voir un match ou un film, ou pour visiter un pays, étant donné qu'ils peuvent visionner ou visiter tout ce qu'ils veulent rien qu'en pianotant sur le clavier de leur ordinateur en surfant sur Internet.

Le Mouvement olympique devrait davantage collaborer avec toutes les instances pour la promotion du sport et des activités physiques pour diffuser des spots publicitaires et mener des campagnes de sensibilisation.

Il devrait utiliser l'image de marque de quelques grands champions pour «rebooster» le sport et lui redonner ses lettres de noblesse.

Le travail conjugué des fédérations, des institutions sportives internationales, d'organismes comme l'UNESCO et l'OMS, devrait peut-être considérer le problème comme une urgence et se donner des axes prioritaires pour la revalorisation du sport.



Le Mouvement olympique entretient des relations étroites avec les gouvernements, les médias et les grandes marques, mais tous ces acteurs devraient peut-être cibler un certain nombre de domaines et essayer d'apporter leur contribution pour le bien-être de nos jeunes.

La lutte contre l'obésité, la boulimie, l'inactivité, la consommation de drogue, la dépendance aux jeux vidéo sont autant de thèmes qui pourraient servir de leitmotiv pour des campagnes de sensibilisation au niveau des différents pays mais aussi à tous les niveaux de la chaîne mondiale.

HAZEL KENNEDY

ZAM – National Olympic Committee of Zambia

NOS ENFANTS, NOTRE AVENIR

Chaque parent souhaite avoir un enfant actif, en bonne santé et mince. Une famille en bonne santé est source d'espoir pour la société et ses enfants affronteront le défi de la vie avec optimisme. C'est le rêve de chacun d'entre nous. Dans nos propres pays, communautés et foyers, nous voulons que nos enfants grandissent et deviennent des modèles. Quand nous pensons à l'Olympisme, c'est ce à quoi nous pensons. C'est une manière de vivre, une solution à beaucoup de nos problèmes, de l'espoir et une source d'inspiration pour faire partie d'un monde encore plus grand. À sa manière, le sport est un formidable outil et par le biais de l'Olympisme, nous pouvons travailler à la réalisation de ce rêve.

It has been and is the call of all sport-loving individuals throughout the world that some attention and focus be placed on declining physical activity among young people today.

This matter has been debated and continues to be a topic related to all aspects of a healthy lifestyle.

I come from a third world country where development issues are a major concern for our leaders and health is not considered in precautionary terms but is a reality that challenges our leaders on a daily basis. Diseases like malaria, Human Immunodeficiency Virus (HIV), Tuberculosis (TB) and cholera demand attention and immediate solutions.

For us, the decline in sports activities bears on many aspects of our development and in order for us to address this decline we must place sport and physical activity higher in the ranking of attention by our leaders.

Young people are obese and unhealthy not because they are well-fed but because they eat whatever food is available mostly junk food to satisfy their hunger and boredom. The education system does not take into consideration the relationship between learning, health and physical fitness. This is a matter that is being addressed but there are too many mitigating issues in developing countries that demand priority attention.

As we consider the measures we need to take to increase sports participation among young people, we need to address the education system, the health system, and the local government structures in our community. To reverse this trend of lethargy that is creeping into our communities and the youth at large, deliberate measures must be taken to design programmes and to work with relative governments.

The youth are the future. To study and address their call is to better manage our destiny. More and more we have seen sport as a tool that has shown us its power to change and improve communities. There is a need for programmes to be designed within the ambit of the Olympic Movement that take into consideration the positive impact of sport on communities.

These programmes must engage society with a view to addressing the prevalent issues and concerns of everyday life. These programmes should go further and impact on the development status of youth and offer real value in terms of education, health and life-skills. Society needs to be targeted not only from the grassroots level but through government channels.

The concerns that may arise regarding the autonomy of the Olympic Movement can be mitigated and should be mitigated if the real impact on sport and physical education is to be appreciated in developing nations as well as the wider world.

In considering health-related challenges, physical inactivity and the social temptations that face today's youth, we must recognise that unless we address these issues, we should not expect the youth to carry the torch of the Olympic Movement into the future.

The Olympic Movement should consider improving its interaction and liaison with governments beyond the present. The programmes of the National Olympic Committee (NOC) must provide sports-related assistance that can be incorporated into prevailing government structures. This can be done through:

1. the education system;
2. local government community structures;



3. sports competitions in local and regional environments that build on sport as a tool for change in society;
4. Encouraging and engaging the International Federations to be aware of these mitigating factors and design appropriate criteria to include in their sports development programmes.

JOHANN OLAV KOSS

Organisation reconnue • RTP – Right To Play

INVESTIR DANS LE DÉVELOPPEMENT SAIN DES JEUNES PAR LE BIAIS DU SPORT

Les jeunes d'aujourd'hui ont divers besoins et intérêts. Pour s'assurer qu'ils continuent à faire du sport, des programmes adaptés à leurs besoins spécifiques doivent leur être proposés. Un engagement à l'accessibilité est également essentiel. Pour offrir aux jeunes des programmes sportifs qui soient à la fois attrayants et efficaces, il convient d'examiner leurs besoins sociaux et physiques à chaque étape de leur développement. La communauté sportive doit notamment mieux comprendre les différences entre garçons et filles qui peuvent avoir un effet sur les niveaux de motivation.

Today's children and youth represent the single largest cohort of young people in history. This cohort presents great opportunities as well as unprecedented risks. Although sport and play are basic human rights for all children and youth,¹ sport participation among young people (ages 10-18 specifically) has decreased significantly in some countries. Some experts report that children today are less likely to receive regular, quality physical education than they were ten years ago.

To reverse current trends related to physical inactivity, governments and sport bodies – specifically the partners of the Olympic Movement – must act swiftly and invest in the physical and social development of young people. Childhood and youth are periods of great learning. Experiences during these years shape brain development and have lifelong effects on values, behaviour and health. Investing in young people can increase a nation's capacity to compete and grow in a changing global economy and can lead to higher standards of living over time.

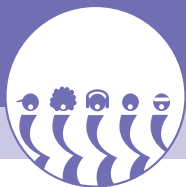
To be effective, sport programmes must be designed to meet the specific needs of their target audiences. Like their adult counterparts, young people are motivated by different stimuli. While some young people thrive in competitive environments, others are more comfortable with participatory approaches. There is some evidence to demonstrate that this may be particularly true for very young children. Children below the age

of eight may not yet possess the cognitive and social skills needed to understand factors like effort, luck, and skill-level. As a result, they may equate “losing” with something negative about themselves. This lack of understanding can hinder a child's desire to participate in sport, as well as their self-confidence. While evidence suggests that sport programmes for young children should emphasise participation over competition, further research would be beneficial to gain greater insight into the specific needs of young children during early developmental stages.

Youth may also face risks associated with competition. When youth are exposed to levels of competition that they are not mentally or physically prepared for, their willingness to participate and their confidence to succeed can be compromised. Evidence indicates that negative sport experiences during one's youth can increase feelings of anxiety, undermine self-esteem, and encourage poor sportsmanship. Because youth tend to be extremely peer-oriented, they are more likely to be satisfied, self-confident, and motivated to participate in sport programmes if they believe that they are accepted and valued by their peers. To better understand how peer relationships can be harnessed to improve sport programmes for youth, more research in this area is needed.

Gender differences between boys and girls present another variable for consideration. Experience indicates that boys and girls may be motivated by different approaches to sport. More specifically, some who implement programmes report that boys are more motivated to participate in activities that promote and nurture competition, whereas girls seem to prefer activities emphasising participation and inclusion. Sport programmes that fail to acknowledge these potential differences between boys and girls run the risk of discouraging the participation of those they seek to engage. This observation is a controversial one because it suggests that boys and girls may benefit from sport-based curriculum that reinforces gender stereotypes. Gender equity, in practice, may therefore necessitate adaptable approaches that acknowledge and account for differences between boys and girls. To better understand the complexities of the issues surrounding gender-based differences between boys and girls, in particular those that may affect their participation levels in sport activities, it is important to invest in further research.

To be fully effective, not only do sport programmes need to be designed to suit their target audiences, but they also need to be accessible to them. Programme implementation warrants careful consideration. Where universally accessible, schools are ideal settings to promote physical education and activity. Integrating sport into schools provides all young people with access – regardless of their physical ability, gender, socio-economic or ethno-cultural background. Furthermore, physical education in schools can be delivered by trained teachers and coaches who are committed to supporting the needs of children and youth at each of their developmental stages. Unfortunately, however,



not all children around the world attend school. In fact, out of the 3.7 billion children and youth in the world, more than 85% live in developing countries. An estimated one-quarter of these children come from families living in extreme poverty (i.e. those with incomes of less than USD 1/day). Many of these young people do not attend school. In these situations, community sport programmes are essential as they can provide marginalised young people with important opportunities that would otherwise only be afforded to their school-going counterparts.

Influential bodies like the IOC and other partners of the Olympic Movement have critical roles to play. Today, many governments and Sport for Development champions are demonstrating their will to engage young people through sport, but without the research and evidence needed to support programme design and implementation, sporting activities will not be relevant, or accessible, to young people. In order to entice and maintain the interest of today's young cohort, and to reach those most at risk, the sporting community needs to better understand the unique interests, needs, and motivations of young people, as well as the barriers to access they may face. If we fail to design sport programmes that are relevant and interesting to both boys and girls at all stages of their development, and if we fail to deliver them in responsible ways, we will miss the opportunity to build a life-long commitment to sport and physical activity during impressionable stages of development. Fortunately, there is no time like the present. To ensure that young people continue to be engaged in sport in the future, we must act swiftly and invest in their physical and social development today.

Note: This is a joint contribution by Sibel Cicek, Lindsay Glassco and Johann Olav Koss.

REFERENCES

- All references supporting the content of this submission, as well as more information on the subject, can be found in “Sport for Children and Youth: Fostering Development and Strengthening Education” published in *Harnessing the Power of Sport for Development and Peace: Recommendations To Governments*. Copyright: Right To Play 2008 (on behalf of the Sport for Development and Peace International Working Group). For more information, see http://www.righttoplay.com/site/PageServer?pagename=SDPIWG_HarnessThePower
- 1. Article 31 of the UN Declaration of the Rights of the Child recognises every child's right to play and recreation. Sport is also outlined as a human right in the Olympic Charter.

NEAL KRANZ

GUM – Guam National Olympic Committee

VERS UNE SOCIÉTÉ ACTIVE

Cette contribution avance certaines raisons expliquant la baisse de la pratique d'une activité physique ces dernières années.

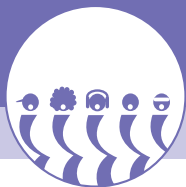
La question essentielle à laquelle il faut répondre n'est pas « Comment devons-nous encourager l'activité physique chez les jeunes ? » mais plutôt « Quelles pratiques sont en place pour empêcher ou éliminer le désir naturel d'un jeune d'être actif et comment ces verrouillages les privant naturellement d'activité et d'un style de vie sain peuvent-ils être levés ou débloqués ? ».

La tendance générale à la baisse de l'activité physique, particulièrement chez les jeunes, est en aucun cas irréversible aussi bien dans sa portée que dans sa nature. À vrai dire, certains obstacles à une société active peuvent déjà se lever d'eux-mêmes grâce aux avancées technologiques et à la sensibilisation de la société à l'importance de l'activité physique. C'est peut-être dans ces domaines que se trouvent les réelles possibilités de jeter les bases d'un avenir plus radieux et plus actif.

If you have ever seen the pure joy on the face of a child running on a playground you know that the concepts of physical activity and youth go together naturally. Also, if you have ever had the task of caring for young ones, you undoubtedly know the near-endless energy a child can display when they are engaged in some type of activity that they truly enjoy. Furthermore, if you have ever asked a child to sit still for any extended period of time you know that motion is at the very core of a child's existence.

The question that is essential to answer is not “How do we encourage physical activity among young people?” but instead “What practices are in place that repress or eliminate a young person's natural desire to be active and how can these roadblocks to a naturally active lifestyle be lessened or removed?”

Traditionally many of these roadblocks were on account of cultural or societal expectations for certain groups of people, such as restrictions placed upon a persons' access to physical activities or sporting opportunities based on gender, race, age, religion or disability. While such limitations do undoubtedly still exist at varying levels in all areas, great strides have been made in recent times to overcome many of these obstacles. I believe there are a few basic reasons, wholly separate from those mentioned above, which explain why the world has seen a decline in overall physical activity and sports participation.



The first of these is that the majority of the world population has shifted economically away from agrarian-based economies, where many people were employed in outdoor, labour-intensive settings, to technology-based economies that demand more sedentary, indoor type work environments. Of significance is that the latter generally provides higher income opportunities for the individual. The proliferation and glorification of such types of employment has created a mentality that regards physical jobs as being less desirable. The exception to this rule is, of course, the elite athlete who is praised and rewarded for his or her high ability in a very specific range of physical abilities.

In other words, the general message to today's young person is that it is most beneficial to focus on the non-physical in terms of career or, if you choose to be physical, you must take it to the extreme in terms of specificity to make it worthwhile. This has, in turn, become reflected in the general movement of educational institutions away from a diverse curriculum that includes a variety of physical activities, towards one that is more sedentary and/or specified in scope.

This trend in employment and education has been negatively augmented by the explosion of the television/computer/video game culture in many industrialised countries. Whereas twenty years ago most of a child's free time was spent in predominantly physical play with peers, today a large segment of the population spends its leisure time in sedentary settings involving the passive or minimal physical use of technology. The very word "play" to the under seventeen crowd is more aligned with "gaming" than with anything physical. Compounding the problem even further is that many families view such activities as "safer" than sports participation or simple outdoor play because their children are in a controlled, non-injury prone setting that can be easily monitored.

While these situations have contributed greatly to the general downturn in physical activity of the younger generation, they are by no means irreversible in scope or nature. In truth, some of the aforementioned obstacles to an active society may already be slowly resolving themselves through advances in both technology and societal awareness of the importance of physical activity. It may be in these areas that the real opportunities for laying the foundations for a brighter, more active future exist.

The first such opportunity is easily seen in the growing understanding of many at the corporate level that the working environment must foster the well-being of the employee so as to maximise their productivity. A fast growing trend in the business world is to include suitable facilities for sporting activities during break times. While this is not only beneficial to the workers, it also signals to younger people that work includes physical activity because children see their parents including exercise in their daily work routines. Publicising the efforts of those businesses that have implemented such policies that promote health and activity could help influence other businesses to move in this direction as well.

While the trends in education are still not positive in terms of activity, there are some signs that this may change in the future. While educational institutions still face challenges, schools in some areas are finding a renewed interest in the promotion of physical activities at both, the intramural and interscholastic levels. A somewhat new trend at the high school level in some areas is the formation of workout/fitness clubs for both students and faculty. These promote fitness and friendship above competition and are being used by many non-sport specific people. Again, any means of promoting such activity would be greatly beneficial.

Finally, technology has created one of the most significant tools to aid the struggle to get people of all ages up and moving. With the introduction of physically interactive video gaming systems that require realistic motions to play the games, the world of technological entertainment has brought the concepts of "physical" and "fun" closer together than ever before. The possible number of uses for such systems is staggering and the promotion of the incorporation of this technology in as wide a manner as possible should be a top priority.

With an eye on the future, the careful augmentation of these general trends could lead us, once again, to a society that values activity at all levels.

ELENI LAMBADARIOU

GRE – Comité Olympique Hellénique

VERS UNE SOCIÉTÉ ACTIVEMENT PARTICIPATIVE

Le volontariat, l'Olympisme et les sports véhiculent des valeurs et des principes communs. Ces trois aspects sont la quintessence de la beauté qui nous entoure et vont bien au-delà du « moi », ils reposent sur le dépassement de nous-mêmes, sur la participation active à des actions et sur la compréhension des attitudes à adopter pour le bien de tous.

Dans cet esprit, il est important de se demander comment utiliser la possibilité – quelle qu'elle soit – de coordonner des groupes de volontaires afin de recruter, d'inspirer et de retenir les individus pour les aider à donner du sens et à rendre réels leurs vœux du mieux qu'ils peuvent en harmonisant ce que l'on appelle la gestion des ressources de volontariat, qui est en soi un effort remarquable.

Volunteering, Olympism and sports share common values and principles. These three aspects are the quintessence of the beauty that exists around us and that goes beyond "me"; it lies in overcoming ourselves,



actively participating in actions and encompassing attitudes concerning the common good.

Volunteering is a lever for progress at the community level and triggers personal evolution. There are two prerequisites necessary if people are to work towards contributing towards the common good: 1) the attitude to offer and 2) the desire to act.

The volunteer gives to civilisation, the environment, people in need, sports and towards whatever unites us, communicates our love and contributes to our society's progress.

However, volunteerism is based on organised action and a systematic approach to volunteering, which exists in the form of organisations, institutions, volunteer societies and municipal authorities.

Many people serve through a non-profit organisation, sometimes referred to as formal volunteering. But a significant number also serve less formally, either individually or as part of a group. Volunteer work is not and should never be required work.

One of the most interesting and growing sectors of volunteerism is sports. The success of any competition, including the Olympic Games, has been increasingly dependent on volunteers. Since the sport volunteer movement brings benefits not only to society as a whole but to the individual as well, it has to be supported in order to be encouraged and expanded.

ANDRÉ LECLERCQ

FRA – Comité National Olympique et Sportif Français

LE SPORT DOIT JOUER UN RÔLE CENTRAL DANS L'ÉDUCATION

« Le but de l'Olympisme est de mettre partout le sport au service du développement harmonieux de l'homme », nous dit la Charte olympique.

Pour cela, il est essentiel :

- de renforcer le sport dans son rôle de vecteur de la culture ;
- de considérer le sport comme un support éducationnel pluridisciplinaire ;
- d'utiliser l'Olympisme comme un vecteur d'éducation ;
- de créer des synergies par une dynamique de projets transversaux.

La puissance médiatique du sport nourrie par la vision humaniste de l'Olympisme est un vecteur très performant d'éducation et de culture.

« Le but de l'Olympisme est de mettre partout le sport au service du développement harmonieux de l'homme », nous dit la Charte olympique.

Pour fonder une pédagogie humaniste sur les valeurs du sport, il est proposé de mieux mettre en évidence l'harmonie du corps et de l'esprit dans le souci d'eurythmie cher à Pierre de Coubertin.

Il convient en tout premier lieu de rappeler l'importance de l'éducation physique et sportive à l'école, laquelle doit être autant valorisée que n'importe quelle autre discipline d'enseignement. Qu'il s'agisse du développement moteur de l'enfant, de la préservation de sa santé, etc., la construction du corps ne peut évidemment être négligée et il s'agit là d'un sujet en soi.

On se contentera ici d'insister sur le fait que cet apprentissage de la maîtrise du corps concerne tous les publics, valides ou non. Il est en effet essentiel que le handicap, de quelque nature qu'il soit – social, physique ou mental, soit pris en compte alors qu'il est trop souvent prétexte à dispense, ce qui est un grave contresens. De même, il est parfois, hélas, nécessaire de rappeler que cet apprentissage concerne tout autant les filles que les garçons.

ENVISAGER LE SPORT COMME MÉDIA DE LA CULTURE

Il faut aussi aller plus loin. Le Livre blanc « Enseigner et apprendre : vers la société cognitive » de la Commission européenne (1995) offre une très intéressante grille de lecture pour examiner la dimension éducative du sport. Selon ce Livre blanc, la mission fondamentale de l'éducation est de contribuer au développement de la culture générale. Il s'agit d'accroître la capacité à saisir la signification des choses, la capacité à comprendre et à créer, la capacité à juger et à choisir : « Échapper aux critères subjectifs et émotionnels pour faire des choix réfléchis ».

En tant qu'outil de diffusion de la culture, le sport a été jusqu'ici peu utilisé et pourtant il a l'avantage d'impliquer les différents lieux d'éducation. À l'école, au-delà de la seule éducation physique, il concerne toutes les disciplines. Autour de l'école et en dehors, une immense institution sportive associative permet à chacun de se réaliser. Enfin le sport est largement présent dans le paysage audiovisuel et dans les nouveaux moyens d'information et de communication. Telle est la force du sport : il est présent dans l'éducation formelle, non formelle et informelle.



ADOPTER UNE APPROCHE PLURIDISCIPLINAIRE

À l'école, le sport ne doit pas être considéré comme une discipline scolaire supplémentaire car il concerne toutes les disciplines, auxquelles il apporte un support concret du jeu pris au sérieux. La compréhension des mécanismes corporels et des gestes sportifs relève des lois universelles de la mécanique ; leur description fait intervenir des éléments de mathématiques et de sciences physiques. Cette mécanique appartient à un être humain dont le fonctionnement obéit aux règles des sciences de la vie et de la santé. Situé dans un environnement, cet être vivant est soumis aux règles des sciences de la nature. Le sport est une aventure qui se construit dans l'espace et dans le temps, il offre son large champ aux sciences humaines et sociales. Souvent oubliées, les « sciences dures » tiennent pourtant un rôle essentiel et doivent être valorisées, tant il est nécessaire d'élever le niveau scientifique de chacun pour lutter contre la peur du progrès, donc pour lutter contre l'obscurantisme.

La réussite par le sport ne se limite donc pas aux seuls résultats sportifs : le sport peut offrir à tous les élèves une voie nouvelle à la compréhension des choses. Tel est l'objet des ateliers « sport et sciences » qui peuvent être tenus dans un cadre scolaire, parascolaire ou extrascolaire.

UTILISER L'OLYMPISME COMME VECTEUR D'ÉDUCATION

Travailler sur les symboles olympiques et les valeurs sportives est une démarche éducative qui montre comment on passe de l'Olympisme aux Jeux Olympiques. La pratique des activités sportives n'est pas alors une fin en soi, elle est conçue pour mettre en application des principes régulateurs au service du progrès de l'homme.

L'équipe est un groupe qui permet à chacun d'exprimer son excellence tout en rendant tributaire de l'excellence des autres pour une réussite collective. L'adversaire n'est pas l'ennemi, il est le partenaire indispensable car on a besoin de lui pour jouer. Le respect de la règle, des autres et de soi-même n'est pas une obligation extérieure mais relève d'une exigence interne naturelle. C'est la différence qui garantit l'égalité et c'est la sociabilité de la construction du projet qui génère l'amitié.

À nouveau, la relation au handicap mérite d'être soulignée. L'activité doit évidemment être offerte à tous de manière équitable, mais l'occasion doit être saisie de faire comprendre la difficulté du handicap grâce à la pratique d'activités paralympiques par des valides. La découverte à cette occasion du développement d'autres sens et sensations que ceux dont on est privé démontre que chacun a son propre chemin d'excellence.

CRÉER UNE SYNERGIE PAR UNE DYNAMIQUE DE PROJET

Des projets mobilisateurs peuvent facilement mettre en œuvre ces principes dans le cadre d'une éthique construite pour être immédiatement

appliquée sur une manifestation débouchant sur une journée de mini-Jeux Olympiques. C'est là que joue pleinement l'utilisation pédagogique de l'Olympisme. D'abord il y a la performante pédagogie du jeu, pour découvrir, en les manipulant par l'expérience, des concepts scientifiques et éthiques. Ensuite, il y a la construction de la manifestation olympique avec ses symboles d'autant plus forts qu'ils auront été travaillés avec les enfants. Enfin, il y a un comportement individuel et collectif d'autant plus efficient et durable qu'il sera acquis par la pratique autour des notions d'excellence, de respect et d'amitié.

Il est opportun d'innover en mobilisant les acteurs locaux pour qu'ils construisent leur projet éducatif partagé. Il s'agit alors d'un acte volontaire et concerté d'enseignants, de parents, d'associations, d'entreprises, de collectivités publiques, etc., qui proposent, par l'action, un projet fédérateur et dynamique, sans entrer forcément dans l'école mais en la mobilisant.

Cette démarche est illustrée par le Camp olympique de la jeunesse du Comité National Olympique et Sportif Français (CNOSF) organisé par son Académie Nationale Olympique.

La puissance médiatique du sport nourrie par la vision humaniste de l'Olympisme est un vecteur très performant d'éducation et de culture.

GENEVIEVE LOW

SYOGOC – Singapore Youth Olympic Games Organising Committee

JEUNESSE SPORTIVE

Au fil des années, un nombre significatif de jeunes ont choisi de s'enfermer devant leurs jeux sur ordinateur plutôt que de sortir à l'extérieur pour pratiquer un sport. Ce phénomène très répandu a touché de nombreux pays et les gouvernements du monde entier recherchent à présent des méthodes alternatives pour que la jeunesse de leurs pays respectifs participe à des activités sportives.

L'éducation physique obligatoire dans les écoles, les campagnes en faveur d'un style de vie sain et les nombreuses activités sportives sont autant d'exemples des initiatives lancées pour encourager les jeunes et les moins jeunes à opter pour un style de vie sain.

Les jeux multimédias interactifs peuvent aussi être un moyen d'éveiller l'intérêt des jeunes pour le sport. Ces jeux, qui comprennent des simulations de matchs de tennis ou de boxe et même des courses automobiles, proposent une grande variété



de mouvements. Même si cela peut sembler contradictoire d'atteindre une plus grande participation aux sports par ce moyen, ces jeux pourraient sur le long terme inciter la jeunesse à pratiquer une activité physique.

More teenagers are spending their free time playing video games. This is in stark contrast to the teenagers of the past, who spent their time playing outdoor sports such as basketball and soccer. Sport and physical activity has taken a backseat in the lives of many young people and if nothing is done to correct this, it could result in many problems such as obesity or the development of violent tendencies.

I believe that regenerating an interest in sport and physical activity, requires a three-pronged approach, comprising the media, government and schools.

It may be ironic, but a good way to generate interest in sports could be through the use of interactive multimedia games. These games allow the player to use a full range of motion, especially when playing sports games such as virtual tennis. It is hoped that these simulation games will generate an interest in the player and encourage them to start playing the real game.

The media and the government could work hand-in-hand to promote a healthy lifestyle and an interest in sports. The government could implement campaigns that will encourage citizens to engage in sports. With the aid of the media, these campaigns can then be implemented nationwide and promoted to all citizens. As the youth are often easily influenced by the media, this may be an effective means of increasing youth participation in physical activity.

Schools should play a part in encouraging physical activity and sports. This can be done by incorporating physical activity into the school's daily curriculum as well as in lessons other than physical education. Students can play an active role in scientific experiments that, for example, require calculating the energy expended by an individual sprinter.

It is hoped that these three methods will generate an interest in sports among the youth, inspiring them to put down their laptop computers and head outdoors for a friendly sports match.

MASATO MIZUNO

JPN – Japanese Olympic Committee

LES JOJ, MOYEN EFFICACE DE FAVORISER LES FUTURS DIRIGEANTS DU MONDE

Dans cette première décennie du siècle, nous sommes confrontés à de multiples problèmes tels que les menaces sur l'environnement, la détérioration de l'économie mondiale et la diffusion des épidémies. Nombre de sociétés souffrent aussi d'un vieillissement accru de leur population. Plus que jamais, nous avons besoin de dirigeants exceptionnels pour la relève.

Les Jeux Olympiques de la Jeunesse (JOJ) devraient être une excellente occasion de favoriser l'émergence des dirigeants mondiaux des prochaines générations.

In this first decade of the century, we are currently facing multiple problems such as an endangered environment, a deteriorating global economy and the spread of epidemics. Many societies also suffer from an increasing yet aging population. Now, more than ever, we need the outstanding leaders of the future generation.

Sports have an important role to play. We firmly believe that sports fosters and enlightens people. "Sportsmanship" is often described using the 3Fs, namely "Fighting spirit, Fair play, and Friendship". The spirit of teamwork, self-discipline and respect for others are also the core ingredients of sports. Moreover, through highly-competitive sporting activities, we can come to acquire sharply trained minds and strong wills to overcome difficulties.

Olympic values also provide people all over the world, young and old alike, with the excitement, emotion and inspiration for the joy of life, in the way which only the best of the best athletes can offer in the most competitive environments.

It is thought that Finnish children get very high scores on intelligent tests because teachers do not only try to cram students with knowledge. Instead, they let children tackle and solve problems with their own thinking. This explains that a thinking mind cannot be taught, but needs to be cultivated through one's own efforts and training and with proper guidance. Besides, it is also said that the depth of acquired knowledge depends on the time devoted to its learning. Children who spend a longer time learning with unfading curiosity and enthusiasm should be able to acquire a deeper level of knowledge and wisdom.

Many of the Nobel Prize winning scientists started their curiosity for science in their childhood and kept and developed it through their



youth, and realised excellent achievements. Likewise, many of the legendary top athletes nursed their curiosity for sports in their youth, developed it into a passion for higher goals, and with people's support and encouragement achieved honourable records. Thus, experiences in childhood and youth have much influence on, and even determine the course of one's life.

Considering the current situation of world sports, however, it seems rather too much emphasis is placed on its competitive aspect, and ambitious athletes seem to be spending most of their time on practice, to maintain and enhance their competitive edge and physical strength. For example, if it is required for top college swimmers to train for two hours before breakfast, four hours in the afternoon, and another two hours after supper to stay in top form, then their chances of experiencing social activities and of learning practical knowledge in life will be far less than those of ordinary people.

The Youth Olympic Games (YOG) should provide an excellent opportunity to foster the world leaders of future generations. The most unique aspect of this event, I believe, is that it is not just a group of competitive and friendly activities for young athletes from all over the world, but has a much wider range of cultural and educational programmes, including lectures on Olympic history, spirit, and movements as well as information on how to lead a physically and mentally healthy way of life, the history of sports in general, social responsibilities and the concept of digital media among other issues. Participation in various cultural activities will also be mandatory. I have no doubt that these programmes can provide young participants with an ideal opportunity to develop their intellectual and physical strength.

To make the best use of this excellent event and in order to achieve the intended purpose above, I would like to emphasise that proper preparation by participants is crucial. People who achieve their best, in most cases, are those who prepare the best. Just as athletes need proper warm-up exercises before competition, people who want to learn successfully need proper preparation on what they are to learn.

Therefore, I believe for the fulfilment of the YOG concept, it is essential to produce guidebooks/textbooks on main programmes and to distribute them well in advance so that participants can sufficiently prepare. Each National Olympic Committee (NOC) should then be responsible for ensuring that all participants are properly briefed and encouraged to study the books before they come to the YOG.

I sincerely hope that the IOC and the YOG organisation committee will come up with excellent, easy-to-understand guidebooks/textbooks and make their preparation obligatory, so that every athlete is well warmed up and ready for the event.

In this way, this first YOG, an event full of athletic, intellectual and cultural programmes, will surely go down in the history of Olympic activities as a truly meaningful and epoch-making opportunity to foster the leaders of future generations.

RYAN NG

SYOGOC – Singapore Youth Olympic Games Organising Committee

UNE PRÉOCCUPATION DE PARENTS

Les premiers guides d'un enfant sont ses parents. Dès sa naissance, l'enfant grandit tranquillement dans leur sillage. La plupart des parents n'encouragent pas la pratique d'un sport, notamment une carrière sportive, en raison de l'impact sur la santé, de la nécessité de faire des études et pour assurer la sécurité financière future. La plupart des parents souhaiteraient que leur enfant ait un avenir radieux et sûr. Ils découragent souvent leurs enfants de poursuivre dans les sports de compétition pour privilégier les études universitaires. Mais est-ce la bonne méthode à suivre? Cette contribution traite cette question en donnant un exemple concret d'une tranche de vie.

There was once a boy whose elementary teacher said he could never focus on anything because of his attention-deficit hyperactivity disorder (ADHD). However, this boy went on to become one of the greatest swimming legends the world has ever known. He broke seven world records and won eight gold medals for swimming at the 2008 Beijing Olympic Games. For a child who could not sit still, he became a sporting miracle who would not relent regardless of the adversities he faced. The boy is known to us today as Michael Phelps.

One might ask: what makes Michael Phelps a great athlete? Is it in his genes or a matter of a strict training regime? Regardless, it must be noted that Phelps' mother played an important role in making him the athlete he is today. While many parents would go to great lengths to take their children out of school sporting activities, Phelps' mother actively encouraged her children to swim. Michael Phelps is the athlete he is today because he was introduced to swimming at an early age. It is true that Michael was born with exceptional physical attributes suited for swimming. But without the encouragement of his mother from the start he would never have made it this far in swimming.

Michael's mum belongs to a rare breed of parents. Nowadays, parents are preoccupied with their children's academic achievements, which often take precedent over other extra curricular activities, including sports and physical activity. As a result our youth are becoming



apathetic and even resistant to the slightest physical activity. This worrying trend, if left unaddressed, will lead to serious health concerns for our youth in the future. The lack of sporting activities in their early days will lead to an unprecedented increase in obesity and illnesses in their later years.

Parents need to be assured that helping their children pursue a career in sports is worthwhile. One way to do this is to map out a lifelong career plan for promising young athletes so that they can concentrate fully on achieving sporting excellence without worrying about financial commitments. Until then we can only pray for another Michael Phelps to emerge out of the many deprived of the opportunity to achieve their full sporting potential.

Let us continue to pray.

ABDOULKADER OMAR YOUSOUF

DJI – Comité National Olympique et Sportif Djiboutien

SPORT ET JEUNESSE

L'activité physique est un gage de santé et de bien-être. Sans aucune distinction, nous devrions avoir la possibilité d'être physiquement actifs et de vivre dans un environnement qui nous permet de l'être.

Mais avec la révolution numérique, les jeunes sont de plus en plus vissés devant les écrans de télévision, Internet ou les jeux vidéo. L'inactivité engendrant l'obésité, celle-ci gagne du terrain chez les adolescents. Un autre phénomène explique cet engourdissement: la disparition des espaces verts.

Pour avoir une société active, il faut investir dans la jeunesse, leur offrir les moyens de s'épanouir et d'aller de l'avant.

Le sport est le meilleur moyen de formation pour la jeunesse, mais dans un monde où les jeux vidéo et l'égoïsme prédominent, nos jeunes sont perdants.

L'activité physique étant un gage de santé et de bien-être, tous sans aucune distinction devraient avoir la possibilité d'être physiquement actifs et de vivre dans un environnement qui leur permet de l'être.

Mais avec la révolution numérique, les jeunes sont de plus en plus visés devant les écrans de télévision, Internet ou les jeux vidéo. L'inactivité engendrant l'obésité, celle-ci gagne du terrain chez les adolescents.

Un autre phénomène explique cet engourdissement: la disparition des espaces verts.

Les jeunes des quartiers sont dans l'incapacité de trouver un terrain à proximité et préfèrent s'entasser dans des salles de jeux, attendant patiemment leur tour. D'autres plus téméraires jouent sur les voies publiques bloquant parfois le passage aux voitures. L'augmentation galopante de la population est telle que les cours d'éducation physique et sportive se transforment en animation sportive et ce, pour deux heures par semaine. L'éducation physique représente pour les jeunes un moment de joie et de partage avec des partenaires, un dévouement, un exutoire à une semaine de stress et pour d'autres, il faut le reconnaître, l'éducation physique représente un mauvais moment à passer.

Il faut intéresser les jeunes au sport à travers des compétitions entre établissements, au niveau territorial et régional. Les compétitions sportives peuvent aboutir à la découverte de futurs champions du monde et de champions olympiques. Malheureusement, très tôt dans la vie active, les jeunes déscolarisés se retrouvent à la rue.

Une rue impitoyable où les drogues, le tabac et l'argent facile sont un danger permanent pour des jeunes désœuvrés. Il faut donc les intéresser au sport au cours de leur vie scolaire. Les plonger dans le monde du sport, des échanges, des rencontres, des rêves, des joies, des pleurs, des records et du dépassement de soi. Leur offrir une autre alternative, une autre voie. Il faut profiter de cet engouement à des fins de développement, d'éducation, de réinsertion, d'apprentissage d'un métier et de socialisation pour pouvoir ensuite, une fois dans la vie active, diriger les jeunes vers le sport fédéral, les encourager à devenir des moniteurs, à s'occuper des espaces verts (les revendiquer) et à faire partie de l'élite sportive de leur quartier et de leur pays.

Il faut agir en partenariat avec l'Éducation Nationale, les centres de développement, les associations pour handicapés, les femmes voilées et au foyer, pour donner à tous la chance de voir l'importance du sport dans nos vies. Il est donc essentiel de faire un atelier de réflexion sur la question en sélectionnant la couche de la population la plus touchée. Des interventions de spécialistes et de médecins sur l'importance du sport en tant que facteur clé de la santé seraient souhaitables pour les pays en développement, de même qu'une volonté et un engagement politique.



ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

VERS UNE SOCIÉTÉ ACTIVE

Dans la société moderne, nous avons les mêmes personnes assises autour de la table, représentant les volontaires sportifs, les parents des athlètes et les contribuables.

Il incombe aux parents et au reste de la société d'associer leurs efforts pour promouvoir les activités sportives organisées en faveur des jeunes, afin de réduire la menace de la drogue, de l'alcool et du tabac et de leur donner plus d'ambition dans la vie pour mener des études universitaires et une carrière professionnelle.

Nous devons communiquer avec les écoles et les entreprises et leur montrer que les activités sportives contribuent à rendre les individus meilleurs et plus efficaces. Nous devons respecter la contribution des écoles et des entreprises qui accordent du temps libre aux athlètes et administrateurs sportifs afin qu'ils puissent participer aux activités sportives

In modern society we have the same individuals sitting around the table representing sport volunteers, parents of athletes and taxpayers.

It is a joint effort between parents and the rest of society to promote organised sports activities for young people in order to decrease the threat of drugs, alcohol and tobacco and increasing their life ambition for academic studies and professional careers.

We need to communicate with schools and employers and show them that sport activities contribute to better and more efficient individuals. We must respect the contribution of schools and employers towards free time for athletes and administrators to participate and volunteer in sports activities.

We should:

1. seek the recognition and goodwill of the general public for sports;
2. actively cooperate with health organisations on social projects;
3. promote "Sports for All" to increase the interest of general exercise;
4. always stay focused on the core purpose of sports.

To this end:

- Our sporting role must have priority over non-sporting projects;
- If an event suffers from malfunction, officials must not focus their human resources on entertainment at half time.

5. Evaluate and report the financial profit of organised sports to society. This requires:

- assessing the value of voluntary work and multiple subsidies;
- assessing general health and savings in health expenses;
- taking into consideration individuals' physical and mental well-being.

Commandant UWE ROSSMEISL

Organisation reconnue • CISM – Conseil International du Sport Militaire

EST-CE QUE TOUT EST UNE QUESTION D'ARGENT ?

Le sport dans son sens le plus large a été influencé par la société, en particulier à travers les actions des athlètes eux-mêmes, les industries, les Fédérations Internationales (FI), les médias ainsi que les organisateurs d'événements sportifs. Pourtant, on a parfois tendance à oublier que l'exercice physique se pratique dès la première phase du développement humain.

Le nombre écrasant de disciplines modernes trouve ses racines dans les temps plus anciens et bon nombre d'entre elles sont directement liées aux applications militaires. Aussi s'agit-il d'une conséquence logique: les militaires ont fait et font toujours d'importantes contributions concernant la méthodologie de l'éducation physique et les performances des jeunes athlètes, des entraîneurs et des médecins. Parmi les institutions qui contribuent à une société active, l'armée a en effet un rôle capital à jouer.

Sport in its widest sense has been influenced by society in a decisive way. The athletes in their role as entertainer are a means to an end for sporting goods industries to sell their goods and are also heroes for youth because they help transfer a positive and effective image. International Federations and organisers of sport events and of course the media provide all stakeholders with a platform to run their business and pursue their own strategic objectives. Everything is about money.

It is sometimes forgotten that physical exercise was performed during the earliest phase of human development. Physical movements such as running, jumping, throwing, lifting and carrying were required to work and fight outdoors. These were basic activities that facilitated the struggle of existence. Now, individuals are specifically taught these movements and train to perfect them.

An overwhelming number of all modern disciplines can trace their roots back to those early times and many of them are directly linked to military applications. Therefore, it is logical that the military has made and



continues to make important contributions towards the methodology of physical education and the performance of youth athletes, coaches, and medicines. Moreover, the methods used in the physical training (sport and sport psychology) of the military were also practiced by athletes in competition.

An important component of the general restructuring of society is the changing set of values, which has accompanied changing expectations in the occupational sphere. The importance of the concept of discipline, adaptation, achievement, subordination, professional success, obedience and allegiance has dwindled in favour of self-determination, selfishness, mediatisation and commercialisation.

It is still truly exhausting to discuss the real purpose of sport and its meaning for the “new generation” under the influence of socio-economic changes, environmental matters, as well as computerisation and its effect on our everyday lives. Therefore a strategic way to influence the formation of youth in our society with respect to the quality of life, is through the values of sport – in particular that of cooperation and solidarity, which are highly recommended.

In this respect an “education strategy” might help. Let us take a look at one of the many definitions of education:

“All planned activities that contribute to the physical, spiritual, and moral formation of (young) people, so that, with all their skills and capabilities, they may become well balanced, rounded and responsible personalities, strong in character and in tune with prevailing norms.”

Most modern school systems all over the world claim their intent is to equip youth with the knowledge, skills, capacities, and values along with the enthusiasm to maintain a healthy lifestyle into adulthood. Some schools also require physical education as a way to promote weight loss in students.

Activities included in the programme are designed to promote physical fitness, develop motor skills, instil knowledge and an understanding of rules, concepts, and strategies, and to teach students to work as part of a team, or as individuals, in a wide variety of competitive activities.

Undoubtedly, families and schools are most actively involved in this field. Among the institutions contributing to it, the military has to play its role. Of course, the military did little in the past to improve its image in this respect but is ready to become a link in this chain towards an active society.

ANDREW RYAN

Organisation reconnue

ASOIF – Association des Fédérations Internationales des sports olympiques d'été

SPORT ET JEUX ÉLECTRONIQUES : UNE MENACE OU UNE CHANCE ?

La croissance rapide de l'industrie des jeux électroniques ces dernières années est perçue comme une menace pour le Mouvement olympique. L'idée est que les jeux informatiques contribuent à l'inactivité des jeunes et à une baisse de la pratique du sport, de loisir comme de compétition. Or, les changements apportés à la dernière génération de consoles de jeux présentent le sport de manière dynamique aux jeunes et permettent de voir cette industrie du jeu d'une manière complémentaire.

The decrease in levels of active sporting participation among young people is a growing societal concern. This has been blamed on a variety of factors including the decreasing amount of time devoted to sport and physical education within the school curriculum; increased time spent watching television and recorded video media; engagement with mobile devices; and increasing time in front of computers, particularly computer games.

Computer consoles and games are viewed as a threat to sports participation as they occupy an increasing amount of youngsters' spare time leaving less time to take part in sports activity either on a recreational or competitive level.

It is accepted that this reduced physical activity (in some instances coupled with an unhealthy diet) has contributed significantly to the increasing level of obesity among young people, globally. The problem of obesity gives rise to serious health concerns, in particular the impact on health care provision in the future. Society is already struggling to cope with a population that places a greater burden on health services, in the private and public sectors, in terms of cost and scale.

A significant factor in increasing “screen” time for young people has been the emergence of a very successful market in interactive computer games, traditionally based on motor sports, football and tennis. This market is currently dominated by three games consoles.

One console in particular, released two years ago, has had the most impact on the computer sports games world. It has significantly changed the parameters of sport computer games by providing a far more active interface for youngsters. This has been achieved by developing a hand-set, which allows the simulated use of steering wheels, rackets, golf clubs, boxing gloves as well as a footpad which allows for jumping, skiing, snowboarding, yoga, exercise plans and weight monitoring.



There are three consequences of this development. The first is the proliferation of a variety of games based on traditional and new sports, which have an interactive interface. This allows for more active and physical player participation which, depending on the game, is closely related to the biomechanics of “real” participation in sport. The second is that the rest of the market has changed direction to move more closely to the same “active” sports game style. Finally, these games strive to imitate real life to a much greater degree in order to create an experience for the player which closely resembles real-life sport.

This closing of the gap between “virtual” and “real” participation in sports activity presents a clear opportunity to work with computer games manufacturers. Such collaboration will help to make their games more lifelike. The games can also be used to introduce sports to young people and can act as a stepping stone to the “real thing”.

A whole new opportunity is open to the sports world through this new style of sports game. Reaching youngsters at an early age and introducing them to these “virtual” sports can narrow the gap between the virtual gaming experience and full participation in and proper engagement with sport.

The challenge is now for the Olympic and sports movement as well as government agencies (particularly those involved in sports, health and education) to work together with the computer game industry. Together they could introduce young people to the virtual sports experience, with the aim of encouraging a natural progression into active sport participation.

In this way, it is time that governments and sports authorities reassessed computer games and stop viewing it as a threat to health and sports participation. They must explore and research ways of using this popular and growing aspect of youth culture to introduce more youngsters to sport in order to increase physical activity and sports participation.

DEKA SAID ABDILLAHI

DJI – Comité National Olympique et Sportif Djiboutien

STOP AUX JEUX VIDÉO !

Le sport était pour les jeunes un moyen de divertissement et de rencontre.

En effet, beaucoup d'élèves de différents établissements se retrouvaient autour d'un terrain pour participer aux différentes compétitions (scolaires, nationales, régionales, etc.), pour discuter, pour faire connaissance et ensuite pour se mesurer les uns aux autres sur le terrain.

Malheureusement, avec l'apparition des jeux vidéo et la disparition des espaces verts, les terrains de jeux sont de plus en plus désertés.

Les fondements de l'activité physique sont ceux qui permettent à l'enfant d'être en communion avec les autres, de se socialiser, d'accepter l'autre, de respecter les règles du jeu, de respirer l'air pur.

Pour vivre dans une société active, intéressons-nous aux jeunes en leur offrant des espaces, en les attirant vers des sports accessibles et stimulants et en restant à l'écoute de leurs besoins. La société tout comme les parents doivent offrir à ces jeunes les moyens et les outils pour faciliter la pratique du sport.

Ainsi, le système éducatif doit promouvoir et renforcer les valeurs sportives. Ensuite, l'enjeu sportif doit toujours être développé pour renforcer l'envie et l'amour de l'exercice physique auprès des jeunes. La télévision et d'autres médias peuvent être des aides pour promouvoir cette politique.

Dans une mondialisation où les multimédias font des progrès phénoménaux, et où nous en sommes les principaux consommateurs, les victimes sont souvent des jeunes livrés à eux-mêmes. Les yeux rivés sur les écrans, guettant le moindre spot annonçant les derniers jeux, manipulés et téléguidés, nos adolescents tombent dans le piège malgré eux.

Ainsi les jeunes préfèrent les loisirs inactifs comme la télévision et les jeux vidéo. De ce fait, le déclin de la pratique de l'activité physique et du sport est d'abord le résultat d'un manque de volonté de la jeunesse, qui préfère la facilité à l'effort.

L'apparition des jeux multimédias comme les jeux vidéo est donc une aubaine parce qu'ils n'exigent, pour la majeure partie d'entre eux, aucune participation physique. Il faudrait d'abord dire que dans les pays en développement comme le mien, ces jeux ne sont pas accessibles à tous les adolescents.

Je trouve d'ailleurs que c'est une très bonne chose car les jeunes s'abrutissent devant l'écran et oublient tout. Ils restent inactifs pendant des heures, buvant et parlant à peine. Donc sportifs ou pas, je pense que les jeux vidéo n'apportent rien aux jeunes à part peut-être la connaissance des règles et le fait qu'ils n'énervent pas les parents.

Quand aux nouveaux jeux vidéo où l'enfant est aussi actif, il faut dire que la vraie activité physique est celle où l'enfant est en communion avec les autres ; c'est la socialisation, l'acceptation de l'autre, le respect des règles, l'oxygène qu'il respire.



Et tant que l'enfant est en face de la « machine », il est dans une bulle, dans un monde à part auquel les autres n'ont pas accès. Triste donc, car solitaire. Les jeux actifs qui sont conçus pour deux ne remplaceront jamais la bonne ambiance d'une cour de récréation ni celle d'un gymnase.

Les spécialistes de la question qui disent que les jeux développent les réflexes, le sens de l'observation, la logique ou autres arguments ne peuvent pas me convaincre car non seulement l'enfant se conduit comme un drogué et un zombi, mais toute la violence qui se dégage de ces jeux les entraîne dans un univers dangereux où il peut faire lui-même sa propre loi.

D'autre part, le système éducatif n'offre rien aux jeunes pour les inciter à la pratique physique. Pour cela, ne faudrait-il pas d'abord motiver les jeunes en leur proposant différentes rencontres sportives et en les sensibilisant sur les côtés néfastes des jeux vidéo : avec par exemple des inscriptions sur les paquets d'emballage comme sur ceux des cigarettes, assorties de slogans stipulant qu'il ne faut pas en abuser.

Pour vivre dans une société active, intéressons-nous aux jeunes en leur offrant des espaces, en les attirant vers des sports accessibles et stimulants et en restant à l'écoute de leurs besoins.

La société tout comme les parents doivent offrir à ces jeunes les moyens et les outils pour faciliter la pratique du sport. Ainsi, le système éducatif doit promouvoir et renforcer les valeurs sportives en organisant régulièrement des rencontres sportives pour les jeunes, en créant plus d'écoles de sport accessibles à tous et enfin en mettant à la disposition des athlètes les moyens adéquats de cette politique.

Ensuite, l'enjeu sportif doit toujours être développé pour renforcer l'envie et l'amour de l'exercice physique auprès des jeunes. La télévision et d'autres médias peuvent être des aides pour promouvoir cette politique.

JUAN ANTONIO SAMARANCH JR.

Comité International Olympique

PROPOSITION POUR DES NORMES UNIVERSELLES SUR L'ÉDUCATION PHYSIQUE

De nombreuses études ont souligné l'importance du sport pour le développement social, mental et physique des jeunes. Cette contribution décrit de quelle façon le Comité International Olympique (CIO) peut ouvrir la voie vers l'établissement d'une norme universelle pour les programmes d'éducation physique dans les écoles et les collèges.

INTRODUCTION [1]

It is generally accepted and scientifically demonstrated, that physical activity is an important aspect of human life, and that physical education must be an integral part of the formal education process. The importance and status of physical education in schools, throughout the world, is increasingly being challenged, manifesting itself in a reduction of dedicated time, infringement by other subjects and activities, and interference with the quality of the physical education curricula.

This serious dilemma has and will continue to erode the physical well-being and health of children and adolescents, resulting in inadequate levels of physical fitness, an inability to engage in life's functions as well as an increase in incidences of obesity, unnecessary illnesses and premature deaths.

RELATED CONVENTIONS AND PROPOSALS ON PHYSICAL EDUCATION AND SPORT [2]

1. The International Charter of Physical Education and Sport, supported by UNESCO Member States (Preamble, Art. 1, 1978; reaffirmed by ICHPER.SD, 1991) declares:
 - Access to physical education and sport should be guaranteed for all;
 - Physical education and sport is a fundamental right for all.
2. The Convention of the Rights of the Child (UNICEF, Art. 29, Sec. 1a, b, September 2, 1990), states that education shall be directed to:
 - The development of the child's personality, talents, and mental and physical abilities to their fullest potential;
 - The development of respect for human rights and fundamental freedoms, and for the principles enshrined in the Charter of the United Nations.
3. The World Conference on Women and Sport (Lausanne, Switzerland, October 14-16, 1996) encouraged the International Olympic Committee to join efforts to create physical education programmes, globally, in order to fully realise the Olympic ideal.
4. The European Physical Education Association (EUPEA), through its united efforts to improve physical education in schools (LaPorte, 1997) proposed to government agencies that a minimum time and/or days be allocated for physical education in European schools.
5. The Declaration of Punta Del Este (UNESCO, MINEPS III, December 3, 1999), reiterated :



- Importance of physical education and sport as essential elements and integral parts in the process of continuing education ;
 - Importance of physical education as a fundamental right for every child and youngster around the world ;
 - That UNESCO direct its attention to improving physical education and sport in primary and secondary schools by developing, sharing, and promoting modern curricular development.
6. The 2nd Magglingen Conference on Sport and Development, the culminating global event of the International Year of Sport and Physical Education (IYSPE 2005), pledged a long-term commitment and determination to making sport in its broadest sense an essential component of the world's efforts to achieve the Millennium Development Goals.
7. The Second World-Wide Survey of the State and Status of School Physical Education (K. Hardman and J.J. Marshall, University of Manchester, UK, January, 2009), with the support of the International Council of Sport Science and Physical Education and other international and regional agencies, affirmed that physical education has been pushed into a defensive position, suffering from decreased time allocation, budgetary constraints, low academic status, and under-valuation by authorities.

The survey found :

- deficiencies in time allocation and application of legislation ;
- inadequacies in facility and equipment supply (financing problems) ;
- shortages in qualified teachers ;
- gender and disability barriers ;
- falling fitness standards, high drop-out rates ;
- difficulties in reconciling elite sports with regular schooling ;
- society fails to attach importance to school PE and sport.

INITIATIVES TO DATE [3]

UNESCO is mandated to improve the quality of physical education, because of its education for all initiative, as well as its Physical Education and Sport (PES) Programme and the International Olympic Committee's goal of Sport for All. To improve the quality of physical education, it is imperative to increase the importance given to PES as well as making it available to all peoples. The organisation, with the support of several partners, is currently developing international quality indicators for PES. Pilot projects have been designed for Africa, which will be extended to other regions.

These projects aim to :

- evaluate teacher training and PES facilities ;
- bring educational structures up to a university level ;
- initiate PES teaching at the primary school level ;
- improve human resources ;
- move forward on UNESCO's Education for All initiative.

The United Nations system marked the International Year of Sport and Physical Education in 2005 and select UN agencies actively marked this year. Specific actions to promote sport and youth especially in developing countries have been taken under the UN umbrella. In 2007 the European Parliament published a resolution on the Role of Sport in Education.

However, none of these organisations have been able to make physical education reach the development level that our children and young deserve in connection with the dreams and aspirations of the Olympic Movement. Furthermore :

- Physical education training programmes differ widely among countries and there is an increasing practice whereby physical education is taught in school by teachers with inadequate specialist training ;
- The Olympic Charter states that the International Olympic Committee (IOC) "encourages the coordination, organisation and development of sport and sports competitions ; (...) collaborates with the competent public or private organisations and authorities in the endeavour to place sport at the service of humanity."

This contribution proposes that the IOC develops International Standards for Physical Education and Sport for school children and young people in colleges.

The standards must :

- contain content standards with accompanying benchmarks ;
- reflect disciplinary knowledge, skills, and behaviours inclusive of the psychomotor, cognitive, and affective domains ;
- support the learning process ;
- be sequential ;
- be culturally neutral ;
- be school based ;
- be customisable (e.g., gender, culture, race, ability, disability) ; and
- be appropriate for age groups within the structure of the school entity (i.e., ages 5-18).

These standards must be set and acknowledged by all international groups and professional associations. To this end it is necessary that the :



1. IOC makes a general call for action through UNESCO and the WHO. Perhaps a manifesto about physical education could be drafted and used as motivation for action;
2. All interested parties join in an international conference that could carry on with the work of setting these standards;
3. Governments can promote the adoption of these standards through an international protocol;
4. Governments and sport organisations around the world are encouraged to support the standards and promote PE among school children in their countries by i) adapting their respective legislations to take account of these standards and ii) promoting PE through adequate campaigns.

REFERENCES

- [1] Introduction taken from <http://www.ichpersd.org/i/global.html>
[2] Information in this section is taken from <http://www.ichpersd.org/i/global.html>
[3] Information in this section is taken from http://portal.unesco.org/shs/en/ev.php-URL_ID=9535&URL_DO=DO_TOPIC&URL_SECTION=201.htm

MARCO SCOLARIS

FI reconnue • IFSC – International Federation of Sport Climbing

ICI LA JEUNESSE : RÉPONSE DU SPORT DEMANDÉE !

Le sport peut donner à la jeunesse d'aujourd'hui de nouveaux moyens d'affronter le monde qui s'offre à eux. Les chefs de file du sport ne doivent pas avoir peur d'agir et d'apporter de nouvelles idées en la matière. Les contributions des nouveaux sports jeunes et émergents (dont les jeunes raffolent) devraient être intégrées au sein du Mouvement aux côtés d'autres sports populaires.

Le défi ne consiste pas à reproduire les mêmes situations que la jeunesse déteste, par exemple, lorsqu'ils pensent qu'ils vont devoir se plier à une nouvelle forme d'autorité. Donnons aux valeurs olympiques leur véritable sens. Tous les athlètes ont leur passion et leur engagement, peu importe la discipline qu'ils pratiquent, ils doivent être respectés et ont le droit de concourir sous la bannière des cinq anneaux.

More than ever, today's youth are searching for new ways to face the world they have in front of them. People say that, in the past, it was perhaps easier to find a way to grow. Then, there were few, strong and

bright points of reference, limited input from the external world, heavy protection and conditioning from families, schools and institutions.

What is sure is that things are not the same anymore and that things have changed for better or worse. The new generation lives in a world where many things look easy. They are exposed to endless input, from the media and the internet. Connections reach people, to and from everywhere on the planet.

POINT OF REFERENCE

There is an objective need for creating something tangible for our youth. Can sport meet this challenge? Can Olympism and its values support or act as an alternative to other forms of "education"? Or better still can they help complete an educational process?

The answer is yes. And we hope sport leaders believe it; otherwise sport loses its meaning and as a result, the message and model on offer will be undermined. In this case words will not be put into action and we will not see any or will see poor results.

It is important not to preach to the young and to find other ways of encouraging them other than saying, "you must do this."

Families, parents and schools might not be able to offer a life that is conducted in a self-responsible way, especially if they themselves are passive subjects in front of a video screen or a victim of obesity. In such cases the sport proposal can become a strong and efficient tool.

The first step is to present it in the proper way. If the sport and its values are perceived as a sort of new authority in different clothing and there are dogmatic rules then the game is over even before it starts.

INDIVIDUALS AND PERSONALITY : "WE DON'T WANT TO DO WHAT EVERYONE DOES !"

In today's depersonalised society, young people need to develop their own individual personality. We often ask to the kids who come to the climbing gyms, "Why do you want to climb? Why don't you want to play?" The answer comes out simple and clear: "because everybody does."

However, individualism is often penalised and children are often offered sports that "everyone" plays.

There are a variety of sports on offer. But the passage from a mono-sport culture to a broader sporting culture is a step-by-step process that, day after day, appears more and more necessary. Sports should not be against each other, but complementary.



NEW SPORTS FOR YOUTH

New sports, that are considered minor, are not tainted by doping but are high on passion or where media and money do not dictate the rules (as yet!), can help. They provide a way out and represent a chance that we should not lose.

BE ACTIVE IN BODY AND MIND: LEADERS FIRST!

As sport leaders, if we want to have an active society, then we have to be active ourselves and not be afraid to be on the move. If we do not have new ideas we will lose our link with young people and what we will have on our hands will be our responsibility.

DIFFERENT MODELS, DIFFERENT SOCIETY

The model to be proposed should not reproduce the same situations the youth hates in our society. Equality should not just be a word. If athletes are defined by their passion and commitment and not by the sport they practice, if their rights are respected, then the basis is solid. It might be a different world.

A TWO-WAY CHALLENGE

The new, young, emerging sports, have to fight to remain linked to their roots, that is to say the Olympic values. Is it really unavoidable that, when media interest grows and financial resources increase, the sport changes (or will even be spoiled)?

The challenge for the Olympic Movement is to find a way to integrate these new games with those that are already in the spotlight. The Olympic Movement has to find a way to guarantee the same rights to all athletes, whatever discipline they practice, so that their passion is respected and considered, and they are able to run under the banner of the five rings.

ANDREA SEOW

SYOGOC – Singapore Youth Olympic Games Organising Committee

FAIRE PENCHER LA BALANCE

La participation de plus en plus faible des jeunes au sport peut être en partie imputée à l'évolution de la société vers une «économie basée sur les connaissances». La société actuelle met fortement l'accent sur l'acquisition des connaissances et récompense à juste titre les personnes pour leurs réussites universitaires. De ce fait, les jeunes, attirés par les perspectives de

carrière plus brillantes qui s'ouvrent à eux grâce à leurs réussites universitaires et par les meilleures conditions salariales proposées par les entreprises, préfèrent investir davantage de leur temps et de leur énergie à l'université plutôt que dans la pratique d'un sport. En outre, étant donné la mondialisation de plus en plus importante de l'économie, ainsi que le désir de l'humanité d'améliorer son niveau de vie, un plus grand nombre de jeunes sont tentés de poursuivre des études universitaires afin de survivre dans un monde où l'individualisme prime. Partant, les jeunes se privent d'un style de vie actif et équilibré.

The downward trend in young people's participation in sports can, in part, be attributed to society's evolution into a knowledge-based economy. Gone are the days where physical strength and fitness were important for career success, or the days where careers in sports were well sought after. Today's society strongly emphasises the acquisition of knowledge, and duly rewards people for their academic achievements. Hence, young people who are drawn by the brighter career prospects offered by academic achievements (as opposed to sporting achievements that are not always recognised by employers), and the large pay cheques offered by companies, prefer to invest more time and energy in academia rather than sports. It is increasingly common for youths who are talented in a sport to forgo the opportunity to develop their full sporting potential in exchange for academic pursuits and career-related activities. The pragmatic – and greedy – are incontrovertibly driven by pay cheques, not passion.

The paradigm shift in young people's attitudes towards academic or scholastic pursuits, and away from sports or physical activities, may also be attributed to society's progress and economic development. Given the increasingly globalised and competitive nature of the world economy, mankind's desire for improved living standards and the masses' obsession with material gains, a greater number of young people are driven towards pursuing academic and career success. In so doing, they choose to forgo an active and balanced lifestyle.

Today's competitive and performance-based culture has provided the impetus for a never-ending rat race for success, wealth and social status. Youth and adults seek to rise through the ranks in a competitive, "dog eat dog" world. They often choose to channel their additional time and energy towards advancing their academic and career pursuits as achievements in these areas would give them a competitive edge over others. Even for young people who are not high-achievers, the diminishing job security in today's performance-based corporate culture and the looming possibility of retrenchment during times of economic crisis, often spurs them to work hard to secure their rice bowl. Given the ongoing – and worsening – global economic crises, I believe that few would stand to contest this statement. Hence it is apparent that young people increasingly prioritise success in academia and their career above



leisure, physical fitness or success in the sporting arena. Consequently, they neglect maintaining an active participation in sports and physical activities, which do not seem to generate much short-term benefit.

Another reason for the decline in young people's participation is that they view sports as a mere leisure activity for which there are many substitutes. One needs to look no further than television, video games, theatres and night clubs to realise the truth in this statement. Undeniably many young people in today's society enjoy being couch potatoes, binging on unhealthy snacks while mindlessly flicking through channels. To make matters worse, the advent of interactive multimedia games has drawn even more youths away from real sports and towards virtual sports, which do not really promote an active lifestyle. However, it can be argued that virtual sports enable youths, especially those with a disability, to learn the Olympic values of "Excellence, Friendship and Respect". It is apparent that the decline in physical activity among today's youths is not only due to their preference for academic and career pursuits, but also because of the rise in alternative forms of leisure and their ignorance towards sporting benefits.

Given these circumstances, governments, companies and schools should place a greater emphasis on sports and physical activities. In addition, the government can also launch nation-wide campaigns and initiatives to encourage participation in sports or physical activities. Through these campaigns, young people should also be educated on the benefits of participating in such activities. These benefits include not only physical fitness, but also healthier lifestyles, sharper mental alertness over the long term and the nurturing of sporting values such as determination, discipline, perseverance, respect, integrity, excellence and friendship. Such values are not only relevant to sports, but are also essential for individuals to excel in various aspects of life, i.e. work, career, family and interpersonal relationships.

Through such an education, young people will learn that the benefits of engaging in sporting activities go beyond mere physical fitness and health. Sport also cultivates essential values and nurtures a young person's character to help them succeed in life. To take it one step further, companies should also be shown, through research and credible findings, that work-life balance (which includes participation in sports and other activities) is essential to the productivity and creativity of their employees. Companies must take more measures to provide employees with facilities to exercise and to organise corporate physical fitness classes. This would, hopefully, revive young people's interest in physical activities and motivate them to engage in sporting activities on a daily basis. After all, everyone desires productivity, success and a long life to enjoy their material wealth.

MOHAMED MAHID SHAREEF

MDV – Maldives Olympic Committee

PARENTS: LA CLÉ D'UNE JEUNESSE HEUREUSE

Dans ce monde, un enfant qui naît dépend de ses parents. Dans bon nombre de cas et pour diverses raisons, un enfant peut être privé de l'attention de ses parents. Expliquer cela dépasse le cadre de cette contribution. Toutefois, il est important de faire remarquer que les parents jouent un rôle essentiel dans le développement de l'enfant. L'influence parentale est nécessaire et importante pour le succès d'un jeune.

When we see a successful young person we quickly reflect on the role their parents have played in their lives. Many times a talented young footballer has a father who was a legend in his time. The parents of an outstanding athlete in track and field may have also been successful in the same sport. This phenomenon is commonly noted. As we move towards new developments and face new challenges with our youth, it is important that parents play a vital role in keeping their children active in the field of sport.

Parents need to understand the importance of nurturing their children to be part of active sports in order to have a healthy and long lasting life. Today it is easy for kids to sit around playing television games; a big problem even in the Maldives. The onus is on parents to understand the importance of sport and to ensure that it is not being forgotten amid their child's other activities.

It is important that parents understand their role in guiding their children towards a successful life. It is not enough for the parent to provide the best education, food, accommodation and health facilities for their children. It is also important that they take note of the importance of sport in their children's lives. Sport teaches children many values that are not found in a classroom such as teamwork, accepting defeat and celebrating success. Sport teaches young people to respect rules and regulations. These key features are important for youth to become successful in life.

Parents must understand this and not miss the opportunity to carefully guide their children towards a successful life and a better society as a whole.



KOK CHI SIEH

MAS – Olympic Council of Malaysia

ACCROÎTRE LA PRATIQUE SPORTIVE CHEZ LES JEUNES

Le sport est devenu trop élitiste, froid. Il s'est commercialisé et a perdu son attrait ludique auprès des jeunes, entraînant un recul de la pratique sportive dans cette catégorie de la population. La création du Ministère des Sports a semé la confusion avec le Ministère de l'Éducation quant au rôle de ce dernier dans le développement du sport à l'école. Pour rendre le sport plus attrayant aux yeux des jeunes, de « nouveaux » sports devraient être introduits. Le sport est une composante essentielle de l'éducation car il enseigne aux jeunes les principes éthiques fondamentaux.

La pratique d'un sport pour le plaisir – et non pour gagner – mettrait en valeur l'esprit olympique, qui privilégie la participation plutôt que la victoire.

Sport has become too elitist, commercialised, unfriendly and no longer fun for the majority of young people. That the emphasis is not only winning, but winning by any means, has discouraged many young people and their parents from participating in sport. It is common knowledge that being a champion athlete is more difficult than achieving good academic results. Hence parents attach more importance to academic achievements, rather than to sport, in order to ensure a good future for their children.

The basic requirements for sport participation and physical activity are the availability of appropriate and safe facilities as well as the availability of sports teachers to teach basic skills and the opportunity for friendly competitions. In many countries there is a shortage of physical education, sports teachers and facilities in schools. Hence schools tend to neglect physical education and discourage their students from participating in physical activity and sport.

The establishment of the Ministry of Sport has caused confusion with regards to the roles and responsibilities of those in the Ministry of Education. The presence of the Ministry of Sport and the Sport Council in addition to their large budget and surplus staff have provided good reasons for the Ministry of Education to reduce sports development programmes for school children. The Ministry of Education sees the Ministry of Sport as the main beneficiary of their hard work in nurturing and developing future champions from schools.

Some officials of the Ministry of Sport encourage talented school children to drop out of school to train full time as athletes. For such officials, their only focus is on producing champions and not on educating young

people. On the other hand the Ministry of Education has the dual role of educating students and also getting them to participate in sport.

When young people drop out of school to train full time in sport, they are taking very high risks, as they would be left high and dry, should they fail to become champions. All it needs is to have a few such cases, to put off thousands of young people and their parents from sport.

The failure of physical education in school is a well known fact, yet except for lamenting the situation, no real efforts have been made to overcome the problem by creating more viable and attractive options to bring more young people to participate in physical activity and sport.

The rules and manner of sport competitions in which young people participate, are the same as those of elite sports. However, the fact is that over 99% of young people in a country will never be good enough to represent their country in international competitions or in the Olympic Games. It is therefore illogical to think that the majority of young people will wish to participate in the form of sports, in which they know they are unable to excel.

A number of modified or “new” sports, such as Futsal, 3-on-3 basketball or beach volleyball have attracted millions of young people to sports in which they would probably not have got involved. There should be more of these innovations, combining sport with music, arts, glamour, socialising, fun and culture to attract young people into sport. Identifying sporting role models can help influence young people through peer pressure to participate in sport.

Participation in sporting competitions will certainly develop more discipline and dedication among young people. Sporting competitions will inculcate the respect for rules, fair play, sportsmanship, fitness, honesty and teamwork in young people who participate in them.

Sport should certainly play a pivotal role in the education system. The teaching of universal values of respect for rules, honesty, fair play, teamwork are fundamental human ethical principles, which are essential to making a more peaceful and harmonious world, so clearly enunciated in the Fundamental Principles of Olympism. Such principles should be blended into the education system to balance the lives of young people, in order for them to make the world a better place for themselves and for future generations.

The Olympic spirit has always been that participation is more important than winning in sport. Unfortunately, an overemphasis on patriotism and nationalism has placed winning by any means as being more important than participation. It is natural and correct to glorify and recognise winners in sport. But one must realise that without other participants there will not be any competitions and hence, no winner. As such, equal



credit and recognition should be provided to the other participants for their efforts, which will encourage them to take up the challenge to be a winner. Unfortunately in sport, there is always one winner and many non-winners just like in life. But one has to continue facing the challenges and striving to do one's best, so as to make oneself better and in so doing make a better world for all human beings.

Multimedia should be used as a communication tool for sport. These days, young people are more tuned to multi-media tools rather than traditional media such as the newspaper. Specially designed video games can be helpful in allowing young people to understand the rules and regulations of the sports concerned motivating them to become more interested in sport and to participate in sport.

LUZENG SONG

CHN – Chinese Olympic Committee

UTILISER L'ÉDUCATION OLYMPIQUE POUR PROMOUVOIR L'OLYMPISME

L'éducation olympique partage les objectifs du Mouvement olympique. C'est un processus dynamique qui répond au développement social, mental, éthique et physique. L'éducation sportive est le fondement de cette éducation. Elle se définit le mieux comme l'apprentissage du Mouvement olympique, la pratique du sport et des arts, afin d'en obtenir des effets positifs sur la vie. L'éducation olympique offre une excellente occasion aux jeunes du monde entier d'être exposés aux valeurs olympiques d'amitié, d'égalité de participation, de paix et de coexistence entre les peuples.

C'est un processus d'éducation et de développement de l'individu selon des valeurs universelles et des idéaux de l'Olympisme. Ces principes et valeurs de vie et de comportements particuliers prônés par l'Olympisme peuvent justement être compris, acceptés et assimilés grâce à une méthode pédagogique comme l'éducation olympique.

Cette éducation dans les écoles comprend quatre étapes d'apprentissage: compétences sportives, vertus sociales, comportement moral et connaissances olympiques. Les valeurs olympiques peuvent être instaurées grâce à des programmes d'enseignement. L'éducation olympique peut aussi devenir un véhicule permettant aux individus de comprendre les valeurs olympiques.

Olympism is a philosophy of life which exalts and combines in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort and spread the educational value of good example and respect for universal fundamental ethical principles.

Olympic education provides an excellent opportunity for the world's youth to be exposed to values that support friendship, equal participation, fair play, excellence, peace and co-existence of all peoples. Olympic education is the best way to fulfil the aims of Olympism.

As Sergey Bubka, the 1988 Olympic champion and six-time IAAF World Championship gold medallist said that education is at the heart of the Olympic Movement... it is more than physical skills and should include social skills, personal development, experience and culture... Olympic education should be about sharing culture through the exchange of ideas among people around the world.

The 29th Summer Olympic Games opened in Beijing on 8 August 2008. The Chinese dream of one day hosting the Olympic Games finally came true and people could not help recalling Zhang Boling, the first advocate of the Olympic Games in China.

Zhang Boling was a strong advocate for educating young people through sport, a primary goal of Olympic education. As the founder and first president of the Nankai School, Zhang Boling encouraged his students to participate in all kinds of sports games. In the early 20th century, the Nankai School set up fitness classes for two hours every Wednesday. This time would be used to help students improve their sporting knowledge and skills.

Zhang Boling believed that sport should be an indicator of development and that governments could use it to help solve social problems. He contended that the goal of education was to save the nation and that sport education could transform Chinese society. He said that: "Among morality, intelligence and physique, physique is the weakest in Chinese education. (...) If we want to strengthen our nation; firstly we must strengthen our body." Unfortunately, Zhang Boling and his Olympic education did not receive much support from the Qing Dynasty.

Zhang Boling first introduced the idea of the Olympic Games in a Chinese magazine in 1908. Then in 1932, a Chinese delegation participated in the Los Angeles Olympic Games with only one athlete – Liu Chang Chun, who entered the 100 m as well as the 200 m run. Unfortunately, he did not qualify for the finals and it seemed that the Olympic dream moved further away from the Chinese people's reach.



Fifty-two years later, at the 1984 Olympic Games in Los Angeles, China won its first ever gold medal when Xu Haifeng took first place in the men's pistol shooting match. At these Games, China won 15 gold medals, 8 silver medals and 9 bronze medals. There were a total of 225 Chinese athletes who competed at these Games.

Meanwhile, with the reform and opening up of Chinese society, there are many ways for Chinese people to embrace the Olympic Movement, especially Olympic education. Millions of Chinese people were able to watch the 1984 Los Angeles Games on television. Then in 1990 China organised its first great international sports event – the 11th Asian Games. This was considered a rehearsal for Beijing to host the Olympic Games in 2000. Although Beijing lost the bid, the event to some extent educated Chinese people about Olympism and Olympic education.

On 13 July 2001, Beijing won the right to stage the 29th Olympiad, which has made the Olympic Games a popular issue with the whole nation. Before the Olympic Games, the Beijing Olympic Organisation launched an Olympic education programme for the 400 million primary and secondary school students in China. Besides the 556 elementary and secondary schools have been officially recognised as “Olympic Education Model Schools”, a nation wide Olympic education programme is also in place.

From Zhang Boling to 2008 Beijing Olympic Games, China has had a hundred years to work on the spread of Olympic education. However, different social situations impact the extent to which people accept Olympism. Zhang Boling focus on sport was a product of his social situation. But according to the 2008 Beijing Olympic Games Education Programme, sport education was bolstered by a variety of materials including Olympic textbooks, Olympic photography, Olympic painting, poetry and foreign-language speech contests. All these means were used to promote Olympism among the public.

Once the final ceremony concludes, the drums and trumpets of competitions also cease. But will Olympism remain as vibrant even after this world event? It is very hard for us to elevate the influence of Olympic education on the Chinese people so soon after the Games. But, as an invisible power, Olympic education and its sustainable impact can already be felt, which proves that Olympism is well and truly rooted in the hearts of the Chinese people.

Note: This contribution was submitted on behalf of Qiu Xue of the China Institute of Sport Science.

RITA SUBOWO

INA – Komite Olahraga Nasional Indonesia

IDÉES POUR ACCROÎTRE LA PARTICIPATION DES JEUNES DANS LE SPORT

Cette contribution examine certains des problèmes associés à la participation des jeunes aux activités physiques et sportives. Parmi ceux-ci : la popularité accrue des jeux informatiques, le manque d'installations sportives appropriées, le manque d'entraîneurs de qualité et le mauvais exemple donné par de nombreuses personnalités publiques et populaires. Cette contribution examine également les solutions possibles à ces problèmes dont l'accroissement des financements gouvernementaux pour les installations sportives, l'encouragement parental à faire du sport, la nécessité d'un programme sportif accru dans les écoles et une plus grande couverture des compétitions sportives par les médias. Les nouvelles possibilités intéressantes offertes par Internet et les DVD devraient aussi être utilisées pour promouvoir le sport auprès des jeunes. Avec une aide adéquate, les jeunes athlètes peuvent être formés à travers un système d'identification et de promotion des jeunes talents, leur permettant de prendre part à des compétitions internationales telles que les Jeux Olympiques de la Jeunesse (JOJ) et les championnats du monde juniors.

PROBLEM STATEMENT

In this era of modern globalization, technology is developing at a rapid pace. The young generation, keen to participate in the advancement of technology, are reducing their participation in sport and physical exercise. This has occurred due to the following factors:

1. Many young people consider that physical exercise and healthy lifestyles are not essential for daily living. They think of physical activity only as a required subject in their schools. Many have come to the erroneous conclusion that daily activities such as walking up stairs and cleaning the house are equivalent to physical exercise, and further participation in sport is not necessary.
2. The proliferation of computer games has led many young people to play with their computers rather than engage in physical exercise.
3. Physical education teachers fail to encourage and motivate their students to aspire to sporting achievements.
4. The lack of public figures who serve as a positive example to encourage young people to participate in sporting events.



5. The reduction in the number of sporting facilities due to the growth and development of cities.
6. The negative foreign culture, as seen on some music videos and movies, causes young people to pursue bad habits. This is due to a lack of parental support and encouragement to help instil the benefits of sport and a healthy lifestyle in their children.

SEVERAL IMPORTANT POINTS

Considering the problems described above, we recommend the following course of action :

1. Parental encouragement is important if the benefits of sporting activities and other positive physical activities are to be instilled in children.
2. Physical Education in schools needs to be encouraged and managed according to an established curriculum with highly qualified and motivated physical education teachers.
3. The role of governments is also important in spreading information on the importance of sport and a healthy lifestyle.
4. Governments should also add and build more sporting facilities in every town, and need to enforce policies that each school and educational institution should provide adequate sporting facilities.
5. More sporting events and competitions should be encouraged and youth participation must be actively promoted. This will help to instil pride and confidence in young people.
6. To achieve this, event organisers and the mass media should do more to expose the winners of youth sporting competitions as well as their joy of participation in sports. Government support will be required to promote sports to the people, especially the younger generation.

THE ROLE OF NEW MEDIA

The points mentioned above are crucial in order to ensure that the young generation realises the value of sports and its importance in improving their physical fitness and productivity. It would also make them believe in the motto “Mens Sana in Corpore Sano” or “a healthy mind in a healthy body”. It is also expected that, through sporting activities, young people will acquire positive values such as fair play, sportsmanship and discipline.

Information on the world of sports can also be spread through :

1. Videos, CDs and DVDs.
2. Sports magazines, which can raise the awareness of the young generation about the importance of sports.
3. Online games with newer sporting technology such as the DDR (Dance-Dance Revolution) software. In this case the electronic exercise carpet hardware can help combine modern technology with actual physical exercise.
4. The internet, which can help attract the attention of the young generation through the many sporting video clips available. This will encourage youth to perform physical exercise, take part in sporting competitions and reap the benefits of sports.

Some of the positive traits, which can be acquired through sport, are the spirit of honest competition and self-improvement, in addition to the ability to apply aspects of sport training to real life.

The young generation will be more attracted to sports if it is presented as a game, such as basketball, soccer or futsal. These sports are considered fun, competitive and require teamwork, which means it can be played together with friends. Once youth are attracted to a certain sport, they will regularly practice it to improve their skills. After they acquire basic skills, the next step is to compete in sporting events.

It is motivating for young people to follow the example of their sporting idols. This will facilitate their interest in sporting events, which in time will bring pride and accomplishment, not only for themselves but also for their family. Through sporting events, young people will be able to showcase their talents, especially when they achieve victories. The sporting achievements of young people will help them to grow confident and possess a healthy competitive spirit, which in turn could be applied to their daily life.

CONCLUSIONS

The problems addressed in this contribution exist in reality. But they can be solved through the support of parents, governments, and the proper utilisation of new technology and new media for the promotion of sports and sporting activities. Sporting activities should be established at the district and provincial level as well as the national and international level. The Youth Olympic Games should be the largest and most prestigious event for young athletes, because this is where they will come together to compete and realise the lofty goals of the Olympic Movement.



KARINE TEOW

Organisation reconnue
ENGSO – European Non-Governmental Sports Organisation

LA JEUNESSE A SON MOT À DIRE DANS LE SPORT

En décembre 2008, le Comité National Olympique et Sportif Français (CNOSF) a accueilli le Forum européen de la jeunesse et du sport. L'événement a rassemblé une centaine de participants de 32 pays européens dans le but de montrer comment les jeunes mettent en pratique le Livre blanc de la Commission européenne sur le sport.

Ce forum a fait bien plus que des recommandations. Les participants ont proposé des choix et des solutions aux citoyens, volontaires, professionnels et décideurs sous la forme d'un « livre rose ». Celui-ci dresse la liste des pratiques exemplaires et a été envoyé avec la « Déclaration » du forum aux institutions politiques françaises et européennes ainsi qu'aux représentants.

À long terme, des initiatives comme celles-ci sont essentielles pour encourager une société active et le Mouvement olympique devrait donner l'exemple et promouvoir de tels projets.

ROLE OF SPORT IN BUILDING ACTIVE CITIZENSHIP

In our current state of democracy, citizens need to be active in decision-making, and must understand their power to influence the world around them. In order for this to be realised, however, this message needs to be passed on to the next generation. Education is possible through sport. The link between society and sport has been noted by many academics and commentators. As Norbert Elias noted, "Knowledge of sport is key to understanding society." [1]

Sport can help develop a more active society that is more responsible and involved.

Moreover, for long term results it is necessary to educate, now, those who will be active tomorrow. Youth is the main target for the development of an active, participative citizenship especially because the majority of sport involvement occurs among them. In order to maintain their involvement, encourage the number of volunteers and cultivate athletic talent, we need to ensure that there are many opportunities available, now and in the future, for youth participation, growth and development. As a main contributor in sport, young people should also have the possibility to influence and have a say in the sport movement. We must step away from the belief that "youth is the future" and realise that youth can impact both today and tomorrow.

YOUTH EMPOWERMENT A CASE STUDY : EYSF 2008

The European Youth and Sport Forum 2008 (EYSF2008) gathered over 100 young people from 32 different countries in Europe. In line with the European Union presidency, the Forum took place in France from 30 November to 6 December 2008.

The Forum used the principles and practice of non-formal education as a means to bring youth from diverse backgrounds together to network and engage in an exchange of ideas.

EYSF 2008 aimed to demonstrate how young people put the words of the European Commission's White Paper on Sport into practice. [2] EYSF 2008 delivered much more than recommendations. The participants delivered options and solutions to citizens, volunteers, professionals and decision-makers, in the form of a "Pink Paper". [3] The "Pink Paper" catalogues "best practice" examples and was delivered together with the EYSF2008 "declaration" to French and European political institutions and representatives on the final day of the Forum.

Through networking at the Forum, participants learnt about different projects and programmes that may assist them with promoting active citizenship and facilitating future European integration. In the long run, programmes like these could help put the spotlight on European youth, sport and culture and have a significant impact on civil society in the coming years.

It is hoped that the recommendations of the "Pink Paper" will influence future European and national agendas and will be discussed within the sport movement.

The EYSF was the result of collaboration among International Sport and Culture Association (ISCA), the European Non-Governmental Sport Organisation – Youth (ENGSO Youth) and the Comité National Olympique et Sportif Français (CNOSF). The Forum and the resulting "Pink Paper" is a good example of the potential of sport for youth through collaboration among civil society, NGOs, youth, and the Olympic Movement. Events like this must be promoted in sport.

GIVING YOUTH THE OPPORTUNITY TO BE HEARD

Sport should value and offer further possibilities for youth empowerment. Active citizenship will rise through opportunities for involvement and discussion. The youth must be given a voice that can be heard and recognised. Youth will be motivated if they have the power to influence, impact and make a difference. Today's youth is, and wants to remain, active and they need to be recognised. They must also believe that they can contribute effectively through the platforms available to them and that they will be taken seriously.



CONCLUSION

As Nelson Mandela said: "Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does." We must use sport to create social change by empowering youth, providing them with opportunities for involvement and growth, developing Olympic education and active learning about society, life, citizenship, and diversity. Sport could fill the gap by educating youth in areas that are not covered by traditional formal education.

More efforts should be made to develop the positive image of sport as much attention is given to the negative aspects of sport, such as doping, in the media. This can be done through more grassroots education and involving youth in sport. Today, more than ever, with the first Youth Olympic Games on the horizon, let us give our youth more responsibilities and opportunities.

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ERICA TERPSTRA

NED – Nederlands Olympisch Comité* Nederlandse Sport Federatie

RENDRE LE SPORT ORGANISÉ PLUS « CONVIVIAL POUR LES CLIENTS »

Si les clubs sportifs veulent rester le premier choix pour les amateurs de sport, ils devront s'adapter aux temps qui changent, faire preuve de plus de souplesse et ajuster leurs activités aux différents besoins des groupes et des individus. Les formes traditionnelles de la compétition nécessitent une modernisation.

À cet effet, le Comité National Olympique (CNO) des Pays-Bas a lancé en 2005 un programme à grande échelle et à long terme visant à rendre les fédérations et les clubs sportifs plus conviviaux pour leurs clients. Plus que jamais auparavant, les organisations sportives devront répondre aux souhaits et aux besoins des athlètes. Ensuite seulement, elles pourront élargir

leur part de marché. La difficulté réside dans le fait de susciter un changement de mentalité auprès des fédérations et clubs sportifs.

Over the past few decades, organised sport has become a highly valued part of Dutch society. Unlike in most Anglo-Saxon countries where a sporting culture is interwoven into the educational system, sporting structures in the Netherlands are private initiatives.

Dutch sport clubs allow members to practise sport and provide coaching support (offered by professionals or volunteers) as well as access to official competitions. But they are also an important feature of the country's social fabric. These sport clubs encourage social contact, help create valuable networks in other spheres of life and create a sense of warmth and community. The NOC*NSF takes pride in the network of sport clubs in the Netherlands and is keen to maintain and strengthen our privately-run sport culture.

Sport and fitness in the Netherlands have been growing in popularity with more people exercising than before. However, sport club membership has peaked and clubs are experiencing pressure on their market share from competitors within the sport sector.

Why is this so? The way in which people are practising sport is changing. In these busy and diversion-filled times of ours, a growing number of people want to determine for themselves when, where and how they will practise sport. The requirement to carry out club chores is another disincentive to join a sport club nowadays. Additionally, the competitive element no longer figures so prominently. People want sport to be fun, relaxing and good for their health and physical appearance, as evidenced by the boom experienced by fitness centres. There is also an increasing differentiation in the wishes and requirements of the various age and special needs groups.

If sport clubs want to remain the first choice for sport enthusiasts, they will have to adjust to the changing times, show more flexibility and tailor their activities to the different requirements of groups and individuals. Traditional forms of competition are in need of modernisation. For this purpose, the NOC*NSF embarked on a large-scale, long-term programme in 2005 aimed at making the sport clubs and federations more customer-friendly. More than in the past, sport organisations will have to cater to the wishes and requirements of sport participants. Only then will they be able to get back and expand their market share. The challenge lies in bringing about a change in the mindset of sport clubs and federations.

As sport federations become more familiar with techniques used in the corporate world, they will learn to make their own activities more



attractive and improve their presentation. Experts brought in by the NOC*NSF have provided 47 sport federations with the guidance and support to draw up strategic marketing plans (SMPs).

In order to serve the target groups better, the SMP is evolving from a standard scheme into a made-to-measure plan for updating a particular federation's activities. Until recently, sport marketing only meant attracting sponsorship. But now it also refers to 1) the marketing of sport itself, 2) finding ways to make sport highly appealing, and 3) presenting sport to the public in the most favourable way. This is not about making a profit but about attracting new members and retaining existing ones.

In 2008, sport federations began putting their strategic marketing plans into practice. This is now happening in 15 pilot projects across the Netherlands with multi-year financial support given by the Ministry of Health, Welfare and Sport. These local initiatives are bringing together various sport clubs, schools, local authorities and social-service organisations. Until 2011, they can experiment with innovative ways of making their sport more flexible and varied. It is a long term endeavour and there are no quick and easy fixes. To make fundamental changes, the sport federations and clubs need to shape and implement their plans. These plans must be guided by facts and figures produced by marketing research. All of this cannot happen overnight.

With the number of pilot projects being carried out, we now have many examples, worth mentioning, of ways to give impetus to organised sport.

There is the "SportZ" project in the city of Nijmegen where sport clubs have set up neighbourhood-level facilities to provide after-school activities to children. This gives them the opportunity to become acquainted with a range of sports. There is also the "ClubFit" project in the city of Amsterdam where sport clubs are jointly offering new forms of competition sport. These sports are a combination of traditional outdoor ball sports that are supplemented with personal support normally associated with fitness courses, such as physical-fitness tests and dietary advice.

We also have the "Sportboulevard" project in the city of Enschede, where people can try out five sports of their choosing with a "Sport Zapp Card" before deciding the one they want to join as a regular member. In the town of Zeist, the Royal Dutch Football Association has built the Voetbalplaza Saestum, which is a "soccer fun park". This project organises a masters' football competition (for middle-aged and older football players) and street-soccer matches (panna), which is highly popular among Dutch youngsters. The concept of "company fitness" is also taking shape within several pilot projects. This allows company employees to make use of the sport club facilities during off-peak hours.

As all marketing plans flow from the same principles, sport federations can encourage each other and learn from each other's successes and failures in this whole modernisation endeavour. This meeting of minds takes place at events such as the annual Sport Marketing Congress held by the NOC*NSF. Here, sport federations and clubs work together on their long-term policies and the activities on offer. This collaborative effort should ensure a healthy future both for organised sport and the whole population.

KARMA WANGCHUK

BHU – Bhutan Olympic Committee

ACTIVITÉ PHYSIQUE ET MULTIMÉDIAS

Les multimédias jouent un rôle très important au XXI^e siècle dans le sens où ils influencent les jeunes. Toutefois, les jeux vidéo relatifs au sport sont un bon moyen d'encourager les jeunes à devenir plus actifs. Les jeunes ont besoin d'être sur le terrain pour pratiquer un sport et ont besoin d'une certaine forme d'activité physique pour rester actifs. Il n'existe pas de substitut aux activités physiques et sportives pour rester actifs et sains du point de vue physique et mental.

Multimedia in the 21st century plays a very important role in influencing the minds of the young. In sport, television is a powerful media that has strongly influenced young people. Sports programmes are aired live or recorded for television, which allows young people to see their favourite sport stars and heroes in action. Seeing their favourite stars or heroes on television makes them want to emulate their stars. Not all young people get the opportunity to see their stars in real life. Their sporting performance can only be seen on television and many young people are inspired by them. This would not have been possible before the advent of a medium like television. Young people are greatly influenced by the multimedia world in sport.

In my personal opinion sporting video games are not a means of encouraging young people to become more active. Sporting video games keep young people glued to their screen making them seem like couch potatoes. They sit for long hours and those addicted can indulge in the games for days.

Indulging in video games certainly does not make young people active. Instead indulgence in video games over a long period of time can lead to obesity and all sorts of non-communicable diseases. I do not mean to say that video games are bad at all but there has to be some moderation.



Young people need to be on the field and need to be involved in sport or some form of physical activity in order to remain active. There is no substitute for sport and physical activity to help stay active and be physically and mentally healthy.

The fourth President of the International Olympic Committee (IOC), Sigfrid Edstrom said that one of the major aims of Olympism is “to improve the human race, not only physically, but to give it a greater nobility of spirit, and to strengthen understanding and friendship among peoples”. Pierre de Coubertin’s view of sport and play was that it would enhance human development and international understanding.

May the human race indulge in sport and physical activities in order to keep up the spirit of humanism for a long time to come.

KARMA WANGCHUK

BHU – Bhutan Olympic Committee

ACTIVITÉ PHYSIQUE ET SPORTIVE

Une activité physique est toute activité qui implique un travail cardiaque et peut inclure de la marche, de la randonnée, du cyclisme, du jogging et même le travail dans une ferme.

Les raisons du déclin de l'activité physique et de la participation au sport chez les jeunes sont diverses, et le sport est souvent un deuxième choix pour la plupart des jeunes.

Toutefois, encourager les jeunes à participer à une activité physique et sportive doit être fait dans les écoles dès le cours élémentaire et au niveau primaire. L'habitude de s'adonner à une activité physique et sportive doit être inculquée dès le plus jeune âge.

Cette contribution propose un aperçu de la valeur du sport aux yeux des jeunes et fait de nombreuses suggestions afin d'inverser cette tendance.

The reasons for the decline in physical activity and sport participation in young people are diverse. The 21st century offers people a variety of recreational choices. Often these physical activities and sports are not the choice of people, especially the young. Nowadays, video, television, computer and video games as well as other forms of technology draw the attention of young people.

In the words of a teenage boy, “It’s physically more relaxing to watch television and play computer and video games. There is no physical

exertion like in playing soccer or swimming or running. Playing games make me tired and physically drained out.”

Sport, therefore, is a secondary choice for most young people.

In Bhutanese society, the pursuit of academic excellence takes priority over physical activities and sport. Parents are largely responsible for wielding influence over their children to study and not to play. The general feeling is that academic excellence will secure a better future while indulging in sport is simply a waste of time, a distraction and an impediment to academic excellence.

The Bhutanese education system is very rigid. It places much attention on academic excellence and accords very little importance to physical activities and sport. School children are also not provided with opportunities or access to physical activities and sport.

Primary schools in the country have just 35 to 40 minutes of a physical education curriculum a week and the lower, middle and higher secondary schools do not have curriculum physical education at all.

The International Conference on Sport and Education held in Bangkok, Thailand in 2005 stated: “It should be mandatory for every school to provide all students with at least 120 minutes of curriculum physical education and sports time each week and, in the longer term, 180 minutes.”

The 120 to 180 minutes of physical education curriculum and sport time is yet to be realised in Bhutan, three years after the declaration. However, efforts are being made to increase the time allocated to physical education at the primary level and to introduce a physical education curriculum at higher levels.

Like the rest of the world, Bhutan has not been spared from urbanisation, which has brought about changes in the lifestyles of people. Urban settlements offer various forms of recreation other than sport, to which young people quickly adapt and get addicted. Bars, discotheques and internet cafes (when used negatively) distract young people from engaging in physical activities and sport.

There are various ways through which this trend can be reversed, including:

- Introducing low cost, accessible sport programmes that help develop indoor and outdoor sports and physical activity facilities for all ages and performance levels, in neighbourhoods.
- Developing and administering school and youth-based, in-school and after-school programmes and activities that allocate a certain



amount of time per week for all school going children to participate in some form of physical activity and sports.

- Getting people in the sporting fraternity to use information technology and modern technology to educate, inspire and encourage students, young people and communities on the values and benefits of sport. This will help motivate and encourage participation in sports at all levels.
- Encouraging sports personnel to use modern technology for training, instruction, organisation and other support for sport and physical activities.
- Expanding or establishing low- and moderate-level intensity sport and physical activity programmes that create attractive sports programmes to maintain interest among young people.
- Encouraging maximum transfer of knowledge between organisations to facilitate widespread use and the adoption of best-practice models and case studies of sport and physical activity programmes.
- Using role-model assistance through elite sport.

Playing games and sport and engaging in any form of physical activity such as hiking, trekking, biking, jogging, and working on the farm represents a form of physical activity for young people. So any form of activity involving physical engagement is physical activity.

Sadly, video and computer games, queue sports, chess and carom (a board game) are also considered physical activities. Personally, I believe such activities are more sedentary in nature involving a lot of thinking, not to say that sports such as soccer, basketball, volleyball do not need thinking. Physical activity means getting some form of a cardio workout, which induces sweating through use of the limbs.

Encouraging young people to participate in sport and physical activity must be done in schools starting at the elementary and primary levels. The habit of engaging in sport and physical activity must be inculcated from a young age.

One way of encouraging young people to participate in sport and physical activity is by organising fun games. Fun games motivate young people to take up physical activities. In schools this can be done through physical education classes. Psycho-motor skills can be developed at an early age and this can only happen in schools. It is difficult to get mature people, who have never engaged in sports and physical activities, to play. It is much easier and more convenient to get people who have participated in sports and physical activities from a young age to play sports.

Sporting competitions among young people definitely help them to resist the ills and temptations endemic in today's society. The attention of young people is drawn towards their sporting competitions where they are influenced and pressured by their peers to perform well. As a result much time is devoted to the practice of sport and of course the time that goes into the competitions themselves.

The desire to perform well and to be victorious keeps them meaningfully engaged. Like in the old adage, "idle hands are the devil's tools", and young people involved in sporting competitions have no time to think of indulging in socially unacceptable behaviour. Studies have shown that young people involved in sports and other physical activities are less prone to cause social problems as compared to those who idle away their time.

KARMA WANGCHUK

BHU – Bhutan Olympic Committee

SPORT ET ÉDUCATION

Aucune éducation ne peut être complète sans le sport et les activités physiques sur un curriculum vitae. Du point de vue pédagogique, la participation au sport devrait définitivement être considérée comme plus importante que la victoire.

La possibilité de pratiquer un sport permet aux plus jeunes de s'adonner à des activités physiques et sportives. Elle encourage le sport pour tous. La participation au sport permet au plus grand nombre de vivre et de profiter des bienfaits de la pratique d'un sport. Lorsque l'objectif est la victoire, ce ne sont que les athlètes doués ou de haut niveau qui sont encouragés à pratiquer un sport. Le seul objectif de victoire peut souvent engendrer que des athlètes aient recours à des moyens injustes, qui ne sont pas dans le droit fil du véritable esprit sportif.

Le but de l'éducation est de donner à tous les jeunes la chance de pratiquer un sport et des activités physiques et de ne pas faire de la victoire un objectif unique, même si elle reste importante dans un sport de compétition.

Sport can and does play a very important role in the education system. Every education system is concerned with the mental and physical health of its pupils. Sports is a great means of achieving and maintaining good levels of health.

The old adage, "all work and no play makes Jack a dull boy", stands very true. No education is complete without sport and physical activities



in its curriculum. Sport can also contribute greatly to increased socio-cultural integration, equity, harmony and unity in communities and particularly in the integration of ethnic and immigrant groups as well as people with disabilities. Sport is one activity that does not distinguish among race, caste, creed, colour and gender. Besides, sport also brings about increased social interaction and social inclusion.

At an individual level, sport is a means of character building where young people learn values such as mental and physical vigour, courage and tenacity, friendship and respect, tolerance, team spirit and self-confidence. Education systems worldwide aspire to impart and teach these values. The best way to impart such values is undoubtedly through sport.

Young people have fun while engaging in sport and physical activities and at the same time learn important values. These values are used in their adult life, ultimately becoming life skills. These values enable them to become worthy citizens in a society where they contribute meaningfully. Simply learning to read, write and speak does not lead to a well-rounded individual.

From an educational perspective, participation in sport should definitely be given greater importance than winning. The founding father of the modern Olympic Games Baron Pierre de Coubertin said: "The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the victory, but the struggle."

The opportunity to participate allows more young people to indulge in sport and physical activities. It encourages sport for all. Participation in sport also allows the general public to experience and enjoy the thrill of being involved in sport. When winning is the objective, it is only elite and talented athletes who are encouraged to be involved in sport. The sole objective of winning may often result in athletes resorting to unfair means, which is not in line with the true spirit of sportsmanship.

The purpose of education is to provide all young people the opportunity to be involved in sport and physical activities and not to make winning the sole objective, although winning in a competitive sport is important. Participation in sport and the provision of physical activity in an educational setting would mean giving each and every individual the opportunity to be involved. The sole objective of winning does not allow maximum participation of young people.

PIRJO WILMI-ROKKANEN

FIN – Finnish Olympic Committee

AUGMENTER L'ACTIVITÉ PHYSIQUE DES HABITANTS DES PAYS INDUSTRIALISÉS

Les jeunes et les enfants des riches pays industrialisés sont face à un défi grandissant: celui de l'obésité et du déclin de l'activité physique. Une mobilisation active des écoles et des équipes de sport devraient être encouragée, en plus du soutien et du rôle de guide joué par les familles. Les méthodes d'enseignement de l'éducation physique à l'école devraient dans certains cas être repensées, et l'accent devrait être mis sur la motivation des étudiants à s'améliorer et sur la surveillance des améliorations éventuelles de leur état physique général. La santé physique fait partie du bien-être global d'une personne et les sociétés occidentales ont tendance à perdre de vue cet état de fait. Particulièrement en ce qui concerne les enfants, un niveau approprié d'attention devrait être prêté à l'activité physique afin d'assurer une condition physique saine et équilibrée sur laquelle tout un chacun peut se reposer.

There is a large variety of hobbies and pastime possibilities for youths and children in industrialised countries, and a lot of time is spent watching television, surfing the internet, going to movies, listening to and making music, and so forth. One must of course also have time to meet one's friends. Sports, and physical recreation have to compete with all these different options and possibilities that young people in wealthy nations have. In many cases this has led to a decrease in physical activity and a rise in health problems such as obesity.

Even those that take part in competitive sports face challenges to their health. For example, in certain sport disciplines the liberal use of alcohol and moist snuff tobacco is very common. There is a real risk that peer pressure from the group, and the widespread and habitual use of the aforementioned substances will encourage their use. On the whole however, being involved in sports, competitive or otherwise, will most probably lead to a healthier lifestyle. In addition to the role of sports organisations, schools play a vital role in the education of children.

Physical education (PE) in schools should without a doubt be obligatory, taught several times a week, and varied in content, since it is for some students the only form of exercise they get. These students have a greatly increased risk of being unfit, having unhealthier living habits as well as being overweight.

Homework, such as keeping an exercise journal, can be a part of teaching physical education and health education classes. Students



can then follow whether or not they are sufficiently active, physically. Teenagers between the ages of thirteen and eighteen should exercise for at least an hour and a half everyday, which includes walking, biking and other normal activities, not solely competitive sports and directed exercise.

Physical exercise should be a part of everyday life, both at school and outside of school. Walking and biking to school, for example, should be encouraged, as well as helping out with yard chores such as mowing the lawn, helping with woodwork and so on, if possible.

Everyday physical exercise at school could also mean that small breaks would be taken during regular classes for the purpose of a short exercise or stretching session. Students should also be encouraged more actively to use breaks and time between classes for sports and exercise (for example skipping rope, playing ball games or other suitable forms of exercise).

Students who do a limited amount of exercise in their spare time, are overweight or are otherwise physically challenged or lack complete mobility, should be encouraged, as much as possible, to take part in PE at school. Participation in these circumstances is much more important than results per se. If students are in better physical shape, they will have more energy, and will be able to concentrate better.

There should not be too much attention paid to grades. Rather the goal should be to inspire children to start improving their health and fitness, and to start monitoring their development. Different types of exams and tests are a part of physical education teaching at school, but the feedback from these should always be given in private to the student, and in a way that encourages the student to exercise more.

Physical education in schools should focus on three aspects: everyone should be involved, exercise should be fun and competition is not important. The students should not be encouraged to compare their results among themselves, but rather to compare their results with their own previous results, and to monitor their own progress. Physical education also has the power to teach children and youth to accept themselves, to improve their self-esteem, and can aid in the development of balanced individuals whose mental, physical and social well-being is good. Not everyone needs to be an elite athlete.

To facilitate this, sporting and exercise venues should be available free of charge, or for a very small fee, so that everyone, regardless of financial status, will have the opportunity to take part in as much physical activity as possible. Sport teams and schools could cooperate, and strive to provide opportunities for those who are not interested in competitive sports, but are simply interested in taking part in sports and exercise.

Outside the schools, video games, and other multimedia, may be a way to get those children that are interested in technology involved in sports. But there are certain risks with this approach, of which isolation is the greatest. Sports and exercise are in many cases social events, and are important to the development of children, not only from a physical perspective, but to a substantial degree also from a social perspective. PE in schools should be inclusive and social.

Young people who are lonely have an increased risk of being even more isolated if exercise consists only of video games. These games include different types of dancing games or other games where physical movement is necessary. Social isolation is not good for the psyche. Video games are also almost exclusively indoor events, and therefore hinder children from enjoying nature and the outdoors.

Additionally, although there can be limited benefits to playing video games, the techniques and tactics of the sports are learnt incorrectly, if at all. The duration of the exercise when playing sports related video games is also often much shorter compared to sports and general exercise and therefore the benefits in terms of improving overall fitness and counteracting cardiovascular diseases is minimal if not non-existent. However, if children are inspired to take part in sports after playing sports-related video games, it is a positive effect, but sports related video games should not be seen as a substitute for actual sports and exercise.

The problem of decreasing physical exercise among young people of industrialised nations is real, and should be taken seriously. Schools, parents and various organisations need to work together to ensure a healthy future for today's children.

LYSA YANG

SYOGOC – Singapore Youth Olympic Games Organising Committee

DÉCLIN DE L'ACTIVITÉ PHYSIQUE ? PAS À SINGAPOUR !

Cette contribution souligne le déclin mondial de l'activité sportive chez les jeunes. C'est manifestement le cas dans des pays tels que les États-Unis et la Finlande. Toutefois, Singapour va à l'encontre de cette tendance mondiale car le niveau d'activité physique chez les jeunes y est actuellement en augmentation. Les cours d'éducation physique obligatoires à l'école pour les enfants âgés de 6 à 18 ans sont cités comme l'une des explications de cette tendance. En outre, chaque étudiant du secondaire doit choisir au moins une activité extrascolaire lui permettant de continuer ses activités sportives sur une base ludique. Le multimédia a également joué un rôle dans l'augmentation du



niveau de participation des jeunes de Singapour aux sports. Le Mouvement olympique peut utiliser les mesures mentionnées dans cette contribution pour faire face au déclin de l'activité physique sur le plan mondial.

In 2004, Singapore's Acting Minister for Education, Mr. Tharman Shanmugaratnam underscored the importance of sports and physical activity in enabling a person to “think on the move, win with humility and lose with grace”. [1] This quote highlights the importance of sports participation among youth and the role of sports in instilling integrity and good sportsmanship in a child. However, an increasing number of young people today have lost interest in sports, resulting in a decline in their physical activity and sports participation.

According to the United States Centre for Disease Control and Prevention (CDC), the decline in physical activity and sports participation has been cited as the primary cause for the increase in childhood obesity throughout the country. [2] In Finland, evidence from a national level research programme, which analysed age-related decline of physical activity among Finnish youth, showed that there was a significant decline in the frequency of physical activity and sport participation after the age of 12. [3]

In Singapore, however, 83 % of youths aged 15-19 were said to participate in sports, according to a National Sports Participation (NSP) survey conducted by the Singapore Sports Council (SSC) in 2005. [4] It is this contribution's objective, therefore, to provide some insights from Singapore's experience and suggest possible measures that the Olympic Movement can implement to counter the decline in physical activity among youth.

In Singapore, the level of physical activity is maintained partly due to compulsory Physical Education (PE) classes conducted in schools for those aged 6 to 18. In the NSP Survey, 59.1 % of young people in this age group mentioned PE lessons as the leading factor in encouraging them to practice sports. In their 2006 study, the National Youth Council (NYC) concluded that the youth enjoyed PE lessons in schools because there was freedom to play a variety of different games. [5] These students would often continue playing their sport of interest even after leaving school. It is evident that compulsory PE lessons have increased the level of physical activity among Singapore's youth.

In addition, an initiative started by the Ministry of Education (MOE) made it compulsory for each secondary school student to take up at least one co-curricular activity (CCA). CCAs as defined by the MOE are “activities that are non-academic in nature and contribute in a significant way to the total development of a student as part of his holistic training and education”. [6] They include sports, games, uniformed groups, clubs, and societies.

Initially created for the purpose of inter-school competitions, sports CCAs have been set up for recreational purposes in recent years. Yishun Secondary School, for example, has allowed students to take up badminton as a recreational CCA. Students interested in playing badminton, but are not good enough to represent their school in competitions, now have a chance to play the sport. An increasing number of students have taken up recreational sports CCAs and this has helped to increase the level of sports participation among youth.

The use of multimedia can also help to reverse obesity, globally. Multimedia consists of three elements: (i) audio, (ii) visual, and (iii) interaction between the medium and person using it. Multimedia can encourage the youth to participate actively in sports. Due to the nature of these platforms, players are required to be physically active when playing a game. A tennis match, for example, would require one to move physically as if playing the actual game. This is very different from video games in the past where one would merely press a few buttons to play the game. Multimedia platforms encourage players to be physically active, and allow them to try the sport, first-hand. This could raise awareness of sports and lead to increased sport participation among youth.

The International Olympic Committee (IOC) has also organised the Youth Olympic Games (YOG). It gives youth a platform to train harder and push themselves to world standards. Young sportspersons will be able to experience the standards of other countries through their involvement in this prestigious competition. Furthermore, by not focusing on attaining records, the emphasis will shift from competing in order to win, to participating for the enjoyment of sport. [7] Through the culture and education programme that the YOG will offer, the youth from all over the world would be exposed to the dangers of not exercising and over-exercising and will help in addressing the decline in sports participation.

Participation in sports has many benefits including physical well-being, the opportunity to learn the value of teamwork and the ethos of pursuing excellence. Hence it is vital to address the decline in participation in sports among youth. Singapore has identified the measures highlighted in this contribution as an effective way of encouraging youth sports participation. It is hoped that these methods will also be found effective beyond our shores.

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LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

SAOUD BIN ABDULRAHMAN AL-THANI

QAT – Qatar Olympic Committee

LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

Si la pratique sportive s'est développée dans plusieurs pays, le sport de compétition, lui, a connu un déclin. Cette question a alerté toutes les organisations de sport et un débat s'est ouvert sur le fait de savoir si l'accent devait être mis sur la participation ou sur la compétition.

Cette contribution propose quelques explications au déclin du sport de compétition et se penche sur les possibilités de collaboration au sein de la famille olympique pour promouvoir les aspects positifs du sport dans le but de favoriser une attitude saine aussi bien chez les concurrents que chez les spectateurs.

YOUNG PEOPLE AND SPORT

In a number of countries, sport participation has increased whereas the involvement in competitive sport has decreased. This matter has alerted all sports organisations and a debate has arisen as to whether participation or competition should be celebrated in sport. These are two different aspects of sport that sport organisations and sport ministries need to make provisions for. Sport participation should be encouraged for all, including young people, women, and elderly. All should have an equal opportunity to practice sport and pursue a healthier lifestyle. When it comes to young people, it is sometimes through their participation that they are fascinated by the world of sport and commit themselves to competitive sport.

“AGON”

Competitive sport is not just a path to personal achievement but may also mark a national success. Competition is the challenge that can lead to success, acknowledgement and further development. Training and competing in sports events also helps to redefine one's identity outside the family framework. Competition is part of everyday life. Children, students and colleagues compete with each other. Competition, when healthy, can be very productive and fulfilling. Competitive sports also have features of an actual game that is challenging and strenuous but can also be very entertaining.

The original word that depicts the true meaning of competitive sport is attributed to the motherland of Olympic Games, Greece. The word “agon” expresses the athlete's effort, competition, attempt, challenge and chance for victory. Agon is not only competition against others but also against oneself. As Pierre de Coubertin said, “Only the person who accepts to compete with himself has the capacity to grow and develop.” Like any other challenge, the process is strenuous and requires dedication and a strong will. However, when these efforts lead to victory, all sacrifices are erased and personal, social and national success take the lead. There are in practice few actions that can raise public pride and bring tears of joy to a nation. Competitive sport is one of them!

SPORT COMPETITION AND PROFESSIONALISM

Apart from the social parameter, competitive sport can be a highly profitable profession. Athletes with high performances receive significant prizes, they are funded by their ministries or sports organisations and may also get engaged in marketing campaigns of various companies. Due to the fact that competitions take place all over the world, athletes in competitive sport have the opportunity to travel and experience new cultures. The lifestyle of an active athlete is very demanding but quite rewarding as well.

A number of sports as well as a number of individual athletes are considered very popular among youth. Popular sports have been, traditionally, team sports such as football, basketball, volleyball. They easily attract the attention of youth either as athletes or as audiences due to the excitement that can be built around them. The teams of some sports have devoted fan clubs. Youth supporters and fans find ways to express themselves as spectators and enjoy the excitement and friendship.

Individual sports on the other hand are appealing for different reasons due to their traditions, popular athletes or on account of national participation at an international level. Moreover, a number of sports and individual athletes have proceeded with advanced marketing campaigns. The world of sports' marketing enhances the image of some particular athletes, teams or sports and brings them closer to the public through media coverage and promotion. In our contemporary societies where visual presentations influence the daily life of the youth, media & marketing campaigns target and achieve attention and in doing so increase the levels of athlete or team popularity.

It has, however, been noted that involvement in competitive sports has decreased over the years. Modern lifestyles do not seem to create great interest for active involvement in sports for the purposes of competing and winning. According to recent surveys, modern people are motivated mostly to practice and participate in sports for their own



pleasure, social contact and health. Clubs and federations do not seem to be able to react to such a decline in practicing competitive sports. This phenomenon is not new.

When the first Olympic Games started in ancient Olympia, all competitors had a similar background and experience in sport and they all depended on their talent. Professional athletes appeared once the Games started to receive great exposure and better prizes. Competitors decided to train harder to increase their skills and kept a distance from other professions or activities that could reduce their performance. Professionalism in sport made those who were simply counting on their talent, willingness and limited practice reluctant to participate. This led to a significant decrease in the number of competitors. Similarly, nowadays professional athletes practise professional sport with the aim of exceeding world records.

World records become targets for professional players. This success is often not reached but when accomplished, is the result of endless hours of training, dedication and sacrifices. The life of an athlete is classified as inflexible, deprived of pleasure, of limited duration and with a slim chance of exceeding or reaching world elite levels. This understanding discourages young people from getting involved in competitive sport. Additionally, the numerous doping incidents in sport reflect the negative side of pursuing a sporting career. Youth tend to be discouraged when they consider that the use of illegal substances may be imposed on them to increase their performance.

SUPPORT FROM THE SPORTING WORLD

Involvement in competitive sport can be encouraged by clubs and federations. Tournaments and programmes of school students may be organised in cooperation with other sports organisations and ministries. School tournaments that celebrate and showcase the achievements of participants in local society will act as a platform for competitive sports. Clubs should develop, brand and promote special programmes at venues to increase spectator participation among youth.

In addition, federations should promote the involvement of national athletes irrespective of their performance levels to interact with young people. In doing so, youngsters will not feel intimidated by their elite idols and will begin to feel that competitive sports are achievable. Exchange programmes could be organised between countries with young athlete winners travelling and visiting other parts of the world. A consistent framework should be implemented across all federations and clubs to identify young athletes with potential and/or willingness to practice competitive sport. Dedicated sections within National Olympic Committees and federations or special programmes should be put together to examine and provide opportunities for competitive sport development.

The Olympic Movement has a key responsibility in encouraging competitive sports for all ages and groups. Coordination with all sport organisations and governments is required to achieve this target. More development and unity programmes such as Olympic Solidarity, Olympic Academy, Women in Sport and the Youth Olympic Games need to be mapped out and implemented at an international level with prizes and potential exchanges among winners. Last, the Olympic Movement should continue their efforts in the fight against sport delinquency and doping.

HAJI SUFRI BOLKIAH

BRU – Brunei Darussalam National Olympic Council

LES JEUNES ET LE SPORT

Les écoles doivent mettre en place des programmes visant à permettre aux enfants de pratiquer une heure de sport par jour en mettant l'accent sur la compétition au sein de l'école et entre écoles.

Les collèges qui travaillent avec les clubs et les fédérations devraient adopter des règles fixant des normes minimales pour leur programme sportif. Afin de promouvoir l'égalité des chances dans les écoles secondaires, les programmes doivent être disponibles pour tous les jeunes, peu importe leur race, leur religion, leur sexe ou leur nationalité.

Les écoles devraient participer aux programmes de sport inter-écoles qui sont des éléments essentiels pour se forger le caractère ainsi que pour l'éthique dans le sport.

Le Mouvement olympique dans son ensemble devrait rendre les expériences sportives disponibles pour toutes les communautés. Il doit aussi préserver la santé des athlètes, l'intégrité du sport et réglementer les relations commerciales. Il doit enfin s'efforcer d'aider ses athlètes en leur enseignant la confiance en soi, le respect, la responsabilité, le fair-play, l'humanisme et leur apprendre à être de bons citoyens.

The ultimate in competitive sporting excellence, the Olympic Games, draws huge audiences worldwide through television coverage that is watched by young and old alike. The Olympic Games are the pinnacle of competitive sport and all elite athletes dream of achieving success through sheer hard work, dedication, discipline and sacrifice. The appeal of recognition and rewards are potentially huge for the individual athlete, and nations are willing to pour enormous sums of money to showcase national talent. This trend is certainly here to stay.



All this starts at one place – school. Programmes must be put in place that aim to give every child the chance to indulge in an hour of sporting activity a day with emphasis on competition within and between schools. Competitive sport is enjoyable and good for all children and young people, not just those who excel. It helps to improve a child's teamwork and social skills, and boosts confidence and self esteem.

High schools, working through clubs and federations, should adopt rules and regulations that establish minimum standards for their athletic programme. To promote equal opportunity in secondary schools, athletic programmes must be available for all youth, regardless of race, religion, sex or national origin.

Clubs and federations should encourage schools to participate in interscholastic athletic programmes that are essential elements of character building and ethics in sport. These programmes embody the concept of sportsmanship and its six core principles that are trustworthiness, respect, responsibility, fairness, caring and good citizenship. The highest potential of sports is achieved when competition reflects these six pillars.

As sport clubs need pecuniary gain to sustain their activity, they should also strive to improve and deliver athletic programmes that involve the corporate community, who identify with elite sports as part of business strategy.

Primarily such programmes must be conducted in a manner that enhances the academic, emotional, social, physical and ethical development of the athlete and teaches them positive life skills that will help them become personally successful and socially responsible.

It is important to adopt an Olympic icon whose has pursued victory with honour. They would be positive role models on and off the field, enabling clubs and federations to attract young athletes keen to enter their fold and follow the path to sporting excellence. However, clubs and sporting federations must ensure their student-athletes are seriously committed to receiving an education and developing their academic skills and moral fibre to succeed.

Lately the high visibility of spectator sports such as diving, swimming, athletics, tennis and gymnastics attracts the young to aspire and emulate their peers, participating in these sport events, from around the globe. The younger generation observes the visible exposure from print media and television. They understand that winning reaps many benefits such as endorsement deals and sponsorships. However, they fail to understand the punishing rigour and regime of these top quality athletes.

International sport federations must maintain ultimate responsibility for the quality and integrity of their programmes that assure these young

student-athletes that their education and character development cannot be compromised to achieve sports performance goals. Physical and ethical well-being is always placed above the desire and pressure to win at all costs.

Every individual involved in competition including parents/guardians/caregivers, spectators and associated body leaders, have a duty to honour the traditions of the sport and to treat other participants with respect. Coaches have a special responsibility to model respectful behaviour and it is their duty to demand their proteges to refrain from disrespectful conduct, including verbal abuse of opponents and officials as well as taunting and inappropriate celebrations or belligerent trash-talking.

On account of the powerful potential of sports as a vehicle for positive personal growth, the Olympic Movement should foster and make a broad spectrum of sports experiences available to all of our diverse communities. To safeguard the health of athletes and the integrity of the sport, sport programmes must actively prohibit the use of alcohol, tobacco, drugs and performance enhancing substances, as well as demand compliance with all laws and regulations, including those related to gambling and the use of drugs.

Over and above this, commercial relationships should be continually monitored to ensure against inappropriate exploitation of the individual. Along with the mental and physical dimensions of sport, the Olympic Movement must also strive to build the character of their athletes by teaching them to be trustworthy, respectful, responsible, fair, caring and good citizens of their country or place of residence.

The Olympic Movement should foster competitive sport for all, irrespective of their physical capabilities and limitations in terms of age groups in traditional or unconventional sports. Sport clubs and national sport federations have the responsibility to monitor and assure compliance with the constitution, bye-laws, rules and regulations of the Olympic Movement. The First Youth Olympic Games in Singapore in 2010 is a tremendous platform to inspire today's youth to achieve their sporting goals. This participation will certainly generate a strong desire among young athletes to understand and respect one another on and off the competitive field.

The format and design would perhaps change over time, but the essence of Olympism envisioned by the founders and carried by their torchbearers shall continue to light the human spirit ever onwards.



BIENVENIDO BROWN

Média • Diario La Estrella de Panama

LE SPORT DE COMPÉTITION ATTIRE-T-IL TOUJOURS ?

Dans certaines régions du monde, en particulier dans les pays latins, l'Olympisme, la structure du Comité International Olympique (CIO), l'existence de la Charte olympique ou les règles régissant le Mouvement olympique sont méconnus.

Si un nombre considérable de jeunes gens dans ces pays ne se sentent pas attirés par le sport, l'une des raisons en est que le sport n'est pas une priorité pour certains gouvernements. Les jeux vidéo occupent par ailleurs un temps considérable qui pourrait être consacré aux activités sportives. Dans de nombreux pays, ceci crée un problème d'obésité qui doit être abordé d'urgence.

Les gouvernements et le secteur privé doivent travailler ensemble pour faire davantage connaître des sports peu populaires et veiller à offrir des chances à tous les jeunes dotés de talents divers.

The International Olympic Committee (IOC) approval of the Summer and Winter Youth Olympic Games (YOG), during the 119th Session in Guatemala City in July 2007 will inspire young people – especially at the elementary, junior and high school level – to represent their country at these Games.

As a citizen of a Latin American country, I must be sincere and state that there is an urgent and continuous educational need to provide young people with a better understanding of the Olympic Movement and its values. Although all National Olympic Committees (NOCs) in Latin America are members of the Olympic Movement and participate mostly in the Summer Olympic Games, a significant percentage of athletes, especially youths from some of these countries, have very little knowledge about Olympism, the structure of the IOC, the existence of the Olympic Charter or the rules and regulations that govern the Olympic Movement.

One of the reasons that sport is not appealing to a considerable amount of young people in these countries is because it is not a priority for some governments.

The construction of more public sports facilities by governments will encourage youth to see sports as an opportunity for people with different abilities and talents to be actively included in society.

In many Latin countries government priority and financial assistance is given to popular sports such as soccer, boxing, baseball, basketball and volleyball. There is limited assistance to help promote other sports that are part of the Summer Olympic programme. As a result, many clubs and National Sports Federations are unable to promote and encourage the participation of young people in competitive sports.

Governments could play a major role by creating scholarship programmes in public schools, especially for athletes who have been identified as having the potential to be successful in a particular sport. This will help more sports to be attractive to young people, especially those from poor communities.

The private sector could also assist by sponsoring sports with limited popularity. This will encourage more youths to practice sports that many parents cannot afford.

Sports must be seen as an opportunity for all young people with different abilities to be actively included in society.

Unfortunately, we must also consider that video games are occupying a significant part of time that could be dedicated to sports activities. In many countries this is creating an obesity problem that needs to be addressed urgently.

The improvement of health and productivity are just some of the benefits that governments can anticipate from an active society.

NENAD DIKIC

SRB – Olympic Committee of Serbia

COMPLÉMENTS ALIMENTAIRES ET MÉDICAMENTS DES ATHLÈTES DE HAUT NIVEAU

L'usage largement répandu des compléments alimentaires et médicaments en sport est un problème qui se pose désormais dans le monde entier, notamment chez les athlètes adolescents. Cette contribution présente le détail d'une étude effectuée en vue de décrire la qualité et la quantité des compléments alimentaires et médicaments utilisés par les athlètes de haut niveau adolescents européens.

En dépit des mises en garde de divers groupes d'experts (dont le groupe de travail de la commission médicale du Comité International Olympique (CIO) sur la nutrition sportive) contre l'usage inconsidéré d'une vaste quantité de compléments alimentaires



par les athlètes, notamment les jeunes, les résultats montrent que cet usage augmente. Il y a un besoin urgent de programmes éducatifs spécifiques qui devraient s'adresser non seulement aux athlètes adolescents mais aussi aux parents, entraîneurs et médecins.

Widespread use of dietary supplements (DS) and medications in sport has become an emerging problem worldwide. Although closely related, it is considered to be even more important than the doping problem, because of the uncontrolled increasing trend and potentially adverse health consequences of DS use, especially in adolescent athletes.

An increasing emphasis on “win at all costs”, the social and financial stature that accompanies sport success as well as the influence of famous athletes and role models, who promote supplement use and sometimes admit use of prohibited substances, are some important factors that make adolescent athletes susceptible to supplement use.

Also, the supplement industry is increasing and athletes are confronted with hype from manufacturers and claims about the “extraordinary effects” of “legal and safe products”. Recent studies demonstrated that the use of DS could lead to displacement of athlete's real priorities and increase the risk of intentional or unintentional doping offences. In addition, inappropriate and excessive use of DS and medications (named “polypharmacy”) could increase the likelihood of adverse drug events and interactions.

The aim of our study was to describe qualitatively and quantitatively the dietary supplements and medications used by elite European adolescent athletes.

METHODS OF STUDY

We analysed data collected from 912 Doping Control Forms from international competitions done by the Anti-Doping Agency of Serbia from 2006 to 2008. Athletes competing in various sports were asked about medications and supplements taken within three days of a doping control.

Our study only included data collected from athletes younger than 19 years of age. Rationality of supplement usage was analysed through a system used by the Australian Institute of Sport (AIS), which classifies DS into four groups according to scientific merit.

RESULTS AND DISCUSSION

We analysed data collected from adolescent athletes aged 13-19 years ($n=163$; mean age 16.7 ± 1.2 yrs; 62% male). A total of 119 (73%) athletes reported using at least one of 428 substances.

Ninety-eight athletes (60.1%) used DS and 63 (38.6%) used medications. Among DS users, who took on average 3.1 DS, 14 (14.3%) used more than 5 and one took 14 different supplements at the same time. Also, one athlete reported concurrent use of 17 different products.

The most commonly used DS were vitamins (47.9% of athletes), minerals (39.1%) and amino acids (13.5%). Although the use of creatine under the age of 18 was condemned by the American College of Sports Medicine, it is used by 11% of adolescent athletes. The majority of athletes who reported use of medication took non-steroidal anti-inflammatory drugs (NSAD) ($n=33$, 52%).

Supplements and medication use was significantly more frequent in females compared to males ($\chi^2=8.3$; $p=0.004$ and $\chi^2=5.4$; $p=0.02$, respectively). However, no gender differences were found in the average amount of supplements used ($p=0.18$).

A similar frequency, but larger average amounts of DS were taken by athletes competing in individual sport compared to those competing in team sports ($p=0.02$). We observed a significant increase in frequency of DS use from 2007 (53.3%) to 2008 (41.3%).

In terms of AIS classification, 33% of athletes took group C supplements (with “no clear proof of beneficial effects”) and 2 athletes took *Tribulus terrestris* which belongs to group D (“banned DS”). In addition, further analysis showed irrational use of some DS regarding type, amount and combination of two or more substances that overlap in active ingredients. We also observed that the ingestion of some DS exceeded the recommended dose more than five times.

CONCLUSION

Our study showed excessive and irrational use of DS and medications among elite adolescent athletes. Competitive sport is not only appealing, but makes them more ready to do anything to win. Such inappropriate use reveals a lack of nutritional strategies and professional advice, which is necessary for the safe use of products.

Although various expert groups (including the International Olympic Committee (IOC) and the Medical Commission Working Group on Sports Nutrition) have warned of indiscriminate use of large amounts of DS in athletes and have made strong statements against it, especially in young athletes, our results showed that supplement use is increasing. There is an urgent need for specific educational programmes, which should be addressed not only to adolescent athletes but to their parents, coaches and doctors as well.



FRANK FREDERICKS

Comité International Olympique

LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

La plupart des discussions sur l'attrait du sport de compétition ont tendance à se focaliser sur la sensibilisation à la santé, sur l'autodiscipline, sur l'affermissement du caractère et, dans certains cas, sur les avantages financiers.

D'aucuns avancent que le sport de compétition est en déclin en raison de sa nature aliénante, isolante et parce qu'il pousse les athlètes au-delà de leurs limites. Ils pensent que le sport de compétition peut augmenter l'endurance physique des athlètes. Mais qu'en est-il de la perception de ce sport ?

Cette contribution précise au contraire que la compétition est une partie essentielle du processus de développement des athlètes, mais ne doit pas en être le principal élément. La compétition par le biais du sport peut être idéale pour explorer les effets positifs du travail d'équipe, du respect, de la tolérance et de l'appartenance. Nul doute que le sport de compétition est toujours attrayant et continuera de l'être pour encore de longues années.

Most discussions on competitive sport appeal tend to focus on health consciousness, self-discipline, character-building and, in some cases, financial incentives.

At the individual level, sport develops the participants' personality, physical fitness, and self-esteem. At the social level, it promotes an understanding of healthy competitiveness, provides a meaningful venue for social interaction, improves community health, and provides a healthy outlet for the energies of the young. All these factors, indeed, contribute to the appeal of competitive sport. However, athletes as role models also play a significant part in the way a particular sport is viewed.

When individuals become professional athletes and are brought into the public arena, they are expected to behave in certain ways and thus become role models. A role model can set good examples by being educated, having good morals, and by staying drug-free; or they can set bad examples by doing the complete opposite. Therefore, as role models it is important that athletes show the youth of today the good values that sport brings to them, which ultimately contributes to the positive appeal of (competitive) sport.

Part of being a role model includes setting a good moral standard for the people who watch sports on television – especially the kids. Athletes can deeply affect children at a critical stage of development. Many

children from about 8 to 12 years old, looking for examples of success, fantasize about becoming athletes and identify with them. Fighting, taunting, and vulgar language, shown repeatedly on television, leads to similar actions in athletics and other sports in high schools. The result here is a negative image of competitive sport.

Athletes who are champions also show qualities such as perseverance, dedication, and the ability to keep their cool under pressure. Stories about superstar athletes teach people about working hard and believing in themselves and being passionate about what they do. And as indicated earlier, many high-profile players work hard to be positive role models to children. In addition, they raise money for charities and act as mentors, talking to groups and volunteering their time for programmes that help youngsters stay away from drugs and alcohol.

It is also vital that schools provide positive experiences for young people throughout their formative years. In this way competitive school sport will ultimately continue to provide a positive image of sport.

Critics argue that competitive sport is in decline due to its nature of alienating, isolating and pushing athletes to their limit. They argue that it may increase the athlete's physical endurance. But what does it do to the perception of sports?

On the contrary, athletes see themselves as not seeking honour, pride, or esteem, as there is nothing to gain from winning. Instead they seek perfection by challenging themselves to become better for the sake of being better. And not for the sake of winning. Indeed, glory is not a stimulating factor in competitive sport.

This paper therefore argues that although an essential part of an athlete's development, competition should not be the only focus. Competition through sport can be ideal for exploring the positive effects of teamwork, respect, tolerance and inclusion.

With the above arguments, there is no doubt that competitive sports is still appealing and will continue to be so for a long time to come. After all, sport is part of humanity's culture, but it is also a lever for progress and development in a given society. Sport forms generations of sportsmen and women, and creates a society whose originality encompasses the values of sport. Sport underpins educational foundations at a high level, promotes lofty ethical values, and supports possibilities for understanding and peace at an international level that is incompatible with loss and profit.

Throughout history, people have created sport as a consequence of the level of progress to which they aspired. Even the creation of the Olympic Games, the essence of sport, was an expression of humanity's longing for some respite from the trials of war in a period of bloody fighting



between the Greek City States in the time preceding the birth of Christ. The objectives that were set for the modern international Games and competitions have endured to the present day, in the quest for peace far removed from strife. In the declaration signed by all competitors in the Olympic Games, there is a passage that says, "I swear to dedicate myself to sport for the enjoyment and the physical, mental and social benefits resulting from it."

Lastly, it is up to the Olympic Movement and other sport bodies, both national and international, to involve youth, empower athletic clubs in terms of management skills, train coaches and provide facilities. With all of this in place, competitive sport will remain appealing.

MARTIN GIBBS

UCI – Union Cycliste Internationale

LE BMX COMME UN EXEMPLE DE SPORT DE COMPÉTITION JEUNE ET FLORISSANT

Cette contribution est une réflexion sur le rôle des Fédérations Internationales (FI) dans la promotion de sports qui attirent les jeunes. Elle repose sur l'expérience de l'Union Cycliste Internationale (UCI) qui a créé le BMX pour répondre aux attentes des jeunes et qui a fait de ce sport une discipline olympique à grand succès. Cet exemple nous donne toutes les raisons d'être optimistes quant au grand attrait que représentent les sports de compétition pour les jeunes.

At the International Cycling Union (UCI) we firmly believe that competitive sports are most definitely still appealing to young people. We were extremely pleased with the introduction of BMX at the Beijing Games and the reception the event received. We had worked hard to adapt the sport's format to satisfy both its young participants and followers as well as the wider Olympic Games audience. We think it was a great success and images of BMX racing in Beijing were some of the most widely used in media reports on the Games.

BMX is a relatively new sport with an enduringly youthful urban image. Competitors are about 15 years old, on average.

One of its great strengths is that children as young as four or five can start to ride BMX after as little as three or four sessions. The sport is very flexible in that the same track with jumps that complete beginners can manage to pedal round can also be challenging for experts if a start ramp is added. Thus the sport is able to cater for a wide range of abilities, from beginner to highly trained and technically perfect elite riders.

We have found that youngsters are really keen to start competing as soon as possible and find it rewarding to discover a sport that allows them to get started right away. This is in marked contrast to our older disciplines such as road racing where beginners will typically spend a long time training and preparing before they turn a pedal in competition. BMX has helped us capture a whole new set of young people who may have otherwise never entered competitive cycling. Many have moved over, with great success, to our other disciplines.

Having started as an informal and makeshift sport in the USA, there are now an estimated 1,800 throughout the world that have evolved to cater for the needs of participants. About 75 of our National Federations, covering all five continents, have an active BMX scene and we have around 70,000 licensed BMX riders. During this development one of our main roles was to safeguard the sport's appeal to its core of young participants while gently introducing elements that have made BMX more attractive to watch and have demanded a stronger elite level. The eight-metre high start ramp that audiences saw in Beijing and the speed of competition that this generates is the most noticeable example of these developments.

BMX's development has attracted young people and been adopted as a "young" sport in a similar way to snowboarding and skateboarding.

For most participants BMX represents a way of life and the sport's culture is part of their identity. We have been careful to work with this as a federation. As a result the sport has found its place without us imposing unnecessary constraints and we have tried not to stifle BMX's image. The look and accessories associated with BMX help attract interest and participants and makes riders more faithful to their sport. Older riders remain generally very attached to the culture and willing to help younger riders.

Our experience has shown that sporting structures need to adapt sensitively to the culture and demands of its participants to avoid alienating the often highly opinionated youth following. We consulted closely with athletes when developing the format that was used in Beijing. We were able to balance the needs of grassroots BMX with the need to showcase the sport and allow for fast and exciting racing.

In terms of development, the sport's strong card is the relatively small amount of land required for a circuit and the fact that parents can watch their children and be sure of their safety. Races are short – lasting less than 45 seconds – yielding rapid results and the chance for riders to try again. BMX can also be practised informally almost anywhere, much like skateboarding. As with a skateboard a BMX bike doubles as a fashionable form of transport. It is also relatively inexpensive as it has no gears, no sophisticated brakes and is made from inexpensive materials.



Our experience with developing BMX as essentially an individual sport is perhaps instructive when reflecting on what draws young people to sport generally. We believe that sports with a strong element of individualism are immediately more attractive to youngsters. In group sports, on the other hand, many youngsters may be reduced to the role of onlooker while the game is dominated by more talented participants.

In general, there is every reason to believe that young people are more, not less, keen on competitive sport than generations before them. Young people today are relatively far more affluent and are growing up in societies that typically have liberal free market economies. Moreover, they live in more competitive and fluid social structures than their parents.

With concerns about inactivity and obesity we believe that parents, educators and societies will be looking for ways to involve children more and more in competitive sport. We think that sports which have already won the attention of youngsters through their image or an extension of what youngsters choose to do are most likely to be successful.

We believe that the Olympic Movement can foster its objective of sport for all by embracing disciplines that have grown out of youth culture. Federations have their part to play in incorporating these sports in a manner that keeps them “authentic” to their key youth stakeholders while adapting them to the needs of a wider audience and the requirements of formal competitive structures. In this way new sports will develop and existing sports will benefit as some of these new athletes cross over to traditional competitive disciplines.

PAULA HO

SYOGOC – Singapore Youth Olympic Games Organising Committee

ATTRAIT DE LA JEUNESSE POUR LES SPORTS DE COMPÉTITION

Dans notre société actuelle, les sports de compétition tels que le basketball, le football, le rugby ainsi que les meneurs de ces sports sont devenus de plus en plus populaires auprès de la jeunesse. Qu'est-ce qui a conduit à cet engouement des jeunes aussi bien en tant qu'acteurs que spectateurs ?

Les sports de compétition permettent aux jeunes de découvrir, de développer et d'explorer leur identité ainsi que de se sentir bien dans leur peau tout en ayant le sentiment d'appartenance à une équipe. Ils offrent aussi la possibilité d'être reconnus au niveau mondial et fixent de grands objectifs qui suscitent l'intérêt des jeunes et leur envie de participer.

Si le Mouvement olympique entend avoir un impact positif sur la jeunesse actuelle, il est essentiel de trouver des moyens de faire en sorte que les sports de compétition soient une source d'inspiration et d'engagement plutôt qu'une source d'intimidation.

In today's society, competitive sports such as basketball, football, rugby and even cheerleading have become increasingly popular with young people. What exactly is driving this increase in spectatorship and participation ?

Young people begin to discover, develop and explore their identity from the age of 15. Competitive sports are still appealing because they offer youth an avenue for social acceptance and the chance to be recognised globally.

Today, team sports such as football, rugby, basketball and cheerleading receive a great deal of media attention. Young people can also relate to “fitting in” with a group when watching movies about team sports like “Coach Carter” and “Bring it on”. By doing well in their sports, young people feel good about themselves and have a sense of belonging to their team. This is especially important in their teenage years when they are still coming to terms with their identities.

Competitive sport also offers an opportunity to be famous and recognised globally. Michael Phelps, Maria Sharapova, Cristiano Ronaldo, Johnny Wilkinson and our very own Jocelyn Yeo have been recognised and portrayed by the media as superstars because of their sporting records.

Competitive sports are still appealing, because they set high standards and give young people the urge and interest to participate.

These high standards are upheld by professional bodies such as The Singapore Soccer League (S-League). As with any young professional football league, it continues to evolve even as it enters its 14th edition of competition. New measures have been introduced to keep the ball rolling and the spectators cheering. To raise the standard of play on the pitch, the S-league has raised the passing mark for the mandatory “Beep Test” from 12.12 to 13.1. “An increased level of fitness will see a higher tempo, a much faster pace if you like, and this is something that fans want,” [1] says FAS Chief of Competitions, Quah Kim Song. This is one method through which a local Singapore Federation is meeting expectations to increase viewer interest and participation.

Competitive sport is still appealing because competitions are held at venues regularly frequented by youth, for example, shopping malls and recreational places like Sentosa. Over the years, Singapore has organised street netball competitions at shopping centres in Takashimaya, Marina Square and Suntec City. Netball Singapore has also introduced



its first Contiki Beach Netball competition at the Palawan Beach, a popular youth hangout in Sentosa. Also with its very own Netball Super League (NSL), it has promoted an incentive programme for students to participate in netball. Based on these two examples above, we can see that these federations have changed their approach to targeting youth.

But how reliable are these methods? Perhaps there needs to be innovative measures introduced once every few years to keep up with the rapidly changing minds of society.

With the upcoming Singapore 2010 Youth Olympic Games, the interest of amateurs and recreational sports participants will definitely be heightened. Exposing them to competitive sports will definitely increase their keenness. But on the flip side, this may also hinder some of them if they believe competitive sports involve extensive commitment and danger. In order for the Olympic Movement to have a positive impact on today's youth, it is critical to inspire and engage instead of being intimidating.

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ROB KOEHLER

AMA – Agence Mondiale Antidopage

SPORT ET ÉDUCATION

Cette contribution analyse l'impact négatif du dopage sur le sport et de quelle manière celui-ci peut influencer sur la décision d'un parent de faire pratiquer un sport à son enfant. Elle s'attarde également sur ce qui peut être entrepris pour changer la perception selon laquelle toute performance exceptionnelle est contestable. Les parents doivent pouvoir être confiants sur le fait que leurs enfants concourent dans une arène où le travail acharné, une nutrition saine et la détermination sont suffisants pour gagner et où les compétiteurs sont animés par les mêmes ambitions.

Afin de convaincre les parents que le sport est une activité précieuse, qui véhicule des valeurs de fair-play et de respect, nous devons promouvoir un sport propre. Les parties prenantes comprennent l'importance de la distribution de matériel éducatif de base et réalisent qu'elles doivent toucher les jeunes avec des messages transmettant des valeurs fondamentales qui auront des effets à long terme sur leurs comportements et leurs prises de décision.

For years, sporting leaders have advocated the need to heavily invest in grassroots initiatives to further develop and grow sport. However some would argue that in comparison to the amount of resources invested in high performance or professional sport, the amount being put into grassroots sport is minuscule. A similar comparison can be made when looking at anti-doping efforts, given that for years the main focus has been on testing the elite or high-ranking international and national level athletes and very little has been invested in grassroots level athletes.

Over the years participation in sport has seen a higher dropout rate than ever. Some parents are encouraging their children to focus on other extra-curricular activities, such as the arts, while some children have decided that video games are a more appealing pastime.

This paper will explore the negative impact of doping on how sport is perceived and how this can influence a parent's decision to enrol a child in sport. Furthermore, this paper will look at what can be done to change the perception that every great performance is a questionable one. Parents need to trust that their children are competing in an arena where they will not have to follow the doping path, where hard work, good nutrition and determination are enough to have a shot at winning, and where their competitors are driven by the same assumptions.

Anti-doping programmes seek to preserve what is intrinsically valuable about sport. This intrinsic value is often referred to as the "spirit of sport" and is the essence of Olympism. As indicated, the sport movement and governments invest money in the detection of prohibited substances. Although more can be done, the resources allocated in this area are very much needed. The detection of sport cheats needs to be increased to demonstrate to the elite athlete and, possibly more importantly, to the young athlete that doping has no place in sport. However, it is important to point out that testing is not the only answer to change the attitudes of sporting people and the general public. It is now time for all sports and governments to focus on prevention.

When we look at the difference between detection and prevention we must consider that the majority of elite athletes have already shaped their attitudes and values by the time they reach the top of the national or world stage. This is why detection, through testing, needs to be the focused on this group of athletes. Young athletes, on the other hand, are still impressionable, developing their values and looking for information to guide them in making difficult decisions. This underscores the need for increasing global efforts on prevention with the young athlete.

With the inaugural Youth Olympic Games being held in Singapore in 2010, it is the perfect opportunity to promote a new generation of athletes – the Play True Generation. The Play True Generation is one that supports and believes that doping has no place in sport. While it may be easy to use these games as an opportunity to organise lectures



encouraging athletes to promote clean sport and to reject doping, a single event will probably not change their attitudes. We need to ensure multiple messages and programmes are in place to continuously promote clean sport among young athletes. We need to invest resources in developing programmes for schools and sports clubs that addresses:

1. The core values of sport and why doping is wrong;
2. Information on the harmful side effects of using prohibited substances.

When referring to the education of young athletes it is important to distinguish between programmes that simply provide information and prevention programmes that both inform and empower the athlete. In general terms, the provision of information is viewed more as a here-and-now process, working with facts to increase knowledge, while prevention is more of a long term process working with values to change behaviour. In fact, preventive action in fields of communicable diseases, child abuse, delinquency, smoking, drunk-driving and work-place accidents has consistently shown to yield a positive cost-benefit ratio.

The key to a successful prevention programme is getting everyone involved. This involvement should be coordinated and evaluated on a continuous basis. As the Nigerian proverb says, “it takes a village to raise a child”, therefore everyone has a role to play in an individual’s upbringing and development.

The big question is how do we effectively implement prevention programmes? In order to captivate the attention of the young athlete, programmes must be interactive and provide all the necessary tools and knowledge to allow them to make well-informed decisions. It is therefore important to listen to youth through means such as focus group sessions, to ensure that programmes are innovative, interactive and relevant.

While the majority of our focus should remain on the young athlete we cannot ignore the direct influence that parents, coaches, doctors and sport administrators have on that athlete. All of these stakeholders have a role in shaping the young athlete’s values; prevention campaigns therefore need to be extended to them. Resources need to be made available to them to ensure they are sending the right messages to athletes and that they are encouraging athletes to compete without doping.

Finally, we need to invest in social science research to gain a better understanding of when and why an athlete makes the first move to dope. By getting into “their space” and understanding the young athlete, we will be in a better position to address the issue and be more effective in preventing doping.

In order to convince parents that sport is a valuable activity, one that embraces fair play and respect, we must promote clean sport. We are entering a very exciting time for anti-doping education. Stakeholders are understanding the importance of disseminating basic education materials but, more importantly, are realising that if we are going to get to the root of the problem of doping in sport, we need to reach children and youth with basic, values-based messages that will have a long-term effect on their behaviour and decision-making, should they be faced with the choice of doping. As leaders it is our responsibility to bring these messages forward in a fun and interactive way that will facilitate such learning.

SAKU KOIVU

Commission du CIO • Commission des athlètes

LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

La nature du sport a changé. Même si dans l'ensemble nous faisons davantage attention à notre santé et pratiquons plus de sport car nous sommes conscients que celui-ci est bon pour nous, le sport est de plus en plus devenu une corvée. Les sports autres que ceux de compétition sont devenus beaucoup plus populaires au détriment des premiers car il est peut-être plus relaxant d'aller juste faire un peu de jogging ou aller à la gym plutôt que de concourir pour le loisir.

Néanmoins, je pense qu'il y aura toujours une place pour le sport de compétition car les enfants veulent toujours se mesurer aux autres enfants sur les pistes, la neige, les patinoires ou à la piscine. Il existe un décalage plus important peut-être entre les athlètes sérieux jugés comme étant doués et les autres qui ne participent au sport que pour le plaisir.

I believe that competitive sport is still appealing to young people. Times have changed of course, as have sports. When I grew up in Finland, soccer, hockey, tennis and track and field were among the popular sports. It felt like everyone had a favourite sport in which they could participate. While children today have a wide choice of sports, it appears to me that fewer of them are getting involved with sports of any kind. However, it could be that I do not know anything about their chosen sport. But competitive sports are currently being overshadowed by other indoor pursuits, such as watching television and playing on computers, which take up the time and interest of children.

Also, many adults now have more competitive and time consuming jobs, less time for leisure, and more activities competing for their time. It feels like people of all ages do less sports and physical activity than



before. Perhaps because of the competitiveness of professional life today people do not feel the need to compete in sports for fun. Although people are more health conscious and do more sports because they know it is good for them, sport has become more of a chore. Perhaps non-competitive sports have become more popular at the expense of competitive sports as it may be more relaxing just to go for a run or to the gym, than competing as a form of leisure.

Bigger paychecks and fame surely drive some children (and their parents!) in a complete different direction. The “fun” aspect of sport has been lost and there is now a “do or die” attitude. There are more young people aiming for a professional career now than during the times when winning, not money, was the driving factor in competition.

I think there will always be a place for competitive sport. However, the nature of it has changed. Children will always want to compete against each other on tracks, snow, in rinks or pools. There is perhaps more of a gap now between the serious athletes who are pegged as “talented” and those people who take part in sport “just for fun”.

BILL MORRIS

COJO • Londres 2012

LONDRES 2012 ET LA JEUNESSE

La candidature de Londres 2012 s'est focalisée sur la mobilisation des jeunes. Cette contribution décrit l'importance de cette vision pour le Mouvement olympique, ainsi que les difficultés à satisfaire les diverses attentes et intérêts des jeunes. Il n'existe pas de miracles ni de solutions magiques. En revanche, il est indispensable d'adopter une méthode globale plaçant les aspirations des jeunes au centre de toute décision concernant tous les secteurs essentiels des Jeux, depuis l'élaboration des sites jusqu'au marketing et à l'expérience des Jeux au sens large, en passant par la contribution des jeunes à ce processus.

Youth is often an aspirant ideal – something to be looked back on wistfully or occasionally – a generation to be tolerated until something better comes along.

When Seb Coe and the team won the 2012 Games for London they did so with a powerful message about youth. “Choose London today and you send a clear message to the youth of the world; more than ever, the Olympic Games are for you.” Even more articulate than Seb's words was the image on the platform alongside him – a sea of t-shirted optimism from east London teenagers. Young people like Sutveer Kaur, who, now 20, works for the London Organising Committee, and who

said: “We were so proud to represent London in Singapore, and now people like me have a duty to help inspire young people everywhere.”

It was a message that the Olympic and Paralympic Movement wanted and needed to hear. Coubertin's legacy, founded with steely and paternalistic determination to improve the health and aspiration of young people, saw generations passing with far wider choices available to them. Growing evidence suggested young people were opting for unhealthy diets, sedentary lifestyles and even leaving it to older generations to watch the Games on television.

The need to reconnect the Games with young people is greater than ever – philosophically, medically and financially.

Half way to our Games, the mission for London 2012 remains vivid, clear in purpose, but complex in delivery.

A focus on youth would be a simple clarion if young people were as homogeneous a group as some demographers, politicians or journalists would have us believe. “The youth of today just need strong discipline/clear leadership/to be understood” (any other simplistic doctrine which suits the times could be substituted here). Equally unhelpful is the assumption that relevance to young people can be smoothly unlocked with sleek designer latches to digital media, computer games, street fashion and the next big thing in music. Make no mistake. These are all vital components of the reconnection (and all will play their part for us), but there is no simple equation, which adds generous measures of the above and out pops generations falling in love with the Olympic and Paralympic Games.

If it is impossible to neatly define and parcel up the huge mass of “youth”, it is equally fruitless to come up with simplistic solutions. Why should the tastes, enthusiasms, hobbies and passions of young people be any less diverse than those of any other age group?

Our belief is that only a holistic approach will deliver results. If there is no magic golden switch that turns youth on, we simply have to work every angle, take every opportunity and turn the project into a state of mind for all that we do. If every decision tree includes a question about relevance to young people, and every strategy and policy forces us to confront its impact on youth, we have a chance.

In the sporting heartland of the Games we and our stakeholders have choices to make, not just in the development of elite role models, facilities and participation programmes, but in the way we present, market and televise our sports and provide pathways for those who want to take their interest further. Not every Olympic and Paralympic sport is top of mind for the young. Some sports are hardly seen on our television screens between Games. But with our network of legacy live sites all



around the UK, we have a chance to introduce every sport and even create taster sessions over the next three years.

Our education programmes are delivered directly to every school and college in the UK. London 2012's "Get Set" programme is already operating in thousands of UK schools. It offers far more than teacher's notes and historical information. At its heart are the Olympic and Paralympic values and a challenge for children and young people to see how they respond to them in their school environment. If that means healthier school meals, or a more effective anti-bullying policy, fine. If it results in an online partnership with a school in Africa or a more accessible school sports day, this is equally good.

The 2012 cultural programme opens up particularly important avenues. While we value the major projects run by the UK's pre-eminent cultural institutions, we have also established an open architecture, which welcomes small groups – youth and community organisations – to pitch ideas which draw on the inspiration of the Games. In turn they can access a special London 2012 "inspire" mark. Indeed one of just three criteria for every project in London's Cultural Olympiad is how the proposal will "inspire and involve young people". The very first of many cultural projects already applying for our "Inspire Mark" concerned adult literacy. It drew on sports writing – everything from match reports in the local paper to biographies of great athletes – to encourage adolescent men to improve their reading skills. Other projects focus on music, design, dance; yet another is a campaign for young people to reclaim spaces for a range of sports and cultural activities.

Any project which can draw with equal veracity on sport, culture and education must start off with an odds-on chance of success with young people. But we can't stop there.

As we design our venues, plan the experience for those attending our games and consider the experience in our city at Games time, we must repeat the mantra "how will this relate to young people?" To answer that question, we have to keep asking young people for their input. Research and youth participation will be vital.

London 2012's much talked about logo was born with young people much in mind. Our handover segment in Beijing came from the same DNA. If you've not seen it, take a look at the debate it prompted from young people on a video sharing website.

The activation plans of our commercial partners also have a key role to play. Whether through one credit card company's "Olympics of the Imagination"; another sponsor's pre-eminence in sports fashion and grassroots sport; an energy company's engaging approach to sustainability and the planet, a bank's passion creating local heroes, or a soft

drink company's expertise in youth marketing, we have significant resources to draw on.

While there is no magic button to switch on the young, we seem to have an array of opportunities which few can dream of, if only we can be bold enough to seize them.

But by way of coda, what about those who snipe that by focusing on young people: do we risk excluding everyone over 25? I would argue that it would take an almighty tip of the scales for this to be a serious concern. Take an average family: a focus on the needs of children rarely banishes parents and grandparents from the scene. Indeed such inter-generational demands frequently help to define more positive roles for those in later life.

As Pablo Picasso put it, somewhat enigmatically, "it takes a long time to become young."

Or with a wry smile, the mature Bob Hope explained: "I'll tell ya how to stay young: hang around with older people."

COSTAS MOUNTAKIS

GRE – Comité Olympique Hellénique

LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

Le sport de compétition existe dans tous les pays depuis des centaines d'années. Les raisons pour lesquelles il a toujours attiré tout particulièrement les jeunes sont doubles: pour des questions utilitaires et idéologiques.

Le volet utilitaire comprend les facteurs économiques, la promotion de la santé, la contribution à la compréhension internationale, l'égalité des races ou des sexes et la poursuite du bonheur, à la fois pour le participant et pour le spectateur.

Le volet idéologique concerne les valeurs de l'idéal olympique telles que l'excellence, le fair-play, le respect du concurrent et l'absence de récompenses matérielles pour les participants.

Même si la dernière valeur n'existe pas aujourd'hui, l'idéal olympique est toujours vivant et continu d'essayer de créer des individus et une société meilleurs.

Competitive sport attracts the interest of the majority of people who are either personally involved in some capacity (athletes, coaches, referees,



administrators, spectators) or are interested in it and watch sports on television or read about it in newspapers for example.

However, the question, "Is competitive sport still appealing?" is incomplete because it does not identify for whom. Does the question refer to the individuals involved in sport or does it refer to society in general?

In order for this issue to be resolved we need to establish the aspects of competitive sport that increase social happiness. According to Francis Hutcheson, a 17th century Scottish philosopher, any social activity or institution can be justified as desirable if it contributes to the creation of the greatest amount of happiness for the greatest number of people.

The question which arises here is, "From which social aspects could one examine social happiness?"

These aspects could be broadly divided into two main categories: a) the utilitarian, and b) the ideological.

The utilitarian aspect of sport could contribute to increasing social happiness by increasing job opportunities, equalising social classes, minimising social differences, promoting health as well as world peace and happiness by viewing sports events. The ideological aspect of sport on the other hand focuses on the creation of the Olympic ideal and the values that spring from it.

This ideal aims at the creation of a desirable kind of citizen in every society. Although not everyone agrees on what the Olympic ideal should include, we would be close to what most people understand by it if we define it according to the following four necessary and sufficient conditions: excellence, fair play, not harming one's opponent and no material benefit from victory.

In summary, it could be said that competitive sport is an interesting and important institution because it plays a significant role in the improvement of the utilitarian and ideological sectors of society.

ANA NIUMATAIWALU

Média • The Fiji Times Limited

SENSIBILISER DES JEUNES AUX PROGRAMMES ÉDUCATIFS

Le sport de compétition est toujours attrayant pour les jeunes. Mais avant que le Mouvement olympique ne tente d'encourager le sport de compétition pour tous, il faudrait plus d'informations et de sensibilisation au Mouvement et à ses organes.

Cette mesure devrait être entreprise par le Comité National Olympique (CNO) du pays afin de s'assurer que les fédérations et leurs districts sensibilisent au Mouvement olympique et à sa Charte.

Il faut créer des programmes de suivi, avec des officiers de développement basés dans les districts ou se déplaçant continuellement.

Une fois les programmes de sensibilisation et d'éducation en place, les fédérations sportives seront capables de définir des mesures afin d'emmener leurs talents plus loin. Les fédérations sportives, les districts et les clubs devraient mener à bien des programmes éducatifs et de sensibilisation à leur sport dès le premier niveau d'école. Mais afin de mener à bien ces programmes éducatifs et de sensibilisation, les organes concernés doivent avoir des finances à leur disposition ainsi que des ressources et de la main-d'œuvre.

The expectations of young Fijian and Pacific peoples are similar to that of young people around the globe. Although the situations may differ depending on the individual and their surroundings, the end results are similar. Although sport is a major attraction in Fiji, today's young people tend to take on a sport that can provide a financially fulfilling career in order to support one's family.

The appeal of competitive team sports remains high as many young males opt for team sports like rugby or soccer. Many youths prefer to take up team sports because sporting federations organise team events.

Young people take up competitive sports to stay fit and healthy. Some go on to make a name for themselves in the sport and look for incentives on offer or what they can get out of the deal.

Many club competitions held over weekends have financial prizes as an added attraction for their talent pool. Very few have the financial wherewithal to stay with the sport in order to progress into the professional ranks, unless their club or federation invests in them.

Some of the basic things that sporting bodies or clubs should take into consideration is that sports is still largely a recreational activity in Fiji and not everyone can make it to the national trials. Even fewer have the money to go to the gym or to follow proper diets in tune with their training programme. But that should not be a deterrent for the clubs and youths.

Clubs and federations should look at carrying out greater awareness programmes to educate not only the youths but the public in general.



Some sports have been branded dangerous or are assumed to be associated with criminal activities. Take volleyball in Fiji, for example. The sport has a large following, especially among youths but is often associated with crime and drugs, mainly marijuana. Although the sport may attract a large interest from young people, the off-court action could jeopardise the work of federations and clubs.

Not enough is being done to attract young people in Fiji to concentrate on a particular sport. Sporting federations, districts and clubs should carry out awareness and education programmes on their sport from the primary school level. But in order to carry out these awareness and educational programmes, the bodies involved would have to have finances readily available and the resources and manpower on hand.

People need to commit themselves and show interest in taking the sport to youths. There is a need to have proper follow-up programmes, with development officers stationed in the districts or continuously moving around.

Once the awareness and education drives are up and running, the sporting Federations or districts will be able to map out steps to take the best talent further.

In Fiji, there are secondary and primary school bodies that look after individual sports and report to the main federation but these activities are in the hands of district administrators who often find the load too much.

In order to keep youths interested in competitive sports after completing high school, federations and district officials should bridge the gap between the secondary school level and district and national level.

The sports that are most appealing to young people in Fiji are :

- Track and field : Although it is an individual sport, youths take great interest. The major setback is creating the interest and keeping it there.
- Rugby : This is because there are many incentives on offer, which include securing a development contract abroad, an education as well as financial remuneration.
- Netball : The incentive here is that one gains personal recognition in a team sport but there are also opportunities for the individual to play abroad.
- Volleyball : This sport has improved, with some officials going out of their way to make the sport interesting. They are now going for recognised accreditation of the game and will work to impart knowledge to younger people.

- Soccer : As a sport, soccer is naturally attractive because it is less of a contact sport and has strongly defined pathways to professionalism. Roy Krishna is our latest export.
- Rugby league : The league has begun to develop the sport in conjunction with a secondary school competition due to the interest spurred by the recent World Cup success.
- Hockey : This sport is played at all school levels but lacks continuity after that.
- Swimming : There is an annual championship and opportunities exist to be part of elite competitions.

Before the Olympic Movement tries to foster competitive sports for all, there needs to be more information and awareness on the Movement and the bodies that make up the Movement.

This should be undertaken by the country's National Olympic Committee to ensure that federations and their district levels create awareness of the Olympic Movement and its Charter.

RENATO ORLANDO

Organisation reconnue
AGFIS – Association Générale des Fédérations Internationales de Sports

12 PROPOSITIONS CLÉS POUR COMBINER SPORT ET ÉDUCATION

Même si la société suisse est plutôt fortunée, elle n'en éprouve pas moins des difficultés à attirer les jeunes vers le sport de compétition de haut niveau. L'éducation ou le sport professionnel ont toujours la priorité.

Si les conditions étaient telles que les jeunes puissent combiner éducation et sport et qu'ils soient entièrement pris en charge par les partenaires concernés (c'est-à-dire parents, fédérations, clubs, écoles, universités et gouvernement), ils seraient prêts à s'engager dans l'entraînement requis pour le sport de compétition. Nombre de jeunes pratiquant un sport de haut niveau sont mobilisés et s'efforcent de parvenir à leurs buts du mieux qu'ils peuvent. C'est pourquoi ils ont besoin de notre soutien.

Pour Swiss Olympic et le gouvernement, le D^r Lukas Zahner, professeur d'éducation physique à l'université de Bâle, a élaboré un projet : les 12 propositions clés pour la promotion du sport de haut niveau à l'intention des jeunes.



If the conditions are such that a young person can combine education and sport and be supported by all stakeholders concerned, the willingness to have the necessary commitment to become an Olympic or world champion would be very high.

Swiss society, being rather wealthy, has had problems attracting young people to competitive sport on a high level for some time now. Young people are “forced” by their parents to “safeguard” their future by getting a “decent” education before taking up professional sport. Sport was never considered an option for a living.

The educational structure (including parents, schools, universities and the government) refused to support sport on a competitive level. It was simply not their task. The schooling system focused on equality and integration.

Even when elite sport became professional and very profitable, Swiss youngsters did not focus on top sport, concentrating instead on professional education in order to secure their living for the rest of their life.

Research was carried out after the disastrous results of Swiss athletes at the Barcelona Olympic Games in 1992. The result was somehow astonishing. Children of immigrants were far more ready to take up top sport than Swiss children and were also by far more successful. They did not hesitate to undergo the necessary drills to become a top athlete, and focused more on sport than on other forms of education.

Swiss Olympic and the government were aware that the system for youths to enter competitive sport would have to change. A thorough analysis of the situation was carried out as to why some youth invested 100% in their sporting career and others not, even if they had talent and were successful. It was established that the appropriate platform was missing! One of the biggest obstacles was the uncertainty of the future in the activity of sports (injuries, drop-outs), and the lack of possibilities to obtain another professional qualification at the same time.

Dr. Lukas Zahner, professor of physical education at the University of Basel, worked out a project which encouraged young people to take up competitive sport.

TWELVE STEPPING STONES FOR THE PROMOTION OF ELITE SPORT AMONG YOUTH

These stepping stones consider all aspects for youth to be attracted to competitive sport.

Young people now have the possibility in all educational sectors, clubs and federations to choose a career in elite sports and still be able to follow another form education up to university level at the same time.

“Many youth in elite sport are being inspired by a vision. They do the utmost to achieve their aim. For that reason they need our support. If we invest in the future of Swiss sport, we all have to invest our efforts in our youth” was the main statement by Dr. Lukas Zahner. The second important step was to look for the most “suitable and potential” and not the actual best prospects. How can sport and education go hand in hand, was the other key issue. The following items were considered as being vital:

1. An environment which leaves enough space for children to move around is vital. The world of children is a “moving” one! Unfortunately they live in an environment which is made by adults and for adults.
2. Top sport and education: Cooperation between top sport and education departments at all levels is crucial for the system to promote the rising generation.
3. Sighting of talents: The most “suitable and potential” prospects shall be supported.
4. The best coaches belong to the rising generation.
5. Social care and planning of future careers: A fundamental object of social care and the planning of a career is the early acknowledgment and recognition of possible obstacles. In all aspects they have to be overcome.
6. Medicine, social pedagogy and psychology: The promotion of elite sports for the rising generation is inseparable from the responsibility for appropriate health care. Family, clubs and schools shall not be left out. They have to be included in the process.
7. Regional centres: Appropriate training facilities in the near vicinity must be made available with the best coaches and the necessary care. If possible there shall not be too early a separation from the family.
8. Structures that promote a continuous building up of performance: The promotion of the rising generation must have and show perspectives.
9. Competition system and the role of competitions: Competitions are in principle a way of testing learning and performance. Early specialisation should be avoided.
10. Training – planning, analysing, directing: The promotion of rising generations is often a test of patience for the near environment.



11. Critical reflexion and scientific research: Research for further development is vital.

12. Financing and development measures: The promotion of the rising generation may cost something and should be fully financed.

This survey and study has now been introduced in all clubs in Switzerland which support youth in sport at a top level.

The recent results achieved by Swiss athletes demonstrates the successful implementation of this project. With the right approach of all parties concerned, the young generation is absolutely willing to go through the procedure to become top athletes.

In order to get funds from the government and Swiss Olympic, the clubs and federations should fulfil the requirements of this concept.

The concept "Twelve stepping stones for the promotion of elite sport for youth" is being carried out by Swiss Olympic and the government. Annual gatherings and the organisation of workshops with all parties concerned, as well as the constant research work done by universities, guarantees a standard of quality.

Individuality and variety give the younger generation the possibility of having an extensive choice of different entertainment.

Traditional sports with traditional values and structures, where young people are mostly not involved in the process (strategy and operational) are often not linked to fun and community. These sports have bigger problems recruiting youth. On top of that, youth do not want to join clubs, but be independent.

New sports such as BMX, snowboard, beach volleyball, where the young athletes also have power and influence, are "in". Floorball has attracted many youth, being a "young" sport which is fun, creative, competitive and trendy. The players are involved in the process and promotion of the sport.

One of the best inventions in sport was the introduction of the Youth Olympic Games. For youth, it is a milestone and an important impetus for their career.

The number of different sports should be extended or varied, not just be limited to those already in the programme of the "big" Olympic Games. In order not to have too many athletes the number of disciplines and/or of athletes could be reduced.

RICHARD W. POUND

Comité International Olympique

LE SPORT, L'INTÉRÊT DE LA COMMUNAUTÉ ET LE MOUVEMENT OLYMPIQUE

Nul besoin que le sport soit de haute performance pour être utile comme facteur d'un style de vie actif. Certes, beaucoup avancent que le corps humain n'est pas fait pour répondre aux exigences physiques du sport de haute compétition d'aujourd'hui.

Les périodes régulières d'éducation physique à l'école ne sont plus qu'un lointain souvenir. Or, les dirigeants gaspillent les plus belles ressources naturelles de leur pays et augmentent la charge sur le reste de la société pour financer les soins médicaux.

Il y a aussi le risque de la marginalisation du sport organisé comme phénomène social auquel le public participe à son propre niveau. Nous le constatons déjà dans certains des sports extrêmes présentés sur les chaînes de télévision publiques. Le Mouvement olympique dépend pour sa survie de l'intérêt général de la part du public, qui se traduit dans les audiences télévisées, de l'intérêt des sponsors et de la volonté des gouvernements de soutenir le développement du sport dans leurs pays. Si la notoriété des sports olympiques diminue, il en sera de même de l'intérêt public et commercial qui fait des Jeux Olympiques un événement tellement important aujourd'hui.

Sport need not be high performance to be useful as part of an active life style. Indeed, there are many who argue that the human body is not designed for the physical demands of today's high performance sport. The real benefit for the vast majority of people – leaving aside the less than one per cent who may be at the top of the competitive pyramid – is the physiological and mental benefits that come from a physical regimen which improves cardiovascular efficiency, provides muscle tone and burns off excess calories.

Those at the top of a competitive structure can provide examples of how best to perform the particular skill, whether running, swimming, striking a ball or other object, playing a game, since they have perfected the necessary skills and techniques. There is no need for others to be equally driven – they can do whatever it is just for fun – as hundreds of millions already do.

There is, however, an enormous disconnect between the sport system (whatever that may be) and the physically inactive, just as there is between the health systems (whatever they may be) and the same segment of society. Unfortunately, the same disconnect has been allowed to build



up within educational systems. At a time in life when so many attitudes regarding life and society are being formed and shaped, the message from the educational authorities is that sport and activity are not important. No matter what verbal gloss may be put upon it, the actions (more accurately, the non-action) of public education speak much louder than words.

Regular periods of physical education during school age are pretty well relics of a former age. I have never been able to understand how it is that well-advised governments have not been able to figure out that a healthy population is cheaper to maintain and is more productive than one which is sedentary. It may be that the necessary programmes are not sexy enough for politicians who believe they need headlines to get re-elected and for whom the time following the next election has no relevance. Whatever the reasons, politicians are squandering their country's finest natural resources and increasing the burden on the rest of society to fund eventual medical care.

As this impacts on the Olympic Movement (and it is not unrelated to several of the other issues discussed in the context of the 2009 Congress), the risk is that there will be an increasing separation between high performance sport and the interests of the population as a whole. Moreover, there is a risk of the marginalisation of organised sport as a social phenomenon in which the public participates at its own level. I do not suggest that there may be a diminution in sport as an entertainment spectacle – the world will still insist on its circuses – but there will be an increase in the gladiatorial nature of the spectacles and an increase in the attendant violence. We see it already in some of the extreme sports that are now offered on public television. This is one of the many reasons that professionalised sports have no appetite for reducing the use of performance-enhancing drugs. Anything which will increase the size, speed and strength of the athlete-warriors will increase the appetite for the resulting violence.

But more and more will disconnect what they do from what they watch. More and more will be unwilling to undertake the necessary preparations to be able to participate. They will become increasingly uninterested in other, less violent, sports that currently form part of the Olympic program. If they, their children, their neighbours, their communities lose interest in such sports, it will be harder to recruit new participants, more difficult to raise funds in support of the activities, more problematic to have facilities in which to participate (particularly if public funding may be required), harder to attract spectators and a beginning of a downward cycle toward relative oblivion.

The Olympic Movement depends for its survival on a general interest on the part of the public, translated into television audiences, sponsorship interest and the willingness of governments to support sport development in their countries. If the share of mind applicable to Olympic sports

diminishes, so too will the share of public and commercial interest that make the Olympic Games such a prominent event at this time. The danger is that rights fees and sponsorship levels ratings may well be trailing indicators that provide a dangerous sense of over-confidence in the future. Contracts negotiated a decade or more before the event may no longer reflect public, private or corporate tastes when the event actually occurs. Instead of creating new excitement about the Olympic connection, there is a stronger focus on the size of contracts and the attendant financial implications, which contains the seeds of its own destruction. Sponsors and broadcasters who acquire Olympic rights as a defensive technique rather than from positive commitment to the values represented by the Games will promote their involvement defensively rather than proactively.

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

Le sport de compétition est attrayant pour ses participants, pour le public et plus généralement pour la société. La participation aux manifestations sportives est une activité saine et connaître la joie de gagner est un facteur important et reconnu de développement personnel. Nous devons encourager la compétition, notamment auprès des enfants.

Il est également essentiel de définir la structure de la famille olympique de manière à ne pas se limiter aux athlètes. Le sport de compétition peut aider les jeunes administrateurs, volontaires, arbitres, officiels et entraîneurs à mûrir. Tout le monde y est invité, bienvenu et sollicité.

Toutefois, nous devons rester prudents en intégrant des activités autres que sportives et compétitives dans le travail des organisations sportives qui dépendent de résultats sportifs. Nous devons évaluer si ces activités sont de notre ressort et/ou si elles devraient être mises en place en collaboration avec les organisations non gouvernementales (ONG). Si c'est le cas, il est nécessaire de discuter d'un meilleur cadre de coopération ou d'intégration.

Competitive sport is appealing to its participants, audiences and society more generally. Participation in competitive events is a healthy activity and experiencing the glory of winning is recognised as an important factor in individual development. We must encourage competition, especially among children.



It is also important to define the Olympic family structure so as to include more than just the athletes. Competitive sport can help to grow and nurture young administrators, volunteers, referees, officials and coaches. Everyone is invited, accepted and needed.

However, we must be careful when incorporating non-sporting or non-competitive activities within the work of conventional result-oriented sport organisations. We must assess whether these activities fall within our remit and/or if they should be carried out in conjunction with other non-governmental organisations (NGOs). If this is the case, it is necessary to discuss a better framework of cooperation or integration.

Sporting organisations should :

1. Be aware of and accept our result-oriented volunteer structure ;
2. Have a clear vision of our core objectives and at times conflicting development goals. It is necessary to analyse our needs and find ways of fulfilling them while avoiding proposals based on populist expectations, as this will eventually lead to greater disappointments ;
3. Realise that organising non-competitive sport requires new resources. However, it is important for our sporting objectives to be our first priority, always ;
4. Ensure that the youth have the choice to: work on their skills and physical condition ; select other more appropriate sports or disciplines ; and pursue other careers in the “family” such as in administration.

LUZENG SONG

CHN – Chinese Olympic Committee

LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

Les sports de compétition modernes jouissent d'une grande prospérité car ils offrent l'expérience d'émotions heureuses, de plaisirs esthétiques uniques, de rapports sociaux approfondis, de connaissances rationnelles particulières. Ils jouent aussi un rôle exceptionnel pour la compréhension internationale dans le monde.

Sous cette surface prospère, cependant, des crises se profilent et l'une d'elles est la réduction de nombre d'adeptes dans le public, chez les jeunes notamment, ce qui préoccupe tous les membres de la famille olympique car le Mouvement olympique repose fortement sur le sport de compétition pour atteindre ses nobles buts.

REASONS FOR THE DROP IN PUBLIC PARTICIPATION IN COMPETITIVE SPORT

1. Separation of mass sport and competitive sport

Competition encourages individuals to be “faster, higher and stronger”. This trend is certainly helpful in attracting mass media to competitive sport, thereby enhancing the latter's status in the market of cultural products. This has allowed some competitive sports to realise important economic gains through marketing channels.

However, this trend has also led to the separation of competitive sport from mass sport. This has meant people watch, rather than participate in competitive sports. Ordinary people are distanced from the world of competitive sport and as a result some sports have gradually lost their original grassroots contact with people. Gymnastics is one example.

Sport is part of popular culture and demands a great deal of audience participation. If sport is seen to be of an elite culture, which is available to ordinary people only in terms of spectatorship, then it will become feeble and die out because of the lack of mass involvement. There are many historical cases that prove this point.

2. Excessive standardisation

Competitive sport has spread all over the five continents in a relatively short time period, largely due to its standardisation. However, it is precisely for this reason that competitive sport has become rigid, less vigorous and consequently less attractive to teenagers.

Contemporary society is fashioned by innovation and youngsters are keen to participate in various innovative physical activities like extreme sports. Competitive sport seems to have lost its edge in relation to other forms of physical activity. Society demands more diversification in sport.

3. Increased participation risks

As these sports are spectator-oriented, the emphasis is often on sport performance, difficulty in sporting skills and on breaking records. This has resulted in various risks to athletes, including health problems from tense training and competition, risks to their lives in the long term on account of a lack of proper academic training, and job risks that arise from difficulties in re-integrating into normal social life at the end of their sporting career.

4. Increased participation cost

The costs of staging the Olympic Games and World Cups have increased considerably, which negatively affects the popularity of the sporting



events and the increases the cost of public participation. Participation costs for the public have also increased due to the high costs of facilities, equipment and clothing.

5. Moral and image problems

Since the late 20th century, there has been an increasing tendency towards the commercialisation of competitive sport. It is necessary for competitive sport to run this way in order to make it more economically independent. However, this pursuit of economic profits has resulted in some negative phenomena such as doping, game fixing, bribing of referees and violence. As a result the social image of sporting events has been damaged. It is suggested that Olympians should be role models for youngsters to imitate, but the scandals involving sport super stars seem to have had the reverse impact on the image of competitive sport.

HOW TO DEAL WITH THE CHALLENGE

The following measurements may be adopted to raise the participation rate of the general public, especially youth.

1. To keep competitive sport moving in the humanist direction

Competitive sport may serve various social purposes but its fundamental function is to cultivate human beings and let them reach the goal of harmonious development through sport. This should be regarded as the basic criteria in the development of any competitive sport. Humanistic values have to be emphasised and treated as top priority in all operational procedures in order to keep competitive sport in the right direction.

2. To set up necessary regulations

The current rules of competitive sport have to be modified in order to reduce the risks that threaten players. This will also help to keep sport at a level where competition remains between players instead of technologies. In doing so athletes' values will be respected and there will be more of a focus on their abilities rather than on modern science and technology. It will also increase the level of interest among the youth while reducing their costs of participation.

3. To develop secondary forms of competitive sports

To get rid of the rigidity of competitive sport resulting from standardisation it is necessary to develop sports that are flexible, rich in content and suitable for diversified populations and various occasions.

From a behavioural science point of view, these flexible forms of competitive sport would attract teenagers and motivate them to take part

in competitive sport. This is especially important to students in primary and secondary schools where these habits are first cultivated.

4. To reshape images of elite athletes

It is important to improve athletes' moral standards and to strengthen their social responsibility. This can be done through various educational programmes, which will enable them to engage with a number of youngsters.

FINAL REMARKS

Competitive sports have contributed a great deal to human civilisation and are expected to contribute more. To do so, thinking has to be changed so that innovative approaches are adopted in order to restore its connection to the public and youth.

LOUISETTE RENÉE THOBI

Média • Mutations

LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

Cette contribution revient sur les éléments qui peuvent être attrayants dans le sport de haut niveau avec les implications que cela peut avoir sur le plan éducatif, socioculturel, économique et politique.

Par ailleurs, l'auteur tente de déterminer les limites auxquelles le sport de haut niveau est confronté, avec par exemple les effets pervers de la détection précoce, les dérives du « sport business », les dangers de la récupération politique ainsi que les difficultés liées aux échecs sportifs.

1. DÉFINITION DES TERMES

1.1. Le sport de haut niveau

- Les différentes entités du sport ;
- Les types de sport ;
- Les caractéristiques du sport de haut niveau.

D'après le dictionnaire Larousse, le sport est « un ensemble d'exercices physiques se présentant sous forme de jeux individuels ou collectifs pouvant donner lieu à compétition et pratiqués en observant certaines règles, chacune suivant des formes particulières de ces exercices ».



1.2. L'attrait du sport

- Type d'attrait (naturel, spontané ou suscité) – Jeux Olympiques (JO) ;
- Caractéristiques des différents attrait.

D'après le dictionnaire Larousse, l'attrait est « la qualité pour laquelle quelque chose attire, suscite de la curiosité, de l'intérêt ».

Le sport de haut niveau est par vocation attrayant. Ici l'attrait peut être spontané, naturel. Il suscite toujours de l'intérêt et de la curiosité. Parfois, on suscite même cet attrait à travers la publicité et les médias.

2. L'ATTRAIT DU SPORT DE HAUT NIVEAU

L'attrait naturel ou spontané du sport de haut niveau que suscitent les athlètes réside dans :

- leur charisme ;
- leur promotion ;
- leurs résultats.

Il peut avoir des retombées sur les plans éducatif, social, économique et politique.

2.1. Sur le plan éducatif

De nombreux parents au Cameroun inscrivent leurs enfants dans les centres de formation de diverses disciplines sportives : basketball, tennis, volleyball, athlétisme et évidemment football. C'est la discipline la plus pourvue en centres de formation. Tout parent rêve de voir sa progéniture égaler les prouesses d'un Samuel Eto'o, d'un Usain Bolt, d'un Pete Sampras, d'une Serena Williams, d'un Tony Parker, d'un David Wilkinson ou d'une Françoise Mbango Etone ! Le sport de haut niveau suscite tellement d'intérêt que certains gouvernements font de la pratique de certaines disciplines une activité nationale et presque obligatoire. C'est le cas en Jamaïque (athlétisme), au Japon (sumotori), en Nouvelle-Zélande (rugby) ou en Inde (cricket). Ces différentes activités participent du développement de l'enfant scolarisé ou non scolarisé.

2.2. Sur le plan socioculturel

Dans les pays émergents comme le Cameroun, la pratique du sport de haut niveau offre l'opportunité aux sportifs de connaître une véritable réussite sociale grâce aux retombées économiques des résultats. À défaut d'avoir un parcours scolaire enviable ou d'être un diplômé des grandes écoles, les victoires sportives permettent de se hisser au sommet de la société.

On pourrait observer ce que suscite le passage d'un Samuel Eto'o Fils dans un hôtel en Europe ou encore tout le tapage médiatique qu'a provoqué la présence du sélectionneur argentin à Marseille en France lors du match amical France-Argentine le 11 février dernier ; Diego Armando Maradona, baptisé « el pibe de oro », avait alors ravi la vedette à ses joueurs.

Françoise Mbango est de nationalité camerounaise, c'est la double championne olympique du triple saut féminin. Depuis ses titres, Mbango n'est plus une anonyme, elle bénéficie d'une reconnaissance sociale.

2.3. Sur le plan économique

La combinaison entre le sport de haut niveau et le business fait du sport de haut niveau une puissante arme commerciale. Il est la conséquence de l'attrait suscité par la publicité et les médias. Les résultats sportifs d'un athlète de haut niveau procurent beaucoup d'argent. Les sportifs acquièrent une puissance économique et deviennent des hommes d'affaires (Jay Jay Okocha, Nwanko Kanou, Patrick Mboma, Michael Jordan).

Le gouvernement camerounais a offert à la double championne olympique du triple saut, Françoise Mbango Etone, de nombreux cadeaux (en nature et en argent). Elle détient un pouvoir économique qui fait d'elle le « chef de famille ».

2.4. Sur le plan politique

Devenus après leurs exploits des gadgets politiques, les sportifs participent au débat politique de leur pays sous le contrôle des leaders politiques quand ils ne sont pas eux-mêmes leaders (Georges Weah). Malgré l'absence d'une véritable politique nationale, le médaillé de bronze du décathlon aux 14^e Championnats d'Afrique d'Athlétisme de Brazzaville est devenu le héros national du peuple congolais :

On peut également citer :

- la première qualification historique de la Côte d'Ivoire à une phase finale de la Coupe du Monde du Football ;
- la nomination des icônes du sport comme ambassadeur de bonne volonté des Nations Unies, du Fonds des Nations Unies pour l'enfance (UNICEF) ou de l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO) ;
- les boycotts des JO de Montréal en 1976, de Moscou en 1980 et de Los Angeles en 1984 pendant la guerre froide ;
- l'absence du Maroc aux derniers Jeux Africains d'Alger en Algérie, ou encore ;



- l'organisation d'un match de gala en faveur des populations victimes de la guerre au Nord Kivu en République démocratique du Congo par l'international congolais de football Shabani Nonda.

3. LES LIMITES DE L'ATTRAIT DU SPORT DE HAUT NIVEAU

3.1. La détection précoce

- Ralentissement de la croissance ;
- Sous-scolarisation des jeunes ;
- Absence de développement de l'enfance ;
- Absence de repères.

3.2. Les risques du sport business

- Augmentation des intérêts économiques (décalage entre les techniques de contrôle antidopage très en retard par rapport aux techniques de fabrication de produits dopants) ;
- Montée du fanatisme (phénomène des hooligans) ;
- Surexposition du sportif de haut niveau (guerre des cartels qui a conduit à l'assassinat de Pablo Escobar en 1990) ;
- Déclin du football camerounais au bénéfice du football européen à cause de la télévision par câble.

3.3. Les échecs

- Absence de résultats ;
- Blessures.

3.4. La récupération politique

- Absence de politique sportive ;
- Sportifs de haut niveau, prisonniers des hommes politiques ;
- Politisation des acteurs sportifs.

KENG HWEE YAP

SYOGOC – Singapore Youth Olympic Games Organising Committee

POPULARITÉ DES SPORTS OLYMPIQUES

Des sports alternatifs (tels que les sports extrêmes ou les sports de plage) sont récemment devenus populaires auprès de la jeunesse car ces sports sont proches de leur style de vie. L'envie de concourir et d'exceller est secondaire face à la possibilité qu'offrent ces sports de se retrouver entre amis ou de rencontrer de nouvelles personnes. Les sports de compétition, particu-

lièrement lorsqu'ils concernent la jeunesse, devraient changer leur image, se concentrer sur leur attractivité et simplifier leurs conditions d'adhésion.

The creation of the Youth Olympic Games (YOG) by the International Olympic Committee (IOC) is significant in the world youth sports arena.

The YOG presents a unique opportunity for the youth of the world to embark on their Olympic journey at an early age. This in itself is sufficient to spur many aspiring young athletes to train hard and excel in their sport.

However, the appeal of Olympic sports is decreasing among the wider youth population. This can be attributed to the advent of other forms of sports, such as extreme and beach sports.

These alternative sports have become popular among youth as they are a significant part of youth lifestyle, which explains the sudden surge in participation. The urge to compete and excel is secondary to the opportunity that these sports present to bond with friends or to befriend new people.

Competitive sports, especially for young people, should re-brand and focus on its mass appeal and lower barriers of entry.



LES MANIFESTATIONS SPORTIVES POUR LES JEUNES

FERNANDO AGUERRE

FI reconnue • ISA – International Surfing Association

ÉCOUTER LA JEUNESSE DU MONDE

Le sport est l'un des moyens les plus efficaces en termes d'influence, il est capable de toucher nos jeunes au niveau physique, mental et social. Le sport offre une possibilité aux jeunes d'être guidés et le Comité International Olympique (CIO) a la capacité de jouer ce rôle de guide.

Le CIO doit utiliser son énergie pour faire la différence et capter l'attention des jeunes grâce aux Jeux Olympiques de la Jeunesse (JOJ). Afin de marquer un changement et de maintenir la tendance à la hausse, le CIO doit continuer sa quête pour attirer les jeunes en incluant des sports contemporains et d'action tels que le surf et le skateboard. Les JOJ sont un excellent moyen d'introduire de nouveaux sports populaires aux Jeux Olympiques d'été et d'hiver. Une chose est sûre : les jeunes consommateurs s'intéressent aux jeunes athlètes.

Sport is one of the largest, most influential avenues in the world for targeting our youth on a physical, mental and social level. Today's athletes serve as role models; they provide a direction for youth to look forward, an aspiration to be something big. The International Olympic Committee (IOC) needs to acknowledge one major factor when organising the Youth Games – young consumers care about young athletes.

Sport provides an opportunity for the younger demographic to find guidance and the IOC has the capability to provide it. The IOC needs to use its power to make a difference and capture the attention of the youth through the Youth Olympic Games. These games should be smaller, focusing on building new stars, new athletes and working with the television channels. For the Youth Olympic Games to succeed they must have their own personality, which seems to require inclusion of some youth loved sports. Although these sports may not be in the Summer Games two years later, the Youth Olympic Games are a good way to gauge the attention and desire for certain sports by the younger demographic.

Perhaps the most important factor has been the realisation within the IOC, that by passing over some of the most vital contemporary youth sports, the organisation might have done a disservice to itself, maybe even weakening the popularity of the Youth Olympic Games and its relevance to the younger demographics. In order to make a change, and maintain the upward motion, the IOC needs to continue its quest

to capture the younger demographic by including contemporary and action sports such as surfing and skateboarding. The Youth Olympic Games are a great means to introduce popular new sports, fast tracking them into the Summer Olympic Games two years later. The positive effect of the inclusion of snowboarding in the Winter Games has also been a great wake up call for many. Another example of this positive evolution is the inclusion of BMX in the Beijing Games.

SAOUD BIN ABDULRAHMAN AL-THANI

QAT – Qatar Olympic Committee

LES MANIFESTATIONS SPORTIVES POUR LES JEUNES

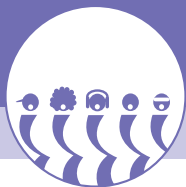
L'intérêt des jeunes pour les épreuves sportives a considérablement changé au fil des ans. Autrefois, le sport était un moyen pour les jeunes de se divertir, de se retrouver, de se maintenir en forme et d'échapper à leurs obligations et occupations quotidiennes. Aujourd'hui, le sport perd de son attrait car il n'est plus qu'un aspect parmi d'autres de la vie de tous les jours, qui doit faire face à la concurrence d'autres éléments qui sont tout aussi attrayants, voire plus, aux yeux des jeunes. Les épreuves sportives doivent maintenant regagner l'intérêt de la jeunesse.

Cette contribution explique comment inciter les jeunes à pratiquer un sport et à mettre le sport au service de leur développement physique, intellectuel et social. Elle revient également sur le rôle du Mouvement olympique et des épreuves sportives réservées aux jeunes dans l'adoption d'un mode de vie plus actif.

YOUNG PEOPLES' INTEREST IN SPORTING EVENTS

The interest of youth in sporting events has significantly changed over the years. In the past, sport provided a way for young people to entertain themselves, socialise, keep physically fit and also escape from their daily occupations and obligations. Young people were very attracted to sports either as athletes or spectators. Through the years, societies have formed many different means and ways to entertain and socialise, which are customised and tailored for a number of diverse groups. This precious escape and opportunity to feed the body and mind through sport, is now available in many different ways and therefore the interest of youth is scattered.

Additionally, mass media have made access to sport events regular and easy. The events are available to watch at any given time through a number of television channels or through the internet. Therefore, sport events are losing their specificity. They have become an ordinary feature of daily life that has to compete with other contemporary means that are



equal or more attractive to young people. Sport events now have to earn the interest of youth and this can no longer be taken for granted.

MOTIVATION FOR PARTICIPATION

Young people are normally motivated to participate, volunteer and/or watch sport events by the type of sport involved and the popularity of the athletes competing. The interest and willingness to be involved varies according to the importance of the event, the international attention, the level of competitiveness of elite athletes performing, the level of entertainment and the accompanying activities that provide a more complete package.

Young people are more demanding as they are building their way to maturity. They prefer to absorb more information and be included in more activities. Sport events should be an opportunity for them to further entertain themselves but also develop their personality. Education, culture, environment, entertainment and other activities can capture their interest in addition to sport. However, it should be noted that sport can be part of a nation's culture. There are countries with years of tradition in sport. Public involvement as spectators, volunteers or competitors is a social requirement that has been built into the culture and therefore the participation of youth appears to be an established fact.

RESPECT FOR YOUNG ATHLETES

Accessibility to the venues is another parameter that can either encourage or discourage participation in sport. Lack of appropriate venues, long distances, accessibility difficulties or increased entrance fees have a negative impact on the participation of young people who depend on their families for their transportation and funding. Especially in regards to competing youth, there needs to be easy access to the venues in order to cater for their frequent and long training sessions. The rest of their daily educational schedule should also be considered. Training personnel need to have flexible timing so that schedules can be built around the time availability of students.

The active involvement of youth in competitive sport is not an easy task considering that during this period in life, an individual needs to receive a full education, develop skills, participate in social activities, build his/her personality and choose a career path.

Adolescence, in particular, is a critical period for the psychological development of the individual. These factors need to be considered and respected. Sports for youth need to be more considerate of the physical, mental and social development of the individual instead of purely focusing on performance and scores. The responsibility is much greater. Federations developing young athletes must consider their different dietary

needs, the use of appropriate nutrition supplements, the actual physical structure and development of young bodies and ensure that hard training does not have future health implications.

Undoubtedly, the use of illegal substances to increase the performance of young athletes can only be considered a crime. The social development of young people needs to be respected by providing adequate time to socialise, entertain and be an active member of society. Federations could also involve diverse programmes that increase awareness and social involvement. Also, other team spirit activities, travels and rewards can also motivate young athletes. Mental and psychological support for young competing athletes should be considered by the Olympic family and federations.

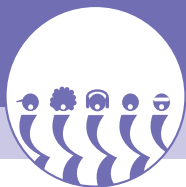
THE ROLE OF THE OLYMPIC MOVEMENT & YOUTH SPORT EVENTS

The Olympic Movement and all sports organisations can influence the future of sport and its relation to youth. Now, more than in the past, sport and youth have to be re-connected. In view of this requirement, the Youth Olympic Games and many World Youth Championships have been introduced. These youth sport events are a great initiative and represent an important milestone in the history of sport. The scope of the event has to be adjusted to the requirements and the expectations of youth. They can no longer be merely sport events or sport shows on television screens. Young people need to see sport from a different angle rather than just in terms of strict excellence and perfection in performance. Excellence has different standards for youth and the Olympic Movement should take a step further to tackle exactly that.

The Youth Olympic Games and all World Youth Championships are confronting the reality of fewer competitors, less spectators and an immature sport market. There is the danger of approaching those events from the angle of the normal Olympic Games and adopting a similar strategy. The results will be good from a sport marketing and talent development point of view but far from beneficial for youth.

Youth sport events should be organised at the national and international level considering the educational, cultural and social development of young people. Performance in sport should only be one side of an individual's interest. The obligation to young people should be to train them to become complete persons, who are socially conscious and active.

These youth sport events will successfully mature by showcasing the Olympic values and demonstrating cultural and social involvement. Young athletes representing their countries at international events should run on the track of excellence in life and not solely on the athletics track! Competition should evolve around sport but also around educational, cultural and social matters such as art, environment, peace, friendship, tradition, history and so on.



As part of the Youth Olympic Games or separately, a common school programme could be initiated in all participating countries that integrates sports and social matters. The competitions would evolve around sports and include a number of social, educational and cultural activities, which would be considered in the athletes' overall scoring. Alternatively, separate awards would be given to young people who have participated the most and have made the greatest contribution to the theme of each year. In other words a festival of other activities should accompany the sports leading to the exploration of human abilities and future growth.

SABATINO ARACU

FI reconnue • FIRS – Fédération Internationale de Roller Sports

ATTRAIT DES MANIFESTATIONS SPORTIVES

Le Comité International Olympique (CIO) a depuis longtemps noté un déclin de l'attrait du sport notamment chez les jeunes et sa réponse a été la création des Jeux Olympiques de la Jeunesse (JOJ).

Tout effort visant à ramener les jeunes vers les principes et les valeurs de la Charte olympique en contribuant à une bonne combinaison du corps, de la volonté et de l'esprit, tout en soutenant un développement humain harmonieux et en luttant contre toutes les formes de discrimination, mérite bien entendu d'être souligné.

Je souligne ici que retrouver un public qui est devenu de plus en plus exigeant demande des efforts de tous les acteurs du monde du sport. Il est nécessaire que chacun de nous, clubs de sports, fédérations nationales et CIO, nous engagions à promouvoir le sport en le rendant plus attrayant aux yeux du jeune public.

The International Olympic Committee (IOC) has long noticed a decline in appeal from the youth and its response was the creation of the Youth Olympic Games.

Any effort to bring young people into the principles and values of the Olympic Charter by contributing to a balanced combination of body, will and mind, supporting the harmonious development of man, and fighting against all kinds of discrimination is, of course, noteworthy.

It is emphasised here that restoring an audience that has become increasingly demanding, requires efforts by all actors in the world of

sport. It is necessary that all of us, sports clubs, National Federations and the IOC together, commit ourselves to promoting sport and to making it more attractive to young people.

It is important to attract young people to the world of sport. Sport is so full of values that it seems almost impossible to imagine such models of behaviour not producing positive results.

Nevertheless this is not always the case. We often focus on the passion of one sport and forget the importance that the growth in sports has for the development of the human being. We forget the importance of teaching how to achieve goals in order to exceed our own limits without resorting to tricks or shortcuts.

It is, therefore, the basic role of national federations and sport clubs to attract young people to live sport as an enjoyable time of fun and socialising and not as a duty to achieve a winning result. The pursuit of victory must be an instinctive attitude for the athlete and not an educational choice.

The Fédération Internationale de Roller Sports (FIRS) and all National Federation members commit themselves to spreading a carefree vision of sport among young people. The validity of this approach is confirmed by the increasing number of girls and boys who are dedicating their time to Roller Skating, with surprising results.

FIRS organises, by choice, the Senior and Junior as well as the World Championships, both for men and women, in the same period and at the same site. This allows younger people to share important experiences with their sport idols, from the tension before the race to the enthusiasm after victory. For both the younger and more mature athletes this can only be challenging. It is no coincidence that, during the last World Roller Speed Championships, records were set by athletes in the junior category.

However, it is also important to take into account the fact that in a rapidly changing society such as ours and with so many motivating forces coming from different fields, in order to remain competitive and attractive, sport must be renewed. It is no coincidence that it is the new dynamic and exciting sports that arouse the most enthusiasm in children and that have become a synonym for freedom of movement, action and clothing. These sports include snowboarding, mountain biking, roller speed skating, roller freestyle and skateboarding.

The dynamism, acrobatics and the sense of freedom offered by these new emerging sports should all help to bring youth back to the world of sport.



BARBARA BARATTO

ITA – Comitato Olimpico Nazionale Italiano

VERS UN CODE D'ÉTHIQUE POUR LES JEUNES ATHLÈTES

La mission du Mouvement olympique consiste à enseigner les valeurs du sport afin d'améliorer l'éducation complète des jeunes athlètes. Néanmoins, ces valeurs sont menacées car tous les secteurs d'activité compétitifs ont souffert des effets cancérogènes du dopage.

Même s'il n'est pas possible d'éliminer complètement cet aspect négatif du sport, il est recommandé de créer un Code d'éthique pour les jeunes qui participent aux sports.

Cela nécessitera de créer une organisation chargée de superviser l'application de ce code à travers le monde sportif.

The Olympic Movement's purpose is to teach the values of sport. From this derives the value of sport for the education of the young, the opportunities that arise out of it that allow those who do sport to understand themselves, their potential and how they can learn to respect others, and understand the concept of following rules.

However, we cannot omit the subject of doping.

Every federation has or should have as one of its objectives to divulge and defend the concept of the values of sport as an educational tool and a vehicle for solidarity among men.

It is under an entirely romantic illusion that I speak directly to the world at large, on behalf of the Italian Cycling Federation (FCI), of which I am honoured to be a part. In its institutional capacity, it is an important link between the promotion of sports activity (and above all among the young) and the educational value attached to it.

We find ourselves in a situation that is open to the circulation of ideas, and tolerant of all forms of diversity. It is indeed these differences that have been and continue to be key to the Federation's existence as it has built on the uniqueness and wealth of the meaning one commonly gives to the word "sport".

The task foresees the collaboration of qualified people who operate and make every effort to reconcile the various needs that arise, always maintaining respect for the autonomy of each individual, contributing to overcoming barriers in a climate of vibrant solidarity, not only for the purpose of training athletes but also educating the young, who acquire autonomy, self-esteem and respect for others.

Sport indeed leads to a sense of consciousness of oneself, it obliges one to use one's memory, creates responsibilities, and imposes the management of rules.

It is inevitable that we question the future of our sporting youth especially when it comes to sustaining their enthusiasm and commitment by addressing concrete problems. One perceives the need for young generations to be educated with sport, for sport and through sport.

The idea of promoting quadrennial Olympic Games for the young is the consequence of work that was carried out on a charter of ethics for adolescents who practice a sport. This was necessary to increase sensibility and vigilance in sporting activities in order to reduce irresponsible behaviour of young practitioners who are often given the objective of reaching significant results in competition. This Charter must, as much as possible, embody the Olympic Spirit.

Is there still a future for competitive sport?

Whole sectors of competitive activity have suffered the cancerous effects of doping, and deceit in all its forms is clearly visible.

What should we do to combat this problem?

The wish of every federation is and must be to defend the intangible principles of the ethics of sport.

All the more so as today, sport is no longer seen as a unitary sector and competitive sport is part of the multitude of "sports cultures".

The FCI has, in this sense, itself drawn up a Code of Ethics.

The objective, in the opinion of Philippe Housiaux, is to create some sort of "moral safety belt" even if it is not possible to eliminate or limit the negative effects of sport.

During the first worldwide anti-doping conference in Copenhagen in 2003, a code that included an initial disciplinary measure – a two year suspension for a first offence – was unanimously adopted.

Most federations, especially smaller ones, have never applied this code or, if they have, have done so very rarely.

It is thus necessary to equip oneself with a "vigilance" organisation that has, as its mission, the task of imposing the famous "safety belt" upon the various facets of sport in our community, especially as it concerns younger generations.



“So, let's fasten our seat belts!” This is a recommendation that is today made by all parents to their children before starting the car.

It might be time to also extend it to the world of sport.

TREVOR BROWNE

BAR – The Barbados Olympic Association Inc.

DÉFINIR LES JEUX OLYMPIQUES DE LA JEUNESSE

Les Jeux Olympiques sont la première manifestation sportive du monde et probablement la plus grande marque qui ait jamais existé. Ils sont un mélange unique de sport, de culture, d'éducation et de festivités.

Que ce soit au niveau international, national ou individuel, une importance sans précédent est attachée à la conquête de médailles lors de cet événement quadriennal. Chaque année, des centaines de millions de dollars sont investis dans la quête de médailles olympiques.

Malheureusement, il existe aussi un certain nombre de conséquences négatives associées à ce statut exceptionnellement élevé. Parmi celles-ci, la tentation pour certaines parties d'adopter un comportement contraire aux valeurs olympiques. Par ailleurs, les nombreux « super-athlètes » qui ont utilisé des substances interdites menacent la précieuse image des Jeux Olympiques.

Par cette contribution, je propose d'élargir la définition même du mot « victoire » par le nouveau concept de l'« or olympique », qui englobe les valeurs du Comité International Olympique (CIO) que sont le respect, l'excellence et l'amitié.

The Olympic Games are the world's premier sports event, and probably the single greatest brand that has ever existed. They are a unique blend of sport, culture, education and ceremony.

At the international, national and individual levels, unprecedented importance is placed on winning medals at this quadrennial event. Hundreds of millions of dollars annually are invested in the possibility of winning medals.

Unfortunately, there are also a number of negative consequences associated with this exceptionally high status. Principle among these is the temptation for stakeholders to engage in:

- The use of illegal drugs ;
- Bribery and other illegal coercive practices ;
- The use of physical, psychological, and other forces to influence qualification, participation and performance.

Additionally, the recent spate of super athletes who have been exposed for using illegal substances threatens the valuable image of the Olympic Games.

This paper is intended to demonstrate that the very definition of “winning” could, and should, be upgraded to a new all-embracing “Olympic Gold” concept. This new concept, encompassing the IOC values of “respect, excellence and friendship”, should be used to classify Olympic performances.

DEFINING THE PROBLEM

It is vital to deal with the root cause of a problem rather than with symptoms. The following are some of the negative symptoms currently associated with the Olympic Movement:

- Technology has advanced significantly in recent years, which has affected ethics, values and other aspects of the Olympic Games.
- The costs associated with “succeeding” at the Games are escalating and the growing perception is that success is directly proportional to access to significant funds.
- There is an ever-present temptation to use illegal performance-enhancing substances.
- There is a growing lobby of some countries to reduce their participation because they see themselves as incapable of winning medals.
- Talented athletes are being “lured” to more affluent countries through attractive monetary rewards.

The net results are behaviours and attitudes that are in conflict with the stated Olympic values. It is important to understand why these undesired symptoms should manifest themselves in a movement that extols peace, friendship, respect and excellence.

While the global appeal that the Olympic Games and the Olympic brand still commands is undeniable, such symptoms represent growing threats to this continued prominence.

A fundamental rule of management is “that which is rewarded is achieved”. Currently, the most prestigious Olympic awards are given to athletes who are “first past the post”. Such a policy is much more in sync with values of “Faster, Stronger, Higher and Better”, than with the IOC's values.



According to Mr. Steven Maass [1], the Olympic values, which exemplify the ideals articulated by Pierre de Coubertin can be summarised as follows:

1. Excellence: Doing one's very best in all endeavours and circumstances;
2. Respect: For self, others and for the rules;
3. Friendship: Friendly competition and true sportsmanship.

At present, Olympic medals reward HIGH LEVEL PERFORMANCE:

- They do NOT reward Excellence;
- They do NOT reward Friendship;
- They do NOT reward Respect.

THE SOLUTION

The solution to this dilemma lies in structuring Olympic medals in such a way as to reward behaviours and performances that exemplify the Olympic values.

APPLYING THE OLYMPIC VALUES

The main question is: How can we measure performances in Olympic competition by using criteria designed to reward values such as friendship, excellence and respect and that discourages undesirable behaviour?

Modern technologies now make it completely feasible to develop a number of Key Performance Indicators (KPIs), which can be measured objectively and which reflect the values and the principles of Olympism. These KPIs can be designed to support and reward desirable behaviour and to punish undesirable behaviour by athletes, NOCs and even spectators.

The summary below outlines a simple KPI concept.

1. VALUE: EXCELLENCE

Desirable Behaviour: Olympic class performance

KPI: All athletes must meet the Olympic qualifying standards

Desirable Behaviour: Peak personal performance

KPI: Athletes will compete against their own personal best effort during the competition

Desirable Behaviour: The Athlete as a National Role Model

KPI: Each athlete to be rated based on IOC guidelines

Desirable Behaviour: Drug Free status

KPI: WADA/RADO rating for compliance

Desirable Behaviour: NOC classification – Rating [2]

KPI: The NOC to be rated in terms of its values compliance

2. VALUE: RESPECT

Desirable Behaviour: Respect for Rules and Officials

KPI: Must observe ALL rules and regulations – with penalties for ALL infractions

Desired Behaviour: Respect for other competitors and spectators

KPI: Athletes' behaviour to be measured using the Olympic values

3. VALUE: FRIENDSHIP

Desired Behaviour: NOC classification – Sharing

KPI: The NOC's sharing of resources with other NOCs and athletes to be rated

CLEAR BENEFITS

It is clearly possible to establish a direct link between qualification for Olympic medals and the values espoused by the Olympic Movement. There will be challenges associated with the implementation of such a system; however there will also be many benefits. These benefits include:

- The provision of significant opportunities for the IOC to positively influence the behaviours of athletes, officials and even NOCs;
- A long-term influence, which goes well beyond the Games;
- The choice of winning medallists will closely reflect true Olympic values;
- The incentive to use performance-enhancing substances will be reduced;
- Crediting NOCs and athletes for virtuous behaviour such as:
 - sharing their training experience;
 - assisting less fortunate NOCs and athletes;
 - giving their time and service to the poor and under-privileged, and inspiring youth to achieve Olympic values.

CONCLUSION

There is definitely a need for change, and the Youth Olympic Games scheduled for 2010 offers a unique chance to introduce this new concept of "Olympic Gold". It is a clear opportunity to avoid some known pitfalls of the Senior Games. We should therefore seriously consider introducing criteria for "winning" that reflect the values of Olympism in these youth Games, and ultimately for all Olympic events.

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ANITA L. DEFRANTZ

Comité International Olympique

JEUX OLYMPIQUES DE LA JEUNESSE : UNE MEILLEURE UTILISATION DES FONDUS ?

Les jeunes ont besoin d'avoir accès au sport. Le sport ne doit pas être décrit comme quelque chose de distant et n'être accessible qu'à un petit nombre. La grande difficulté aujourd'hui est d'atteindre les jeunes.

Si l'on examine la valeur des Jeux Olympiques de la Jeunesse (JOJ), il convient de se poser la question de leur objectif. Quel est l'intérêt d'avoir une autre série d'épreuves sportives pour les jeunes qui ne s'adressent qu'aux athlètes les plus expérimentés? Étant donné le besoin impérieux d'accroître l'accès aux pratiques sportives, il est très difficile de défendre les grosses sommes d'argent dépensées pour des expériences qui ne profiteront qu'à quelques athlètes.

La question importante pour la famille olympique sera la suivante: «Les JOJ représentent-ils un bon investissement des fonds olympiques?» Pour tous ceux d'entre nous qui travaillent chaque jour avec les jeunes, je crois que la réponse est non.

I have the best job in the world. My responsibility as President of the LA84 Foundation is to make young people life-ready through sports. The LA84 Foundation is the legacy of the 1984 Los Angeles Olympic Games and was created from 40% of the surplus revenue from these Games. Since then we have invested USD 180,000,000 in the community. The mission of the Foundation is to serve youth through sport and to increase the understanding of sport in society. In short, I work to provide youth with the best that sport has to offer.

We do so through several functions.

We began by making grants to youth sports organisations for them to buy new equipment, expand existing programmes or develop innovative new programmes.

We speak of the TLC of sport, i.e. the "Teaching, Learning and Competition" of sport. These are the building blocks on which we believe sport is built. We decided to place our efforts in teaching people how to coach. There is an art to coaching. The better prepared the coach, the better the experience for the young athlete. Our website includes many of our coaching education resources.

We also have a significant sports library. There is much to be learned from those who have worked in the field and that can be shared through libraries. We rely heavily on the virtual world of our website. We began digitising our collection in 1997 and have developed an extensive collection of current and historical publications.

The year 2009 marks the 25th year of our existence. In the quarter century since the 1984 Los Angeles Olympic Games, we have had the privilege of sharing the magic of sports with the next generation.

What have we learned over this period? The most important lesson is that young people need access to sports. Sport is a part of the modern language of business and everyday life, but too often young people do not have access to good, strong and consistent programmes. Those who do have this access have come back to support the next generation in that quest for access.

Young people in Southern California are often the world's trend setters. If they are not the ones setting the trends then, by sheer numbers, they are the ones who are leaders in promoting the trends of the day. Of course there are many activities other than sports that are available. For sport to break through that clutter, it needs to be real and immediately accessible. Sport must not be portrayed as something distant and set apart for only a special few. That is the great challenge of reaching youth today.

In considering the value of the Youth Olympic Games (YOG), it is necessary to question its purpose. What is the purpose of having another set of sports events for young people that excludes all but the most advanced athletes? Given the overwhelming need for there to be more access to sports opportunities, it is very hard to make an argument in favour of spending large sums of money on experiences that involve only a few athletes.

As we continue to speak about the YOG, it seems strange that the International Olympic Committee would compete with itself. Why create another Olympic Games? Is the value of education that will be a part of the YOG so significant that we can risk the dilution of our name?

As with most things new, only time will tell. In the meantime, we know that there is a huge and growing need to provide access to sports for youth. That is the way we can prove to them that it is worth the investment of their time and effort.

The important question for the Olympic family will be, "Is the YOG a proper investment of Olympic funds?" For those of us who work with youth everyday, I think that answer will be no.



JOSEF DOVALIL

CZE – Czech Olympic Committee

JOURNÉES OLYMPIQUES DES ENFANTS ET DE LA JEUNESSE – RÉPUBLIQUE TCHÈQUE

En collaboration avec les quatorze régions de la République tchèque, le Comité Olympique Tchèque (COT) organise tous les deux ans les Journées olympiques des enfants et de la jeunesse (JOEJ), été et hiver. Elles servent à promouvoir les valeurs olympiques auprès des jeunes générations.

Depuis 2001, le COT accorde une importance extraordinaire à son projet des JOEJ.

Ces journées sont devenues une véritable fête du sport et une démonstration pratique de l'Olympisme. Ce projet a toujours pu aboutir grâce aux équipes d'organiseurs passionnés qui ont chaque fois réussi à mettre en place des conditions excellentes et ce, d'une part grâce à leur créativité et à leurs efforts concentrés et, d'autre part, grâce à la collaboration et au soutien des régions, des municipalités, des sponsors, du COT et du gouvernement.

Le projet des JOEJ s'impose progressivement et devient petit à petit une tradition à tous les niveaux de la République tchèque.

Si le sport veut réellement développer des valeurs positives, il se doit de tirer activement profit des moyens proposés par l'éducation et la culture. Le COT considère que l'identification des sportifs aux idéaux olympiques et la mise en place d'une approche positive de ces idéaux sont des éléments décisifs dans le cadre de la promotion de l'Olympisme.

Les informations relatives au Mouvement olympique et aux valeurs de l'Olympisme ont une importance de taille dans la mise en place de ces approches positives.

Vivre ses propres expériences et se comporter en conformité aux principes et aux normes de l'Olympisme est cependant quelque chose d'essentiel. Prendre part au sport est la mise en application la plus naturelle de l'éducation olympique et ce, particulièrement lorsque les événements sportifs font la promotion des valeurs et des principes de l'Olympisme.

Le COT accorde une importance extraordinaire à son projet des JOEJ. Dès 2001, le COT a eu l'idée de profiter d'un projet visant à mettre en pratique la pensée olympique par le biais d'activités sportives destinées aux enfants et à la jeunesse. Une commission des Journées olympiques

des enfants et de la jeunesse a été mise en place au sein du COT et elle a immédiatement commencé à travailler. Le projet a été façonné en 2002 dans le premier Manuel des JOEJ. Ce manuel suppose l'organisation de journées scolaires, locales, etc. Le COT est le garant des JOEJ.

Outre les conditions relatives à l'organisation et au contenu de ces journées, le Manuel définit également les règles de marketing à appliquer. En effet, dans le monde contemporain, l'Olympisme attire les institutions, les sociétés, les individus du fait de son attractivité et de l'attention commerciale qui lui est portée. Et il n'est pas rare de rencontrer des cas d'abus. En République tchèque, les droits et obligations liés à l'utilisation de la symbolique olympique et sa protection contre les abus sont traités par la Loi sur la protection de la symbolique olympique n° 60/2000 du Recueil des lois, en vigueur depuis le 1^{er} mai 2001. C'est dans l'esprit de cette loi que les règles des Journées olympiques des enfants et de la jeunesse ont été définies (désignation et présentation de l'événement, promotion, profit commercial, etc.).

Depuis 2003, les JOEJ nationales sont devenues un élément important du projet. Elles se déroulent une fois tous les deux ans sous le patronage direct du COT et ce, sous forme de journées d'été et de journées d'hiver. Leur programme est formé principalement par des concours sportifs et artistiques destinés à des catégories bien définies d'élèves des écoles primaires. Il comprend également un programme destiné aux personnes handicapées physiques. Les participants, des sportifs venus des différentes régions de la République tchèque, peuvent ainsi vivre une atmosphère émotionnelle analogue à celle des véritables Jeux Olympiques. Le nombre maximum de participants est identique pour toutes les régions. Leur sélection et leur nombre sont cependant entièrement de la compétence des différentes régions. Dans le cadre de ses activités de marketing, le COT offre une dotation spécifique permettant d'organiser ces journées nationales. Il est également à noter que le Ministère de l'éducation, de la jeunesse et des sports (MEJS) apporte également un soutien financier à cet événement.

Les premières journées JOEJ nationales ont été organisées en 2003 par la région de Pardubice. Les deuxièmes JOEJ ont eu lieu en 2005 dans la région de la Moravie du Sud et les troisièmes en 2007 dans la région d'Ústí nad Labem.

Les premières JOEJ d'hiver ont été attribuées en 2004 à la région de la Bohême Centrale. Les deuxièmes JOEJ d'hiver ont été organisées en 2006 par la région de Hradec Králové. Les troisièmes JOEJ d'hiver ont été préparées en 2008 par la région de Zlín.

Les six éditions des JOEJ nationales ont parfaitement rempli le but premier du projet. Un événement sportif d'importance nationale s'est imposé et son prestige ne cesse de croître. Ces journées sont devenues une véritable fête du sport et une démonstration pratique de



l'Olympisme chez les poussins, les benjamins et les minimes. Dans toutes les régions et localités où elles ont été organisées, cette idée a entraîné des réactions très positives. Ce projet a toujours pu être mis en œuvre grâce aux équipes d'organisateur passionnés qui ont chaque fois réussi à mettre en place des conditions excellentes et ce, d'une part grâce à leur créativité et à leurs efforts concentrés et, d'autre part, grâce à la collaboration et au soutien des régions, des municipalités, des sponsors, du COT et du MEJS.

Les représentations régionales sont un excellent modèle de compétition des JOEJ. De plus, en mettant en valeur les symboles des différentes régions, ces représentations favorisent ce qu'on appelle une identification patriotique positive comprenant d'une part une identification des concurrents aux différentes régions et, d'autre part, une certaine fierté par rapport à cette appartenance. Des milliers de jeunes participants venus de toute la République tchèque se sont identifiés à la pensée de l'Olympisme. Le fait de participer à ces journées, l'atmosphère de compétition qui y règne, l'environnement culturel et les contacts amicaux représentent pour ces jeunes une extraordinaire expérience sportive et émotionnelle.

Le projet des JOEJ s'impose progressivement et devient petit à petit une tradition à de nombreux endroits et à des niveaux inférieurs au niveau national.

KONSTANTINOS GEORGIADIS

GRE – Comité Olympique Hellénique

LES JEUX OLYMPIQUES DE LA JEUNESSE ET LA PROMOTION DE L'OLYMPISME

Afin de connaître le point de vue de la population sur la création des Jeux Olympiques de la Jeunesse (JOJ), une enquête a été réalisée dans l'ancienne Olympie durant les rencontres organisées par l'Académie Internationale Olympique (AIO) en 2008.

Des données ont été recueillies par le biais de questionnaires, auxquels ont répondu anonymement 340 personnes originaires de 103 pays – 202 hommes (59,2%) et 138 femmes (40,8%). Cette procédure a été menée de façon confidentielle. Vingt-sept questions étaient posées, réparties sous quatre thèmes. Une échelle allant de 1 à 5 a été utilisée pour les réponses (1 = tout à fait d'accord, 5 = pas du tout d'accord). Les résultats ont été analysés via un progiciel de statistiques pour les sciences sociales.

Cette contribution présente les conclusions de cette enquête.

INTRODUCTION

The announcement by the International Olympic Committee (IOC) regarding the Youth Olympic Games (YOG) was the beginning of a very interesting period with new prospects for the Olympic Movement.

Under the banner of "Sports, Education and Culture", young athletes who will be selected for the Games will experience the social values of sports and will orientate themselves towards a healthy way of living, in the framework that will combine the theory of Olympism with the reality of competition. In this way, they will become real "Olympians", capable of promoting the spirit of sport and the values of brotherhood, universality and peace.

In order to investigate people's views regarding the institution of the YOG a survey was conducted in Ancient Olympia during the International Olympic Academy's Sessions during 2008.

Data was collected through anonymous questionnaires answered by 340 individuals from 103 countries, 202 men (59.2%) and 138 women (40.8%). The process was totally confidential. The questionnaire consisted of 27 questions, divided into 4 headings and the answers were given on a 5 degree Likert scale (1 = totally agree, 5 = totally disagree). Findings were analysed using the Statistical Package for the Social Sciences (SPSS) programme.

RESULTS

1. The YOG and the propagation of olympism

The Olympic Movement's initiative to establish YOG was considered by the respondents to be positive (86.2% totally or partly agreed, 9.1% neither agreed nor disagreed and only 4.7% disagreed).

They also believed that the establishment of the YOG will contribute to Olympism's worldwide propagation (81.6% totally or partly agreed, while only 3.8% did not agree).

However, in order to ensure that through this significant initiative the Games will become an established institution in the future, the Olympic Movement, in addition to the promotion of competitive sport, will have to show even greater interest in the diffusion of Olympism's educational, social and cultural values (85% totally or partly agreed and only 2.7% disagreed).

To achieve this the Olympic Movement should promote and improve existing sports and education programmes aimed at youth through National Olympic Academies, National Olympic Committees and Sports



Federations (92 % totally or partly agreed, 7 % neither agreed nor disagreed and only 1 % disagreed).

2. YOG and their significance for young athletes

The majority of participants (91.9%) totally or partly agreed with the fact that the IOC should show greater sensitivity and interest for young athletes' rights, 6.8 % remained neutral, and a very small percentage (1.3 %) disagreed.

However, the benefits resulting for young athletes will be significant since the experience of participating in such a major sports, educational and cultural event will allow them to compete according to the concept of "fair play" and Olympic Ideals.

This will help create conditions for more young people to practice sport and become ambassadors for the propagation of Olympic Ideals in their countries (80 % totally or partly agreed, 15 % were not certain and 5 % disagreed).

3. What will the YOG contribute ?

The establishment of the YOG will contribute a lot to the Olympic Movement and society as a whole. The view that they will propagate and celebrate world cultures in a festive atmosphere, which constitutes the essential mission of the Olympic Movement and Olympism more generally, obtained support by the majority (89.7 % totally or partly agreed, 6.9 % were uncertain and only 3.4 % disagreed).

Young people, however, who are considered to be the future of sport and Olympism, will create the appropriate conditions for major initiatives to be adopted within the Olympic Movement (82.3 % totally or partly agreed, 14.1 % were uncertain and only 3.6 % disagreed).

4. Proposals for subjects relating to the education of young athletes

Olympism and its values was the subject chosen by most participants as relating to the education of young athletes (98.1 %, totally or partly agreed).

Other important subjects included education for a healthy lifestyle, risks in sport, learning social responsibility, as well as the history of the Olympic Movement. The majority of participants (90-94 %) totally or partly agreed with these subjects, while a small percentage (4-7 %) neither agreed nor disagreed.

CONCLUSIONS

The following conclusions could be drawn from this survey :

- The YOG is an important initiative of the Olympic Movement that will contribute to the worldwide propagation of Olympism and sport.
- Besides the promotion of competitive sport, an important aspect of the Games should be educating youth for the diffusion of the educational, social and cultural values of Olympism.
- In order for the Games to become established as an institution, the Olympic Movement and the IOC should work with the NOCs, the National Olympic Academies and IFs towards a) promoting special educational and sports programmes aimed at youth, in developing countries in particular, b) showing greater interest and sensitivity for the rights of young athletes, and c) establishing special sessions for the promotion of Olympism's educational objectives.
- If the YOG proves to be successful it will most probably become established. This will result in significant benefits for the Olympic Movement, the young athletes and society in general by a) proposing a unique and powerful introduction to Olympism, b) bringing together and recognising the best young athletes in the world, and c) celebrating the world's cultures in a festive atmosphere.

LUBOMIR KOTLEBA

FIBA – Fédération Internationale de Basketball

OLYMPISME ET PROGRAMME DE LA FIBA POUR LES JOJ

Afin de répondre aux attentes et d'encourager la jeune génération de joueurs de basketball, la Fédération Internationale de Basketball (FIBA) a proposé que le basket soit disputé aux Jeux Olympiques de la Jeunesse (JOJ) selon la formule 3 contre 3.

Cette formule de la FIBA se distingue de manière significative d'un match régulier de basketball en termes de règles, de durée de jeu (plus courte) et d'équipement nécessaire. Outre les aspects techniques du jeu, la formule 3 contre 3 représente également un nouveau style de vie, qui rappelle d'une certaine façon les sensations du « basketball de rue », tout en y ajoutant une touche de professionnalisme et de crédibilité.

La FIBA manquerait de vision à long terme si elle ne concentrait sa formule 3 contre 3 qu'aux seuls JOJ de 2010 comme but ultime. C'est pourquoi elle a décidé de créer à court terme



toutes les structures nécessaires pour que la formule 3 contre 3 fasse partie intégrante de la vie quotidienne de nos fédérations nationales de basketball.

The International Olympic Committee (IOC) has decided to conduct the Youth Olympic Games (YOG), an event for athletes aged 14 to 18, every four years. The YOG are meant to be a youth-oriented event, in all aspects, different to the traditional Olympic Games.

Since the YOG was announced, the International Basketball Federation (FIBA) has proposed to the IOC that the FIBA33 basketball game – popularly known as 3 on 3 – be played at the YOG. The IOC showed considerable interest in FIBA33, as it better fits the “youth philosophy” and allows for many more National Olympic Committees (NOCs) to participate.

At its meeting on 8 and 9 December 2007 in Chicago (USA), the FIBA Central Board – with the approval of the IOC – unanimously approved the proposal of the FIBA Youth Commission to have FIBA33 basketball played at the YOG in 2010.

FIBA33 is a basketball game which differs significantly from the regular FIBA game. The rules and the tactics are based on the fundamental basic individual skills (footwork, passing, dribbling) in one-on-one situations, but still involve strong patterns of teamwork (at least two passes are required before scoring).

The game is played with four players (three on the court and one substitute) on only one half of the regular FIBA playing courts. There is, therefore, no requirement to set-up new special playing courts.

Due to the simplified version of the regular game, a basket can be placed almost everywhere. And as courts can be marked easily and temporarily, it can be played in shopping malls, parking lots, youth centres, parks, beaches and, preferably, on open-air courts. Moreover, it is quite simple to get three people together to form a team.

The game is relatively short, (three five-minute periods). There are no time-outs and all interruptions to the game are cut to the maximum. The first team to score 33 or more points wins the game. A lot of additional excitement is brought to the FIBA33 game when this score is reached before the end of play time.

Shorter playing time also allows for more than one game to be played per day by each team. Reducing the time from 24 to 14 seconds, in which the team has to make a shot for a goal, brings a lot of dynamism and action to the game.

The basic philosophy of the game is to get-together and play for fun. This starts even before the game as the teams are required to warm-up

together using one basket only. The teams can be mixed and baskets can be lowered for girls. But more importantly, this game can be played by tall or short players as well as by players from countries that usually do not compete internationally. In fact, the format and the age group make top results achievable by a city, state, as well as by the strongest basketball country.

Besides the technical aspects of the game, FIBA33 is also a new way of life, which recalls to some extent “street basketball” feelings but with a touch of professionalism and credibility. This feeling will be best expressed with a newly designed competition basketball that meets the young generation’s tastes as well as a fun but practical uniform. Youth oriented music will also be played throughout the games leading to off-court activities and competitions such as hip-hop dancing, filming and singing.

FIBA has been running series of FIBA 33 tournaments such as the Asian Indoor Games in Macao (2007), Asian Beach Games in Bali (2008) and in the Dominican Republic, Serbia, Russia and Guam, to name a few. FIBA will continue its preparation for the YOG 2010 and will be directly involved in the next series of FIBA33 tournaments worldwide in 2009, by finalising the rules of the FIBA33 game and leading all its 213 national basketball federations on the road to successful FIBA33 basketball tournaments at the YOG.

However, it would be short-sighted for FIBA to concentrate its FIBA33 efforts only on the 2010 Youth Olympic Games as its final goal. It has, therefore, decided to create in the short term all the necessary structures so that FIBA33 becomes an integral part of the daily basketball life of our national basketball federations.

Basketball was invented in 1891. FIBA was established in 1932 and basketball was first played at the Olympic Games in 1936. The sport of basketball, youth and Olympic Games are now united terms. FIBA and its national basketball federations regularly organise their own competitions for youth, starting from mini basketball (age 7) and finishing with the Under-21 championships. FIBA33 will add a new, fresh, fun and modern dimension to these regular competitions.

JOVANNA KROKODILOU

GRE – Comité Olympique Hellénique

LES JEUX OLYMPIQUES DE LA JEUNESSE

Plusieurs championnats du monde juniors sont organisés chaque année par les Fédérations Internationales (FI) alors qu’il n’existe que quelques compétitions multisportives pour les jeunes sur la planète.



Les Jeux Olympiques de la Jeunesse (JOJ) sont une initiative extrêmement prometteuse qui offrira au sport une occasion symbolique de toucher les jeunes du monde entier et de leur faire découvrir les effets positifs de l'idéal olympique.

The long term vision of the International Olympic Committee (IOC) was to create an event for the youth of the world that would focus not only on great performances but also on education and on influencing young athletes to play an actively positive role in society.

In order to turn this vision into reality the IOC inaugurated the summer and winter editions of the Youth Olympic Games (YOG). The first Summer YOG will be held in Singapore, in 2010 and the first Winter YOG will be held in Innsbruck, Austria, in 2012.

The athletes will be 14-18 years old and will also have to participate in the Education and Cultural Programmes, which will engage them in the benefits of education and the Olympic values.

In order to ensure universality the IOC will provide four places to each National Olympic Committee (NOC), whether or not an equal number of the country's athletes qualifies or not. In an effort to assist the NOCs to participate, the IOC will pay for the travel and accommodation expenses of all participating athletes.

The organisational objective is to keep the cost low. To this end, a) the service level will be planned accordingly, b) there will be no obligation for live television coverage, and c) existing infrastructure will be used. Modern technologies and other creative initiatives will be encouraged.

The NOCs will be advised to select young officials and young journalists to escort the team. The competition standards and format will be defined by the IFs, which were encouraged to adopt an innovative approach (i.e. 3x3 street basketball, mixed teams). A significant innovation of these Games is that no records will be registered.

The YOG is a very promising institution. It will provide sports with a symbolic opportunity to address the youth of the world and present to them the benefits of Olympic Ideals.

MUSTAPHA LARFAOUI

FINA – Fédération Internationale de Natation

ENCOURAGER LE SPORT DE COMPÉTITION CHEZ LES JEUNES

Le sport entend montrer aux jeunes du monde entier les bienfaits que procure une activité physique, que ce soit à l'intérieur ou à l'extérieur de la sphère de la compétition. Les Fédérations Internationales (FI) et le Mouvement olympique sont responsables du développement de cette valeur essentielle.

Notre expérience montre que les compétitions spécialement destinées aux jeunes permettent de remplir de manière attrayante notre calendrier international. À la Fédération Internationale de Natation (FINA), nous avons une longue tradition en ce qui concerne l'organisation de compétitions juniors en plongeon, natation synchronisée et water-polo. En 2006, nous avons lancé les championnats du monde juniors de natation. La FINA soutient vivement l'organisation de la première édition des Jeux Olympiques de la Jeunesse (JOJ) à Singapour en 2010.

Ces compétitions particulières remplissent deux objectifs principaux. Tout d'abord, elles offrent la possibilité aux jeunes champions de briller dans un environnement plus « indépendant ». Cela serait plus difficile dans le cadre d'une compétition ouverte à tous. Ensuite, elles envoient un message clair aux jeunes du monde entier concernant l'importance du sport et des valeurs qui lui sont associées.

Notice: This contribution represents the views of FINA.

Sport aims to attract youth, worldwide, to the benefits of physical activity, both within and outside the framework of competitive sport. International Federations and the Olympic Movement are responsible for the development of this essential value.

Our experience has shown that specific competitions aimed at the youth are an attractive way to complete our international calendar. At the International Swimming Federation (FINA) we have a long tradition of junior competitions in diving, synchronised swimming and water polo. In 2006 we launched the World Junior Swimming Championships. FINA strongly supports the IOC's organisation of the first edition of the Youth Olympic Games in Singapore in 2010.

These specific competitions fulfil two main goals. Firstly they give younger champions the opportunity to shine in a more "independent" framework. This would be more difficult to achieve within the framework of an open competition for example. Secondly, it sends a clear



message to the youth worldwide of the importance of sport and their associated values.

MASSIMO LAVENA

Organisation reconnue
FICTS – Fédération Internationale du Cinéma et Télévision Sportifs

LES JEUNES, CRÉATEURS D'UN MONDE PACIFIQUE, FRATERNEL ET SOLIDAIRE

Les Jeux Olympiques de la Jeunesse (JOJ) se révèlent d'une importance primordiale pour la création d'un nouveau parcours éducatif et sportif chez les jeunes. La compétition sportive ne devrait être qu'un prétexte et devrait favoriser la rencontre des jeunes provenant du monde entier. Bien sûr, il y aura des vainqueurs et des vaincus mais la force de la jeunesse va bien au-delà du triomphe et de la gloire. Le sport n'est pas seulement une source de bien-être physique, il est également un projet éducatif et formateur. À travers le sport et l'échange, les jeunes seront à même de saisir toutes les occasions pour témoigner de leur volonté d'être les auteurs et les créateurs d'un monde fait de fraternité, de solidarité et de paix.

Il est impératif de se poser la question suivante : de quelle façon les jeunes peuvent-ils contribuer au Mouvement olympique ?

C'est en réfléchissant à ce sujet que nous pouvons essayer de comprendre le rapport qu'ont les jeunes avec les grands événements sportifs et plus particulièrement comment ils les vivent.

La passion pour les sports naît dans l'enfance, et la formation d'un véritable « esprit sportif » est influencée par la famille, l'école, les amis. Il est fondamental que l'enfant puisse découvrir dans l'activité sportive le spectacle du jeu, entendu en premier lieu comme la possibilité d'avoir un espace ludique où il peut exprimer sa joie de vivre, d'apprendre, de connaître.

Ce sont ces aspects qui donnent le coup de pouce nécessaire pour transformer un simple jeu en un événement sportif de compétition. Mais l'esprit de compétition des jeunes reste – ou devrait rester – avant tout un jeu.

C'est une erreur de priver le jeune de la dimension ludique de l'activité sportive, de le pousser à devenir forcément un athlète. Créer autour de lui des éléments qui transforment l'activité sportive en un défi contre tel ou tel adversaire repousse forcément cette grande valeur éthique initiale vers la performance physique et de compétition en tant que développement humain, spirituel, éthique.

Ce développement est la grande force des jeunes, c'est leur contribution au monde qui doit se transposer dans leur participation joyeuse, ludique, libératrice à chaque instant, aussi bien dans la formation que dans l'entraînement et la compétition même. Il est hors de question d'inculquer déjà depuis le plus jeune âge le sentiment de la « victoire à tout prix ».

Bien au contraire, c'est l'idée olympique de la participation, de l'échange d'expériences, de la découverte d'autrui qui doit caractériser chaque manifestation sportive des jeunes. La course, le match, le tir, le but, le résultat, tous ces éléments doivent contribuer à la formation humaine et constituer un moment « charnière » dans la vie du jeune.

Celui-ci transmettra à son entourage à la fois son esprit de fraîcheur et sa volonté de grandir, de s'améliorer, de vivre intensément. Le jeune a dans son for intérieur la force de changer. Et il change en grandissant, en s'améliorant, en apprenant et la société change avec lui. C'est un fait indéniable. De plus, c'est précisément de ce constat que naissent les grandes expériences des jeunes. Ce que les jeunes peuvent apporter au Mouvement olympique, c'est justement cette grande insouciance de l'activité sportive, en tant que telle, qui n'est pas forcément arrimée à la victoire comme seul déclencheur de son action.

En effet, le véritable déclencheur de l'activité sportive, c'est leur vie même et ce sont les jeunes qui illustrent le mieux la devise « Citius, Altius, Fortius » (plus vite, plus haut, plus fort), dans toute sa pureté. Grâce à cette recherche d'amélioration, le jeune recherche sa perfection en comprenant, par le biais de l'activité sportive, la grande valeur éthique de sa croissance en tant qu'être humain.

Cet aspect est incontournable. Le jeune doit continuer à considérer la compétition sportive comme une possibilité d'affirmer sa perfection humaine. C'est en lui que la beauté de la jeunesse doit briller, en tant qu'expression de toutes les découvertes qu'il fera dans sa vie.

La grande participation émotionnelle des jeunes à l'égard de grandes manifestations sportives nous invite à la réflexion. La confrontation avec le « champion » devient une stimulation. La confrontation avec la performance devient un rêve. Participer aux fêtes que sont les Jeux Olympiques, les championnats du monde, devient pour les jeunes une source de croissance.

Apprendre à découvrir d'autres peuples, d'autres cultures, les différences qui en réalité ne sont que virtuelles (la couleur de la peau, la religion et la langue disparaissent !) : tout cela trouve dans l'esprit du jeune un riche humus.

De plus, le jeune découpe sa volonté d'apprendre, sa volonté d'offrir, son refus des préjugés. Cette grande richesse devient la base pour la



gestion d'un événement sportif dédié aux jeunes et avec des jeunes protagonistes.

Je pense aux futurs JOJ qui seront organisés à Singapour pendant l'été 2010 et à Innsbruck pendant l'hiver 2012. Il s'agit de deux occasions qui se révèlent d'une importance primordiale pour la création d'un nouveau parcours éducatif et sportif chez les jeunes. Je partage entièrement le choix du Comité International Olympique (CIO) d'organiser ces deux manifestations avec la participation active de chaque Comité National Olympique (CNO), tout en mettant l'accent sur les aspects culturels et éducatifs.

L'action de vulgarisation au niveau national peut et doit être le point de départ pour que ces projets deviennent un moment de célébration de la jeunesse. À mon avis, l'aspect de la compétition sportive ne devrait être que l'arrière-plan de cet événement merveilleux qu'est la rencontre des jeunes provenant du monde entier. La paix, clé de voûte depuis toujours des idéaux olympiques, source d'inspiration pour tous ceux qui pratiquent le sport, vit et croît davantage dans le cœur des jeunes si elle est renforcée grâce à ces occasions spéciales, formatrices et passionnantes.

L'action sportive des JOJ ne sera que l'aboutissement du parcours éducatif, tout comme la partie émergée d'un iceberg. Bien sûr, il y aura des vainqueurs et des vaincus, mais moi, je suis convaincu que la force de la jeunesse va bien au-delà du triomphe et de la gloire.

C'est précisément cette perspective de la jeunesse, la volonté de s'améliorer, de grandir, de l'emporter sur les problèmes posés par la vie, qui doit faire en sorte qu'un moment de ce genre ne soit pas limité à la simple compétition.

Le parcours de rapprochement aux événements de ce type a besoin d'une croissance culturelle, qui part des écoles, et qui fait comprendre aux jeunes, aussi bien par l'étude que par la découverte des idéaux olympiques, que le sport n'est pas uniquement une source de bien-être physique.

Dans ce sens-là, les CNO doivent jouer un rôle de locomotive en agissant pour la réalisation des manifestations liées au Mouvement olympique. Le succès d'un projet éducatif et formateur est lié à la volonté de le rendre accessible à tout le monde.

Il se réalise grâce à la participation directe de tous les jeunes du monde au développement de l'idée des Jeux Olympiques de la Jeunesse. Se trouver en dessous du drapeau olympique, même au niveau local, est la plus grande motivation pour que se développe ce rêve de courir, les uns à côté des autres, en essayant de franchir ensemble la ligne de la vie.

C'est dans l'esprit de la découverte de leurs propres ambitions en tant qu'hommes et femmes, aussi à travers le sport et l'échange avec des jeunes du même âge provenant du monde entier, que les jeunes seront à même de saisir toutes les occasions pour témoigner de leur volonté d'être les auteurs et les créateurs d'un monde fait de fraternité, de solidarité et de paix.

COLIN MOYNIHAN

GBR – British Olympic Association

PROMOUVOIR L'OLYMPISME: L'IMPORTANCE DES JOJ

Une stratégie engagée vis-à-vis des jeunes est essentielle pour le succès futur du Mouvement olympique et il s'agit potentiellement de la plus importante des questions à examiner lors du Congrès à Copenhague.

Quelques réserves ont été exprimées quant au concept des Jeux Olympiques de la Jeunesse (JOJ). Dans l'ensemble, ces réserves ne sont pas parvenues à saboter la nature très novatrice de cette initiative multifonctionnelle. De bien des façons, le concept des JOJ reflète parfaitement l'Olympisme et sa philosophie de vie, davantage que son vieux frère, les Jeux Olympiques. L'équilibre du sport, de l'éducation et de la culture ainsi que l'accent important mis sur l'enseignement des valeurs olympiques sont ce qui rend le concept des JOJ si unique, si précieux et tellement pertinent. C'est pourquoi cette initiative devrait être largement soutenue.

A committed strategy aimed at young people is essential to the future success of the Olympic Movement and potentially the most important issue to be considered at the Copenhagen Congress. This is why the Youth Olympic Games (YOG) for 14-18 year olds is such an historically important initiative, fulfilling as it does the IOC's core remit to promote Olympism. This will be done through the sporting competition, rightly combined with educational and cultural programmes.

Some reservations have been expressed about the YOG concept. By and large these fail to grasp the pioneering nature of this multi-functional initiative. In many ways, it is more broadly reflective of Olympism and its philosophy of life than its older brother, the Olympic Games. The balancing of sport, education and culture and the strong emphasis on teaching Olympic values is what makes the YOG concept so uniquely valuable and so relevant.

This initiative should be strongly supported. I have no doubt that Singapore will host a highly successful inaugural event in 2010. It is the



experience of the British Olympic Association (BOA), which I believe is echoed around the Olympic family, that competitions specifically for young athletes have enormous benefit. Multi-sport youth events such as the European and Australian Youth Olympic Festivals are a vital part of our strategy to discover future Olympic champions, providing as they do an Olympic-style environment in which participants are given the ultimate accolade of representing their country and the opportunity to promote the Olympic Ideals of teamwork, honesty and respect. Prominent Team GB Olympians have graduated from these festivals to succeed at the Olympic Games. For the world's best young athletes, this new competition at the highest international level will provide a taste of the Olympic experience and will be an important stepping stone in their future careers. They will also have the benefit of the education programmes which will teach them about Olympic values and, *inter alia*, the dangers of doping and of training to excess.

But it must be far more than a “mini games”. Any strategy to promote Olympism to young people needs to have a wider relevance, for very few athletes will attain Olympic glory. Elite sport is just that: elite. Yet the concept of Olympism encompasses a whole way of life and the success of the YOG will be determined by the level of enthusiasm it inspires in all young people, both to participate in sport and to learn about Olympic values and adopt those values in their everyday lives. This is critically important: in the UK, evidence from Government shows a decline in the relevance of sport to young people. Growing levels of inactivity in adults and children continue to raise concerns about a “couch potato society”. This experience is not unique to the UK and addressing it must be a high priority. Doubts have been expressed as to whether these Games will attract young people unconnected to the world of competitive sport. I believe they will. We should not underestimate the enormous power of sport and the inspirational role it plays in society at all levels. Experience has shown us that sustained success in Olympic competition encourages future generations to seek to emulate their sporting heroes. Overall, the resultant increased participation in sport makes a real difference, improving lifestyles and increasing achievement in sport. The YOG provides the missing link between sporting competitions and young people who are completely outside that system. Through the educational and cultural outreach programmes, the Games can create a bridge to the youth of the world. The YOG concept gives equal priority to the vision that young people who live the YOG experience will either go on to become future Olympians or, just as importantly, ambassadors in society for sport and Olympic values. This is the most innovative and exciting aim of the YOG: to teach all young people worldwide about the benefits of sport for a healthy lifestyle, the risks associated with a sedentary lifestyle and the importance of balancing sport with social and educational commitments; and thereby to raise sports awareness and participation.

The Singapore Youth Olympic Games Organising Committee (SYOGOC) sees Singapore 2010 as a watershed for sports in Singapore and a springboard to achieve a sporting culture, where not only is sporting excellence enhanced, but sport is integrated into the lives of most Singaporeans. The blending of education, culture and sport will not only apply to athletes and participants, but will have a far wider relevance as an opportunity to celebrate different cultures and to promote Olympic values to youth communities throughout the world. Sporting achievement will be important, but the real emphasis is on inclusivity, outreach and the myriad opportunities for participation. Singapore 2010 has made it clear that the Games belong to the community. Young people who cannot take part in the Games can still be part of the YOG, through volunteering and the youth festivals which will be held every quarter from March 2009, while schools in Singapore have started the Singapore 2010 Olympic Education Programme and Friends@YOG. Additionally, the School-National Olympic Committee twinning programme was recently announced.

Finally, the YOG will have a further benefit. The organisational effort for a city to host the Games will be significantly lower than it is for the Olympic Games. Thus cities, who otherwise might not get such an opportunity, can take the first step on the ladder to candidature to host the Olympic Games, with all the benefits that it entails. Successfully staged events not only portray the host nation in a positive light, but can also secure future events, as well as improving the level of performance of the host country – this was certainly the BOA's experience when it organised the European Youth Olympic Festival in Bath in 1995.

There will certainly be a learning curve in refining the YOG concept, but I have no doubt that the 2010 inaugural Games will launch a new highlight in the world's sporting calendar. Equally importantly, this unique and influential introduction to Olympism for all young people will be a historic, defining moment for the Olympic Movement.

REFERENCES

- “The truth is that very few boys and girls grow up saying ‘I want to be Secretary-General of the United Nations, I want to be chief executive officer’ or even ‘I want to be President’. But millions do grow up hoping secretly – or not so secretly – that they will be the next Ronaldo, the next Steffi Graf or the next Michael Jordan. Sports are that influential and that pervasive.” Deputy Secretary-General Louise Fréchette, opening address, World Sports Forum, St Moritz, 13th March 2000, *UN Press Release DSG/SM/88*.



NORBERT MÜLLER

Organisation reconnue • CIPC – Comité International Pierre de Coubertin

ACTIVITÉS PÉDAGOGIQUES DU CIPC : FORUMS COUBERTIN POUR LA JEUNESSE

En tant que président du Comité International Pierre de Coubertin (CIPC), ce ne sont pas uniquement les idées de Pierre de Coubertin qui m'importent, mais également la manière dont les jeunes les perçoivent et les possibilités qui leur sont offertes de transformer ces idées en pratique. Je m'intéresse aussi à la manière dont les jeunes peuvent vivre l'Olympisme et dont ils peuvent à l'avenir contribuer à la création d'un Mouvement olympique dans leurs pays respectifs.

Depuis 1990, le CIPC a été en étroite collaboration avec les écoles qui portent le nom de Pierre de Coubertin au niveau mondial ou, dans certains cas, avec celles qui sont fortement liées au fondement historique du Comité International Olympique (CIO).

Le CIPC pense que les Forums Coubertin pour la Jeunesse sont un grand enrichissement et un vrai défi. Le CIPC est confiant sur le fait que plus de pays vont créer des écoles reprenant la pensée de Pierre de Coubertin ou des prix pour les jeunes.

Le CIPC a souhaité montrer la nécessité et la possibilité de rassembler les jeunes qui partagent les mêmes idéaux. Ainsi que Pierre de Coubertin l'a écrit dans ses Mémoires olympiques : « Je place tous mes espoirs dans la jeunesse ».

At present, there are 50 Coubertin Schools worldwide. Unfortunately this is still not enough. There are kindergartens, primary schools, junior and senior high schools in the following countries: Austria, Australia, Brazil, Canada, the People's Republic of China, Czech Republic, Germany, Estonia, France, Greece, Great Britain, India, Italy, Kenya, Norway, Russia, Slovakia, Tunisia and Uruguay. We have set ourselves the goal to have at least one Coubertin School in each country by 2012. The former President of the International Olympic Committee (IOC), Juan Antonio Samaranch, suggested the idea already in 1997 via a circular letter addressed to all National Olympic Committees (NOC). In addition, we want to achieve the manifestation of Coubertin and his work in the countries' curricula, particularly in subjects like world history, philosophy and physical education.

The Coubertin Schools have different orientations. The Coubertin School in Font Romeu (France) as well as the schools in Erfurt and Berlin (Germany) are boarding schools specialised in sports that teach

future participants of Olympic Games. Until today, the Coubertin School in Erfurt has brought out 19 Olympic champions in swimming, speed skating, track and field, bobsleigh and cycling.

Other Coubertin Schools for example in Pirgos (near Olympia in Greece) or the William Penny Brookes School in Much Wenlock (England) have devoted themselves specifically to Olympic History and have their own school museums. Another example would be the senior high school in Radstadt (Austria), which completes the Olympic thought on education with its musical emphasis. Olympism thus finds its diverse expressions among the Coubertin Schools, which stresses the Olympic tradition and the prevailing country's own identity. This is Olympic education in its true sense.

The CIPC has set up a list of criteria, which need to be accomplished in order to become a Pierre de Coubertin School. The Pierre de Coubertin Forum takes place every two years, always in a different country. Each school can send up to 7 students (boys and girls) between the age of 16 and 18 plus one accompanying teacher. The CIPC supports the Coubertin Schools with materials they can use in lessons, which serve as preparation for the Youth Forum. Together with the IOC, the CIPC provides financial support for the stay at the venue. Participants mostly stay in youth hostels and each participating school pays for their own travelling expenses.

The Youth Forum is not only meant to be an opportunity for young people to experience a cultural exchange and to meet people from different parts of the world. The Youth Forum is also filled with content based on Coubertin's educational ideas. Therefore, the CIPC developed the International Coubertin Award. It consists of five different performances and an individual achievement test. It has been the centre of attention during each Youth Forum.

The Coubertin-Award has the inscription: "*voir loin, parler franc, agir ferme*", which means "see afar, speak frankly, act firmly". Those students, who have already achieved the Coubertin Award and have received the medal, report that they have since felt compelled to follow this motto in the sense of an independent way of life.

The students live together in an international community for one week where they get to know and understand each other and build long-lasting friendships. They not only experience the host country's culture, but also daily school life at the host school.

The Pierre de Coubertin Forums are being evaluated systematically in each school and for the most part the results are available to the whole Coubertin School Community in the form of lectures, articles or exhibitions.



Students of the Coubertin Boarding School in Erfurt have created a Students' exhibition comprising 14 posters about the work and life of Coubertin, as a result of a one-year school project in 2003. This exhibition has been translated into 17 different languages and is now available via the internet at www.coubertin.net

Four Coubertin Schools together have written a Coubertin School Manual of 250 pages, which has been published in six different languages (English, German, Estonian, Polish, Slovak and French). This school project lasted from 2004 to 2006 and was co-financed by the European Union's Comenius Program. The manual will serve as an important aid for all new Coubertin Schools.

The Coubertin High School in Beijing (China) hosted 18 German students during the 2008 Olympic Games and carried out a large survey through questionnaires in the Olympic stadium during the pentathlon events that were watched by 2,420 spectators. This is good evidence to illustrate how the schools communicate and work together in projects beyond the Youth Forums.

In particular the network among the teachers has turned out to be effective and stable. Students leave school after their graduation but the teachers stay. Together the teachers can involve Coubertin's ideals in their lessons in all classes, and fill their colleges with enthusiasm about Coubertin's educational ideas.

Due to the internet, the participants of the Coubertin Youth Forums have created an international community. Friends still visit each other after many years.

Thanks to the cooperation of International Olympic Academy Presidents Dr Filaretos and Mr Kyriakou, ten teachers from Coubertin Schools were able to participate in the International Sessions for educationalists in Olympia in 1999, 2003, 2006 and 2008. It was a valuable and important learning experience and a great motivation for them.

Until today, 700 students from 24 Coubertin Schools located in 20 different countries have taken part in the Coubertin Youth Forums. The number of schools carrying the name Pierre de Coubertin rises each year.

In 2010, there will be – for the first time – a youth music festival for the Coubertin School Bands, organised by the Coubertin High School of Nancy (France). Through this, the cultural aspect of Olympism will be accentuated, and students with musical talents will get the opportunity to experience a cultural exchange under the sign of the Olympic Rings. Currently being discussed are drawing and art workshops.

The Coubertin-Award has also been carried out during the Olympic Youth Camp in 2000 in Sydney and in 2004 in Athens, and also during the “Francophone Games” in Québec (Canada) in 1999. This youth award can definitely be a good opportunity for the future of all Olympic-oriented scholars.

It is the CIPC's opinion that the Coubertin Youth Forums are a real enrichment and great challenge. The CIPC is confident about more countries creating Coubertin-oriented schools or prizes for young people.

The CIPC wanted to prove the necessity and the possibility of bringing together young people who share the same ideals. As Coubertin wrote in his “Olympic Memoirs”, “I put all my hopes in the youth.”

SER MIANG NG

Comité International Olympique

LES JEUX OLYMPIQUES DE LA JEUNESSE

Les Jeux Olympiques de la Jeunesse (JOJ) allient excellence sportive, culture et éducation. Ils rassemblent la jeunesse du monde entier et incitent les jeunes à adopter, à représenter et à exprimer les valeurs olympiques que sont l'excellence, l'amitié et le respect.

Les JOJ offrent une opportunité unique pour la jeunesse du monde entier de se rencontrer, de faire connaissance et de nouer des liens d'amitié aussi bien lors des activités préliminaires que pendant les Jeux.

Ces interactions humaines sont les bases fondamentales pour la compréhension, la solidarité et la paix. Les JOJ renforcent le futur du Mouvement olympique en mettant activement en scène la jeunesse et en créant des opportunités pour que les jeunes apprennent à devenir de bons citoyens, qui rendent leurs communautés plus agréables en appliquant les valeurs olympiques dans leur vie quotidienne.

L'accent mis sur l'enseignement des valeurs olympiques à la jeunesse signifie que le succès des JOJ dépend uniquement de l'attitude de la famille olympique, en particulier du Comité International Olympique (CIO), des Comités Nationaux Olympiques (CNO) ainsi que des Fédérations Internationales (FI) des sports olympiques face à leur responsabilité dans la promotion de la culture et des programmes éducatifs des JOJ.



The Youth Olympic Games (YOG), the brain child of IOC President Jacques Rogge, was unanimously approved by IOC members at the 2007 IOC Session in Guatemala. The inaugural Games will be held in Singapore in 2010. The decision to create the YOG was hailed by IOC Honorary Life President Juan Antonio Samaranch as the most important decision taken by the IOC members in a hundred years.

The YOG combines sports, cultural and educational excellence. It brings the youth of the world together and inspires them to embrace, embody and express the Olympic value of excellence, friendship and respect. It provides a marvelous opportunity for the youth of the world to connect, get to know one another and make friends, both through pre-Games activities and during the Games. These human interactions are the foundation for understanding, solidarity and peace.

The YOG strengthens the future of the Olympic Movement through actively engaging with youth and creating opportunities for them to learn to be good citizens who make their communities a better place by manifesting Olympic values in their daily lives. The emphasis on teaching Olympic values to youth means that the YOG will succeed only if the Olympic family, particularly the IOC, NOCs and the Olympic Sports IFs take responsibility for promoting the Culture and Education programme of the YOG.

THE DEVELOPMENT OF THE YOUTH OLYMPIC GAMES

1. UNIVERSALITY

The quota system for the YOG and funding by the IOC ensures that athletes 14 to 18 years of age from ALL 205 NOCs have the opportunity to take part in the Games. The unique concept of the Games will also mean that small cities can host the YOG. So more NOCs will be fully involved in the Olympic Movement. The YOG will become truly universal in every sense of the word and will connect all youths and NOCs more strongly to the Olympic Movement.

2. CULTURE AND EDUCATION PROGRAMME (CEP)

All YOG athletes will stay during the full 12 days of the Games. Sports, culture and education are being fully integrated and athletes will have ample opportunities to take part in the CEP. In cooperation with the IOC, the Singapore Organising Committee for the inaugural Youth Olympic Games in 2010 is building the first model of the CEP with input from experts and stakeholders. The CEP is in a dynamic state of evolution and future host cities will continue to work closely with the IOC on the development of the CEP and to showcase the uniqueness of their culture and values.

3. NEW CONSIDERATIONS FOR NOCS

For the NOCs, the participation of athletes in culture and education will present interesting challenges and opportunities in a number of areas. Do you select athletes just based on performances in sports or do you also take into account the capability and interest of the athletes in the CEP programme? While many NOCs will continue to select athletes based on performance because sport competition is an integral part of the YOG, I urge NOCs to take a more holistic view of the total development of the young athletes. Like their teenage peers, they need to grow in other areas of their lives in order to become well-rounded adults or even leaders in their communities. This is where the CEP comes in.

As the athletes are between 14 to 18 years old and most are in schools, what will be the roles of, and opportunities for, schools and education ministries to be partners with NOCs in helping to prepare the athletes? Do you modify the composition and structure of the NOCs and expand your traditional mission to deepen their involvement in the cultural and educational development of their athletes?

4. IFS AND SPORTS

For the IFs, this also represents an opportunity to reflect on the special value system of their sport. Judo and Taekwondo are example of sports with long-running philosophy, tradition and value systems. Will the IF then be motivated to introduce or emphasise both their own and Olympic values?

The YOG serves as an excellent platform for IFs to engage youth. IFs have the opportunities to introduce new events and disciplines that help to connect more youth to their sports. The mixed team and continental team concept will create excitement and new interest. Sports presentation will take on a new form with young presenters, young journalists and formats that will appeal to youths. IFs should also seize the opportunity to work with national sports associations to conduct sports initiation during the YOG to introduce and promote their sports and attract many more people to take them up.

5. IOC

With the YOG becoming a key event to motivate youths, it will be necessary for the vision and concept of the YOG to be enshrined in the Olympic Charter. While the IOC has set aside substantial parts of its annual budget to promote Olympic values, it will also become necessary for the IOC to consider regrouping and renaming some of its current Commissions and administrative units to better reflect the importance of the educational and cultural aspects of the IOC's work. Should the IOC have



a cultural and education department similar to the sports department? Several other key functions of support to Olympic Organising Committees, such as marketing, communications, technology, etc., will have to include the YOG in their annual plan and work and put themselves at the service of future YOG OCOGs.

For the Olympic Movement, the YOG brings back into sharp focus the grand and inspiring vision of the founding fathers of the modern Olympic Movement: to contribute to a better future by educating youth through sports, teaching them Olympic values and awakening the Olympic spirit in them. As the inaugural Games approaches, I believe that all of us who are involved in making it happen share the feeling of being privileged to witness the creation of an exciting new future for our Movement and the youth of the world.

I extend an open invitation to youth everywhere to connect to a dynamic Movement dedicated to making the world a better place.

1. The Olympic values of excellence, friendship and respect are universal values that every youth can embrace, embody and express.
2. Create Action Now! The inaugural YOG is creating opportunities for youth to take the initiative and act on issues that are important to them. Youth already have the power to act for good, and should not feel that they are not yet fully enfranchised and therefore need “adult permission” to do anything. As a corollary, there is no longer any excuse for youth to defer action and indulge in complaining instead.
3. “Inspiring Youth”. Just as the YOG inspires youth all over the world to manifest Olympic values (e.g. the Million Deeds Challenge), youth in turn have the opportunity to inspire others by their deeds.
4. BLAZE THE TRAIL!

DON E. PORTER

FI reconnue • ISF – Fédération Internationale de Softball

JEUNESSE D'AUJOURD'HUI ET JEUX OLYMPIQUES

Les jeunes d'aujourd'hui doivent faire face à de nombreux obstacles et distractions. Le sport propose des solutions pour surmonter ces obstacles et peut aussi procurer à ces jeunes du bien-être. Les Jeux Olympiques de la Jeunesse (JOJ) et les championnats du monde permettront de centrer davantage l'attention sur les enfants ainsi que sur leur évolution et leur rôle dans leurs pays respectifs. Afin de protéger le développement physique, mental et social des jeunes, le financement ne

devrait jamais dépendre des résultats. Même s'il est difficile de surveiller toutes les mesures prises en raison du large éventail de niveaux de compétences et de maturité des enfants, il n'en demeure pas moins important de prévenir les abus commis à l'encontre de nos jeunes athlètes.

Young people are motivated and interested in sporting events for a variety of reasons. Some may watch because of a general interest in a particular sport, an interest passed down through generations or a bond between family members. The young may also watch a sport on account of its popularity in the country or just simply to occupy their time. Participation can be spawned from all the above reasons as well as from wanting to imitate a sporting role model or hero.

To protect the physical, mental and social development of a young person, funding should never be linked with results. Funding must only be given to encourage more youths to play and have the ability to access the sport and not be dependent on the results aspect. Children should not be pushed to compete beyond their means; let them still be children.

Even though it is difficult to monitor any measures taken because of the wide range of skill and maturity levels of children, it is still important to safeguard against abuse of our young athletes. Including sports in the school system is also a great place to expand sports in children's lives while at the same time protecting their interests. Many countries do not have the structure to shape the potential for high performance in young athletes. The school system is set up to work with today's youth.

The Youth Olympic Games and World Championships could shift more focus on children, their development as well as their role in their country. This will cause sport development to start at an earlier age, in turn creating better athletes and raising the level of youth competition. We have to make sure that a bigger or more developed youth competition does not out-price the poorer nations. The purpose of youth sports or recreation is to keep them out of trouble, to help them learn life skills such as team building, tolerance to others, commitment, sportsmanship as well as to fight obesity, and provide exposure to different environments. Children should not be exposed to the politics and money that organised sport brings, especially on a large scale.

Organising the Youth Games could cause countries to push the youth beyond their physical, mental or social abilities. There must be an assurance that young people are not pressured to compete because of the increased funding a country may get. There are pros and cons to organised youth events. It gives youth an opportunity to dream or believe in something bigger than them but they could be forced to participate for a country's monetary gain. Funding must be given only to encourage participation and should not be based on results.



RICHARD W. POUND

Comité International Olympique

LES JEUX OLYMPIQUES DE LA JEUNESSE

La création des Jeux Olympiques de la Jeunesse (JOJ) est à mon sens une initiative précipitée lancée par le Comité International Olympique (CIO) en 2007 lors de sa Session au Guatemala. Je ne peux pas m'empêcher de penser que le Mouvement olympique aurait pu concevoir une réponse bien plus efficace et coordonnée au problème plus vaste qui se pose aujourd'hui, s'il avait travaillé en coordination avec les autres instances concernées. Le Mouvement aurait pu ainsi identifier certaines activités tirant parti de l'effet d'entraînement du sport organisé pour opérer un travail de proximité et développer des programmes intégrés dans le but d'inciter la jeunesse, gravement menacée par la maladie, à mener un style de vie plus sain. Les JOJ, tels qu'imaginés et conçus à l'heure actuelle, sont des îlots virtuels ne jetant aucun pont à une jeunesse aujourd'hui déconnectée du système de la compétition sportive.

The Youth Olympic Games, in my view, is a precipitated initiative launched by the IOC in 2007 at the IOC Session in Guatemala. They appear to be the European Youth Games, organised for the benefit of the smaller nations, writ large. As explained to the IOC members, the Youth Olympic Games would be the IOC's contribution to morbid obesity and diabetes – an escalating world crisis that is achieving virtual pandemic status. The Youth Olympic Games would be held in the Olympic years, but will not follow the same summer/winter sequence. Hence 2010 (the first year of the YOG) would be the summer YOG and 2012 would be the winter version.

There appears to have been no broader consultation with the many governmental, intergovernmental and private sector organisations that have experience in defining and wrestling with such enormous issues. The IOC Executive Board estimated that the costs to the host countries would be in the order of USD 30 million. The cost to the IOC was estimated at USD 10 million or less for all the travel expenses. It appears that an important part of the YOG will be educational, but no programmes have been developed for the purpose. The role of the IFs is far from clear – some may think that the YOG will save them the trouble of organising their own junior championships, while others may resent the incursion into their calendars of yet another event for which they will have the technical responsibility. It appears that the NOCs will be expected to organise the national delegations and they may have to assume the costs of uniforms and chaperones.

I should say that I have no objection in principle to something along the lines of the YOG – any international exposure for young people in a sport context can only be a good opportunity. My problem with the present concept is that no one seems to have analysed it from the perspective of the fundamental premise, that this is to be the showcase response of the Olympic Movement to the global crisis referred to above. When advised of the premise, my initial concern was how would the YOG get a single couch potato to take up sport and physical activity? It is aimed at young people already in the sport system and who are already active. Indeed, it is accessible only through the established sport structures.

My next concern was whether this response to the global problem had been developed as a result of some form of consultation with other organisations. It had not. I then wondered if the economics had been studied, since it did not seem to me that there was any sponsorship or television value inherent in low-level competitions. This seems to have been recognised to some degree, but the solution seemed to be that the YOG would not cost much in any case and that the costs would be assumed by host cities. I then wondered what steps had been taken to ensure that the educational component had been carefully studied, that programme content was appropriate for an international audience, that it had been structured to deal with the vast differences between 14 and 18 year-old participants, that it was sufficiently multilingual and that the delivery mechanisms would be appealing to the youthful audiences. Nothing had been done. I am told that the Canadian Olympic Committee has now been approached (and perhaps others) to do some work on the education portfolio.

I believe the costs have been dramatically underestimated. The initial estimates suggest that the costs to Singapore, which won the right to organise the 2010 YOG, will run to several hundred million dollars and that the costs to the IOC, including staff costs, will be much higher than the estimated amount on which the decision to proceed was made. The costs estimated for Russia, the other candidate, were close to half a billion dollars.

It may not take long for the IOC to be seen as completely unrealistic in its expectations in all respects. I cannot help thinking that the Olympic Movement could have developed a far more effective and coordinated response to the larger problem had it worked in coordination with the other agencies. The IOC could have identified some activities where organised sport could be leveraged and applied in an outreach perspective for the development of integrated programmes to attract the youth at high risk of disease into healthier lifestyles. The YOG, as now conceived and designed, are virtual islands, with no bridges whatsoever to the youth presently unconnected with the competitive sport system. I think an opportunity to make a significant contribution to an acknowledged world problem has been squandered.



ENRICO PRANDI

Organisation reconnue • PI – Panathlon International

PANATHLON INTERNATIONAL ET « L'ÉTHIQUE DANS LES SPORTS DE LA JEUNESSE »

Panathlon International encourage la prise de décision en matière d'éthique à tous les niveaux du sport. Toutes les parties prenantes doivent faire des athlètes leur priorité en mettant la signification et la valeur du résultat sportif à sa juste place.

L'organisation s'est également engagée à redynamiser le rôle de l'éducation dans le sport. Ne perdant pas de vue cet objectif, les Jeux Olympiques de la Jeunesse (JOJ) peuvent être interprétés de différentes manières.

La création et la mise en place de programmes culturels et éducatifs pendant les JOJ ne suffisent pas. Des programmes éducatifs peuvent en outre être lancés dans tous les pays – et non uniquement dans le pays hôte – en tenant compte de la diversité culturelle.

Les JOJ seront un succès à la seule condition que les fédérations de sport comprennent qu'elles doivent modifier les priorités du sport professionnel afin d'atteindre les objectifs fondamentaux de ces Jeux.

Panathlon International is a cultural organisation active in the field of sports. Its work is carried out through clubs in 21 countries and is based on culture, ethics and fair play. Its aim is to affirm and spread ethics in the sport universe.

The organisation's target group is young people. Sport has the potential to be an extraordinary tool for their development and growth into mature individuals. This is the reason why education represents the basis of its study and its promotional initiatives.

Panathlon International (PI) has organised numerous congresses that deal with these topics in Avignon (France), Buenos Aires (Argentina), Vienna (Austria), Palermo (Italy), Sorocaba (Brazil), Basel (Switzerland) and Lima (Peru). The proceedings of the 16th Congress, held in November 2007 in Antwerp, are published in "Ethics and sport: Youth and Managers". [1]

In collaboration with the General Association of International Sports Federations (GAISF) and with the IOC's support, Panathlon International launched the implementation of the Declaration on Ethics in Youth Sport, which was presented during the European Association for Sport Management (EASM) Consensus Conference held in Ghent (Belgium) in 2004.

At the same time, Panathlon International released a seminal work entitled "Sport, Ethics and Culture" that was published in four volumes. It describes sport in the second half of the 20th century and makes suggestions on how to deal with sport in this century.

The focus of this book is the responsibility of sport managers. The international conference held in Ghent in November 2008 continued this work, and sport federations, professionals and administrators are encouraged to consider the ethical dimension of their work.

Everyone, from top levels of federations down to the grassroots level, must learn to take ethical standards into account when making any decision. The following question must be answered before a decision is taken: Will our decision uphold the ethical standards we adhere to as a sporting community?

As a first step, all stakeholders (i.e. parents, technicians, managers, coaches, doctors, masseurs, physiotherapists, officers, sponsors and other athletes) must make the athlete their priority while placing the meaning and the value of the sporting outcome in the right place.

Pierre de Coubertin did not speak about trainers or managers, but "educators". Although times have changed, education in sport must not be neglected. Training methods have progressively increased athletes' performances, both at elite levels and in youth sport. Nevertheless, doping problems and the dangers represented by an excessive encouragement to achieve high levels of success at any cost are always present.

Panathlon International has committed itself to revitalising the role of education in sport. This type of education emphasises healthy lifestyles, a sense of responsibility, fair play in competitions, solidarity and friendship, the formation of citizens respectful of their rights and obligations as well as men and women who aim for peace and cohabit civilly and respectfully.

Panathlon International invites federations to draw up and share a scale of values that considers the athlete's excellence in human terms and more broadly. This implies devising a plan that protects the physical and moral health of young athletes.

For these plans to be realised, parents who entrust their children to sport associations must see a clear ethical motivation in managers. Moreover, parents themselves must teach their children attitudes and behaviours consistent with the educational messages they want to convey. And if they could give up trying to forge champions with the only aim of achieving earnings and lifestyles typical of professional sportspersons, then we could really believe that sport is being used as a tool to form better men and women, who have the potential to change the world.



The decision by the International Olympic Committee (IOC) to launch the Youth Olympic Games (YOG) can be interpreted in different ways. The motivation is to teach Olympic values to more young people, to encourage young generations to lead healthy lifestyles and to increase sport audiences.

Beyond the economic and financial implications, we must be confident that approaching sport through an event such as the YOG will inspire a more harmonious growth of athletes and that everybody will work towards a more transparent vision of sports. The YOG is an opportunity to positively promote Olympic values.

Nowadays, the European Youth Olympic Festival (EYOF) and the Australian Youth Olympic Festival (AYOF) are the only points of reference for young athletes who want to enjoy a cheerful and formative sport meeting. Except for these opportunities, the only other sporting events for these age groups are world and continental championships.

Although maintaining Excellence is one of its primary objectives, the YOG slogan includes Friendship and Respect. As such, cultural and educational programmes combined with competitions become important. For the IOC's initiative to be a success, sport federations must understand that the YOG requires modifying the priorities of professional sport.

Panathlon International took part in the preparation of the educational and cultural programmes. Some proposals were accepted as they were also shared by other institutions. However not all concerns were dispelled and there are many challenges that need to be overcome in order for sport to keep and rejuvenate its humanity.

We are convinced that developing cultural and educational programmes and implementing them during the YOG is not enough. Moreover, it is not enough that only children in the host countries will be involved in pedagogical programmes. We believe that educational programmes that take into account cultural diversity must be developed in all countries. The Olympic Solidarity programme should make an effort to assure not only a minimum of educational homogeneity, but also to make techniques and technologies available that help to bridge the gap between rich and poor countries at least in sport.

We would like to leave Copenhagen knowing that many organisations intend to operate in a similar way as Panathlon International. We would also like to help the IOC win the YOG challenge and the challenge of teaching Olympic values to more and more citizens of the global village.

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ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

LES MANIFESTATIONS SPORTIVES POUR LES JEUNES

Les jeunes sont motivés par leurs amis. Le choix de regarder ou de participer à des manifestations sportives dépend de la popularité du sport en question. Aussi le sport doit-il être divertissant.

Même si j'ai initialement eu des doutes concernant les Jeux Olympiques de la Jeunesse (JOJ), j'adhère maintenant complètement au concept après avoir suivi les présentations détaillées des différentes composantes des Jeux. Ce concept doit être repris au maximum afin de mobiliser la jeunesse.

D'une manière plus générale, en termes de manifestations sportives pour la jeunesse, une limite d'âge doit être fixée pour la participation afin d'assurer un haut niveau de compétition.

Les manifestations autres que sportives doivent être organisées avec prudence pour ne pas perdre de vue notre rôle central dans le sport et ne pas créer de conflits d'intérêt avec le travail accompli par les autres organisations non gouvernementales (ONG).

Young people are motivated by their friends and a culture of popularity when deciding to watch and participate in sport events. For this reason, sport must be fun.

Although I initially had doubts about the Youth Olympic Games, I now strongly support the concept after having received detailed presentations on the various developmental components of the Games. This must be utilised to its full extent in order to engage youth.

In terms of youth sport events more generally, there must be a limit on the age of competitors in order to ensure a high level of competition.

Non-sport related events must be organised with caution so as not to lose focus on our core sporting roles or to create conflict with the work of other Non Governmental Organisations (NGOs).

We should :

1. Involve young people earlier in the administration and promotion of sports ;
2. Discuss codes of conduct and ethical principles for youth sport events ;
3. Exploit the motivation factors of young people in order to positively promote the benefits of sports.



GREG WILSON

INA – Komite Olahraga Nasional Indonesia

JEUX OLYMPIQUES DE LA JEUNESSE: DES IDÉES D'AMÉLIORATION

Les Jeux Olympiques de la Jeunesse (JOJ) constituent un formidable tremplin pour le sport des jeunes et le Mouvement olympique en général. Toutefois, il conviendrait d'examiner le concept actuel des JOJ, notamment les restrictions proposées concernant l'âge des concurrents et le système des quotas. Si les JOJ veulent être un événement sportif de premier ordre, les meilleurs jeunes athlètes du monde doivent être autorisés à concourir indépendamment de leur pays et de leur âge. Ainsi, tout en respectant le quota général de 70 athlètes par pays, la fourchette de deux ans pour les catégories d'âge devrait être portée à quatre pour la plupart des sports et chaque pays devrait être autorisé à envoyer au moins un athlète qualifié par épreuve. De même, la restriction concernant une équipe par pays devrait être supprimée, permettant ainsi aux meilleurs athlètes de concourir quelle que soit leur nationalité.

INTRODUCTION

From 12 to 16 August 2010, the first Youth Olympic Games (YOG) will be held in Singapore. Some 3,594 youth will compete in 201 events across 26 sports. It promises to be a spectacular event and one that will strengthen the Olympic Movement. The purpose of this contribution is to outline a number of considerations that may serve to enhance future editions of the YOG and keep it as a premier sporting event.

AGE LIMITS

Of the 201 events, 27 are for 15 to 16 year olds, 111 events for 16 to 17 year olds and 63 events for 17 to 18 year olds. To make the age restrictions easier to apply, the events are listed by year of birth rather than age. Most events are restricted to participants who are born between 1 January 1993 and 31 December 1994.

Indonesia has a very talented female swimmer, born in 1995, who will be too young to compete in the 2010 YOG and too old for the 2014 YOG. Unfortunately, many athletes will be in a similar situation. With a two year age restriction applied for most sports and the YOG being held every four years, a young athlete has a 50% chance of being the right age to compete in their chosen sport.

For combat sports it makes sense to have strict two year age limits as one wants to protect a 15 year old competitor from being beaten up by an 18 year old rival. However, in sports such as swimming or athletics,

one wonders why broader age categories have not been applied? If Indonesia's best junior swimmer was born in 1995 and can achieve the qualification standards why not let her compete? Where is the harm? My recommendation is to open up the age categories for most sports from 1992 to 1995 for the YOG 2010 and 1996 to 2000 for the YOG 2014, which will hopefully be held in Indonesia. This would give every young athlete the possibility of competing. Moreover, the YOG would not be turned into an age lottery where only those lucky enough to be born in the right years are given the opportunity to compete in their chosen sport.

QUOTA SYSTEM

For individual sports the maximum team size for any country is 70 athletes. Each sport has its own unique quota system. For example, in swimming, the maximum team size is four male and four female swimmers per country. For weightlifting, there are six weight classes for boys and five for girls. However, each country can send a maximum of only two boys and two girls to compete in weightlifting at the YOG. At the Beijing Olympic Games the Chinese athletes dominated the weightlifting competition, winning the vast majority of the gold medals on offer. It is likely that by restricting the number of competitors for each country, the world's best lifters from China will be prevented from competing. This may well be good news for Indonesia and increase our gold medal chances in this event. However, will the gold medal really have the same worth if the only reason we are winning is because the quota system removed our best rivals? Truly, if the YOG want to be regarded as the world's premier sporting event for youth it must permit the world's best athletes to compete. Each country must be allowed to send at least one athlete for each event. This is the system that is being used in athletics for the YOG and it should be the system applied to all sports including swimming and weightlifting.

The desire to reduce the overall number of competitors to make the YOG more manageable to host is a reasonable goal. However, we must ensure that the world's very best athletes are allowed to compete, otherwise the value of the Games are greatly diminished. Hence I support the maximum quota of 70 athletes per country and believe each country will be able to send its very best athletes and still stay within this quota. However, each country should be able to send at least one athlete per event within the limits of the 70 athletes permitted. In this way countries such as China and Indonesia would likely send more weightlifters and less track and field athletes, while Australia would send more swimmers and fewer weightlifters. The overall result being that the world's best young athletes are able to compete at the YOG while still keeping the overall size of the YOG manageable.

For the four team events, each continent will hold a championship with the winner qualifying for the YOG. However, each country can only send



a maximum of one male and one female team to the YOG. If Australia wins the volleyball, football and Hockey Oceania Continental Championships (which is quite likely) then a decision must be made as to which team goes to the YOG and which team stays home – a tricky decision indeed.

Again this situation is regrettable and may prevent the world's best team from being allowed to compete at the YOG. The best continental team should be allowed to compete at the YOG independent of which country it is and the quota of one team per country should be removed. If China or Australia ends up winning all four team events in their respective continental championships then they should send all four teams. Olympic Solidarity should assist other countries with additional grants for sport development so they can better compete in the future. However, the principle that the best athletes (or teams) should have the right to compete at the Olympic Games must be upheld in order to maintain the value of the Games.



UNE NOUVELLE GESTION DES DROITS SPORTIFS

MARCO AULETTA

Organisation reconnue
AGFIS – Association Générale des Fédérations Internationales de Sports

NOUVEAUX DÉFIS DE LA DISTRIBUTION SPORTIVE TÉLÉVISÉE

Produire la retransmission télévisée d'une manifestation sportive tient aujourd'hui de la gageure pour les diffuseurs hôtes tant les attentes du public sont élevées par rapport aux Jeux Olympiques ou à la Coupe du monde. Le noir et blanc a cédé le pas à la couleur, c'est aujourd'hui la haute définition qui domine et à l'avenir ce sera la télévision en 3 dimensions. Le public est plus exigeant face aux progrès des techniques de diffusion et au vaste éventail de plates-formes à disposition.

Les médias numériques offrent une large palette de modes de visionnage qui n'ont pas encore été exploitées pour les Jeux. Le problème est de comprendre pleinement les moyens techniques disponibles pour suivre un événement, et de trouver le plus approprié. Sport et passion avant tout.

Quant à la gestion des droits dans cette nouvelle donne, il s'agit de déterminer les vrais besoins et objectifs. On peut compter néanmoins sur l'exposition de plus en plus large du sport, d'où davantage de droits à définir et à vendre.

Le rôle des agences médias est de permettre à des disciplines moins connues d'interagir avec de larges publics en leur donnant la chance de tirer parti des nouvelles technologies.

In a pervasive media scenario, everything is ubiquitous. Why should sport and the consumption of it be different?

Producing a sporting event has become a challenge for host broadcasters, because today's audience expects so much from the Olympic Games or the World Cup. Black and white gave way to colour, then to High Definition (HD) and will in the future to three dimensional (3D) viewing. The National Basketball Association (NBA) and National Football League (NFL) have already broadcast events using some of this technology and it is fair to assume that it will not be long before the Games will be in 3D, as well.

Audience expectations have grown with the improvement of broadcasting technology and the wider array of available platforms to deploy

the content. In 2008 we discovered that there is more than meets the television eye.

The National Broadcasting Company (NBC) provided the widest possible coverage of the Games, thanks to a superb integration of television, mobile and online platforms that showed everything in real time and meant that fans did not miss anything.

Digital media provides a wide range of viewing opportunities, which have not yet been exploited for the Olympic Games. In the world of Formula 1, for example, there is real interaction between the viewer and the event. The viewer can choose to view the race from the traditional circuit image to the more exciting aspect provided by camera in the car, which gives spectators the impression that they themselves are racing!

Technology will provide crisper images and give fans the chance to fully immerse in what is happening, regardless of time zones, device, or platform. This is, however, dependent on whether or not the audience keeps up with the latest gizmos required to fully appreciate the beauty of televised sports.

If you look at it, the only problem would be to fully understand the various ways technology allows people to watch the event. It is necessary to find the most suitable method for each person from a quality, flexibility and economic point of view.

Sport and passion are the real key words. Why should the standard television viewer follow the Olympic Games? Because it is a worldwide phenomenon. Apart from the pure technical aspect of a competition – such as the results and medals – the standard viewer is also interested in the real life of the athletes, in particular their origin, the years spent in training, their efforts, privations but also their immense satisfaction. This is the message that should spread among the young.

The philosophy behind sport is a way of life that should be taught to the young from the very beginning of their school experience.

Sport should be seen by pupils not only as a moment to de-stress and play. Its discipline should also be made a fundamental part of the educational system.

As for the management of rights in this new situation, it is necessary to first ask, "What are the real necessities and goals?" One thing that does need to be accounted for, though, is that more and more exposure will be assured. Therefore, more rights can be carved out and sold. This should be based not only on the platform, but also on the language of the platform itself.



Sales managers will have to be informed about the latest developments in technology now more than ever, in order to meet those goals, either in terms of revenues or exposure. It will be necessary to hire professionals to fully grasp the impact of these new production techniques on distribution.

The bottom line is that things are great and they are going to be even better for televised sports. Audiences will be drawn to the actual event rather than the medium itself, which will serve to multiply the number of viewers while generating exponentially larger revenues.

The role of media agencies is to be the vehicle for less famous disciplines to interact with large audiences, giving them the chance to take advantage of new media technology.

RICHARD BUNN

Organisation reconnue
ASOIF – Association des Fédérations Internationales des sports olympiques d'été

ACCROÎTRE LES REVENUS

Les nouvelles technologies ont ouvert de nouvelles voies, inattendues pour la vente de produits audiovisuels. Sur les marchés développés, les influences de la concurrence vont se ressentir entre les différents canaux et moyens de distribution. Si le produit n'est pas attrayant, on passera moins de temps à regarder et à écouter des manifestations sportives.

Dans ce nouvel environnement, l'exclusivité sera accordée en fonction du moyen de distribution, du type de produit (actualités, résumé, programme différé) et du moment de la journée. Dans certains pays, la langue sera également un facteur déterminant de l'exclusivité.

Un élément également important dans l'équation financière est le coût de production de programmes de qualité, en particulier si l'acheteur des droits doit l'assumer. Dans le cas de manifestations autres que les grandes compétitions, cela influencera les décisions sur l'achat de produits sportifs. Sur le long terme, il sera nécessaire de trouver des moyens de convaincre le public d'accepter une production de qualité différente pour le visionnage de son sport favori.

New technology has opened many unexpected avenues of distribution for audiovisual products. In addition to terrestrial broadcasting, cable and satellite reception, opportunities now exist to deliver content

through broadband, Internet Protocol Television (IPTV) or mobile devices. The real challenge for all rights holders will be to identify which of these channels will generate most revenues in each individual market.

The relevance of the sport in terms of national culture, popular interest and success of athletes will always be the driving force in determining its commercial value.

In developed markets competitive influences will be felt between different channels and means of distribution. However, as more choices are available to the consumer, watching sport will have to compete with other activities and use of personal time. If the product is not attractive, less time will be spent watching and listening to sport events.

Digital technology offers new methods of distribution, access to new consumers and new ways of presenting content. However, it will be necessary to be creative and escape from the conservative thinking so prevalent in sport, today.

Television will remain the principal means of consumption and television companies will make every effort to maintain the rights on high rating sports programming. This could be at the expense of less attractive sports programming. These sports will be obliged to look to other means of distribution in order to have access to the viewing public. However, it can be expected that new distribution channels will not be willing to pay for the product, particularly if there is no competition or exclusivity cannot be guaranteed over other means of distribution.

It is certain that television companies will continue to develop their involvement in new means of distribution to protect their own position and maximise brand awareness. The extent to which they will be prepared to pay more for rights is not clear, particularly if new distribution channels do not generate additional revenues.

In this new environment, exclusivity will be granted by means of distribution, type of product (highlights, summary, deferred programme) and time period in the day. In some countries the language will also determine exclusivity.

Of importance in the financial equation will be the cost of producing programming of quality, particularly if the rights purchaser must assume this cost. In cases other than the "must have" events, this will influence decisions on purchasing sports products. In the long term it will be necessary to find ways to convince the audience to accept production of a different quality when they watch their favourite sport.

In this competitive environment, sports that do not have a broad appeal will be obliged to develop new strategies to target individual markets and



consumers. A Federation could encourage a sponsor to invest in its sport by aggregating the audiences in different countries and offering new opportunities for reaching audiences. This could be through the creation of a community, which offers its members more than reports of events.

Recent experience has seen telephone companies buying content to offer new services and to encourage customers to spend more while promoting their brand. This could be a way of targeting a committed audience.

Experience shows that the big opportunities for generating significant revenues through pay-per-view and video on demand will be limited to a few major events, but some consumers could be encouraged to pay for minor events if packaged and priced in an attractive way.

It is yet to be proven that the additional advertising revenues expected from new forms of distribution will actually materialise to the extent being argued. Should this prove to be the case then these revenues could be shared with the rights owner of the associated product. In the current climate, it can be argued that new advertisers can be attracted by concentrating on making sport, entertaining.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

RÉVOLUTION NUMÉRIQUE, DIVERSIFICATION DES SERVICES ET PUBLIC

Les nouveaux moyens de communication modernes sont essentiels pour l'accomplissement d'activités sportives. Il n'existait par le passé que trois formes principales de communication de masse: la télévision, la radio et les journaux. Mais aujourd'hui, de nouveaux moyens de communication sont disponibles et permettent de toucher un grand nombre d'individus dans le monde entier.

Cette contribution traite des nombreux défis et possibilités qui existent à l'heure actuelle et propose des solutions dans la mesure du possible.

The new channels of modern communication are vital in the execution of sporting activities. In the past there were three main forms of mass communication: television, radio and newspapers. But, today we have many new media channels available to reach a large number of individuals from around the world.

The evolution in technology presents many challenges and opportunities:

1. There is a need to create digital archives of multilateral feeds, using timestamp marks and metadata, with easy access for all rights-holding broadcasters.
2. There is a need to create digital archives of video feeds and digital microstock, using timestamp marks and metadata, of still images with pay/free access for all private individuals.
3. There is a need to create special solutions for user-generated video and digital still images content with moderators and user rating systems, among others.
4. There is a need to create a new way of interacting with the world-wide audience. This is not just about a one-way transmission of information through television channels but about delivering interactive experiences for spectators. This can be done through:
 - Unilateral feeds for individual athlete side views and/or head views;
 - Digital video archives with all unilateral feeds, which can be searched by an athlete's name or competition, for example;
 - Public video-on-demand services with pay access for each unilateral feed of an athlete's competition;
 - New media virtual services for spectators during competitions (headcams of each athlete which give spectators the ability to choose views);
 - Computerised interactive video simulation of events during competitions;
 - New communication channels ("athlete2spectator" and vice versa) for a personalised search of athletes' information. Development of distribution channels that give detailed information about individual events, athlete activities, related media content that targets any size of audience (e.g. relatives, friends, members of online communities);
 - Live shows of athletes' life on non-competition days filmed from their residences;
 - SMS and other online voting systems, where special prizes are awarded to athletes based on spectators' voting results.
5. The International Broadcast Centre (IBC) is permanently based in a single location in a large hosting centre. It is necessary to consider possibilities for information processing and creating media archives, to meet the increasing capacity of communication channels. Such a solution would have the following benefits:
 - Cut expenses by building one less non-competition venue in the region;
 - Cut expenses by not moving a large quantity of broadcasting equipment;



- Technological needs are limited only by gathering raw data, numbering it (primary processing) and archive filling.
6. It is necessary to use flying pilotless machines for the purposes of:
- Monitoring venues' readiness;
 - Security/safety;
 - Broadcasting.
7. There is a need to broadcast all venue feeds, not only in the host city, but worldwide and online. Usage of this system would be based on billing on demand.

New media will enhance the way all public groups engage with the Games. For example, digital channels such as the web, interactive HDTV and 3G mobile phones will be a gateway for access and interaction in the Games.

In the period prior to the Games, we can offer people ways to get closer to the inner workings of Games planning by allowing them to interact with the information and share their thoughts.

In this context, we believe that the "recipe for success" remains the delivery of sporting events that bring out the best performance from our stars.

The audience wants unforgettable moments, human stories and great champions. They do not want to be just spectators, but also part of the story. They want to have an opportunity to choose the content and to influence the scoring.

TUBAGUS ADE LUKMAN DJAJADIKUSUMA

INA – Komite Olahraga Nasional Indonesia

LA RÉVOLUTION NUMÉRIQUE : DIFFICULTÉS ET PERSPECTIVES

Cette contribution porte sur la révolution numérique, ses effets sur le Mouvement olympique en général ainsi que ses éventuels avantages et inconvénients en termes de parrainages sportifs.

La révolution numérique est une épée à double tranchant pour le Mouvement olympique car elle est capable de toucher des milliards de personnes en un seul moment, mais elle doit aussi faire face à d'autres formes de concurrence numérique qui peuvent offrir d'autres divertissements plus attrayants.

Cette contribution examinera l'ajout de « sports informatiques » au programme de futurs Jeux Olympiques et la possibilité pour la technologie multimédia de proposer un accès à distance à des millions de spectateurs, leur permettant ainsi d'interagir avec les Jeux. Il est intéressant d'étudier ces questions, mais il y a toujours un risque d'affaiblir le concept de l'Olympisme et de l'olympien.

Today we are increasingly interconnected due to the advances in communication technology, complex information systems and networks of powerful personal computers in the hands of millions of people. This technology has changed our lives dramatically and we have only just begun to reap the benefit and experience of this digital revolution. The internet has had the greatest impact, not only in the most developed countries, but also in other regions of the world.

Inevitably, people will develop new forms of communication media. Today's and tomorrow's computers cannot be compared and we cannot foresee the development of media forms. Humans are unpredictable in nature and instinctively create new ways to express themselves as they see appropriate.

The digital revolution is a double-edged sword for the Olympic Movement as it has lured the younger generation away from sport but has opened up the Olympic experience to a far wider audience. While it has the potential to touch billions of people in a single moment it must also compete with other forms of digital competitors who may offer a more attractive entertainment alternative.

"Digital media will have a transforming impact on the [Olympic Games] at multiple levels. [They] will change story-telling for the games by making it more human and personal."

Shoba Purushothaman, CEO of web-based video marketing platform The NewsMarket

"I will maybe watch highlight shows on television later in the evening but I can never see myself watching it live."

Richard Cousins, a 19-year-old British student

In the 21st century, young people have a huge variety of sport, music and entertainment choices on television and the internet, and the Olympic Games has no special aura for many of them.

"The Olympic Games are not that credible or relevant to most young people in the developed or developing world."

Alex Balfour, head of new media at the London 2012 Organising Committee

If the Games lose their cachet in years to come, billions of dollars from sponsorship and broadcasting rights that support the Olympic Movement could melt away. The International Olympic Committee (IOC) has



recognised the warning signs and has taken steps to attract a younger audience by introducing sports like snowboarding in the Olympic Winter Games and BMX cycling, which made its debut in Beijing in August 2008 and will be included in the Youth Olympic Games in Singapore 2010.

The digital marketplace has the potential to re-engage hundreds of millions of people with sport and, as an added benefit to the Olympic Movement, re-energise the interest of consumer companies in sponsoring the Games. Many of us may see computer games as a destructive development for our youth as it keeps them trapped behind their computers rather than encouraging them to play outside with their friends. There is much truth behind this feeling. However, it may be possible in the 2012 or 2016 Olympic Games for people to use these technological developments to actually participate in the Games.

It is not inconceivable to participate in the sporting action at the Games by using interactive technology to play, for example, a game of tennis. The real players would be unaware of the participation and it would not affect the game. However, the computer could indicate on a personal television or computer, where a shot would have gone from someone using this interactive system at home. So, during the serve in the Olympic tennis final, you, from the comfort of your own home, could attempt to return the serve using multimedia technology. The computer would calculate where the ball would have gone had you been playing, based on the trajectory of the serve and your movements in your living room! It could be more engaging for the worldwide audience and would greatly increase interest. Such a development could be applied to a variety of sports such as table tennis, shooting, archery and badminton.

However, the International Olympic Committee (IOC) should pursue this development with considerable care. Could a license be sold to an innovative digital entrepreneur so that relevant information from the Olympic Games and other high profile Games are exclusively made available to a company that would provide real-time interactive participation? There is the potential of securing a considerable level of funds through such an initiative.

The IOC must also consider whether to include computer games in the Olympic Games. This is another complex issue which is not easily resolved. Can computer games really be classified as “sport” or are they a leisure activity? Does the inclusion of such a sport or pursuit degrade other more traditional events like athletics or gymnastics or does it potentially open up the Games to millions of young people who would be exposed to the concept of Olympism for the first time?

By the 2014 Youth Olympic Games, which hopefully will be held in Jakarta, it may be possible to develop computer “sports games” that could be included in the programme. Potentially, millions of “competitors” could log on at the appropriate time and be directly involved in

competing for Olympic Gold. Such “direct” participation in the Youth Olympic Games would change the dynamic of the event, from one where a few thousand athletes participate to one that has the potential involvement of millions of competitors. The increase in exposure, participation and involvement from the youth of the world could be a tremendous boost to the Olympic Movement in general, and a source of revenue for the IOC. However, would it undermine the concept of Olympism and what it means to be an Olympian? These are interesting and difficult questions that need to be addressed.

ALON MARCOVICI

Média • Canada's Olympic Broadcast Media Consortium

LA RÉVOLUTION NUMÉRIQUE

La plateforme numérique a déjà modifié la manière dont les détenteurs de droits diffusent les Jeux car elle satisfait pleinement les clients grâce à la diffusion ciblée. Par la diffusion ciblée, le programmeur ou réalisateur assume que seul un groupe particulier sera intéressé par le sujet d'un programme. La diffusion ciblée permet aux clients de choisir la plateforme, l'heure et le lieu de leur « consommation médias ».

Si la plateforme numérique encourage la créativité des sponsors, elle accroît également le risque pour ces derniers ainsi que pour les diffuseurs détenteurs de droits d'être une proie facile face au marketing sauvage. Pour eux, la plateforme numérique est perçue comme une menace.

Le Comité International Olympique (CIO) doit toutefois s'éloigner d'une telle pensée rétrograde et envisager des modèles médiatiques qui diffèrent des modèles traditionnels. Il est nécessaire de veiller à ce que les détenteurs de droits considèrent la plateforme numérique comme quelque chose qui peut leur être utile.

Il s'agit là de la première partie d'une contribution en trois volets qui examine la révolution numérique et son impact sur les divers aspects des activités du Mouvement olympique.

I would like to acknowledge the International Olympic Committee (IOC) for its forward-thinking approach to engage the Olympic Family and the community-at-large through this Virtual Olympic Congress. It is not only a bold step forward but also an indication that the IOC is not idly watching as the world evolves around it, but rather participating in one of the most influential sociological changes in modern time. Thank you for the opportunity to participate in the discussion on one of the world's most admired institutions, the Olympic Movement.



It is important to note that this contribution is written from a Canadian perspective. Canada boasts one of the globe's most digitally savvy people and has the highest levels of internet connectivity and broadband penetration.

It is not possible to explore the digital revolution and its impact on the Olympic Movement without looking at its influence in other areas of our life. Few industries and experiences have been untouched by the ready connectivity to the internet, the availability of its world wide web through online, wireless or other means.

For the purposes of this document, “digital revolution” does not refer specifically to the wired connectivity to the internet or the wireless mobile experience, but rather the overarching evolution of the media landscape from a controlled industry to a democratised one.

Through rapid technological advancements, built on the backbone of the internet revolution in the last decade, a passive consumer experience has now become interactive. Media, previously bound by scarce resources (such as time and channels), are now unrestrained in a world of abundance.

Broadcasting can be narrowcasting. With narrowcasting the programmer or producer assumes that only a limited number of people or a specific demographic group will be interested in the subject matter of a programme.

Distance no longer provides geographical boundaries to be overcome but rather walls to be constructed to protect territories. The printed word and the craft of language is more popular than ever, indifferent to the platform upon which it rests, yet the ink and paper of the newspaper industry is as antiquated as yesterday's newspaper itself. Technology, once the barrier to entry separating the rights-holding broadcaster from the ticket-paying public, now enables every customer to be a content-creator, producer and distributor. All this can be done with the simple touch of a button on a miniscule device in the palm of one's hand.

Perhaps the greatest transformation is in the consumer's mind. The user expects more in terms of channels, views, choice and control. It is no longer acceptable to just watch the show. Users now expect interaction and even the possibility of creating the content themselves. In a rapidly evolving segment, consumers are no longer satisfied just being the recipient of the broadcast when they can, themselves, be the broadcasters.

The digital revolution has come and gone and now it is time for the digital evolution.

TOWARDS A NEW MANAGEMENT OF SPORTS RIGHTS

The Olympic Games are the ultimate niche offering, but the traditional broadcast model is entirely mass market-focused. It is often noted that although the Olympic Games are seventeen days long many fans have a specific interest only in one sport, discipline or event. The digital platform has already changed the way rights-holders broadcast the Games because it offers the opportunity for that fan to be fully served through narrowcasting. Narrowcasting has allowed fans to have choice. Rights-holders must respect this choice rather than hold on to longstanding expectations of control.

Fans today have many media options, including over-the-air, cable, pay-per-view, radio, print and millions of websites. The fan can choose the platform, time and location of his media consumption, as well as shape it themselves. If these platforms were untied, such choice would devalue the rights of the broadcaster, as one platform would threaten the other. Sold together, they bind the consumer to the rights-holder and to the respective sponsors who activate through a multi-platform strategy.

However, the broadcast industry, even with multi-network consortiums as rights-holding broadcasters, would still be limited as there are a limited number of cameras, channels, space on a television screen, and most importantly, a limited amount of time. The digital platform is not constrained in these ways. It can expose more people to more sport and can feature sports in which youth are interested, not just the general public. Simply stated, it provides greater access and choice.

While the digital platform also encourages creativity among sponsors, it increases the risk of sponsors and rights-holding broadcasters (RHBS) being easily ambushed through the fragmented media it creates. If the best defence is a good offence, the IOC should focus on delivering an integrated brand experience for its global sponsors, encouraging them to activate and invest in the Olympic brand beyond their rights payment. This would best be achieved by bundling multiple platforms in rights negotiations that value digital media for the creativity they provide as well as for the activation of Olympic ideals and its marketing reach.

However, old-world thinking still persists and this is a danger to the IOC's broadcasting future. It is marked by those who shun live streaming, abhor exclusive and extended content online, and those who demand that features debut on traditional broadcast platforms rather than preview online as a means to leverage the online community and increase viewership. For those people, the digital platform is perceived as a threat. The IOC must stamp out such a philosophy within the institution. To proactively defy such old-world thinking, the IOC must also consider exploring media models that stray from traditional models. Traditional models often value a passive over an active experience and an unknown experience over a measurable one. This ultimately results in a



devalued relationship with the Olympic Movement over an engaged fan. It is necessary to ensure that rights-holders see the digital platform as a right with value, rather than a tax on the television rights payment.

RICHARD W. POUND

Comité International Olympique

L'ÉVOLUTION DES MÉDIAS

Lorsque la télévision commerciale est née, un petit nombre de diffuseurs principaux décidaient des programmes que vous alliez regarder. La télévision par câble ou par satellite, les nombreux nouveaux diffuseurs, les chaînes spécialisées, le réseau Internet, les transmissions de données numériques, les appareils de communication portables, ainsi qu'une totale révolution au sein de l'industrie de la communication ont leur impact sur le Mouvement olympique tout comme sur la société en général.

Il y a peu de « gros » événements qui peuvent atteindre les taux d'audience enregistrés précédemment par les chaînes de télévision traditionnelles. C'était justement ces forts taux d'audience qui entraînaient des droits de télévision élevés, en particulier sur les marchés où les diffuseurs se faisaient concurrence.

Or, le danger pour le Mouvement olympique aujourd'hui est que l'on s'attend de plus en plus à ce que l'accès à l'information soit d'une manière générale gratuit. Le risque est une baisse de revenus pour les comités d'organisation des Jeux Olympiques (COJO) et le Mouvement olympique en général, avec un résultat qui peut être dévastateur.

Inseparable from the whole picture of the future of the Olympic Movement are the extraordinary changes in media. When commercial television was born, programming decisions were made by a small number of major broadcasters, who decided, essentially, what it was that you would watch. Cable television, satellite television, masses of new broadcasters, specialty channels, the internet, digital streaming, handheld communicators and a complete revolution within the communications industry have their impact on the Olympic Movement as they do on society in general.

There are so many possibilities for watching television (or whatever it will mutate into) today. There are few, if any, "big" events that can achieve the former viewership levels of the traditional television networks. Until recently, the Olympic Games could boast such levels, provided that the scheduling was managed to avoid competition from regular sports programming and demands of schooling. It was the high

level of audiences that led to high television rights fees, especially in markets in which competition for programming existed. It was always more problematic when broadcast unions were organised or where television was state-controlled, since market principles did not apply.

By the time of the Nagano Olympic Winter Games, pressure was mounting to permit web-based access to the Games and pressure increased in relation to the Sydney Games in 2000. The technology was available to provide such access, although sufficient band width did not then exist to make webcasting commercially feasible, even assuming an economic model could be found to generate a revenue stream. It was not difficult for the International Olympic Committee (IOC) to refuse such access, considering the reach of television and the contractual commitments already made, so, despite much complaining from the webcasters (who wanted free access and would pay no rights fees), the IOC held firm. Shortly thereafter, the "dot-bomb" phenomenon struck and the demand subsided, but it is now back.

In Beijing, the National Broadcasting Corporation (NBC) had programming on handheld devices and spectators were effectively able to choose their own programming from the more than 3,400 hours of programming for the Beijing Games, well over ten times the number of hours of competition during the Games period. The overwhelming bulk of the revenue continued to come from the television rights, since the revenue model for the streaming and other innovations has still not been adequately defined. The challenge for NBC (and other broadcasters) will be to use the Games coverage to attempt to determine how the total audience receives its information and watches the Games. This may assist in the evolution of the broadcasting and webcasting of the Games (and perhaps other major events) and the design of commercially viable formats, if such proves to be feasible.

The exposure and risk for the Olympic Movement arise from the increasing expectation that access to information generally will be free. This is an ongoing legacy of the web-based culture and has become an expectation, an entitlement, at least on the part of the younger generations. If the information is not free, they will insist that it be free, or they will not watch it. If fewer people watch, then the rights fees anyone will be willing to pay will drop and the fewer people who watch, the less exposure there will be and, therefore, the less the event will be worth to sponsors who measure outcomes in ratings points or cost per mille (CPM). The risk is a downward cycle in the revenues available to the Organising Committees of the Olympic Games (OCOGs) and within the Olympic Movement, the outcomes of which can be quite devastating.



ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

UNE NOUVELLE GESTION DES DROITS SPORTIFS

La révolution numérique a contribué à ouvrir l'accès aux manifestations sportives en permettant des statistiques directes et une couverture moins chère via Internet. Toutefois, cette révolution a également conduit à des problèmes de piratage.

Le Mouvement olympique doit insister davantage sur l'intelligence et la protection des données. Partant, nous devons :

- 1. faire avancer le développement des droits commerciaux sportifs de manière proactive ;**
- 2. créer un organe olympique en charge de la protection et de l'intelligence des données ;**
- 3. s'assurer que le sport est le bénéficiaire final des ventes des droits sportifs.**

The digital revolution has helped to open access to sporting events by providing live statistics and inexpensive coverage via the internet. However, this has also led to problems of piracy.

The Olympic Movement must place more emphasis on data intelligence as well as on data protection. We should :

1. Proactively lead the development of commercial sport rights ;
2. Form an Olympic body in charge of data intelligence and protection ;
3. Ensure that sport is the eventual beneficiary of the sale of sports rights.

XIUPING ZHANG

CHN – Chinese Olympic Committee

INTERNET, PRINCIPALE FORCE SERVANT À COUVRIR LES JEUX OLYMPIQUES

En tant que nouvelle technologie, Internet a déjà été utilisé dans tous les aspects du Mouvement olympique. Comme méthode de diffusion de l'information, Internet joue un rôle majeur par le biais des sites web établis par le Comité International Olympique (CIO), les Comités Nationaux Olympiques (CNO) et les comités d'organisation des Jeux Olympiques (COJO). Mais en tant que couverture média indépendante, Internet a rencontré une certaine forme de résistance. Jusqu'à présent, le réseau des médias

n'a pas obtenu le même niveau d'autorité ni le même traitement que les médias traditionnels. Toutefois, Internet devient maintenant progressivement le principal média assurant la couverture des Jeux Olympiques. C'est pourquoi nous pensons que le CIO devrait donner au réseau les mêmes droits et possibilités afin de couvrir les Jeux Olympiques.

Television becomes popular during the Olympic Games as it has been the most direct way for people to get information and coverage. But the internet has swiftly developed and equals the television as a means of providing coverage of the Games.

Hosting the Olympic Games is a systemic project. Whenever new dissemination technology appears it will be applied in the Olympic Games. On the one hand the Olympic Games need to utilise new technology to enhance efficiency and on the other, the efficiency of the new technology is verified only after the Olympic Games. The emergence of the internet was brought to the Olympic family's attention immediately. In 1995, the International Olympic Committee (IOC) took the lead in establishing its own official website www.olympic.org. The Organising Committees of the Olympic Games and National Olympic Committees soon followed.

As one type of new technology, the internet has already been used in the every aspect of the Olympic Movement. As a method of dissemination, the internet plays a major role in the websites established by the International Olympic Committee, National Olympic Committees and the Organising Committees of the Olympic Games. But, as the independent media cover the Olympic Games the internet has met with resistance. Until now the network media has not obtained the same level of authority and treatment as the traditional media.

Along with the advances in technology and the network media itself, it will be impossible for the IOC to say "no" to network media forever. The general trend is that network media will be used in all aspects of Olympic Games reporting in the very near future. This is mainly because network media is superior and this makes it difficult to resist.

In terms of Olympic Games coverage, visual and audio media have formed the optimal fit. The ability to view the Olympic Games immediately satisfies the audience's psychology. Television, the audio-visual media, has brought revolutionary changes to the Olympic Games in terms of dissemination, speed and scope. However, when compared with television, the internet develops these aspects further as it fosters stronger interaction with the audience.

The internet can transmit writing, graphs, pictures, videos and audio, while unifying them perfectly. This kind of multimedia report combines the characteristics of the newspaper, broadcasting and television as a whole.



As a result of the time difference and the location of the Olympic Games, some people in the world are not able to obtain the most recent news, immediately, through the traditional media. The emergence of the internet has changed this, however, and its rapid transmission speed and massive background material makes any traditional media fall far behind. The internet can maximise the amount of information available, inexpensively. The internet has also strengthened the benign interaction between the media and its users, which also provides for users' information feedback. Furthermore, web users can express their own viewpoint at any time they wish.

Network media is becoming an irreversible technical and social development and is becoming the brand new basis for dissemination and coverage of the modern Olympic Movement. Therefore, we believe that the IOC should give the network media more rights and opportunities to cover the Olympic Games. However, this does not mean that the internet will replace traditional media.

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COMMENT ACCROÎTRE L'AUDIENCE EN SPORT ?

HAYA BINT AL HUSSEIN

Comité International Olympique

TIRER PARTI DU POUVOIR DES TECHNOLOGIES NUMÉRIQUES

L'accent de cette étude est mis sur l'utilisation du pouvoir de la technologie et des télécommunications pour augmenter la base de l'audience des Jeux Olympiques, en créant un nouveau moyen fondé sur la technologie et facilement accessible pour permettre la participation du public.

Exploitant l'enthousiasme de millions de spectateurs et fans olympiques dans le monde, l'idée est de créer un site web – lié aux sites web du Comité International Olympique (CIO) et du comité d'organisation des Jeux Olympiques (COJO) – qui pourrait effectivement être un moyen de canaliser les « acclamations virtuelles » et les messages de soutien lors des Jeux Olympiques de 2012 à Londres.

Pour chaque message de félicitations soumis, les partenaires sponsors devront faire des donations fixes aux programmes de développement du CIO et de la Solidarité Olympique, soutenant ainsi l'avenir des athlètes potentiels et utilisant le pouvoir du sport pour aider les individus du monde entier.

The International Olympic Committee (IOC) has the opportunity to utilize the upcoming London 2012 Olympic Games as a platform for the launch of the IOC digital revolution initiative, a programme that would use the combined power of sport and technology to raise awareness and funds to help promote sports and development projects across the globe.

The site would go live on the day of the London Olympic Opening Ceremony, and would stay live until the end of the Paralympic Games. It would include inspirational content, such as quotes and videos of current and former Olympians talking about the person, moment, experience or factor that most powerfully inspired their Olympic dreams.

An overarching message on the site would be that people cannot achieve their dreams alone, and that when it comes to Olympic dreams, there is nothing better than being a member of the Olympic athlete family and nothing greater than knowing that your fan base is rooting for you.

How do people engage with the website ?

1. Site visitors would be invited to click on an icon of their country's flag or a country they support. In doing so, they will send a "virtual cheer to support the country's Olympic dreams."
2. After the first click, the supporter will have an opportunity to choose whether they wish to cheer the whole team, or, from a drop-down list, choose whether they wish to cheer for a specific athlete on that team. They can then either just send a "virtual cheer" (one click), can opt to write a brief message of support or even upload a video of support.
3. For every "virtual cheer" submitted (up to a transparently communicated and pre-agreed ceiling), one or more corporate sponsors would donate (for example, 50 cents) to Olympic Solidarity as well as other International Olympic Committee (IOC) Humanitarian and Development projects. (To protect the programme from abuse and encourage repeat visits, only one click per IP address would be registered each day.)
4. After submitting their "virtual cheer", internet users would be thanked for their support and also for helping to support the dreams of an athlete and/or an underprivileged person, by helping to send a donation. This "thank you" page would include links to more information about the Olympic Solidarity and Development projects in each of the countries supported by the Initiative.

Site visitors would be able to visit pages housing the messages and videos of support sent to each country (and individual athletes), and key athletes/past Olympians would be encouraged to weave in messages about the importance of support and about the IOC digital revolution initiative into their media interviews.

The IOC digital revolution initiative home page would keep running totals of the number of "cheer points" that each country has received.

MOBILE MARKETING

A mobile marketing component of the campaign would be devised in such a way that Olympic supporters can also text support for their chosen country/team to specially created numbers from their mobile phones, which will allow them to donate to the initiative through their text messaging "fees". This has the potential to significantly increase the amount of money raised as it is a much easier, more accessible and widely spread method of communication and contribution.

PROMOTION AND SPONSORSHIP

To ensure maximum participation and awareness, the initiative would be heavily promoted through a major media blitz with key print and



broadcast partners in the lead up to the Olympic Games in major media markets across the globe.

Olympic Athletes from around the world would also be ideally suited to help promote the initiative as spokespersons. Furthermore, a “media toolkit” with sample press releases and recommended media tactics would also be created to help National Olympic Committees promote the initiative in their home countries.

A competition may be created whereby a handful of registered “virtual cheerers” would each win a trip to the next edition of the Olympic Games or, if International Federations (IFs) buy in to the concept, to their World Championships (and vice versa, which would support the unity of the Olympic Movement). A simple application to promote the initiative through popular social networking sites would also be created.

This initiative has the potential to reach – and engage – millions of people. As such, it provides an attractive proposition for potential sponsors.

MESSAGING

The messaging associated with this campaign would come naturally to Olympians, and could be extremely powerful on a personal level. These athletes know what it is to dream and, through hard work and dedication, have been able to turn their own Olympic dreams into reality. They also know how much it meant to them knowing that their countries were behind them. But when you are in the Olympic village, removed from your home country, you do not always realise quite how many people back home are rooting for you. The IOC digital revolution site would be a way to help athletes to really feel the support of their countrymen back home. This can be done while helping to realise the dreams of those less fortunate on a more literal level. There is a natural bridge here to messages about how even being able to dream is such a privilege: without the basics of survival, children cannot play sport, learn, grow or even begin to dream.

LOGISTICS

The value of this idea is in its simplicity. The website would be relatively straightforward to set up, and strong text-based content would be easy to create. Additional content would strengthen the site and provide further media collateral.

This idea has the potential to take on a life of its own, even after the pre-agreed ceiling(s) of donations with sponsors are reached. Assuming success, it is an idea that could easily be replicated in future Olympic Games, and which would then hold significant appeal for future sponsors.

The main pull that would be needed from the IOC as an organisation is to be able to get corporate agreements with media, sponsors and telecom providers in order to gain their commitment and support for the project, and hence ensure its success.

YOUSSEF ALI AHMED

DJI – Comité National Olympique et Sportif Djiboutien

MÉDIATISONS TOUS LES SPORTS

Permettre à tous de regarder le sport de son choix n'importe où dans le monde accroîtrait la suprématie des Jeux Olympiques partout sur la planète.

Différentes mesures devraient être prises :

- **Établir une politique générale en matière de sport au moment des Olympiades en impliquant les gouvernements des différents pays (par exemple, placer des écrans géants dans les différents centres-villes et les zones les plus éloignées) ;**
- **Faire une enquête dans les différents pays auprès de la population avant les Jeux afin de connaître les préférences en matière de retransmission ;**
- **Inclure dans le programme olympique des sports méconnus par le grand public comme la lutte africaine ;**
- **Développer sur le plan technologique la retransmission des images sur les téléphones portables ;**
- **Créer pour le public des pays développés un site spécial complet des Jeux Olympiques où il pourra regarder en direct les sports de son choix ;**
- **Diffuser plus largement les Jeux Paralympiques avec le partenariat des chaînes internationales ;**
- **Promouvoir le sport pour les handicapés en sponsorisant des spots publicitaires.**

Pour accroître l'audience, il faut garder comme toujours en tête d'affiche les « sports rois » tels que l'athlétisme, mais aussi penser aux autres sports qui prennent de l'importance et dont on parle aujourd'hui uniquement pour communiquer les résultats. Permettre à tous de regarder le sport de son choix n'importe où dans le monde accroîtrait la suprématie des Jeux Olympiques partout dans le monde.

La majorité des sports ne sont diffusés que quelques heures par an. Les motifs de cette iniquité sont principalement conditionnés par le rapport « coût-audience ». Lors des Jeux Olympiques, on constate le plus



souvent que la palette des offres concernant les émissions sportives se réduit à quelques disciplines drainant les meilleures audiences. En tête de file : l'athlétisme, qui concentre les droits de retransmission les plus élevés sur plusieurs chaînes. D'autres disciplines telles que le tennis de table, sport pourtant populaire pratiqué de plus en plus en Afrique du fait de son accessibilité à un large public, ne sont retransmis que quelques minutes sur certaines chaînes, tandis que le tennis a plus de couverture médiatique alors qu'il est moins pratiqué à cause de son coût.

De plus, la médiatisation des Jeux Paralympiques n'a pas été à la hauteur de ce que l'on attendait. L'événement a été commenté à peine quelques minutes par-ci par-là à l'échelle mondiale. Ceci est regrettable et jette un préjudice sur ces athlètes qui se sont entraînés souvent plus que les autres pour être à la hauteur des valeurs olympiques. Le sport pour les handicapés est comme un tabou, il n'y a pas de spot publicitaire qui le met en valeur, ni des émissions spéciales. Si nous ne nous penchons pas sur ces questions, je me demande qui sera habilité à le faire.

L'Afrique est un continent où la majorité de la population est composée de jeunes. Toutefois, nombreux sont ceux qui n'ont pas accès à la télévision, sans parler d'Internet.

Pour remédier à ce problème, je recommanderais les différentes mesures suivantes :

- Établir une politique générale en matière de sport au moment des Olympiades en impliquant les gouvernements des différents pays (par exemple, placer des écrans géants dans les différents centres villes et les zones les plus éloignées) ;
- Faire une enquête dans les différents pays auprès de la population avant les Jeux afin de connaître les préférences en matière de retransmission ;
- Inclure dans le programme olympique des sports méconnus par le grand public comme la lutte africaine ;
- Développer sur le plan technologique la retransmission des images sur les téléphones portables ;
- Créer pour le public des pays développés un site spécial complet des Jeux Olympiques où il pourra regarder en direct les sports de son choix ;
- Diffuser plus largement les Jeux Paralympiques avec le partenariat des chaînes internationales ;
- Promouvoir le sport pour les handicapés en sponsorisant des spots publicitaires.

À mon avis, toutes les actions doivent être diligentées tant par le Comité International Olympique (CIO) que par le biais des interventions étatiques.

Et pour la diffusion plus large des émissions, l'intérêt économique doit être mis de côté pour une meilleure promotion de tous les sports.

NORMAN BELLINGHAM

USA – United States Olympic Committee

COMMENT AUGMENTER LE NOMBRE DE SPECTATEURS DES SPORTS ?

Les nouveaux progrès dans le domaine du numérique promettent d'augmenter le nombre de spectateurs. L'augmentation vient en premier lieu de l'amélioration du contenu existant, avec un contenu supplémentaire adapté, conçu pour améliorer la consultation. Exécuter de manière adéquate une stratégie numérique nécessitera cependant un effort bien géré pour s'assurer que les initiatives de plateformes croisées sont utilisées de façon complémentaire et s'appuient les unes sur les autres. De plus, une destination avec une marque solide sera essentielle pour les consommateurs afin de naviguer dans un paysage médiatique resserré. La télévision avec son modèle économique éprouvé, qui peut supporter une programmation de qualité, est la plateforme logique pour une telle destination de marque.

The digital revolution has created, and will continue to create, considerable new opportunities to improve the quality and quantity of sports content made available to viewers. High definition video production has become commonplace. The wide range of potential distribution platforms, from cable television to broadband to mobile, have made it possible for niche content to find its way to viewer groups that are underserved relative to their demand. The ability to deliver a vast amount of supplemental sports content (articles, results, archival content) is augmenting the proliferation of content, and is enabling the audience to immerse themselves in the viewing experience and interact with sports content in new and different ways. This, in turn, serves to drive a larger audience to a sports property.

In delivering niche content to underserved groups, the inherent data gathering capabilities across multiple platforms allow sports properties to accurately target and directly tailor supplemental content to digital media users. This improvement in targeting, coupled with a broader range of content, has increased the level of audience engagement across all demographic groups.

On the end user side, the most common viewer utilisation of digital media is as a supplement to the traditional telecast. In addition to



just watching a sporting event on television, more and more viewers enhance their experience by simultaneously surfing the internet to learn the rules of competition, look up detailed biographies of the competitors, and interact in real time with friends. As part of this real-time interaction, we are also seeing the need to create specific sports social networking components to capture and maintain an audience.

Overall, the empirical evidence strongly suggests that increased and new abilities for sports properties that target content at a specific audience, provide supplemental content, and allow users to interact with and around the sports content, further engages a user. In such cases, they are more inclined to become a viewer of a telecast. For example, after the 2008 Olympic Games, it was reported that one in three 18- to 34-year-olds watched the Olympic Games on television because it was available online and via mobile devices. As such, the necessity for a robust digital strategy is clear: the young generation, and future generations will demand it.

In executing a proper digital strategy, a strong team is required that has considerable competencies across a wide range of platforms. However, it is rare to find a full set of capabilities in a single place. Therefore, as one develops a network of partners, it is important to manage the collective efforts of the partners in a manner that creates and distributes sports content in a complementary way. This tactic prevents unnecessary confusion, or worse, cannibalistic competition between platforms.

As the digital revolution facilitates a dramatic growth in distribution destinations for viewers, it is also critical for sports properties to develop well branded destinations that allow viewers to see through the cluttered media landscape and easily access the content they seek. A consolidation of online and television initiatives may well serve to create more value, as viewers will more readily be able to access their desired content via a single gateway (televisions that can access the internet, as well as show a traditional television signal). However, the branded destination will need to be associated with a strong, sustainable brand; the brand, along with the associated links and extensions, must deliver on the full expectations of the viewer.

Despite the digital revolution, the television network will remain the primary branded destination for the near future. This is due to the simple reality that only the television economic model generates adequate revenue to support the high quality video content production that serves as the foundation for additional content. With this in mind, we at the United States Olympic Committee (USOC) feel a branded television destination for Olympic sports is critical for the growth and development of the many sports on the Olympic programme. A network that is available year-round can properly showcase not just the national and international events, but also the stories of athletes during their journeys. If well branded, such a network will serve as the primary destination for Olympic sports content and will facilitate the many additional online and mobile initiatives.

For those unsure of the importance of having a digital strategy, sports federations and properties must be mindful that they are competing against intense efforts from other forms of entertainment (e.g. movies, games) that are leveraging these new digital technologies not just to retain their audience, but to expand it.

Therefore, sports properties must act upon the full range of new digital opportunities to simply maintain their existing audience, as the very same digital revolution that is enabling sport properties to improve the depth and breadth of sports content, is also being leveraged by non-sports entertainment groups to capture the same time and attention of sports content viewers.

Ultimately, the power of the digital revolution, if properly harnessed, will help Olympic sports to capture an even larger and more engaged audience.

GEOFFREY BORG

FI reconnue • FIDE – Fédération Internationale des Échecs

EXPÉRIENCE DU MONDE DES ÉCHECS

La technologie numérique évolue rapidement et cette contribution souligne les défis organisationnels que représentent les marchés cibles et les leçons qui doivent être retenues afin d'obtenir de vrais bénéfices à long terme.

La contribution détaille la manière dont le jeu d'échecs a su utiliser Internet pour se développer et les possibilités que la technologie offre pour les objectifs de diffusion, d'entraînement et de communication.

Every eighteen months, digital technology gets twice as fast and powerful. However, there is often a significant lapse of time before its audience appreciates and adopts these changes. The result is a widening gap between the technology and user understanding.

What has the chess world witnessed since the advent of the internet and more powerful computer engines and hardware ?

1. NEWS, CONTENT AND INFORMATION

At the top of today's audience requirements is the need for useful, timely and accurate news, served on a constant basis. The high zapping or clicking ratio has translated into audiences that have no patience for time delays of even 10 to 15 seconds. Interesting content, however, keeps readers engaged and on your site longer.



“Average time on site” is often regarded by web marketers as the “most valuable player” of web stats. This means that an organisation targeting audiences must understand the form and content of information required and find ways to provide it in an entertaining and informative format.

Audiences can access this information instantly and from anywhere. Users often perceive the news as more reliable than other sources, having built up bookmarks of research based on sites and blogs, which they judge to be objective. Organisations today have to ensure that the information being delivered is aimed at the appropriate target market.

2. INCREASED OPPORTUNITIES TO PLAY AND PLAYING SERVERS

The spatial disadvantage of physical sports is completely overcome through chess via the internet. Today, it is possible to find professional and amateur players, online, anytime through the week who are willing to play a game of chess. Apart from the obvious practice and play opportunities, these servers also enable users to experience a large number of services that are either subscription-based or free.

3. LIVE BROADCAST OPPORTUNITIES

Another great advantage of chess is that modern technology allows weight and touch-sensitive boards to relay moves, in real time, all around the world. This can be done directly from a dedicated event website or through a multitude of playing servers that relay the moves for their members' benefit. As technology advances then video streaming of players and commentators will also be facilitated.

4. TECHNOLOGY ENABLES CREATIVITY

The rapid advance of both software and hardware means that chess has benefited from the superior use of artificial intelligence. Today computer engines allow players to test their levels, analyse their games and point out mistakes. In the past, this benefit was reserved for personal trainers.

5. NEW RESEARCH AND TRAINING METHODS: THE USE OF DATABASES

The advent of digital technology has also seen a revolution in the way information is gathered. Today large databases of 8-10 million games exist and games are available online in a very short period. The element of surprise during a game has been greatly reduced.

This also signifies that players have to be better prepared in all three aspects of the game: the opening, middle and endgame. Various commercial companies have developed software for assisting players in their preparation in all these areas.

Distance learning software, online training modules, offline lessons and tests have been developed and changed the face of training.

6. NEW SOCIAL NETWORKS, COMMUNICATION

The agglomeration of members through playing servers helps build up an informal social network. The challenge in the future will be to tap the vast power of social networks to get more value and services from and to an interactive audience.

7. PUBLICATIONS AND ERROR CHECKING

The digital revolution has also greatly enhanced the way that chess books are written, checked and published. Errors in analysis and printing can be better checked with computers and lead to huge improvements in the quality of printing.

8. LESSONS TO LEARN

- We must help our audience to absorb new technological concepts. The first key requirement is simplicity, i.e. the devices and software must have one primary purpose. Sites or services that offer too much have an overwhelming effect on audience actions.
- We need to understand how technology extends from person to person. The resulting “infection” rate will determine how fast a technology takes off. We must appreciate that the true measure of success should not be gauged by whether or not consumers absorb a technology into their lives. The real impact of a new technology on a society may take a generation.
- We must understand that the internet is no longer about push but about the audience pulling the strings. More flexibility and responsiveness is required to continuously adapt to a changing marketing environment.
- We need to study the development of video games. Just as television took away audiences from radio and press in the 1950s, video games are in turn taking audiences away from television because they are much more compelling.
- Watch out particularly for women as they are increasingly the key consumers of communications technologies.
- Watch out also for people in emerging markets who account for over four billion people. They use technology more effectively than people in richer countries. Nothing should be taken for granted.
- The digital revolution is a continuous evolution of audience



expectations. It is necessary to always be aware of opportunities and be proactive as much as possible. A leading drinks company has one famous maxim and that is to make their product affordable, available and acceptable. This should be the mission of everyone wishing to increase their sports audience !

To conclude, I quote from "The Pull Revolution" :

"Today, we're in the middle of a revolution. And what makes it more and more interesting is that this revolution is not just driven by technology as we would all expect but by the behaviours these technologies have enabled." [1]

In the words of an eminent chess journalist: "The internet was invented for chess!"

REFERENCES

[1] For more information on "The Pull Revolution" see <http://www.wunderman.com/the-pull-revolution.aspx>

RICHARD BUNN

Organisation reconnue
ASOIF – Association des Fédérations Internationales des sports olympiques d'été

UTILISER INTERNET POUR AUGMENTER LE NOMBRE DE SPECTATEURS DES SPORTS

S'il veut retenir l'attention du consommateur, un produit Internet doit être pertinent et promouvoir les bienfaits du sport de manière divertissante et encourager la communauté, une bonne santé et un style de vie sain. En outre, la continuité, la pertinence et la clarté devraient être des mots clés dans un environnement Internet compétitif.

À l'heure actuelle, chaque Fédération Internationale (FI) développe activement son site et sa stratégie Internet. Il est compréhensible, même si cela est discutable, que ceci représente un grand « gaspillage » de ressources. Afin d'utiliser au maximum le potentiel d'Internet, les sports individuels doivent envisager la possibilité de coopérer entre eux afin de mettre sur pied des moyens communs de promotion et de communication.

It must be accepted that most individuals can only consume one programme at a time, be it on television, a computer or a mobile device. Therefore the only way to increase the size of the sports audience is to make the product attractive compared to that of other competitors. In this way consumers will focus all or most of their time on the product.

This is important dynamic to understand if we want more individuals to devote their attention to sport.

The introduction of new channels of distribution and consumption, have the potential to attract many new consumers, who must be drawn to their accessibility and convenience.

As far as the internet is concerned, the product must have a strong appeal especially if the consumer is expected to replace another activity in their daily life. This appeal may best be promoted through games, prizes, and offers of interactivity. This is important as most users consider video and audio consumption, via the internet, as a free and unrestricted activity. The big challenge for the future of the internet is to convince the public that a payment must be made for its use.

To maintain the attention of the consumer the internet product must be relevant and promote the benefits of sport in a manner that is fun and that encourages community, health and lifestyle. Furthermore, continuity, consistency and clarity should be the key words in the competitive internet environment.

At the present time each International Federation is actively developing its own internet site and strategy. This is understandable, but it could be argued that this represents a great waste of resources. To maximise the potential of the internet, individual sports must consider the possibility of cooperating with each other to develop common means of promotion and communication.

One specific example would be to use the internet as a vehicle for teaching, training, education and for providing information on the advantages of practising sport. A sports audience will increase if the internet offer is relevant to the individual's life. Consequently, the internet product will have its biggest impact in new and emerging markets when it is designed and used as a focus for growth.

DMITRY CHERNYSHENKO

COJO • Sochi 2014

PROTECTION EFFICACE ET GESTION DES DROITS DE PROPRIÉTÉ INTELLECTUELLE

Après chaque édition des Jeux Olympiques, le Comité International Olympique (CIO) devient le détenteur d'un certain nombre de droits de propriété intellectuelle qui vont des marques et dessins aux photos, en passant par le matériel audiovisuel. La propriété, initialement enregistrée ou protégée par des droits d'auteur par un comité d'organisation des Jeux Olympiques



(COJO) particulier, est officiellement transférée complètement au CIO sans plus attendre, à la fin de l'année des Jeux Olympiques.

Il existe un énorme potentiel commercial des ressources de propriété intellectuelle, qui peut être utilisé de manière beaucoup plus efficace. Sous licence ou adaptées pour des besoins commerciaux, les ressources de propriété intellectuelle sont bénéfiques pour le CIO et le Mouvement olympique dans son ensemble.

Cette contribution présente certains moyens permettant de protéger les droits de propriété intellectuelle du CIO.

After every edition of Olympic Games the International Olympic Committee (IOC) becomes the rights-holder of a number of Intellectual Property (IP) rights that vary from trademarks and designs to photos and audiovisual materials. Property, initially registered and copyrighted by a particular Organising Committee of the Olympic Games (OCOG), is officially transferred in full to the IOC no later than the end of the Games year.

There is tremendous commercial potential of IP assets, which can be used more effectively. Being licensed or otherwise adapted for commercial purposes, IP resources serve to benefit the IOC and the Olympic Movement as a whole.

For this purpose an interactive web-based databank can be formed, incorporating detailed descriptions of the IOC IP items available for licensing. This will help in the promotion and distribution of the IOC IP rights to potential licensees and partners. The created interactive system will be capable of processing applications for licensing coming from all over the world.

As far as licensing procedures are concerned, conventional execution of a standard licensing contract might be replaced by an online agreement, forwarded by the IOC to the applicants via e-mail or hosted on a web server. Respective webforms might be provided within these interactive resources making the procedures even more convenient.

One of the challenges produced by the digital revolution era is the rise in counterfeiting actions spreading through media and internet. As a rights-holder of numerous IP assets the IOC has to react to such violations. The range of the IOC's possible activities varies from creating a sophisticated media and internet monitoring system to enabling interactive resources to counteract infringements.

In the wake of the computer revolution many countries are moving towards new media as an alternative to existing terrestrial broadcasting. This could lead to IOC IP rights violation on the part of various

new standard providers (for example Video On Demand, 3G networks). Therefore the IOC will probably need a system of tracking violations of copyright and other IP rights in the newly created digital networks.

Another manner of IP protection might consist in developing an interactive resource of information exchange involving state authorities of countries and representatives of the business community. Unlike any of the existing facilities, this system might cover the internet zone, the television and radio resources for tracking and contributing useful information.

PAUL DEIGHTON

COJO • Londres 2012

LES JEUX NUMÉRIQUES : LONDRES 2012 ET AU-DELÀ

Cette contribution examine l'importance et l'impact du web sur la société moderne et les éventuelles répercussions sur le Mouvement olympique et paralympique. Quelles sont les gageures et les perspectives ? Comment les nouveaux médias peuvent-ils renforcer l'expérience des Jeux sur les sites, à la maison et au travail, ainsi que dans les clubs partout dans le monde, tandis que les programmes et chaînes Internet constituent la clé pour intéresser davantage les jeunes au sport et aux Jeux en particulier ? Les Jeux à Londres en 2012 seront les premiers Jeux numériques et le comité d'organisation est déjà en train d'établir de nouvelles relations avec de nombreux jeunes grâce à ses initiatives utilisant les nouveaux médias.

Over the past 15 years, Sir Tim Berners-Lee's creation, the World Wide Web, has had a profound global social effect. It has changed the way we talk to one another and consume goods and services, as well as the way we think. Now it is changing the way we do sport.

The web presents the London 2012 Summer Olympic Games and the Olympic Movement with an unprecedented opportunity to harness the power of that social effect and of sport in order to inspire change.

The potential power of the web and its related technologies can be demonstrated by the profound societal shifts in our manner of communication. In one generation a large number of people have moved from communicating face to face, by phone, fax and post, to communicating through dozens of online and electronic services and mechanisms.

These devices, along with social network websites, video sharing sites, photo sharing sites, blogs, forums, online chat, wikis, mailing lists and virtual worlds have allowed for communication between people at any time and place.



The range of communication is staggering. In essence all these services and mechanisms, collectively known as “social media”, offer the same thing : they allow people to have conversations online.

The scale of this activity is also remarkable and presents the Olympic Family with unprecedented opportunities, especially to reach young people and bring them to sport at a time when surveys and other evidence indicate a lowering in their level of participation. The new media will play an increasingly important function in creating role models and raising the profile of all sports. It will enable sports players and sporting events to inspire young people, influence their daily decisions and spread messages and information about sports.

The new web-based media will be an indispensable force in communicating the joys, emotions and performances, which create heroes and devotion to sport for young people almost everywhere.

Just as importantly, new media is also vital in communicating the substantive, though not always headline grabbing, qualities of sport such as healthy lifestyles and the benefits of physical exercise.

The two leading websites, one for video sharing and one for social networking, now have around 10 million monthly users in the United Kingdom (UK). One well-known online encyclopedia reaches over 5 million users in the UK. A recent study [1] of 17,000 internet users across 29 markets showed that 52 % of internet users have uploaded photos on the internet, 83 % have watched videos online and 57 % have set up a profile on a social network website.

What is really interesting is that we are now at a point where huge swathes of the world's population have access to the internet, and the majority of them are using social media.

We have reached the point where behaviours prompted by social media, such as online conversations, are starting to become main stream. And this trend will only increase as the 2012 Games approaches.

By 2012, 75 % of the UK population will have broadband and more than 50 % of mobile phone users will use their phones to access the internet.

Young people will be at the forefront of this change. According to British Government statistics, 50 % of 8-year-olds have a mobile phone and by the age of 12 almost all have one. The mobile phone is so important that young people would rather give up their television than their phone. Half of all British children have a profile on a social networking site.

Social media has already been the catalyst for significant social change. There has been a change in the ways and means through which people interact, consume and even think.

The most important change is the ability for everyone to use social media to have a conversation about anything, with any number of people, anywhere. People are no longer dependent on traditional print and broadcast mechanisms to bring them together and amplify their views. The opportunity for London, and for the Olympic Movement, is to help shape those conversations and the collective activity they inspire.

We cannot create communities. They create themselves.
We cannot impose change.
But we can inspire it.

The message for London and for the Olympic movement is clear :

- Join in. Get involved in the conversations and use the tools that are already out there. Try to do it in a way that is considered and credible, not clumsy.
- Inspire more conversations. People are already using social media to talk about the Games in their own way and our role should be to introduce them to our values and vision, steer them, encourage them and inspire them – but not tell them what to do.
- Identify the positive voices, the supporters, turn them into advocates and ask them to help us enlarge the conversation.

As we have seen, the emergence of social media creates an expectation, among users that they can and should be able to do something with the Olympic and Paralympic Committees and organisers online. It makes them feel like they are participating and are part of the conversation. This also gives us an opportunity to get to know them better.

London 2012 will use social media tools to invite the public to participate and capture the best of that participation. In 2006 we launched a blog so we can talk directly to the public. Last year we created a London 2012 presence on two websites, one for video sharing and one for image and video hosting. We invited the UK public to share their celebrations online at the time of the London 2012 Olympic and Paralympic Handover ceremonies at the Beijing Games. Our call to action video, “Celebration”, was watched over 2 million times. We received over 1,000 submissions and comments from the public and signed up 100,000 new advocates, which increased our database of supporters to almost 500,000.



In 2009 we launched an interactive map which shows the real time progress of our Games around the UK. And later this year we will launch a programme to bring all the Games participation projects together, online. At Games time the very best examples of participation and creativity will be transferred from an online environment and could actually be embedded in the venues where the Games are staged. As such we will take concepts from the virtual world and embed them in the physical world.

Along with traditional television, there is interactive television and an explosion of a record-breaking number of websites offering images and television coverage via the computer and pictures via mobile phones. We now have the opportunity to take this reach and engage more young people and sections of society with the values, action, and inspiration of the Olympic and Paralympic Games, athletes, and programmes. While modern technology might be a growing challenge in keeping youth from sport, it can also be used as a major player in getting them involved.

Change is already happening. We intend to embrace it. We hope to harness it for good. And we encourage the Olympic Movement to join us in that attempt.

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GEORGE GAKIS

Commission du CIO • Commission de presse

SUIVRE L'ÉVOLUTION DES MOYENS DE COMMUNICATION

Aujourd'hui, la technologie est derrière toute évolution et a apporté le changement en termes de connaissances, de communication et de diffusion de l'information. Le Comité International Olympique (CIO) a prouvé qu'il était ouvert aux nouvelles technologies et a montré la voie pour gérer autrement les Jeux Olympiques, le marketing, la communication et les médias.

Cependant, les techniques de communication et de diffusion de l'information changent et sont de plus en plus utilisées par les jeunes d'aujourd'hui. Il est dans l'intérêt du CIO de viser ces jeunes et d'investir dans ce groupe cible. Il est nécessaire de s'adresser aux jeunes d'une autre manière et de les inspirer avec les messages, les idéaux et les principes olympiques. En utilisant leurs méthodes de communication, nous pouvons leur faire aimer le sport et la culture tout en les encourageant à devenir des êtres meilleurs et des membres de la société.

Le CIO doit par conséquent déployer tous les efforts pour suivre ce changement. Ce n'est qu'ainsi qu'il pourra garantir sa place dans l'industrie du sport dans les décennies à venir.

Johannes Gutenberg's creation of the printing press in 1436 marked the beginning of a real knowledge revolution. In the 50 years that followed more than 15,000,000 books comprising 30,000 titles were printed in 2,500 cities in Europe. Needless to say, science and civilisation benefited greatly from the creation of the printing press.

Germany was the first country to produce a newspaper in the late 15th century. The development of continuous rolls of paper in the early 1800's and then the creation of the Linotype in 1884, helped to increase production speed.

Today, technology is behind every evolution. It is unbelievable that it has been 46 years since the creation of the internet. The internet made its first appearance in 1962, although not in the form we know today. Since that "primitive" era things have changed significantly. The number of computers has increased from 10,000 to hundreds of millions, globally. Between 1992 and 1997 the number of hours individuals spent on the internet increased from 1.8 to 9.1 per week.

The technological revolution has brought about change in knowledge, communications and information diffusion. The rapid pace of change makes it difficult to follow and adjust to the new circumstances. We find ourselves in "a different, digital world", where the advancements in information and communication are not always comprehensible to many of us.

In a few years we have moved from fax machines, to e-mails between PCs, to the exchange of information between mobile telephones, to wireless data transactions. These advancements are already becoming part of technological history. The next revolutionary gadget is in our palm. The World Wide Web ("www") is slowly giving way to "www2", which is unbelievably fast, easy to work with and cheap. The internet makes it possible to access information through our cellular phones regardless of where we are or the net connection that is used.

The International Olympic Committee (IOC) has proved that it is open to embracing new technologies and has led the way to change in the management of the Olympic Games, marketing, communications and the media. Technology is our ally and not our enemy. We have to realise the possibilities it provides us and accept its widespread use by today's youth and even small children.

We have to attract the interest of future generations. The IOC and multinational companies should concentrate on focusing and investing in these target groups. We should approach young persons in new ways



and inspire them with Olympic messages, ideals and principles. Using their methods of communication we can make them love sports and culture while encouraging them to become better people and members of society.

It must be stressed that despite these advances in technology, international news agencies, news sites and the newspapers still play an important role. The traditional media provides full descriptions, analyses, statistics and other details important to media representatives as well as the public. The IOC focus should be on information management.

What we can offer, as a first step, is to move from remote information to mobile information, to help journalists and media representatives cover the Olympic Games. This service would be provided at a minimum subscription cost that the IOC or a host city could easily cover. The cost would be as minimal as USD 10, which would provide a respectable amount of USD 100,000 for 10,000 users.

Aside from the financial benefits, such a system would :

1. Raise interest in the Olympic Games ;
2. Create a new communications environment ;
3. Provide sponsors with only one additional payable service ;
4. Reconfirm the IOC's motto for free access to the Olympic Games ;
5. Constitute an additional means of income to finance National Olympic Committees (NOCs) as well as IOC actions such as the Solidarity and Cultural programme.

When implemented, this system could include the wider public, thereby creating new communication paths with stakeholders. I strongly believe that a substantial, financial source could be found for the IOC since the Olympic Games have a large, global audience.

Indeed, if 100,000 users subscribe to the information service the IOC will benefit from income of up to USD 1,000,000. Likewise, with 100,000,000 subscribers the IOC would earn USD 1 billion. These are not random figures. More than 4 billion spectators watch the Olympic Games and there are more than 1 billion mobile users, globally. The figures presented before can be achieved by tapping into around 10% of mobile users worldwide, a goal easy enough to reach only with users from Europe and the United States.

On 19 November 2008 the Financial Times published an article on mobile technologies entitled, "Mobile market is a moving target". [1] This article noted that :

1. Mobile technology has a clear role to play in areas such as advertising and in offering services any time, anywhere.

2. Even brands that have been using mobile successfully admit the medium is a moving target.

The article also mentioned a trial where 150,000 mobile phone users were sent two messages: a standard welcome message and then a text about using their credit cards abroad for a chance to win tickets to the Beijing Olympic Games. About 74 per cent of users read the second message and approximately half said they would be open to future promotions if it was relevant to them.

Communications and information diffusion techniques are changing. The traditional media (newspapers) gave way to television, which passed the torch to the internet and new media. The focus is now on mobile telephones. These new platforms ensure a constant flow of information.

Despite the efforts made by the traditional media to follow the evolution in new technologies they are obviously one step behind. Newspaper circulation figures have reduced with the public showing a preference for the internet. As a result most important newspapers are now online. Significant evolution has also been noted in the television sector. The broadcasting of the Games has changed. In Beijing we moved to High Definition (HD) television coverage. The new signal provides better images and a new form of data. It is high time that television moves to the mobile era.

According to Professor Peter Cochrane [2] new software will be based on nanotechnology so that more and faster applications will be available to a greater number of people. There will be a much higher adoption of thin-client computing where users gain access to applications on the web instead of on their personal computer's hard disk. We must examine our potential as well as our needs in order to prepare for the future.

Although the current recession will probably slow down technological evolution in matters of software as well as hardware, I am convinced these ideas will become reality in the years to come. The IOC now has a unique opportunity to join "a different, digital world".

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CLAUDE-LOUIS GALLIEN

Organisation reconnue
AGFIS – Association Générale des Fédérations Internationales de Sports

POTENTIALISER LES AVANTAGES ET ANTICIPER LES RISQUES

Les ouvertures offertes par les technologies du numérique offrent à toutes les fédérations sportives la possibilité d'accroître leur audience et leurs ressources. Elles doivent adapter rapidement leurs stratégies de développement en anticipant les avantages et les risques potentiels.

Trois pistes peuvent être explorées par les fédérations :

- introduire diverses « clauses de liberté » dans les contrats établis avec les « opérateurs historiques » ;
- établir des contrats d'exclusivité avec des diffuseurs privés utilisant prioritairement ces nouvelles technologies ;
- produire et diffuser elles-mêmes les images de leurs événements.

Les stratégies retenues devront tenir compte des faits suivants :

- La « clientèle » des jeunes est extrêmement volatile et elle est caractérisée par une forte tendance au « zapping ».
- La consommation actuelle des jeunes sur le plan audiovisuel se fait principalement sur Internet et elle est caractérisée par une recherche d'interactivité.
- Les technologies numériques pourraient bien aboutir à développer des « pratiques sportives virtuelles », à travers des jeux vidéo sportifs interactifs.

Le sport, que les divers supports médiatiques, et en particulier la radio, traitaient initialement sous l'angle de l'information brute, est devenu avec le développement de la télévision à la fin des années 1950 (début de la période postmoderne) une marchandise d'excellent rapport.

L'ère de la télévision

Les télévisions généralistes et les chaînes thématiques payantes, câblées ou satellitaires ont été les premières à exploiter le filon du sport spectacle, qui leur permet de « doper » leurs audiences (4,5 milliards de téléspectateurs potentiels dans le monde en 2008) et par voie de conséquence leurs ressources publicitaires.

Ce phénomène a certes permis d'augmenter sensiblement l'audience du sport, mais il a aussi généré des effets pervers. En particulier, il

a certainement contribué à accentuer le décalage entre quelques disciplines sportives particulièrement favorisées et toutes les autres, qui ne bénéficient pas – ou rarement – de la manne des droits de retransmission.

Les sports « sous-médiatisés » ont vu leurs recettes propres se réduire en raison de la diminution du nombre de spectateurs directs dans les stades ou les salles de sport. Leur image tend à s'affaiblir et ils perdent des pratiquants.

Les sports qui bénéficient, à l'inverse, d'une surexposition médiatique sont devenus extrêmement dépendants des ressources financières apportées par les télévisions. Les institutions sportives responsables, qui sont facilement amenées à vivre au-dessus de leurs moyens, sont soumises à des pressions fortes de leurs partenaires. Elles doivent éventuellement accepter des modifications affectant les calendriers, les horaires ou la durée des épreuves, des changements touchant les règles du jeu et parfois des « accommodements » avec les valeurs éthiques du sport.

Enfin, les médias qui exercent déjà la réalité, directe ou indirecte, d'un pouvoir financier déterminant dans le monde du sport tendent tout naturellement à investir le domaine organisationnel. C'est ainsi que des événements sportifs sont directement mis en scène au niveau international par des groupes privés liés aux télévisions, que les professionnels des chaînes télévisées intègrent les équipes de direction de clubs ou d'organisations d'épreuves sportives, ou que, à l'inverse, des dirigeants sportifs de haut niveau sont embauchés par des médias à des postes de responsabilité, perdant ainsi une part de leur indépendance.

Un haut responsable d'une chaîne française très impliquée dans la diffusion d'événements sportifs se montrait, il y a quelques années, fort explicite sur la nature des rapports de force qui se sont établis entre le sport et la télévision. Il estimait que le sport devait s'adapter « aux règles de la télé » et constatait que « quelque chose qui ne passe pas à la télé n'existe pas ».

La révolution numérique

La technologie du numérique, qu'il soit hertzien, satellitaire ou filaire, étroitement liée à l'explosion de la mondialisation, a commencé à bouleverser le monde de la communication audiovisuelle, jusqu'alors limité par les possibilités réduites de l'antenne terrestre ou de la parabole. Cette technologie a permis de multiplier par huit le nombre de canaux, ce qui s'est traduit par l'apparition de nouveaux supports de diffusion et d'échanges, tels que la télévision numérique terrestre (TNT), Internet à haut débit (via l'ADSL), la téléphonie mobile cellulaire et tous les vecteurs d'« images, de sons et de jeux nomades » : « double screen », « mp3 connecté Internet », « Internet phone », reproducteur de mouvements,



messaging instantané écrite, vocale ou vidéo, visioconférence, etc. Sous la pression du numérique, la télévision devient un média secondaire (média d'accompagnement), comme la radio il y a un demi-siècle, et perd son statut privilégié vis-à-vis du monde du sport.

Quels effets sur l'audience et le développement de la pratique du sport ?

On observe déjà une diminution des retransmissions d'événements sportifs et du volume horaire dévolu au sport sur les chaînes télévisées généralistes. Ce phénomène, qui concerne les sports les plus favorisés par les « opérateurs historiques », ne pourra que s'amplifier à l'avenir. En revanche, les nouvelles technologies offrent, à travers la multiplication des supports potentiels et leur « nomadisme », une possibilité de diversification des sports médiatisés, et en particulier une meilleure promotion des disciplines sportives qui étaient jusqu'à présent marginalisées.

Pour faire face à la situation nouvelle, éviter une chute de leur audience (et de leurs ressources financières) ou bien profiter, au contraire, des ouvertures rendues possibles par le développement de la technologie du numérique, pour accroître leur audience et leurs ressources, les fédérations devront renouveler leurs stratégies :

- passer des contrats avec les « opérateurs historiques » en prévoyant des « clauses de liberté » permettant aux fédérations de disposer des images qui n'auraient pas trouvé de diffuseurs, et d'assurer la promotion de leur événement à travers le canal numérique de leur choix ;
- passer des contrats avec des diffuseurs privés utilisant prioritairement ces nouvelles technologies, sur la base de l'exclusivité, avec tous les avantages mais aussi les inconvénients que cela pourrait comporter à moyen ou long terme ;
- produire elles-mêmes les images de leurs événements et les diffuser sur le web ; ou encore obtenir des organisateurs des événements le bénéfice d'un « signal ouvert », afin que tous ceux qui souhaitent diffuser des images par quelque canal que ce soit puissent le faire librement, avec une mutualisation par le canal des Comités Nationaux Olympiques (CNO).

Dans la définition des stratégies, il faudra aussi tenir compte du fait que :

- la « clientèle » des jeunes est extrêmement volatile, caractérisée par une forte tendance au « zapping » ;
- la consommation actuelle des jeunes sur le plan audiovisuel se fait principalement sur Internet et elle est caractérisée par une recherche d'interactivité (il s'agit de participer à l'événement, pas seulement de le regarder).

Au plan, non de l'audience, mais de la pratique, certains risques devraient être pris en compte. Alors que la télévision avait suscité l'apparition de « sportifs inactifs » avachés devant leurs récepteurs, les technologies numériques pourraient bien aboutir à développer des « pratiques sportives virtuelles », à travers des jeux vidéo sportifs interactifs, et des « pratiques semi-virtuelles » à mobilité toute relative, à travers l'usage de consoles de jeux vidéo sportifs interactifs.

KARL CHR. KOCH

DN – National Olympic Committee and Sports Confederation of Denmark

SPORT ET MÉDIAS

L'ordinateur et Internet deviennent les médias de prédilection des jeunes.

Ceci représente un défi autant qu'une occasion pour le Mouvement olympique. Le défi est d'évoluer face à l'apparition d'une nouvelle plateforme médiatique. Pour continuer à proposer les sports à l'ensemble du monde, nous devons nous adapter à la nouvelle technologie et aux nouveaux médias. L'occasion qui se présente est celle de pouvoir transcender les barrières des distances qui existaient jusqu'alors et de populariser le monde des sports d'une manière encore jamais vue.

Beaucoup a été fait dans le monde sportif pour utiliser les plateformes des nouveaux médias. Néanmoins, le Mouvement olympique peut faire plus pour développer une image active et visible sur Internet et les autres nouveaux médias. Une première étape comprendrait une amélioration de l'accès à la retransmission des Jeux Olympiques sur Internet et la création de communautés où les athlètes peuvent se rencontrer et partager leurs intérêts, connaissances et passion pour les sports olympiques et les idéaux olympiques. Ainsi, nous pourrions vraiment rassembler les athlètes du monde entier, de tous les continents, cultures et races.

To communicate the philosophy of Olympism to the world – the philosophy of sport blending with culture and education – we in the Olympic Movement need to reach out to the next generations in a language they understand.

Media, especially television, has been a powerful tool to present Olympic Ideals to the world. Worldwide broadcasts have allowed the world's population to follow the excitement of the Olympic Games and share the common bond created by sport.



However, technology has evolved and access to media through television is stagnating if not declining among the younger generations. While the average television viewer grows older we witness younger generations eagerly embracing new ways of communicating and accessing media from new platforms. The computer and the internet are becoming the preferred choice for their media access.

They call for access to their preferred television programme when it suits them, be it on their home computers or on the move via their laptops or mobile phone. They seek interactivity and to form communities of mutual interests through social networking sites. They reject the selection of television programmes chosen by a television station but want to choose content, time and place for themselves.

This presents a challenge and an opportunity to the Olympic Movement. The challenge is to evolve as new media platforms appear. To continue bringing the world of sports to the people of the world we need to embrace new technology and media. The opportunity is the ability to transcend previous barriers of distance and reach out to the world of sport in ways never seen before.

Through transmission over the internet we could present the viewer with his or her preferred choice of sport at any time. Technology allows all competitions at the Olympic Games to be presented for the viewer to choose. The viewer no longer has to rely on the selection made by the local television station and can watch events when and where it suits them.

Through communities on the internet the athletes across the world can meet to share interests. The swimmer in North America can exchange training tips with a friend in Asia. The football player in South America can share the joy of the sport with friends in Europe and Africa. Information, pictures, videos and competition results can be shared, enjoyed and commented not only with friends in local sports club but with friends across the globe.

Much has been done in the sporting world to reach out through new media platforms. However, the Olympic Movement can do more to develop an active and visible profile across the internet and other new media. A first step should include improved access to broadcasts of the Olympic Games on the internet and the creation of communities where athletes can meet and share their interests in, knowledge of and passion for Olympic sports and Olympic Ideals. In this way we can truly bring together the athletes of the world across continents, cultures and races.

MUSTAPHA LARFAOUI

FINA – Fédération Internationale de Natation

L'UTILISATION DES MÉDIAS POUR PROMOUVOIR LE SPORT

Les moyens de communication modernes sont essentiels à la pratique des activités sportives. Toutefois, l'évolution technologique pose de nombreuses difficultés, à savoir notamment: 1) choisir le bon moyen de communication pour transmettre l'information; 2) adapter l'information au moyen de communication spécifique utilisé; 3) comprendre quelles sont les limites de ce moyen de communication; 4) trouver comment atteindre un maximum de personnes; et 5) contrôler les droits sportifs associés à l'utilisation d'un moyen de communication spécifique.

Nous sommes convaincus que la « clé du succès » consiste à atteindre la plus grande audience possible en diffusant des épreuves sportives qui montrent les meilleures performances de nos stars.

Si les médias ne montrent que des extraits d'un sport, cela constitue toutefois un moyen privilégié de transmettre notre message et d'attirer plus de personnes vers nos activités.

Notice: This contribution represents the views of FINA.

The tools of modern communication are vital in the execution of sporting activities. The field of communications has evolved greatly over the last twenty years. Whereas before there were three main forms of communication – television, radio and newspapers – today we have many means available to reach a large number of individuals from around the world.

The evolution in technology leads to many challenges such as:

- Choosing the right medium to transmit the information;
- Adapting the information to the specific medium;
- Understanding the boundaries of the medium;
- Finding ways to reach a maximum of individuals, sometimes “lost” in a jungle of information and media options;
- Controlling the sports rights associated with the use of specific media.

In this context, we strongly believe that the “recipe for success” remains to achieve the greatest audience through the delivery of sporting events that bring out the best performance from our stars. The media – in whatever “medium” – wants unforgettable moments, human stories



and great champions. They want an image of happiness (or sadness) and they want a quote that reflects the efforts of a lifetime in a dozen words. They want to show awesome venues in spectacular cities, the beauty of a movement or the aesthetics of a game. They want heroes, beautiful bodies and spectators cheering their idols.

We must be able to transmit all this through the means we have at our disposal. While the media provides only snapshots of a sport, it is nevertheless a privileged way to pass on our message and to attract more people to our activities.

ALON MARCOVICI

Média • Canada's Olympic Broadcast Media Consortium

ACCROÎTRE LA TAILLE DE L'UNIVERS SPORTIF

Comment la révolution numérique peut-elle, d'une manière contrôlée, contribuer à s'assurer que les Jeux Olympiques conservent leur prestige et accroître la taille ainsi que l'engagement du public ?

Une utilisation efficace et proactive de la technologie numérique pourrait permettre au Comité International Olympique (CIO) de « combler le vide » d'une édition des Jeux à l'autre tout en conservant voire augmentant les niveaux d'audience. Une plateforme numérique aiderait à élargir les plages de diffusion et permettrait des visualisations en différé pendant les 17 jours des Jeux. Elle offrirait des forfaits et contribuerait à « combler le vide » d'une édition des Jeux à l'autre.

Le CIO devrait aussi laisser le marché faire son marketing. Il doit encourager les utilisateurs à générer leur propre contenu olympique, à le partager avec leurs amis, où qu'ils soient dans le monde, et à permettre aux détenteurs de droits d'utiliser leur contenu. À cet effet, le CIO doit offrir des services numériques renforcés et personnalisés d'une manière similaire à celle des services télévisés fournis par les diffuseurs olympiques.

Il s'agit là de la deuxième partie d'une contribution en trois volets qui examine la révolution numérique et son impact sur les divers aspects des activités du Mouvement olympique.

For as long as media is bought nationally and locally, there will be a need to carve up sales opportunities and protect rights-holders by territory. However, it is a great challenge and opportunity for the International Olympic Committee (IOC) to connect fans across nations (and between Games) and to build ancillary packages for them to digest.

Since the Olympic Games typically come and go with a flurry, an efficient and aggressive exploitation of digital technology could enable the IOC to fill the gap between Games while maintaining and enlarging audience levels. These ancillary packages do not need to be additional Games but perhaps richer media experiences. This can be done through sharing stories of athletes, coaches and nations that are relevant to Games stakeholders and are also interesting to Olympic fans.

These stories could be shared internationally to ensure a healthy Olympic ecosystem worldwide, during Olympic years and otherwise. A global database of Olympic stakeholders – fans, attendees, viewers, volunteers – could be kept up-to-date by the IOC. The IOC could mandate organising committees and rights-holders to contribute to such a database, which would no doubt be a huge marketing asset for all contributors, Rights-Holding Broadcasters (RHBs), sponsors, National Olympic Committees (NOCs) and the IOC. The IOC could then use that platform to create a model for the promotion of health and wellness, global responsibility or other such universal values.

There should not, however, be more versions of the Olympic Games. Could additional Games work? Perhaps, but the risk is significant. After all, commoditisation of the primary product would mean that the Games are no longer a scarce resource and neither the IOC nor rights-holders could charge a premium for such an abundant resource. Better to embrace and provide packaged content in an ongoing manner.

So how can the digital revolution, in a controlled manner, help ensure the premium of the Olympic Games and increase the size and engagement of its audience?

Though television is the prime delivery platform, ensuring that people can consume it on whatever platform they have (such as through the web or mobile devices) provides valuable flexibility and protects against audience fragmentation. A digital platform helps to extend the viewing window, allow for timeshifting within the 17-day period, and provide the opportunity to be packaged and help fill the gap between Games. The digital medium provides limitless channels, and as digital media becomes even more social, it facilitates a dialogue, thus acting as a cyclical marketing vehicle and therefore increasing audience engagement.

Could an International Olympic Channel work? It is likely. And, as Beijing 2008 clearly validated, audiences find digital media additive and positive. All stakeholders stand to benefit from such a channel.

Beyond that, the IOC should embrace letting the market do its marketing. If society today is ready to engage with, shape and share the market, the IOC needs to embrace that loss of full control. The IOC needs to encourage users to generate their own Olympic content and share it with friends, regardless of geography. It needs to allow rights-holders



to share their content (within territorial rights of course) and syndicate it wherever possible to extend beyond their own limited reach.

To help with that, the IOC needs to deliver more enhanced and custom digital services in a manner similar to the television services distributed by the Olympic Broadcast Services. If different markets are in different states of digital evolution and cannot take advantage of all the services offered by the proposed Olympic Digital Services, then that is fine. It is acceptable to have different offerings, just as it has been on the broadcast side. But to raise the level of Olympic content delivered throughout the world, the IOC should be at the centre.

To do so, its constant focus should be on answering one simple question: What experience does the IOC want consumers to have? The answer is that consumers want an on-demand, controllable, shareable, always-on experience that is best delivered via various digital media. To deliver that, the IOC could retain global digital giants and oblige them to set and maintain high standards of innovation and development, and ensure transparency of philosophy and open-source development to deliver a universal and compelling message worldwide. Bolster that through partnerships with rights-holders and you get the most cost-effective and high impact way of customising and enhancing a consumer's Olympic experience.

DENIS MASSEGLIA

FRA – Comité National Olympique et Sportif Français

COMMENT ACCROÎTRE L'AUDIENCE EN SPORT ?

La technologie du numérique permet de multiplier le nombre de canaux de diffusion. La multiplication des supports de transmission permet une plus grande promotion de l'ensemble des sports. Les niches de supporters sont des cibles tant pour les fédérations et les organisateurs d'événements que pour les diffuseurs privés utilisant prioritairement ces nouvelles technologies.

Compte tenu de la diminution du volume horaire consacré au sport sur les chaînes généralistes, la question essentielle va se poser pour les sports et les organisateurs d'événements qui devront chercher d'autres alternatives et d'autres canaux de diffusion pour assurer leur médiatisation ou simplement leur retransmission.

Le principe du « quand je veux, où je veux, comme je veux », notamment chez les jeunes consommateurs d'images, va modifier les habitudes et le comportement des fans de sport. Il est essentiel que le Mouvement olympique prenne en considération ces évolutions.

La technologie du numérique, qu'il soit hertzien, satellitaire ou filaire, va bouleverser le paysage audiovisuel dans les années à venir. On peut même dire que la révolution a déjà commencé même si les données du problème ne sont pas du tout les mêmes dans tous les pays. Ce qui est vrai en France (et oui, nous sommes parmi les plus en avance même si 50 % des foyers reçoivent encore grâce à l'antenne hertzienne) ne l'est pas forcément dans tous les pays d'Europe et cela a son importance compte tenu du fait que les accords notamment télévisuels ont lieu le plus souvent au niveau européen.

Pour simplifier, la technologie du numérique permet de multiplier par 8 le nombre de canaux, ce qui conduit évidemment à une multiplication des possibilités de diffusion et des supports. C'est ainsi que la télévision numérique terrestre (TNT), Internet via l'ADSL et la téléphonie mobile sont venus se rajouter comme supports de diffusion traditionnels à l'antenne terrestre (aujourd'hui quasiment obsolète) et à la parabole (avec ou sans abonnement).

Cette multiplication des supports va évidemment permettre une plus grande promotion de l'ensemble des sports car chacun d'eux a ses niches de supporters. Ces niches sont des cibles tant pour les fédérations et les organisateurs d'événements que pour les diffuseurs privés utilisant prioritairement ces nouvelles technologies.

Les retransmissions sportives sur les chaînes généralistes vont donc être soumises de plus en plus à des considérations économiques et on peut logiquement prévoir que la tendance, déjà amorcée, de diminution du volume horaire consacré au sport sur les chaînes généralistes va se poursuivre.

Dans ces conditions, la question essentielle qui va se poser pour le futur ne concerne pas les grands événements, qui trouveront sur ces chaînes de quoi satisfaire leurs besoins à la fois en promotion et en droits. En revanche, cette question prend tout son sens pour d'autres événements importants de certains sports moins porteurs sur le plan de l'audience, et qui devront chercher d'autres alternatives et d'autres canaux afin d'assurer leur médiatisation ou simplement leur retransmission.

La diversification offerte par les nouvelles technologies va non seulement offrir une solution à ce problème mais aussi probablement accroître l'audience en sport.

Comment donc aborder la situation et quelles options prendre pour qu'il en soit ainsi ?

Le premier point concerne le niveau international, même s'il faut tenir compte de la différence d'évolution technologique entre les pays. Faut-il que les Fédérations Internationales (FI) ou européennes continuent de signer des contrats avec l'Union Européenne des Radiodiffuseurs (UER) ?



Du côté des aspects positifs, elles reçoivent des droits et une offre légitimée.

Du côté des aspects négatifs, seuls les membres de l'UER peuvent reprendre les images, ce qui souvent se traduit par une absence d'images car lesdits membres sont de plus en plus dans des considérations économiques et ne diffusent pas ces images.

Les FI devront donc s'interroger sur la stratégie à suivre dans le futur :

- soit continuer avec l'UER ;
- soit signer des contrats avec de nouveaux médias, avec les avantages et les inconvénients liés à la notion d'exclusivité ;
- soit ne pas passer de contrats et produire les images afin que tous ceux qui souhaitent les diffuser puissent le faire.

Peut-être existe-t-il aussi une possibilité de négociation avec l'UER, qui est bien consciente de la situation et pourrait accorder des droits d'exploitation « secondaires ». En fait la solution d'intérêt commun pourrait être de signer avec l'UER des contrats incluant une clause de « liberté » permettant aux FI de récupérer les images au cas où elles n'auraient pas trouvé de diffuseur.

Ainsi, les FI auraient l'avantage de garder le lien avec les opérateurs historiques tout en pouvant assurer la promotion de leurs événements à travers le canal numérique de leur choix.

Le deuxième point concerne le niveau national, où la plupart des événements cherchent à être diffusés sans forcément qu'il soit question de droits.

Quelle est la meilleure stratégie pour améliorer l'audience de chaque sport ? Avoir sa propre diffusion via Internet ? Mutualiser les diffusions en une sorte de coopérative gérée par le Comité National Olympique (CNO) ? Passer un contrat avec un diffuseur ?

Sur quels supports faut-il miser ?

En fait, la multiplication des possibilités de diffusion via la technologie du numérique bouleverse le paysage audiovisuel et conduit les propriétaires d'événements à réfléchir différemment notamment par rapport à la prise en charge des images et la recherche d'un support de diffusion. Nous ne sommes peut-être qu'au début d'un changement radical car la consommation actuelle des jeunes sur le plan audiovisuel se fait principalement via Internet avec une volonté marquée d'interactivité pour participer davantage à l'événement et aussi pour le regarder quand ils le veulent.

Le principe du « quand je veux, où je veux, comme je veux » va modifier les habitudes et le comportement des amateurs d'images de sport. Regarder un match de la même manière qu'en direct à la télévision chez soi, mais à l'heure qui convient à chacun et à l'endroit où chacun se trouve est un luxe possible grâce aux nouvelles technologies.

Le paysage audiovisuel a été complètement modifié depuis le début des années 2000 et la situation actuelle n'avait pas été imaginée dix ans auparavant. Ce simple constat montre la difficulté d'établir des prévisions d'évolution. Il montre aussi l'indispensable intérêt d'avoir une certaine capacité d'adaptation et d'éviter les engagements à trop long terme.

RICHARD W. POUND

Comité International Olympique

L'UTILISATION DES NOUVEAUX MÉDIAS PENDANT ET APRÈS LES JEUX OLYMPIQUES

Les nouveaux médias ont modifié la manière dont les Jeux sont proposés aux publics du monde entier et ont accru le potentiel de sensibilisation du Mouvement. Contrairement à la télévision et à la radio, les nouveaux médias permettent aux fournisseurs d'informations de toucher presque instantanément des centaines de millions de personnes pour un coût de distribution minime. Le Comité International Olympique (CIO) doit par conséquent adapter son modèle d'activités actuel à cet environnement en mutation.

New media¹ has changed the way the Games are brought to audiences around the world and has increased the Olympic Movement's outreach potential. Unlike television and radio, it allows information providers to reach hundreds of millions of people at minimal distribution costs, almost instantaneously. At the same time it is now possible for individuals to manage this content by picking and choosing information that is of personal interest.

The Olympic Movement now finds itself in the midst of the digital age and is forced to deal with that reality. But in order to use new media to communicate effectively with stakeholders and its public, the Olympic Movement needs to first assess and determine its objectives, consider its resources and develop a coherent strategy.

The importance of a coherent and articulated strategy cannot be underestimated. The communications opportunities (and risks), the potential of runaway costs, the pace of technical change and the competition



from other sport organisations are so enormous that it would be reckless to proceed without careful analysis of every aspect of the situation before embarking on a series of ad hoc initiatives.

The International Olympic Committee (IOC) must therefore adapt its current business model to suit this changing environment. But before this can be done, there are some important questions to consider :

1. Should the IOC treat television and new media broadcasting rights separately or collectively ?
2. Should the IOC give rights-holders the responsibility to diffuse the Games based on a specific brief ?

The answers to these questions will determine the strategy and the future direction of the IOC's communication activities. However, it is important that the policies that emanate from these discussions cover the diffusion of images during and after the Games as well as the transmission of images via the internet and other media.

CONCLUSION

With specific regard to the IOC, it is also important for the organisation to consider a change in philosophy when studying the role of new media in its work. IOC communications strategies have tended to be reactive; the use of new media requires embracing a new philosophy of proactive outreach and a willingness to share information, seek information, encourage exchanges and accommodate differing views on many questions affecting the Olympic Movement.

1. The term "new media" is meant to "encompass the emergence of digital, computerised, or networked information and communication technologies in the later part of the 20th century". (See http://en.wikipedia.org/wiki/New_media) Most technologies described as "new media" are digital, often having characteristics of being manipulable, networkable, dense, compressible, and impartial. (See Terry Flew, *New media: an introduction*, Melbourne, Oxford University Press, 2002)

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

QUE FAIRE POUR AUGMENTER LE NOMBRE DE SPECTATEURS ?

Nous sommes sur la bonne voie si nous parvenons à atteindre nos groupes cibles sur leur terrain et sans compromettre nos valeurs. Les objectifs à long terme ne seront durables que si nous restons concentrés et fidèles à nos principes sportifs essentiels.

Le nombre de spectateurs des sports n'augmentera pas si ceux-ci n'ont pas le sentiment de partager une expérience. Un élément divertissant doit être introduit dans les compétitions sportives et la participation de grands noms doit être encouragée.

Le public sportif est plus enthousiaste quand il se sent concerné et compris. Nous devons puiser dans les réseaux participatifs des sports pour toucher les parents et les amis des athlètes. La clé est donc la communication avec les groupes cibles spécifiques du monde sportif.

We are on the right track for growth if we reach our target groups on their own terms and without degrading our values. Long-term objectives will not be sustainable unless we stay focused and loyal to our core sporting principles.

Sports audiences will not increase if they do not enjoy the experience. An element of fun must be introduced in sporting competitions and the entertainment value of megastar participation, heightened.

Sport audiences are more passionate when they feel involved and understood. We must tap into public sport participation networks to reach parents and friends of athletes. The key is to properly interface with specific target groups in the sporting world.

We should :

1. Ensure that we nurture and praise Olympic mega-stars ;
2. Ensure that our Olympic stars present a perfect image to our youth and the public ;
3. Research and develop individual sports and disciplines progressively ;
4. Have short- and long-term plans for media relations that help spread the message of Olympism ;
5. Organise promotional "out-of-sport" events with media, on their terms.

PEARL SAMUEL

SYOGOC – Singapore Youth Olympic Games Organising Committee

PLUS COURT, PLUS VITE, PLUS PETIT !

Adapter la diffusion des sports à des appareils mobiles toujours plus petits permettant un partage des informations plus rapide et plus facile, telle est peut-être la clé pour garder les amateurs de sport actuels et en attirer de nouveaux.



How do we get more people to watch sports? By making sports broadcasts infinitely more accessible and compelling to watch, no matter where or when, and through customising sports broadcasts to fit into each individual's own space and time.

How can this be done? To quote Chris Anderson, the author of "The Long Tail", it is necessary to think "shorter, faster, smaller". [1] Think about it, who today has the time to watch a two hour match or a three hour competition?

As Anderson points out, the key lies in what he calls "short form content". Add to that the prevalence of video-enabled mobile phones and, voila: instant sports audiences who tune in to catch three minute highlights of a fencing competition or the last two minutes of a race or a thirty second clip of a football match goal. And tune in they will, while waiting for friends or during a bus ride.

Such short form content also lends itself to easy (and fast) sharing with others, whether it is passing your mobile phone among friends while you are having a drink to share your favourite sporting moment, or over longer-distance multimedia messaging. The audience for sports is out there. The trick is to capitalise on snatching up those small "in-between" moments when people start fiddling with their mobile phones.

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[1] Chris Anderson, *The Long Tail: Why the Future of Business is Selling Less of More*, Hyperion, New York, 2006.



LA COMMUNICATION AVEC LES DIVERSES PARTIES PRENANTES À L'ÈRE DU NUMÉRIQUE

RICHARD BUNN

Organisation reconnue
ASOIF – Association des Féd. Int. des sports olympiques d'été

POUR UNE MEILLEURE COMMUNICATION DU CIO AVEC SES PARTIES PRENANTES

La révolution numérique affecte tous les contenus et leur distribution. À cette fin, une approche coordonnée entre les différentes parties prenantes du Mouvement olympique est nécessaire. Les obligations de chaque partie prenante ainsi que leur contribution individuelle à une activité collective doivent être parfaitement comprises.

Les deux semaines que durent les Jeux Olympiques d'été et d'hiver attirent toute l'attention d'une grande partie du public et sont le moment idéal pour communiquer. Toutefois, il est aussi important de maintenir les liens avec les parties prenantes en dehors de la période des Jeux.

Une plus grande attention devrait donc être portée à l'amélioration de la communication avec les parties prenantes pendant ces périodes. Les nouvelles technologies favorisent et développent la contribution essentielle, dans les deux sens, entre les différentes parties prenantes et renforcent les liens entre les communautés.

The digital revolution affects all content and its distribution. A coordinated approach among the different stakeholders is necessary for this reason. The requirements of all stakeholders, as well as their individual contributions to a collective activity, must be clearly understood. It goes without saying that no organisation can live in a bubble.

The two week period of each Olympic Summer and Winter Games attracts the most public attention and provides a common target for communication. However, it is also important for the International Olympic Committee (IOC) to maintain its relationship with its stakeholders outside of the Games period. More attention should be given to increasing communication among stakeholders during these times. This will provide a common sense of purpose, a better understanding of each stakeholder's expectations and, as a bonus, generate more interesting stories for the media.

The sports movement is based on the creation of communities and new technology can help to improve interaction among them. Opportunities should be developed, for example, to establish new youth communities in order to increase the impact of sport in the future. The young should be encouraged, involved in and committed to any project. But this can be done only if the methods of communication are in line with their habits.

In all communities, communication is both the fertiliser for growth and the cement that holds all parts together. New technology can improve and develop the essential two-way contribution between the different stakeholders and strengthen communities.

Each stakeholder has different interests and the potential to communicate. New technology provides the possibility to offer tailor-made activities to all involved.

As in all relationships, it is essential that each party is given the opportunity to explain clearly its concerns and aspirations. Therefore, each stakeholder must listen to what others have to say and treat them as real partners. Technology cannot replace this fundamental consideration, but it can facilitate its realisation.

GUILHERME DE MOURA PINTO GUIMARÃES

BRA – Comité Olímpico Brasileiro

LE MOUVEMENT OLYMPIQUE ET LA CRÉATION DE COMMUNAUTÉS VIRTUELLES

Cette contribution présente une revue des écrits virtuels ou en ligne des communautés de marque. Il illustre la théorie par des cas précis advenus lors des Jeux Olympiques à Beijing en 2008. Il présente également des idées sur les instruments de marketing que la famille olympique pourrait utiliser dans son travail.

INTRODUCTION

This article presents a literature review on virtual or online (Kozinets, 2002) and brand communities (Muniz and O'Guinn, 2001) and, based on it, illustrates the theory with a practical case that occurred during the Beijing 2008 Olympic Games.

It is also an attempt to suggest some ideas that could be used by the Olympic Family in order to strengthen the bond around the Olympic Movement and its values. Therefore, it gives a summary of the best



practices presented by the theory, which might generate insights on the usage of the internet as a key communication tool to reach young people nowadays. There is no intention of producing a success guide for virtual and brand communities, but to analyse how the theory may best serve the Olympic Movement.

THEORETICAL FRAMEWORK

A lot has been written on virtual and brand communities since Muniz and O'Guinn first introduced the term (Schau and Muniz, 2002; Cova and Pace, 2005; Mattar, 2003; and Luedicke, 2006). Probably, the main importance of virtual communities is the understanding that they are a strong tool to build brand loyalty since the community membership acts as an exit barrier to the consumers, due to the commitment they display to the product, brand and members (Holt, 2004; Elliot and Percy, 2007; O'Reilly and Doherty, 2006; McAlexander et al, 2003; Gommans et al, 2001; and Kozinets, 1999).

Muniz and O'Guinn (2001) identified three core components of community in virtual and brand communities. The first of them is consciousness of kind, which implies an intrinsic connection between the members and a sense of difference from non-members. The second element is the existence of rituals and traditions, which are used by the consumers to demonstrate legitimacy and authority.

The third is a sense of moral responsibility, a feeling of obligation to the community and its members. McAlexander et al (2002) acknowledged the correctness of the importance of the relationships between members, but went further to also include the customers' relationship with their brand possessions, and with the marketing agent and organisations that manage and own the brand as important part of virtual and brand communities.

McWilliam (2000) stated that brand communities can be formed spontaneously by the consumer or can be initiated by the company owning the brand. The author relates four key items for successful brand communities:

1. *A forum for exchange of common interests;*
2. *A sense of place with codes of behaviour;*
3. *The development of congenial and stimulating dialogues leading to relationships based on trust;*
4. *Encouragement for active participation by more than an exclusive few.* (p. 45)

These four items will be used as a starting point for this case study. However, because they are basic elements, others will be added since more recent works on brand communities have added new successful practices to the field.

THEORY AND PRACTICE

1. Acting as if you were part of the brand

Most of the practices on virtual and brand communities can be described as initiatives to try to enhance and/or further inculcate Muniz and O'Guinn's (2001) core community components on the members. Others provide basic building blocks for the existence of the community, such as trust.

These concepts were applied by the Brazilian Olympic Committee (BOC) in an online strategy launched on July 2008 to promote the participation of the Brazilian athletes in Beijing 2008 and to strengthen the "Brazilian Team" brand. The idea was to show the team performance by giving voice to the athletes and to the fans. This led to a unique forum for exchange of common interests, a core component of virtual and brand communities (Kozinets, 2002; Schau and Muniz, 2002).

To reach a great number of users already familiarised with internet and virtual communities, the BOC established a partnership to benefit from the services of a well-known search engine in Brazil. This association allowed the Committee to create its own video sharing channel, which displayed videos from the Committee and the users, and to provide users of the country's most popular social networking website a customised "Brazilian Team" screen skin (it was the first time this search engine offered its members a branded skin to customise their profiles). As a consequence, Brazilian Team fans could demonstrate all their passion to the Team and the event and also re-affirm their sense of belonging to that group (Maguire, 1999; Tomlinson and Young, 2006; Roche, 2007; Wilson, 2007). At that point, the fans not only acted as supporters, but were also part of the Brazilian Team. For a while, the Team's brand and the user's personal identity were mixed as one.

Although there are still no numbers to demonstrate, it is evident that this helped the Committee strengthen its relationship with fans and between them and the Olympic Movement. According to the statistics generated by the search engine, 8.9 million people used the Brazilian Team skin during the event, which represents 22% of internet users of the country (IBOPE/ NetRatings, 2008).

2. Encouragement to participate

It is important to notice that, generally, the users chose their way of participation. Although the fans were invited by the athletes to send their own videos to the video sharing channel with questions or supporting messages and, whenever possible, the athletes would reply directly through the channel, the majority of the users did not feel comfortable doing it. However, they were extremely keen on using the channel as a way to express their opinion about its content. As stated



earlier, few people created their own videos, but all the videos posted were watched hundreds of thousands of times and thousands of users posted messages in the channel. According to the search engine, the channel had the highest audience among all the video sharing website's partners during that period.

CONCLUSION

This case study demonstrates the power of virtual and brand communities to trigger involvement and to enhance relationships among brands, brand owners and consumers. Based on the BOC experience, we believe there is a strong opportunity for Olympic Movement as a whole to make more use of this powerful tool.

NOTES

- This is a joint contribution by Alexandra Rohr and Guilherme de Moura Pinto Guimarães.
- Alexandra Rohr is the Internet Manager of The Brazilian Olympic Committee and she is currently on a leave to read for an MSc in Sport and Leisure Management at The University of Sheffield, UK.
- Guilherme de Moura Pinto Guimarães is currently the Sponsorship Supervisor of Rio 2016 Olympic Bid Marketing Department. He completed a MSc Degree in Sport and Leisure Management at the University of Sheffield, UK in 2008. Paper published: "The formation, organisation and management of MyFootballClub – some implications for marketing practice", Journal of Direct, Data & Digital Marketing Practice.

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COSTAS GALANIS

GRE – Comité Olympique Hellénique

COMMUNIQUER AVEC LES PARTIES PRENANTES À L'HEURE DU NUMÉRIQUE

Avant d'approfondir la discussion sur ce sous-thème, il y a plusieurs questions qui doivent être posées. Le Comité International Olympique (CIO) essaie d'anticiper le futur et le fait que



les choses changent indépendamment de lui n'est pas toujours évident. Dans tous les cas, les questions suivantes doivent être éclaircies :

- **Que signifie la communication avec les parties prenantes ?**
- **Qui sont les parties prenantes ?**
- **Qu'entendons-nous par le terme « âge du numérique » ?**

INTRODUCTION

In answering the question "What do terms like 'communication with', 'stakeholders' and 'digital age' mean?" the following information must be taken into account:

- The top 10 jobs of 2010 did not exist in 2004.
- There are 31 billion searches on one top search engine every month (compared to only 2.7 billion in 2006).
- The number of text messages sent every day exceeds the total population of the planet.
- It took 38 years for radio to reach a market audience of 50 million, 13 years for the television, 4 years for the internet, 3 years for digital audio and just 2 years for some social networking sites.
- In 1984 there were 1,000 internet devices, 1,000,000 in 1992 and 1,000,000,000 in 2008.

TELEVISION IS DOMINANT TODAY. WHAT ABOUT TOMORROW ?

The Olympic Games were televised for the first time in 1948 and television rights were sold for USD 3,000. Then in 1988 this number climbed to USD 128 billion and it became clear that television was the main vehicle for globalisation and a large financial resource for the Games.

People aged 50 and over will carry on watching the Games on television. However, younger generations will soon be added in the audience and they are progressively using other means of communication

YOUNG PEOPLE ARE SWITCHING OFF THEIR TELEVISION SETS.

Studies reveal that young people born in the middle of the 1980s watch very little television, whereas older people (born in the 1960s or 1970s) watch more. Let us remember radio. We used to drive and listen. We used to work and listen to the football game. With television this habit changed even without realising what happened. We stopped working and sat in front of the television set. In exactly the same way we will soon find out that our traditional way of passive watching will change. And what is going to happen? Before giving an answer let us focus on the way technology affects the way we watch.

Back in 1999 Maurice Greene finishes first in the 100 m race at the Athens Olympic Stadium and the crowd goes wild. Was it because they liked Maurice? No, it was just because my eyes as well as others noted on the matrix that this extraterrestrial performance was done in 9.79 seconds. It was a world record. If it was not, no one would have reacted in that way. Everyone would have simply clapped.

In 1987 at the Peace and Friendship Stadium in Athens, Patrick Sjoeborg is ready to jump. Spectators hold their breath. Why? Because the matrix shows that the bar is set at 2.41 m. If the Swede succeeds then we are going to witness an equaliser of the world record. And he does. The eye cannot distinguish from far away the difference between 2.39 and 2.41. Thus we focus our attention somewhere else, which creates the tension.

Talking about performances, let us remind ourselves that our ancient Greek ancestors, independent of their mathematics skills, did not measure performances. They simply applauded the winner and it is obvious that so many things have changed since then.

WOLFRAM KLUG

FIBA – Fédération Internationale de Basketball

HAUSSE DES AUDIENCES GRÂCE À UNE NOUVELLE STRATÉGIE D'INFORMATION

À l'avenir, les Jeux Olympiques pourront attirer la jeune génération grâce à un nouveau système de gestion de l'information. Alors qu'aujourd'hui le Mouvement olympique souffre d'une baisse d'intérêt parmi la jeune génération, la révolution numérique peut servir de moyen de communication idéal pour toucher la « génération Internet ».

Cette nouvelle manière de penser, qui permet d'offrir un contenu au niveau des sports populaires via la plateforme la plus en vogue, Internet, peut être mise en place très facilement du point de vue technique et ensuite promue auprès de la génération Internet.

Ces services ne sont pas considérés comme des sources de revenus mais comme des catalyseurs pour intégrer les jeunes communautés, qui augmenteront la valeur de la marque olympique, rendront les Jeux Olympiques plus pertinents et ainsi à long terme seront plus intéressants pour les sponsors en motivant les jeunes à pratiquer un sport.



In the future, Olympic Games can attract the younger generation through a new way of managing information systems. While today the Olympic Movement is suffering from a decrease in interest among the younger population, the digital revolution can serve as the ideal communication channel to reach “generation internet”.

The characteristic trait of this young target group is that they are highly connected, having had lifelong use of communication and media technologies such as the World Wide Web, instant messaging, text messaging, communities, digital market places and mobile phones, earning them the nickname “digital natives”.

The younger generation, furthermore, expects to receive data and services, anytime, on any network and on any device. Any hurdle here will result directly in a decrease in audience reach.

If no issues hold back a more liberal distribution of content, then the new digital technology seems to be THE channel to reach out and recreate interest.

If we had to decide today then e-mail, messaging and social-networking services and mobile applications would be on the top of the list of desirable platforms. Community and mobility experts could help design dedicated channels for Olympic content and creative and interactive services.

One main focus besides web and e-mail based services should be mobile applications. For market leaders in the mobile business, sports content is ranked in the top three in the list of content young people find desirable.

Mobile devices enable us to activate user's senses in four ways: touch screens can simulate a tactile experience; built-in cameras simulate vision; loudspeakers offer acoustic possibilities; and the location sensors (position information) also results in highly creative sport specific applications.

The possibilities and opportunities are huge but here comes the dilemma. Syndicating content out to popular platforms requires a quick development cycle. Once a new “hot” service pops up, the Olympic public information systems need to be integrated with high speed and in a creative way in order to benefit from the hype.

Accessing Olympic information needs to be a user experience. Therefore simplicity, personalisation and interaction are key.

How can one make sure to satisfy these expectations? By closely monitoring user behaviour and adapting “live” services during the Olympic Games.

In order to achieve the above, IOC Technology might consider the creation of an expert group of creative and experienced personnel and external experts from the digital community, web and e-mail services, and mobility.

The first objective should be the establishment of a dynamic strategy. The second step is a software and service development phase. However, it must not be forgotten that constant observation right before and even during the Olympic Games is key.

This new way of thinking and offering highly popular sports content via the most fashionable platforms can be achieved quite easily from a technological point of view and then be promoted to the large internet generation.

These services should not be considered as revenue sources but as catalysts to integrate new, younger communities that will amplify the value of the brand, make the Olympic Games more relevant and thus, in the long-term, be more interesting to sponsors but provide incentives for youth to go back to sports.

MASSIMO LAVENA

Organisation reconnue
FICTS – Fédération Internationale du Cinéma et Télévision Sportifs

LES NOUVELLES TECHNOLOGIES: UN SUPPORT COMPLÉMENTAIRE DE DIFFUSION

Le Mouvement olympique doit observer l'évolution du monde virtuel tout en s'engageant dans une démarche volontaire.

Les systèmes interactifs (des blogs à la télévision numérique terrestre, en passant par l'échange satellitaire des informations en temps réel) offrent un domaine encore largement inexploré, à l'intérieur duquel l'offre de contenus olympiques doit avoir un rôle de premier plan quand on parle du sport.

Le Mouvement olympique doit gérer ses informations tout en s'ouvrant aux exigences des nouveautés provenant des nouveaux médias, tout en gardant à l'esprit que l'évolution numérique n'est pas, pour le moment, le moyen qui permet d'unir toute l'humanité.

Il faut s'en servir pour favoriser le progrès, mais sans oublier ceux qui n'ont pas encore accès aux nouveaux moyens de communication.



La vitesse avec laquelle les moyens de communication évoluent, aussi bien au niveau de la technologie que des contenus, représente un défi ouvert à plusieurs solutions pour ceux qui, comme les différentes entités du Mouvement olympique, s'occupent quotidiennement de la communication.

Il est indéniable que le monde de la communication vit de nos jours un moment difficile, sans aucun doute, compte tenu du rapport complexe qui existe entre la richesse des informations et les systèmes de communication en évolution. Tandis qu'il a fallu des décennies, voire des siècles, à la presse écrite, à la radio, à la télévision, au cinéma pour se créer un propre public et un propre système de communication, aujourd'hui le monde numérique a tellement restreint les temps d'évolution que l'on ressent la nécessité, en tant que communicateurs, de rendre la voie numérique plus humaine et moins binaire.

Il faut sans doute marcher avec son temps, mais la façon dont les nouvelles technologies s'emboîtent et se renouvellent les unes après les autres risque de freiner la divulgation d'un message, dans cette course à l'innovation qui délaisse tous ceux qui ne sont pas à même d'en suivre le rythme, et ceci par manque de moyens non seulement techniques, mais surtout économiques.

Voilà pourquoi le Mouvement olympique a la nécessité, à mon avis, d'établir un rapport noble entre le message qu'il veut diffuser et les moyens employés pour atteindre ce but. La télévision numérique, Internet, les nouveaux médias ne remplaceront pas le support papier, les livres, les journaux, tout comme la télévision n'a pas tué la radio. Si la plus grande partie de la population humaine ne peut pas encore bénéficier des systèmes numériques, il faut bien se poser la question de savoir comment les rendre utiles à la diffusion du message olympique. Une plus grande facilité de transmission des textes et des images, la possibilité d'organiser des conférences virtuelles, la simplification des échanges d'informations en temps réel offrent une grande latitude d'action aux membres du Mouvement olympique pour en véhiculer l'esprit.

Il est incontestable que les grandes capacités médiatiques du Mouvement olympique trouvent dans le monde numérique une voie préférentielle et le message de paix, de solidarité, de fraternité qu'il envoie par le biais de l'effort de compétition constitue la véritable plateforme numérique à laquelle il doit s'en tenir. La force du message l'emporte sur la technologie : la valeur de la performance, de l'histoire olympique, de la biographie du champion est trop importante pour qu'elle échappe à quelqu'un dans l'impossibilité de se connecter avec ce monde virtuel numérique.

Cela implique que, derrière cette grande évolution technologique, les contenus qui seront transmis à travers les réseaux télématiques doivent rester le point fort du discours. Le papier ne peut pas être remplacé, le message sur papier peut être associé au virtuel. Le signal TV doit entrer

sur Internet, mais pour donner la possibilité d'interagir avec celui-ci. Au sens figuré, l'héritage communicatif du Mouvement olympique est comme une galerie permettant d'éliminer les lacets du parcours entre deux vallées, afin de rendre plus facile la transmission du message et d'installer un rapport avec tous ceux qui veulent connaître l'histoire de l'Olympisme, en étudier l'éthique, emprunter ses messages de paix et de fraternité, dont les Jeux sont imprégnés.

Je pense que le site du Comité International Olympique (CIO), celui du Musée Olympique et celui du Bureau des archives télévisuelles olympiques (OTAB) sont trois instruments valables qui permettent au Mouvement olympique une communication plus aisée. Le degré d'interactivité de ces sites est déjà très significatif, et l'importance des contenus historiques dont ils témoignent sera certainement a fortiori partagée avec les usagers, à savoir les membres, les collaborateurs, les partisans, les partenaires, les athlètes ou de simples internautes intéressés.

Ce mélange de nouveautés et d'histoire fait la force du Mouvement olympique ; puisque là où l'histoire, partie intégrante d'un système d'idées, se trouve, l'actualité s'enrichit sans cesse. Ce sont l'actualité et le record qui deviennent le moteur de l'évolution technologique, car la richesse des archives visuelles et sur support papier dont disposent les entités diverses du Mouvement olympique peut devenir l'atout qui entraînera un plus grand partage du message olympique.

Là où la donne de l'interactivité prend aussi souvent le dessus sur les contenus, ce sont précisément ces derniers qui marquent la différence de l'offre du Mouvement olympique.

Offrir la possibilité de connaître, tout simplement en cliquant sur le plus grand nombre possible de pages qui racontent les « trésors » de l'Olympisme, c'est ouvrir les portes de la divulgation au grand public. À titre d'exemple, ne serait-il pas agréable de voir en streaming un documentaire dédié à un champion olympique plutôt qu'un compte rendu de la préparation d'une ville olympique lors des quatre ans qui précèdent « ses » Jeux, pourvu que, bien entendu, ceci n'affecte pas les droits d'auteur et les droits à l'image du Mouvement olympique ?

Tout en étant convaincu de donner un message clair, il faut être des usagers des moyens technologiques pour diffuser le message approprié. Un point de départ donc pour parler au monde depuis une compétition préférentielle, mais dans la certitude, pour le Mouvement olympique, qu'il ne faut pas agir en suivant l'onde de l'évolution technologique, mais bien en la rendant docile et utile à ses nécessités.

S'ouvrir à un dialogue constant avec le monde virtuel doit être la conséquence d'un choix plutôt qu'un frein à l'usage des technologies numériques : les systèmes interactifs (des blogs à la télévision numérique terrestre, en passant par l'échange satellitaire des informations en



temps réel) offrent un domaine encore largement inexploré, à l'intérieur duquel l'offre de contenus olympiques doit avoir un rôle de premier plan quand on parle du sport. Le Mouvement olympique doit gérer ses informations tout en s'ouvrant aux exigences des nouveautés provenant des nouveaux médias et tout en gardant à l'esprit que l'évolution numérique n'est pas, pour le moment, le moyen qui permet d'unir toute l'humanité. Il faut s'en servir pour favoriser le progrès, mais sans oublier ceux qui n'ont pas encore accès aux nouveaux moyens de communication.

ALON MARCOVICI

Média • Canada's Olympic Broadcast Media Consortium

LA COMMUNICATION AVEC LES DIVERSES PARTIES PRENANTES À L'ÈRE DU NUMÉRIQUE

Le Comité International Olympique (CIO) est bien placé pour tirer parti de la révolution numérique afin de mieux servir ses parties prenantes et de communiquer avec ses clients et ses partenaires de diffusion. Il peut faire le lien entre les athlètes et les détenteurs de droits. Le numérique peut contribuer à réduire l'écart entre les fédérations sportives nationales et les Comités Nationaux Olympiques (CNO) et à transmettre un message mieux coordonné avec les Fédérations Internationales (FI).

Les communautés virtuelles complexes mais structurées d'aujourd'hui pourraient encourager les personnes qui n'étaient pas adeptes des Jeux ou du sport à le devenir. Les communautés virtuelles sont non seulement utiles pour le marketing mais aussi pour sensibiliser les gens et collecter des données sur les amateurs d'Olympisme actuels et futurs.

Le CIO n'a pas besoin d'être à la pointe de la technologie. Le numérique ne remplace pas la presse écrite, la télévision, ni aucun autre moyen de communication. Il les associe, les élargit et les complète.

Il s'agit là de la troisième partie d'une contribution en trois volets qui examine la révolution numérique et son impact sur les divers aspects des activités du Mouvement olympique.

Regardless of platform, high-quality storytelling will remain the standard by which Olympic partners will be judged. The power of words, cameras, graphics and intelligent use of design all contribute to this storytelling. And in its ability to deliver all of these, the digital platform is a powerful one. While there is a shrinking of the printed press – whose content is more popular than ever through the proliferation of digital media – it will not disappear simply in favour of the digital medium.

As we have already witnessed in some of the world's greatest news organisations, the printed press will adapt and become more aligned with tactics traditionally exploited only by the broadcast press.

The line between print and broadcast has disappeared. To illustrate this in Olympic terms: a still photographer who shot pictures initially just for the print press is now shooting for web, mobile, virtual and television usage. There can no longer be a Main Press Centre (MPC) and an International Broadcast Centre (IBC) governed by rules that separate the two, when distinctions between these institutions have blurred so substantially. The International Olympic Committee (IOC) must recognise this while protecting the rights-paying media in the group, regardless of platform. The IOC's regulations must acknowledge that we are not in the business of newspapers or television broadcasts. We are simply in the business of content.

And since there is no greater globally admired content than the Olympic Games, the IOC is well-positioned to leverage the digital revolution to better serve its stakeholders. It can communicate globally with its customers and broadcast partners and can be a connector between athletes and their respective rights-holders. It can bridge the gap between national sport federations and National Olympic Committees (NOCs). And it must better deliver a coordinated message with the International Federations (IFs). This can all be helped by the digital platform.

Imagine the power of a single, coordinated, global database delivered by the IOC that can help more than 200 NOCs manage their athlete profiles, accreditation, and logistics. On the IOC's behalf, this is nothing but an investment in simple, existing technology and the commitment to manage such a programme.

To build relations with and between the national and international sport federations, imagine the value delivered when the IOC provides Games time footage of athletes competing at the Games for training-related use. This is currently a void as Federations are often too underfunded to acquire footage of competition and often train in sub-prime and widely varying conditions. The IOC could easily deliver such footage – fingerprinted and thus protected from being used commercially – through a worldwide digital video intranet exclusive for the sports community.

As for rights-holders, imagine the benefits of a centralised database containing best practices of broadcasters in similar markets. This could be the home of past learning and if led by the IOC, could position the organisation as an internal consultancy of sorts, working on behalf of the Rights-Holding Broadcasters (RHBs). In this way the RHBs can get the most value from their broadcast rights. This need not require extraordinary costs, but rather coordinated communication and a few resourceful, intelligent, creative staff members whose focus would be on sharing ideas with rights-holders. As these ideas develop into action,



they will drive audiences and revenue, subsequently increasing the value of the rights themselves. This, in fact, is a model that has worked with tremendous success at the National Basketball Association (NBA), where there was traditionally friction between the league and franchise. Since launching this internal consultancy, the NBA and its teams work in partnership, successfully. Of note, is that this model has more recently been adopted by other major leagues in North America.

And for the IOC itself, imagine a mechanism by which it can tackle the consistent issue of the Olympic Movement's absence during the two years between Games. Already, the brand and subsequent image in people's minds of the Olympic Movement is shaped primarily, to varying levels of success, by the dozens of RHBs worldwide during 17 days in alternating years. Leveraging technology – in particular between Games – would help the IOC better influence its own brand, globally.

Today's more complex and structured online virtual communities could encourage non-fans to convert to the Games and to sports of which they were initially unaware. These virtual communities are primarily useful for marketing and awareness, and more importantly for collecting data on current and potential Olympic fans.

However, to take advantage of today's digital revolution, the IOC does not need to be on the cutting edge of technology. After all, is it not possible to argue that the ultimate virtual community – a concept unheard of until recent years – has for many decades been the disconnected millions of Olympic fans around the world? Here are like-minded people experiencing the Games independently, watching the competition individually, or reading reports of the Games from a singular insular perspective provided by their nation's media. It has been a community in one sense of the word, but only connected virtually.

Technology today, however, allows for that disconnection to be bridged. Simple connectivity enables a child in Norway, who proudly boasts of his nation's past speed skating glory, to befriend a young Canadian while they jointly watch broadcasts of their respective country's best athletes competing in the 1,500 m final. This is simple yet powerful stuff, separate and removed from any formalised "virtual community".

It can be said that the Olympic Games are like a great book. When the cauldron is lit, one opens the book. When the cauldron is extinguished, the book closes. And in between, each glorious night of celebration represents one riveting chapter after another. Thousands of years after the world's first book was committed to writing, we are living in history's most literate era. The written medium still exists.

Digital does not replace the printed word, television, or any other medium. It combines, extends and complements them.

Most amazingly, digital simply brings out the best in each medium – just as the Olympic Movement does in each of us.

STEPHEN MARTIN

IRL – Olympic Council of Ireland

LA RÉVOLUTION NUMÉRIQUE

Lors de l'organisation des dernières éditions des Jeux Olympiques, l'utilisation des médias électroniques comme moyen de soumettre des informations est devenue de plus en plus populaire. Aujourd'hui, les comités d'organisation des Jeux Olympiques (COJO) acceptent de recevoir les demandes de formulaires d'accréditation et d'inscription par sport ainsi que les photographies des participants, pour ne citer que quelques exemples, sous format électronique. Si cette méthode accélère la procédure, elle ne facilite pas nécessairement l'inscription des équipes.

In the organisation of recent Olympic Games the use of electronic media, as a means of submitting information, has become increasingly popular. Today, an Organising Committee of the Olympic Games (OCOG) will accept soft copies of the application for accreditation form, the sports entry form and participants' photographs, among other documents. While this has made the process faster, it has not necessarily made the registration of the team any easier to complete.

Today, because of better funding and cheaper travel, athletes are able, or obliged, to spend much of their time on the move. This mobility has grown alongside the increased range of forms of communication. Athletes can stay in touch with family, friends and coaches through mobile phones, e-mail, texting, instant messaging, internet telephony, and social network websites. These methods also allow them keep in contact with their National Federations and other agencies who communicate with the athlete, such as the World Anti Doping Agency (WADA). An athlete must master these methods of communication and use them efficiently in order to stay ahead of the competition.

These new methods of communication allow the National Olympic Committee (NOC) to update the athlete and his or her support team on relevant issues. However, the communication is generally one way, i.e. from the NOC to the athlete, with no confirmation that the intended message has been understood, or even read. Not even in a system, whereby the recipient acknowledges receipt of the message (for example by logging into an intranet site) is there any guarantee that the message is absorbed.



An intranet site, used to collect data required for accreditation, flights, clothing, etc., can be created for team members. This site needs to be designed properly and must include feedback from team members. Team members must also be encouraged to use the site.

While electronic forms can be designed to make this submission of data as easy as possible, athletes are often resistant to complete multiple electronic forms for different agencies which require the same information. It is very frustrating for an athlete to be asked to give details which might not be easily recalled, such as passport numbers and expiry dates. Coordination between the various agencies collecting this data could considerably decrease the number of forms to be completed.

The impersonal nature of the communication makes it difficult to build a relationship between the NOC and the potential team members. This difficulty emphasises the need for the NOC, or at least the management team which will interact with the athletes at Games time, to make a strong effort to meet the athletes and their support team face to face. This can be done at training camps and competitions. Seminars and conferences can also be organised and used as opportunities to meet with the athletes and reinforce the messages which have been communicated electronically.

One of the advantages of electronic submissions of data is that NOCs can create a form using the same fields of data requested by the OCOGs. The applicant can then be requested to fill in the NOC form and the information can be transferred directly to the OCOG form. This ensures that there are fewer transfer errors than a manual system. It also means that the responsibility for correct information input lies solely with the potential team member. It also allows the form designer to limit the range on specific fields of data, e.g. the form may not accept a passport expiry date that is not sufficient for the time frame in question.

One difficulty in the design of such a form is that OCOGs use different fields of information. Many of the fields are standard, such as gender and date of birth. However, data requirements, which can be dictated by security and or immigration services, vary greatly from Games to Games. It increases a respondent's frustration, having completed a form, to be asked subsequently for some additional information. It also increases the workload of the NOC to contact all the potential team members, once again, for a seemingly minor piece of information. Therefore the early announcement of the required fields of information would be greatly appreciated by the NOCs.

There is a tendency to over-complicate a process which should be relatively straight forward to complete. In many cases the electronic form which has been designed by the OCOG requires that each entry has sections which the NOC must complete individually (for example, drop-

down lists), thereby negating the advantage mentioned in the previous example. A simpler format would allow the NOC to check and compile the data on their own spreadsheet, organise it into the required order and then copy it in bulk directly onto the OCOG's form.

In the 21st Century assumptions are made that everyone is "e-communicating". This may not necessarily be the case. In the preparation for the recent Beijing Olympic Games we discovered a huge variation in communication capabilities, from individuals who could respond directly to e-mails from their mobile devices, to those who required all communications to be via fax, or in some cases, post. Because of this a parallel means of communication had to be employed. As well as being time-consuming in making the communication, there was also a considerable lag in receiving a response. It meant that progress was made at the speed of the slowest form of communication.

An issue which each NOC must address is the legislation within their jurisdiction regarding the information that can be held by an organisation either in hard or soft copy. For example, data may only be used for the purpose for which it is collected and be held for the period for which it is needed. It can only be disclosed with the permission of the individual. It should not happen that, for example, in the months leading up to an Olympic Games, athletes discover their contact details have been distributed to all and sundry without their express permission.

The one document which, at present, is not possible to submit electronically is the Entry/Eligibility Conditions Form. This can cause a real logistical headache where athletes qualify at the last minute, often at an event in a foreign country. The NOC has to courier the form to them, have it signed and returned to the NOC for countersignature before submitting it at the Delegation Registration Meeting (DRM). Surely, in these days of e-commerce whereby web based companies conduct millions of transactions, large and small, without the need for signature, it would be possible for the IOC and OCOG to accept the Entry/Eligibility Conditions Form in soft format. A series of Personal Identification Numbers (PINs) could be issued to an NOC who would distribute them amongst their team members allowing them sign the form electronically. The NOC could then inform the OCOG at the DRM of those valid PINs and those which are no longer valid could be disposed of with a press of a button.



RICHARD W. POUND

Comité International Olympique

NOUVEAUX MÉDIAS : AIDER À PARTAGER ET À COMMUNIQUER

Les nouveaux médias offrent des possibilités de communication et de partage de l'information sans précédent entre les membres du Mouvement olympique et le public en général. En utilisant les nouveaux médias pour accroître ses activités de sensibilisation, le Comité International Olympique (CIO) devra déterminer :

- 1. le but du partage de l'information ;**
- 2. les manières de cibler efficacement l'information ;**
- 3. les coûts que représente l'utilisation des nouveaux médias pour soutenir sa stratégie de communication.**

Cette contribution examine chacun de ces aspects dans le détail.

New media provides unprecedented opportunities for communicating with and sharing information among members of the Olympic Movement and the wider public. But in using new media to expand its outreach activities, the International Olympic Committee (IOC) will need to determine the following :

1. The purpose of sharing the information ;
2. The ways in which the information can be targeted, effectively ;
3. The costs of using new media to bolster its communications strategy.

This contribution will look at each of these aspects in more detail.

PURPOSE OF THE INFORMATION TO BE SHARED

The IOC needs to determine the purpose of the information it provides to its stakeholders and the outside world – in other words, why is it sharing the information? Is the information meant to be factual only? Is it supposed to represent the opinion of the IOC or a third party? Should the messages be inspirational? Should there be positive as well as critical matter?

The IOC stands to benefit greatly from the exchange of the following types of information: historical and archival information; internal material; policy considerations; visual images; news; sports results; biographical and photographic material of sports personalities; statistics; background material on sports, competitions and previous Olympic Games; philosophical and editorial positions; reports from Sessions, Congresses, Commissions, joint meetings with International Federations

(IFs), National Olympic Committees (NOCs), etc.; Games site selection information; financial and economic information related to past and future Games; IOC financial information; international cooperative initiatives; and doping and the fight against doping.

TARGETING THE INFORMATION

As it is important for the information to be targeted properly, the IOC needs to consider the following questions :

1. Are audiences to be defined demographically (age, gender, education, income, language group), geographically (continental, country-by-country, regional) or universally?
2. Are the messages necessarily different for each target audience or is universality possible?
3. What is the purpose for communication with any of the audiences?

THE COSTS OF INFORMATION SHARING & COMMUNICATION

New media technology requires robust technical infrastructure and large investments in human resources, to generate content as well as to develop, verify and update information.

It is important to make a careful and realistic appraisal as the financial and human resource costs are almost always significantly higher than anticipated.

Here again, there are many considerations that need to be taken into account :

1. How critical is this infrastructure to the overall mission of the IOC?
2. What are the non-financial demands on staff and executives in addition to the specific and direct costs of the programme?
3. What additional human and physical resources are required to realise the strategy at the level contemplated?

It goes without saying that the IOC must also think through the financing of these activities. The organisation has a limited number of revenue sources, which include the sale of broadcast and related rights, The Olympic Partner (TOP) and other sponsorships, licensing, payments from Organising Committees of the Olympic Games (OCOGs) and investment income.

The IOC also has a significant number of contractual commitments, traditional grants which have become de facto commitments and other programme activities which already consume a high percentage of its resources. Depending on the priority accorded to it, some reallocations within or adjustments of existing priorities may be required to fund an



extended communications programme. Parts of the programme may attract some sponsorship or generate some advertising support, but it is unlikely that such a programme could become self-sustaining in the short term.

The responsibility and management of the implementation of the new media communications strategy must also be clearly defined. Additionally, the responsible person or team must have the authority to deal with issues as they arise and cannot be confined by a structure that reduces their response time to a given situation.

CONCLUSION

The IOC and others in the Olympic Movement must make greater strides in exploiting the many advantages that new media has to offer.

However, any future communications strategy must be based on consultations with target audiences, technical experts, marketing and other partners as well as careful consideration within the internal structures of the IOC itself.

ÓLAFUR RAFNSSON

ISL – The National Olympic and Sports Association of Iceland

LA COMMUNICATION AVEC LES DIVERSES PARTIES PRENANTES À L'ÈRE DU NUMÉRIQUE

La révolution numérique a joué un rôle important dans la promotion des activités sportives. Mais dans le même temps, les jeux sur ordinateur menacent de remplacer le divertissement qu'offre la compétition.

Aujourd'hui, on peut toucher les jeunes en utilisant Internet. Le web est notre média à tous, sur lequel nous sommes libres de contribuer, d'éditer et de choisir quelles sont les informations qui nous semblent intéressantes. Il serait dommage de ne pas exploiter ces possibilités avec toutes les ressources et le savoir-faire mis à notre disposition.

The digital revolution has played an important role in the promotion of sport activities. But at the same computer games are threatening to replace the fun of competition.

Today, young people can be engaged via the internet. The web is our own media in that we are free to contribute, edit and choose the information of interest to us. It would be naive not to exploit this with all the tools and know-how available to us.

The online Olympic Congress is a symbol of progressiveness in this area and should be commended.

We should :

1. Ensure that all 205 National Olympic Committees (NOCs) have the same level of information technology at their disposal ;
2. Develop an Olympic structure of top down communication, which includes all stakeholders even media and parents. It would also be helpful to organise regular global NOC press conferences. However, this must be conducted without placing any restrictions on participation ;
3. Always be leaders in the area of technology. We must be proactive in researching new technologies and be flexible enough to adapt to the latest developments ;
4. Use online technology to educate our athletes and stakeholders ;
5. Launch programmes for NOCs to assist them with web and internet use. It is also necessary : 1) to analyse the information technology (IT) structures of all NOCs and their countries ; 2) to provide short-term solutions where necessary while planning for the long term ; 3) to view education as a means of ensuring sustainable development ; 4) for advanced NOCs to assist the less developed.

TERRY SASSER

MHL – Marshall Islands National Olympic Committee

MÉDIAS AUTOCHTONES

Les bénéfices des médias et de la technologie sont doubles. Aux niveaux national et régional, il est nécessaire de donner les moyens aux Comités Nationaux Olympiques (CNO) d'utiliser les différents médias disponibles pour promouvoir les CNO, l'Olympisme et les valeurs olympiques auprès des individus et des communautés de chaque pays dans un format approprié sur le plan culturel et linguistique. Au niveau international, cela permettra aux CNO de promouvoir et d'informer à travers le monde sur leur infrastructure nationale et continentale, les Comités Nationaux Olympiques d'Océanie (ONOC).

The tiny island nations, which comprise the Oceania National Olympic Committee (ONOC), are widely scattered across the vast expanse of the Pacific Ocean. The waters that isolate one island far from another also bind them through common lifestyles and similar cultures. ONOC



includes the world's smallest National Olympic Committees (NOCs) yet covers the largest geographic area, presenting many unique logistical, organisational and financial challenges. The opportunities afforded are made possible by International Olympic Committee (IOC) Olympic Solidarity funding through licensing rights, merchandising, The Olympic Partner (TOP) sponsorships, and World and Continental Programmes.

The IOC's World and Continental programmes are very successful and quite generous; however, there remain gaps in services. One of the greatest needs is training for athletes, federation heads and NOC administrative staff in the use of basic technology, media and journalism. It is imperative to build capacity in order to bridge the digital divide that still exists in small, developing countries. The ability to develop well-written correspondence, reports and press releases; capture, down-size and e-mail still photographs; record and upload video footage to web would make Pacific NOCs more professional, increase their capacity for training and funding opportunities and enable them to connect and network with the with local communities, national, regional and international federations, governing agencies of the Olympic family and the international audience at large.

Most of the widespread, geographically isolated Pacific Island countries have basic media outlets, including television and radio broadcast stations, newspapers and internet service providers. Locally produced television programming is a rapidly growing market. Even in the poorest homes (plywood shacks with no indoor plumbing or running water), the low cost of radio and television are seen as necessities rather than luxuries. Regional newspapers are often weekly rather than daily publications but are very important to information sharing. The internet is a growing media forum that is under-utilised in the Pacific region. The medium most accessible throughout the Pacific is radio because it has a wide broadcast range and is relatively inexpensive.

Therefore, it is necessary to increase capacity in the way of journalistic skills and the ability to use international news agencies (such as Reuters). In smaller countries, the NOCs are usually responsible for sending press releases back home from regional and international events. In many cases local cable operators cannot obtain broadcast rights or afford to send a dedicated press representative; consequently, it is up to the NOCs to train their National Federations as field journalists so they can provide press releases, photos and video footage when they travel to regional and international events. National or regional coverage of special sporting or human interest stories are of great interest to regional and international news agencies and would not only bring greater awareness of Pacific NOCs, but could also provide revenue through sponsorship and grant opportunities for the NOCs.

In this modern age of technology, the globe is rapidly becoming smaller as even the smallest countries can reach the rest of the world through the

internet. NOCs need technical assistance to publicise themselves through websites and the other digital social networking venues now available.

IOC Olympic Solidarity funding currently subsidises an annual Activities Budget for each NOC; however, these funds are disbursed among active federations who rely on this funding for their sporting activities. If Solidarity funding were used to hire additional staff or to provide the needed media training, it would limit the funds available for federation activities. However, by building capacity and training the necessary NOC staff, NOCs would have the ability to attract valuable local sponsorship opportunities.

In the small developing countries of the Pacific, where the minimum wage of a successful country is USD 2 (and there are those who live on as little as USD 1 per day), USD 12,000-15,000 per year would be considered a high-paying salary and an attractive amount to hire full-time NOC staff.

Building local capacity for technological advancement, media production and sponsorship opportunities, even less lucrative ones, will gradually generate revenue and increase the capacity of the NOCs. This will in turn help NOCs to make their operations professional, and reporting to their International Federations (IFs), enable better reporting to the IOC, Solidarity and other funders.

In conclusion, the benefits of media and technology benefits are two-fold. At a national and regional level, it is necessary to build NOC capacity to utilise the various media outlets available to promote NOCs, Olympism and Olympic values to the people and communities of each country in a culturally and linguistically appropriate format. And at an international level, this will enable NOCs to promote and publicise their national and continental infrastructure, the Oceania National Olympic Committees (ONOC), globally.

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COMMENTAIRES GÉNÉRAUX

Le Comité International Olympique (CIO) remercie sincèrement tous ceux qui ont participé au *Congrès olympique virtuel*. Il félicite tous les contributeurs pour la qualité des contributions soumises. Les textes qui ont été retenus pour publication dans le présent ouvrage témoignent du bon niveau des contributions reçues et de l'implication de leurs auteurs.

Au total, 1 319 contributions ont été reçues.

Le *Congrès olympique virtuel* n'est pas un sondage d'opinion qui est basé sur un échantillon représentatif de la population.

Toutes les contributions soumises par le public ont été prises en compte dans les résultats ci-dessous.

Nous sommes restés fidèles aux idées qui ont été émises par les contributeurs sur les différents sous-thèmes.

Notons que dans certains cas, il a été difficile d'interpréter les idées de quelques contributeurs, ces derniers ayant certainement utilisé des outils de traduction automatique pour soumettre leur texte dans une des deux langues du *Congrès olympique virtuel*.

Malgré tout, chaque contributeur devrait retrouver ses idées dans le résultat proposé sous-thème par sous-thème.

Par la nature transversale des thèmes et sous-thèmes, un bon nombre d'idées semblables s'y sont logiquement retrouvées. Afin que les résultats ci-dessous se rapprochent au plus près de la réalité et dans une volonté de totale transparence, aucune consolidation n'a été faite. Chacun pourra ainsi se faire sa propre opinion et interpréter les résultats à sa guise.

LE RUGBY DANS LE CONGRÈS OLYMPIQUE VIRTUEL

Depuis plusieurs années, l'International Rugby Board (IRB) est en campagne pour que le rugby réintègre le programme olympique.

Comme en témoigne son site Internet <http://www.irb.com>, la fédération est à l'origine de nombreuses initiatives pour promouvoir à juste titre son sport.

Dès le lancement du *Congrès olympique virtuel*, la fédération a invité les supporteurs du rugby à promouvoir leur sport à travers cette plateforme.

Un total de 276 contributions réparties dans tous les sous-thèmes ont été soumises au *Congrès olympique virtuel*.

La plupart de ces contributions étaient constituées d'une simple ligne dans le titre, dans le résumé et dans la contribution, le texte étant le suivant :

« Inclure le rugby aux Jeux Olympiques » ou « Inclure le rugby à 7 aux Jeux Olympiques »

Les autres contributions reprenaient exactement mot pour mot les arguments de soutien développés sur le site de la fédération.

En toute logique, les contributions provenant des supporteurs du rugby ont été prises en compte dans le total des contributions reçues. Toutefois, compte tenu de la nature répétitive du texte, il était bien difficile de proposer une interprétation du contenu des contributions et de les faire figurer dans les résultats suivants.

LES CONTRIBUTIONS REJETÉES

43 contributions ont été rejetées car ne respectant pas les articles 3 et 6 des « Conditions générales pour les contributions au Congrès olympique 2009 » :

«[...] Sera automatiquement écartée toute contribution qui, notamment :

- est sans aucun rapport avec l'appel à contribution du Congrès ;
- est attentatoire aux droits de la personnalité des personnes physiques et morales ;
- constitue la publicité ou la promotion d'un produit, service, nom, marque ou toute autre désignation de personne, société ou organisation ;
- plagie des textes. [...]»

La plupart des contributions qui ont été rejetées l'ont été car elles étaient dans une langue autre que celle du *Congrès olympique virtuel* ou sans aucun rapport avec l'appel à contribution. Trois cas de plagiat assez grossiers ont été constatés. Le secrétariat du Congrès n'a pas utilisé d'outil de détection du plagiat.

LES CONTRIBUTIONS PUBLIÉES

En règle générale, ont été retenues pour publication les contributions qui ont été considérées comme « les plus synthétiques », c'est-à-dire couvrant le plus grand nombre d'aspects traités par plusieurs autres auteurs.

Il ne s'agit en aucun cas d'un classement.

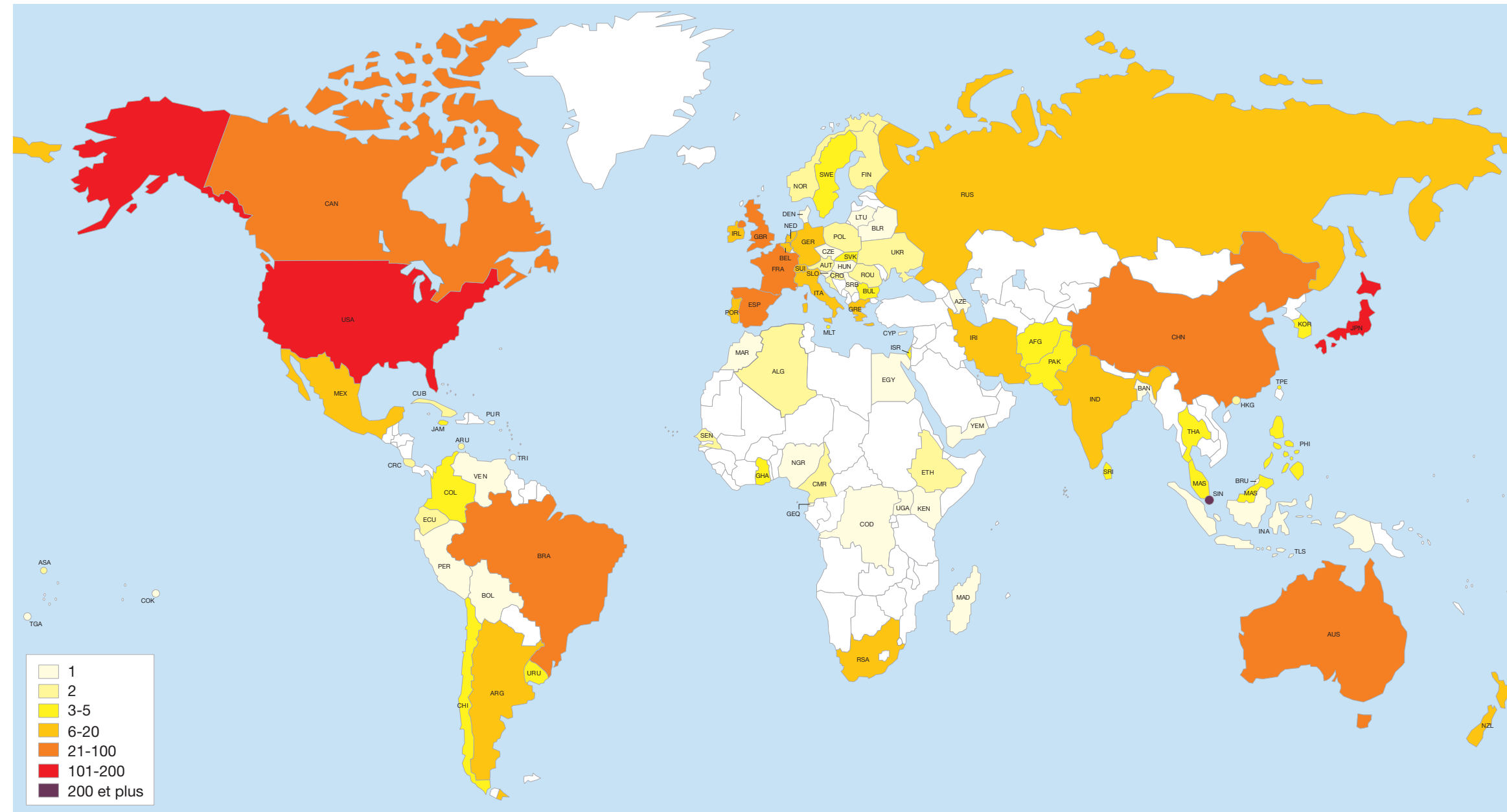
LES RÉSULTATS

Les résultats sont présentés en fonction de la récurrence d'une idée. L'idée qui a été le plus souvent citée apparaît en début de liste.

Aucun jugement de valeur n'a été porté sur les idées émises par le public.

Le public a été consulté pour la première fois de l'histoire des Congrès olympiques. Chaque membre du public avait la possibilité de soumettre un maximum de deux contributions au Congrès olympique virtuel pour autant qu'elles ne concernent pas le même thème. C'est pour cette raison que le nombre de contributions ne correspond pas nécessairement au nombre de contributeurs dans les statistiques suivantes.

Répartition géographique des 1 148 contributeurs du grand public*



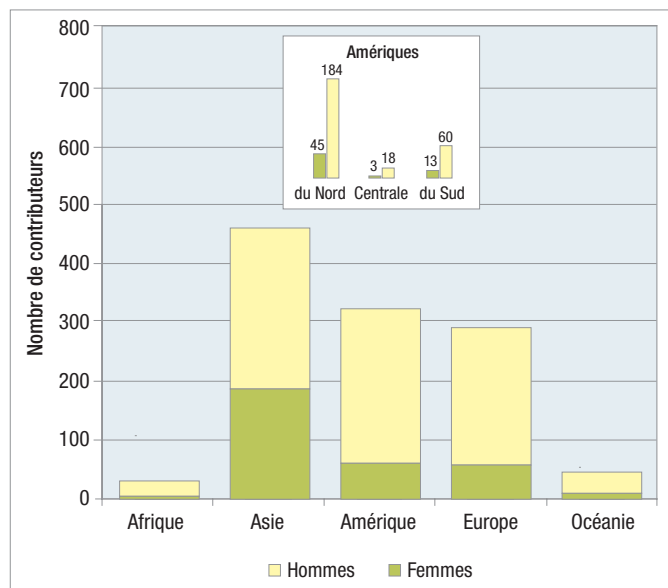
Afghanistan (AFG)	3	République islamique d'Iran (IRI)	6
Afrique du Sud (RSA)	11	Irlande (IRL)	15
Algérie (ALG)	2	Israël (ISR)	3
Allemagne (GER)	13	Italie (ITA)	18
Argentine (ARG)	15	Jamaïque (JAM)	4
Aruba (ARU)	2	Japon (JPN)	129
Australie (AUS)	27	Kenya (KEN)	1
Autriche (AUT)	2	Lituanie (LTU)	1
Azerbaïdjan (AZE)	1	Madagascar (MAD)	1
Bangladesh (BAN)	1	Malaisie (MAS)	4
Bélarus (BLR)	1	Malte (MLT)	3
Belgique (BEL)	18	Maroc (MAR)	1
Bolivie (BOL)	1	Mexique (MEX)	9
Bésil (BRA)	42	Nigéria (NGR)	1
Brunéi Darussalam (BRU)	1	Norvège (NOR)	2
République de Bulgarie (BUL)	4	Nouvelle-Zélande (NZL)	14
Cameroun (CMR)	2	Ouganda (UGA)	1
Canada (CAN)	53	Pakistan (PAK)	3
Chili (CHI)	4	Pays-Bas (NED)	12
Rép. populaire de Chine (CHN)	21	Pérou (PER)	1
Chypre (CYP)	1	Philippines (PHI)	5
Colombie (COL)	3	Pologne (POL)	2
Rép. démocratique du Congo (COD)	1	Porto Rico (PUR)	1
Îles Cook (COK)	1	Portugal (POR)	11
République de Corée (KOR)	5	Roumanie (ROU)	2
Costa Rica (CRC)	2	Fédération de Russie (RUS)	10
Croatie (CRO)	2	Samoa américaines (ASA)	2
Cuba (CUB)	2	Sénégal (SEN)	2
Danemark (DEN)	1	République de Serbie (SRB)	1
Égypte (EGY)	1	Singapour (SIN)	249
Équateur (ECU)	2	Slovaquie (SVK)	3
Espagne (ESP)	21	Slovénie (SLO)	1
États-Unis d'Amérique (USA)	176	Sri Lanka (SRI)	3
Éthiopie (ETH)	2	Suède (SWE)	3
Fidji (FIJ)	1	Suisse (SUI)	9
Finlande (FIN)	2	Chine Taipei (TPE)	3
France (FRA)	49	République tchèque (CZE)	1
Ghana (GHA)	3	Thaïlande (THA)	3
Grande-Bretagne (GBR)	67	Rép. dém. du Timor-Leste (TLS)	1
Grèce (GRE)	9	Tonga (TGA)	1
Guinée équatoriale (GEQ)	1	Trinité-et-Tobago (TRI)	1
Hong Kong, Chine (HKG)	2	Ukraine (UKR)	2
Hongrie (HUN)	1	Uruguay (URU)	4
Inde (IND)	17	Venezuela (VEN)	1
Indonésie (INA)	1	Yémen (YEM)	1

Total des contributeurs	1148
Total des pays**	90

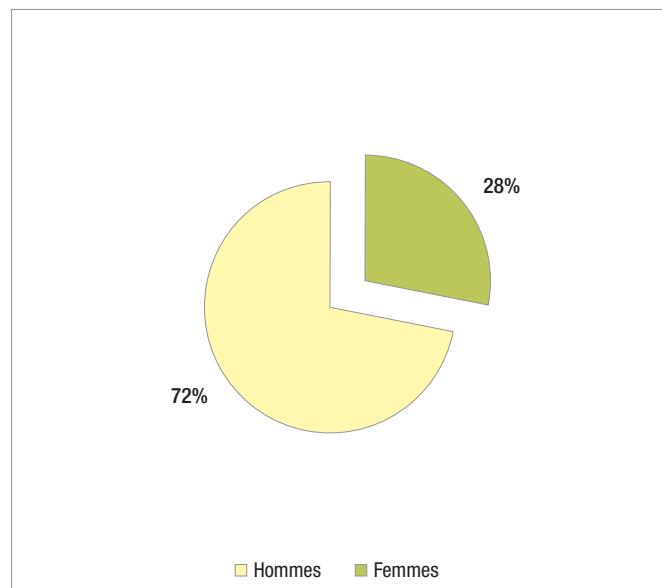
* Les statistiques géographiques sont basées sur la citoyenneté des contributeurs.

** Selon l'ordre du Répertoire du CIO

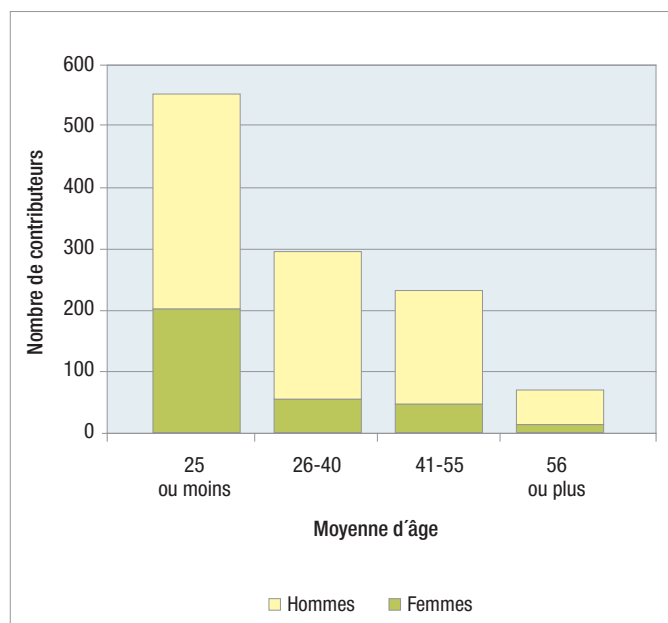
Répartition continentale des 1 148 contributeurs du public



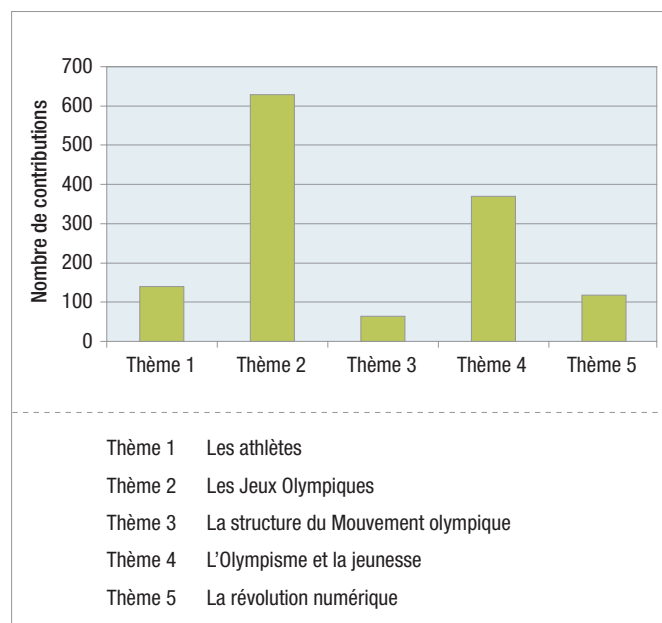
Répartition hommes/femmes des 1 148 contributeurs du public



Moyenne d'âge des 1 148 contributeurs du public

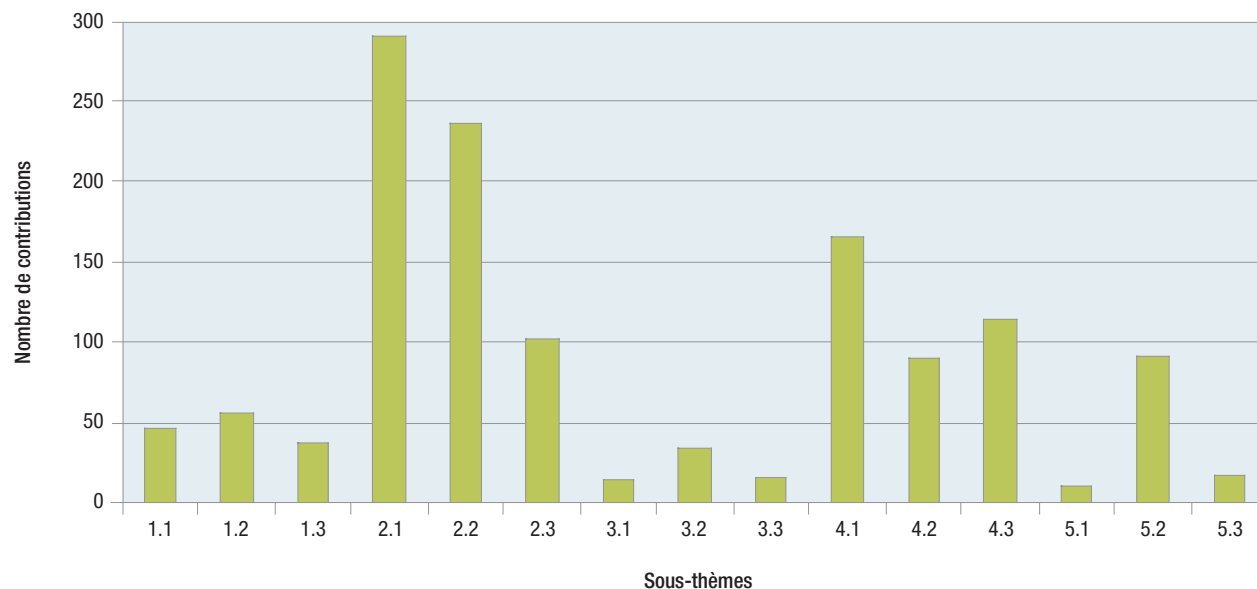


Répartition des 1 319 contributions du public par thème



- Thème 1 Les athlètes
- Thème 2 Les Jeux Olympiques
- Thème 3 La structure du Mouvement olympique
- Thème 4 L'Olympisme et la jeunesse
- Thème 5 La révolution numérique

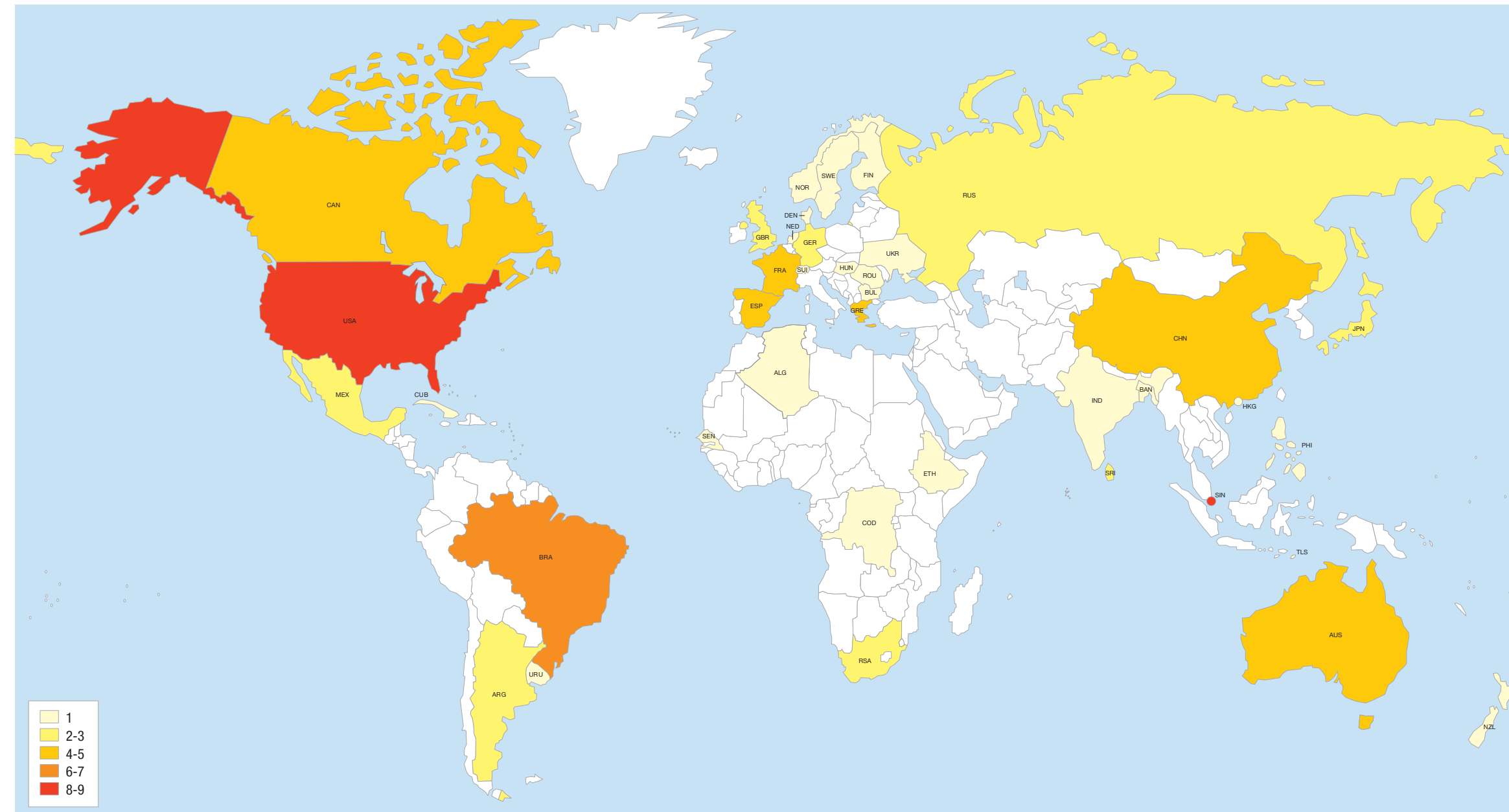
Répartition des 1319 contributions du public par sous-thème



- | | | |
|--|---|---|
| 1. Les athlètes | { | 1.1 Relations entre les athlètes, les clubs, les fédérations et les CNO
1.2 Protection de la santé lors de l'entraînement et en compétition
1.3 La vie sociale et professionnelle des athlètes pendant et après le sport de haut niveau |
| 2. Les Jeux Olympiques | { | 2.1 Comment faire pour que les Jeux demeurent une manifestation de premier plan?
2.2 Les valeurs olympiques
2.3 L'universalité et les pays en développement |
| 3. La structure du Mouvement olympique | { | 3.1 L'autonomie du Mouvement olympique
3.2 La bonne gouvernance et l'éthique
3.3 Les relations entre le Mouvement olympique et ses diverses parties prenantes |
| 4. L'Olympisme et la jeunesse | { | 4.1 Vers une société active
4.2 Le sport de compétition est-il toujours attrayant?
4.3 Les manifestations sportives pour les jeunes |
| 5. La révolution numérique | { | 5.1 Une nouvelle gestion des droits sportifs
5.2 Comment accroître l'audience en sport?
5.3 La communication avec les diverses parties prenantes à l'ère du numérique |

Parmi les 1319 contributions du public, 99 ont été retenues pour publication par le comité de rédaction. Le choix s'est porté sur les contributions considérées comme « les plus synthétiques », c'est-à-dire couvrant le plus grand nombre d'aspects traités par plusieurs auteurs. Les statistiques suivantes prennent en compte la participation de 91 contributeurs ayant soumis au total 99 contributions.

Répartition géographique des 91 contributeurs sélectionnés*



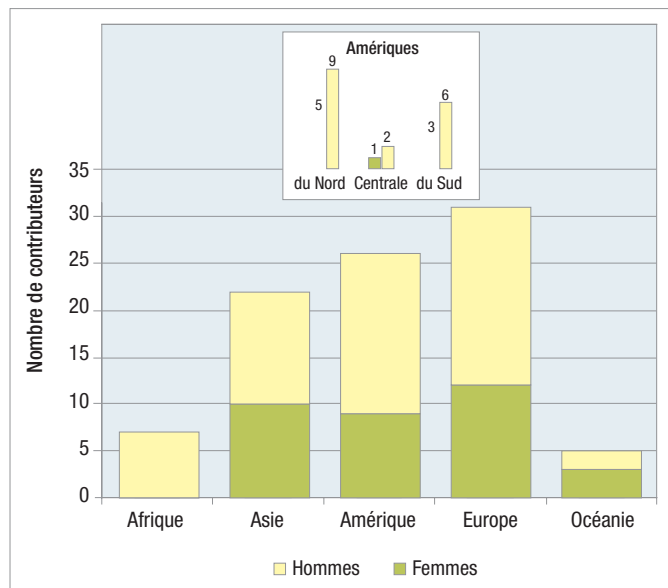
Afrique du Sud (RSA)	3
Algérie (ALG)	1
Allemagne (GER)	2
Argentine (ARG)	2
Australie (AUS)	4
Bangladesh (BAN)	1
Brésil (BRA)	6
République de Bulgarie (BUL)	1
Canada (CAN)	5
République populaire de Chine (CHN)	4
République démocratique du Congo (COD)	1
Cuba (CUB)	1
Danemark (DEN)	1
Espagne (ESP)	4
États-Unis d'Amérique (USA)	9
Éthiopie (ETH)	1
Finlande (FIN)	1
France (FRA)	4
Grande-Bretagne (GBR)	3
Grèce (GRE)	5
Hong Kong, Chine (HKG)	1
Hongrie (HUN)	1
Inde (IND)	1
Japon (JPN)	2
Mexique (MEX)	2
Norvège (NOR)	1
Nouvelle-Zélande (NZL)	1
Pays-Bas (NED)	1
Philippines (PHI)	1
Roumanie (ROU)	1
Fédération de Russie (RUS)	3
Sénégal (SEN)	1
Singapour (SIN)	8
Sri Lanka (SRI)	3
Suède (SWE)	1
Suisse (SUI)	1
République dém. du Timor-Leste (TLS)	1
Ukraine (UKR)	1
Uruguay (URU)	1

Total des contributeurs	91
Total des pays**	39

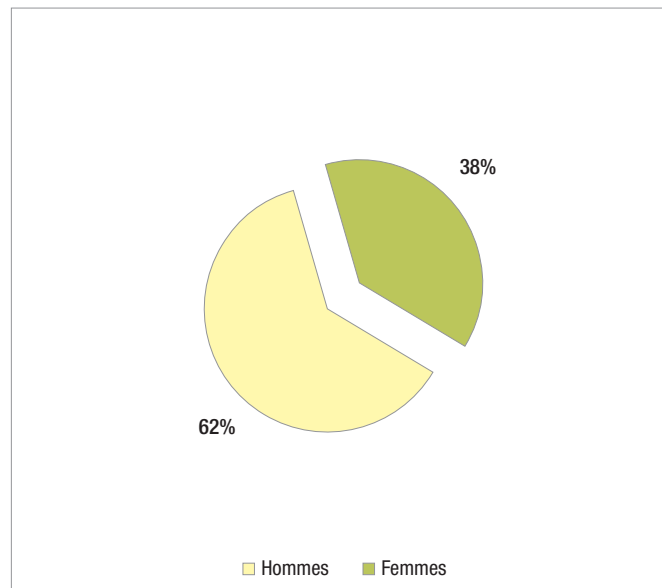
*Les statistiques géographiques sont basées sur la citoyenneté des contributeurs. L'organisation Human Rights Watch est comptabilisée sous les États-Unis d'Amérique, pays abritant son siège.

**Selon l'ordre du Répertoire du CIO

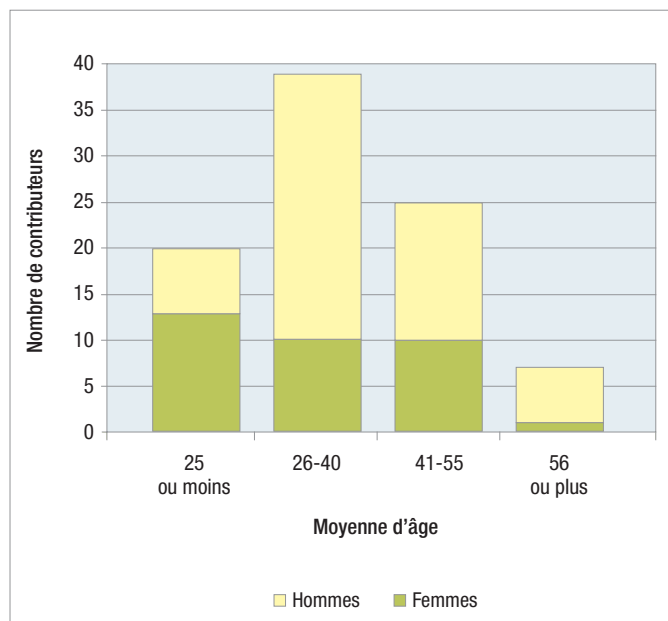
Répartition continentale des 91 contributeurs sélectionnés



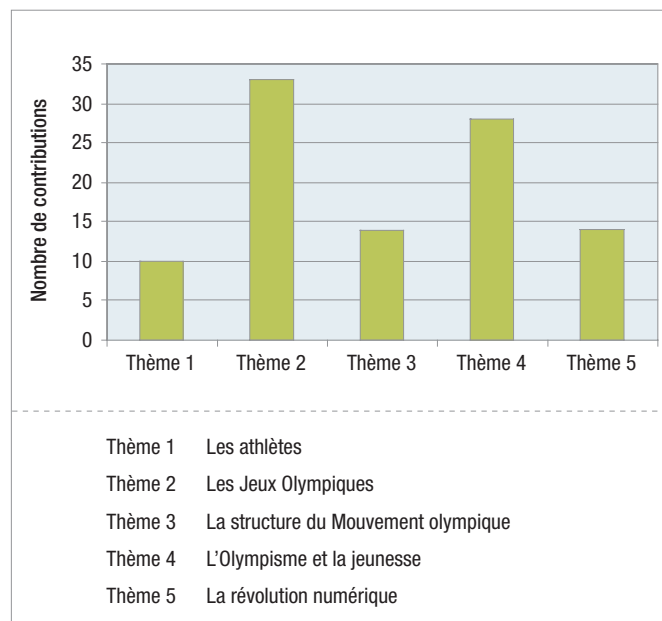
Représentation hommes/femmes des 91 contributeurs sélectionnés



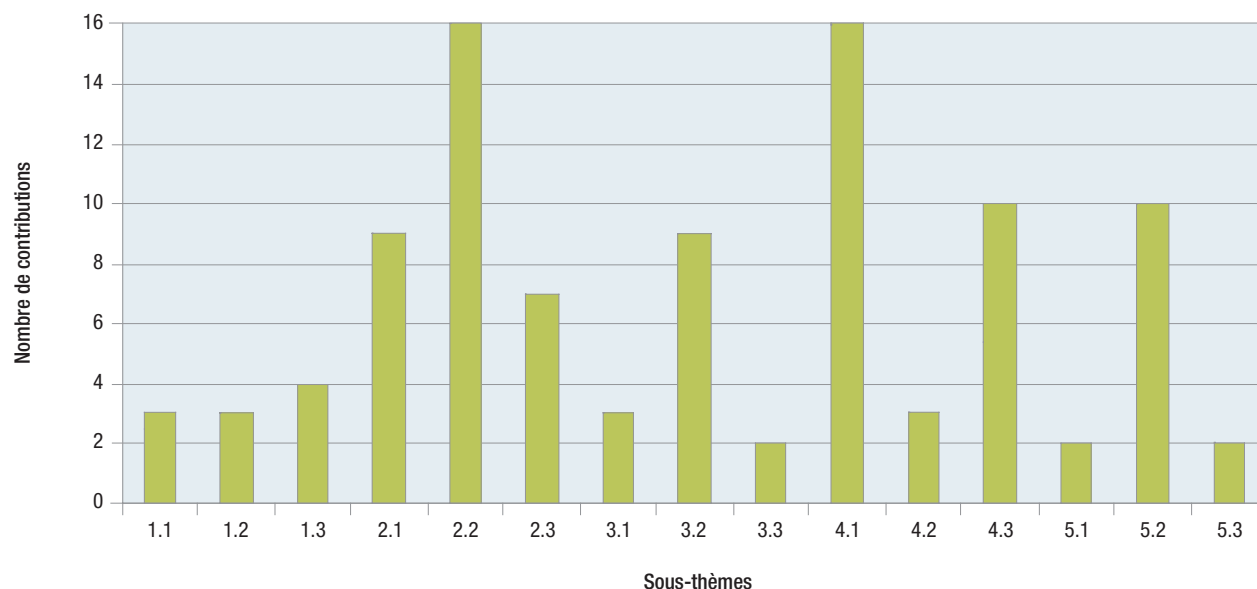
Moyenne d'âge des 91 contributeurs sélectionnés



Répartition des 99 contributions sélectionnées par thème



Répartition des 99 contributions sélectionnées par sous-thème



1. Les athlètes	<ul style="list-style-type: none"> 1.1 Relations entre les athlètes, les clubs, les fédérations et les CNO 1.2 Protection de la santé lors de l'entraînement et en compétition 1.3 La vie sociale et professionnelle des athlètes pendant et après le sport de haut niveau
2. Les Jeux Olympiques	<ul style="list-style-type: none"> 2.1 Comment faire pour que les Jeux demeurent une manifestation de premier plan? 2.2 Les valeurs olympiques 2.3 L'universalité et les pays en développement
3. La structure du Mouvement olympique	<ul style="list-style-type: none"> 3.1 L'autonomie du Mouvement olympique 3.2 La bonne gouvernance et l'éthique 3.3 Les relations entre le Mouvement olympique et ses diverses parties prenantes
4. L'Olympisme et la jeunesse	<ul style="list-style-type: none"> 4.1 Vers une société active 4.2 Le sport de compétition est-il toujours attrayant? 4.3 Les manifestations sportives pour les jeunes
5. La révolution numérique	<ul style="list-style-type: none"> 5.1 Une nouvelle gestion des droits sportifs 5.2 Comment accroître l'audience en sport? 5.3 La communication avec les diverses parties prenantes à l'ère du numérique

LES ATHLÈTES

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RELATIONS ENTRE LES ATHLÈTES, LES CLUBS,
LES FÉDÉRATIONS ET LES CNO

Nombre de contributions pour ce sous-thème en relation avec le sujet:	42
Nombre de contributions rejetées:	2
Nombre de contributions sur le rugby:	2
Total de contributions pour ce sous-thème:	46

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Dans un souci d'équité, d'égalité et de solidarité, les athlètes devraient tous pouvoir intégrer une structure afin de bénéficier d'un minimum d'encadrement. La création d'un fonds pour les athlètes est préconisée.

23

Il est nécessaire de clarifier les rôles et les responsabilités des clubs, des fédérations et des Comités Nationaux Olympiques (CNO) vis-à-vis des athlètes. En outre, il devrait y avoir une plus grande synergie entre les différentes entités en ce qui concerne le soutien aux athlètes.

19

Il existe un manque de cohérence au niveau des qualifications par pays et par sport. (Des exemples précis ont été donnés par plusieurs contributeurs pour illustrer ce constat.)

7

Les athlètes devraient être mieux informés en ce qui concerne leurs droits et leurs devoirs. Ils devraient pouvoir bénéficier d'une meilleure protection juridique.

5

D'un pays à l'autre, il existe une trop grande disparité dans les politiques gouvernementales en ce qui concerne l'aide aux athlètes.

4

Il existe un trop grand écart entre les CNO des pays « riches » et ceux des pays pauvres. Cette disparité a logiquement un impact sur les relations avec l'athlète d'un CNO à l'autre.

3

Il existe de trop grandes inégalités entre les athlètes (inégalités économiques et financières, inégalité entre les sexes, manque de clarté concernant le statut des athlètes handicapés).

2

Commentaires:

De nombreux contributeurs au Congrès olympique virtuel sont revenus sur la complexité des systèmes de qualification qui donnent un sentiment d'opacité et d'inégalité d'un sport à l'autre et d'un CNO à l'autre.

GEOFF KOHE

Nouvelle-Zélande

POUR DE MEILLEURES RELATIONS
ENTRE LES ATHLÈTES, LES CNO ET LES ANO

Les relations entre les Comités Nationaux Olympiques (CNO), les Académies Nationales Olympiques (ANO) et les athlètes olympiques sont précieuses. Malgré les efforts de ces organisations, beaucoup d'athlètes, qui sont pourtant des sportifs olympiques, ont des connaissances insuffisantes de l'Olympisme ou du Mouvement olympique.

L'écart entre les idéaux olympiques et la poursuite du prestige sportif est une conséquence des structures de gestion, qui n'ont pas réussi à promouvoir de manière appropriée l'intégration de l'éducation olympique de base dans leur stratégie pour les Jeux Olympiques.

Dans ce document, je propose que :

- 1. les idéaux olympiques soient mieux enracinés dans la gestion olympique centrale ;**
- 2. de ce fait, des relations plus directes s'établissent entre les athlètes d'élite, les CNO et les ANO ;**
- 3. une meilleure compréhension du Mouvement olympique complète la préparation des athlètes avant les Jeux et leur expérience des Jeux.**

Mon objectif est d'encourager d'autres acteurs à attirer davantage l'attention sur le rôle et la valeur des athlètes dans les structures de gestion des organes olympiques.

When Usain Bolt sprinted to glory at the Beijing Games, International Olympic Committee (IOC) President Jacques Rogge read Bolt's nonchalant attitude as arrogance and proclaimed it was disrespectful to fellow competitors (New Zealand Herald, 21 August 2008).

Bolt's showmanship, deemed by some as antithetic to the Olympic spirit, illustrated the incongruence between elite sport and the Olympic



Movement's ideology. Given the exceedingly high standards demanded in elite level sport this disjuncture is not surprising. High performance sport is demanding and athletes make extreme sacrifices to pursue Olympic glory. Arguably the least of their goals is to engage with National Olympic Committees (NOCs) and Olympic Academies (NOAs) to learn about Olympism and the historical sociocultural aspects of the Olympic Games.

Many athletes, for example, have scant knowledge of Olympism or the Olympic Movement. This gap between Olympic ideals and the pursuit of sporting prestige is a by-product of management structures that have failed to adequately promote core Olympic education as part of their Olympic Games strategies.

I suggest in this paper that

1. Olympic ideals could be better entrenched within central Olympic management;
2. More direct relationships with elite athletes and NOCs and NOAs could be forged as a result; and
3. Athletes' preparations for and experience of the Games could be complemented by better understanding the Olympic Movement.

Sport in most countries is characterised by a multitiered structure of administration, e.g. involving clubs, national associations, governing bodies, NOCs and international federations. At times a complex system, the underlying intent is to provide athletes with appropriate support to meet their sporting needs. NOCs are an integral part of this structure.

NOCs are responsible for promoting the Olympic Movement in their respective countries and one of their prime tasks is to select Olympic athletes for Olympic Games. Understandably, to ensure that athletes' elite performance needs are met is much of the NOCs brief. Yet, an imperative that has been emphasised far less by many NOCs is to foster in athletes a better understanding of the Olympic Movement.

Despite the fact that some NOCs provide information to athletes about the broader aims and objectives of the organisation, efforts to promote the fundamental tenets of Olympism that lie at the heart of the Olympic Movement are often of secondary concern. Part of the blame for this lies largely with government funding agencies that dictate sport funding explicitly on the basis of successful Olympic performance, and hence do not value to the same extent investment into education. A significant amount of responsibility and obligation also lies with NOCs and sports clubs whose management structures privilege the performance-based aspects of sport.

The elite ethos of the Olympic Games is evidently here to stay. NOCs should therefore work even harder to foreground the Olympic ideals in

their daily practice. This has been made increasingly difficult in some countries by the continued tension between NOCs and NOAs (this author's own country being a prime example).

To the dismay of many advocates of Olympism, the relationship between the two organisations has become increasingly incompatible. Evidently more work needs to be done to merge the competing ideological and practical agendas of these two key Olympic organisations. Charters and policies need to be re-written so that they match the growing obsession with athletes' elite performance with investments into athletes' Olympic education.

Despite differing views, both organisations seemingly acknowledge the importance of the athlete in the Olympic Movement and the need to better support his or her needs during Olympic Games. To quell the tension, one way forward might be to give athletes a more significant role in the Games management, and perhaps also increase their involvement in the administration of the NOCs and NOAs.

The fact that athletes go to the Olympic Games solely to compete is laudable, but it suggests that NOCs and NOAs could do so much more in communicating to athletes about the broader aspects of the Olympic Movement. It would be entirely emancipatory to give athletes a more prominent role in Games management and arm them with a more comprehensive Olympic education. Yes, certainly this might not be appropriate for all athletes, but it might be possible that athletes see this as a unique way to augment their sport training and maintain their "Olympic spirit" long after the Games have ended.

The IOC's charter (2007) obligates NOCs to promote Olympism within their respective countries. While this is being achieved to an extent in mainstream education, clearly NOCs have a responsibility as well to foster athletes' Olympic literacy. To this effect, club, coach, and athlete education programmes and packages could be developed that communicate to athletes historical and sociocultural aspects of the Olympic Games. Of course, not all athletes may be receptive to such efforts, but if athletes can know more about the Olympic Movement then when they first began then NOCs have gone part of the way to meeting their responsibilities as members of the Olympic Movement.

I have briefly argued that the relationship between NOCs, NOAs, and athletes is a valuable one. In light of attempts throughout the world to conjointly provide support for elite level sport and foster the broader aims of the Olympic Movement, it is clear the latter has suffered considerably within Games management. I posited that the way forward would be: first, to better entrench core Olympic values in NOC agendas; second, to give athletes a more significant voice in both the NOC and the NOA; and third, to communicate to athletes more effectively through education that there is more to the Olympic Games than competition.



Athletes, coaches, or those who have managed Games teams might regard the suggestions I have offered as unworkable in a modern sporting environment.

To a degree, this might be a valid criticism. However, I believe the type of experience athletes have at the Olympic Games and in dealing with their NOCs and NOAs could be better. Hopefully my suggestions encourage others to draw closer attention to the role and value of athletes in the Olympic management structures.

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CAROLINE RINGUET

Australie

INTÉRÊTS DES ATHLÈTES ET DES ORGANISATIONS DANS LE MOUVEMENT OLYMPIQUE

Imaginez un monde du sport où les athlètes n'ont aucun droit et où les organisations sportives ne parviennent pas à contrôler la corruption et les tricheurs. Imaginez que les organisations sportives n'aient pas la responsabilité de fournir des installations appropriées pour l'entraînement et d'offrir des possibilités de compétition.

Imaginez que le sport soit orienté uniquement vers la victoire et que le bien-être des athlètes soit négligé. Imaginez maintenant le monde du sport que beaucoup d'entre nous veulent connaître : un lieu où les athlètes et les organisations assument avec respect leurs rôles et leurs responsabilités, un monde où nous sommes motivés par le désir d'imiter le comportement de nos modèles sportifs et où nous apprécions les organisations qui les soutiennent. Un monde où nous sommes enthousiasmés par l'excellence sportive à tous les niveaux.

L'objectif de cette contribution est d'étudier les structures de soutien au développement des athlètes. Ce document donne une perspective sur les droits, les rôles et les responsabilités des athlètes et des organisations engagées dans le Mouvement olympique. Des recommandations pour une meilleure protection des intérêts de ces deux organes sont présentées.

Are existing structures of support satisfactory to protect both the interests of athletes and of the various bodies involved in the Olympic Movement? This contribution to the Virtual Olympic Congress explores the rights of

athletes, and the roles and responsibilities of athletes and organisations involved in the Olympic Movement. The findings from a doctoral study conducted in eight countries and supported by the International Olympic Committee (IOC) inform this contribution (Ringuet, 2006).

In the pursuit of performance excellence, elite athletes dedicate their time and effort to the sport organisations that support them. Sport clubs, elite training centres, national and international sport federations, and National Olympic Committees (NOCs) are examples of the many organisations that comprise the athlete's support system. As representatives and members of these sport organisations, elite athletes have certain rights.

As club members, athletes are entitled to receive support services and resources to maximise their performance. At the very least, training facilities and equipment, coaching, and domestic and international competition opportunities are basic resources that all athletes require and are thereby entitled to. National sport federations in collaboration with respective governments and NOCs should facilitate this support.

To optimise personal development and performance, athletes should also have access to funding to support daily living and training requirements. While athletes are encouraged to undertake studies and paid work to develop skills for life after sport, direct financial assistance must be available in the lead-up to major international sport competition so athletes can focus on performance excellence.

Sport organisations effectively “employ” athletes to deliver specific performance outcomes for the organisation. As a result, and under a human resource model, athletes should be entitled to professional development opportunities through career and education support programmes. Fostering the development of holistic and well-balanced individuals must be an Olympic Movement priority.

Finally, to create an equal playing field, all athletes should have access to sport medicine and scientific support. While the costs of these resources may be too great for some sports and nations, it is imperative that International Federations (IFs) and organisations such as Olympic Solidarity continue to provide opportunities for athletes to access this support through athlete scholarship programmes, and management/staff up-skilling, training and development opportunities.

However, the rights of individual athletes must be considered on a sport-by-sport and nation-by-nation basis. From a sport perspective, the immediate capabilities and priorities of sport organisations largely determine athletes' access to resources and services. However, the broader political ideology of a nation can influence sport organisations' strategic direction and objectives. But what is certain, is that the fundamental rights of elite athletes must never be compromised.



As for any person, athletes are entitled to fundamental human rights without distinction of any kind, such as race, sex, language, religion, political, national or social origin, birth or other status (Article 2; The Universal Declaration of Human Rights). Moreover, in the context of elite sport participation, athletes' rights include:

- appropriate representation within relevant national and international sport bodies;
- doping control to protect the health of athletes and maintain an equal and fair competitive playing field;
- access to information concerning performance and selection criteria, and transparent decision-making processes used to select individuals and teams for representation;
- appropriate representation within the Court of Arbitration for Sport (CAS);
- excellence in the management and coordination of human, financial and scientific resources, and sport competitions to nurture top talent; and
- participation in sport events/competitions that are free from corruption, harassment, and discrimination.

The rights of athletes are inextricably linked to the organisations that support and manage them. Therefore, the extent to which organisations address athletes' basic personal development and performance needs requires ongoing consideration.

In summary, it is an athlete's right to have his or her development protected by the sport organisation, and their level of access to support must be considered by the various bodies involved in the Olympic Movement. However, to receive these entitlements athletes must fulfil certain obligations. Elite athletes must:

- act as good role models and in the spirit of true sportsmanship for the benefit of all sport participants;
- achieve and win in a fair manner by respecting the rules of competition;
- respect those involved in sport and the decisions made by officials;
- uphold the reputation of the national team; and
- contribute to the development of sport and fellow athletes.

But are elite athletes sufficiently represented within management structures of clubs, federations and NOCs? While it is the opinion of this author that athlete representatives with sport and business expertise are required to further elite sport development, some significant improvements are required in this area.

Ringuet (2006) examined the perspectives of athletes and administrators in elite sport, including those of the IOC, NOCs, international and national sport federations, and government bodies, and found that athletes and administrators perceived the needs of elite athletes differently. The mismatch in expectations of support has important implications. Athlete

representatives must inform sport organisations on how athletes' needs can be better identified and addressed. Through regular open dialogue, first between athletes, and second between athlete representatives and sport organisations, opportunities exist to improve sport performances, reduce negative outcomes such as athlete exploitation/burnout, and contribute to more efficient and effective use of limited sport organisation resources.

Finally, should the areas of responsibility that clubs, federations and NOCs have toward athletes be more clearly defined? Every athlete dreams of achieving their sporting aspirations, however, without well-planned, well-structured and inclusive approaches (from grass-roots to high-performance), few athletes have the opportunity to realise that dream. So yes, the responsibilities of these organisations require greater clarification.

In my opinion, the various bodies of the Olympic Movement can maximise resources and promote effective pathways for athlete development by encouraging close working relationships between NOCs and respective government agencies for sport.

Promoting the need for nationally coordinated approaches to sport development is vital. Together, NOCs, government agencies, and National Sport Organisations (NSOs) can clearly delineate the roles and responsibilities of sporting organisations at all levels, thereby minimising the duplication of essential resources and maximising resource capabilities. Collaboration between these organisations is imperative to enhance sport systems and sustain high performance success.

Also, IFs must contribute to this process by setting clear directions for their sports and providing appropriate support. For instance, increasing investment in athletes and coaches, ensuring the availability of necessary competition opportunities, and developing systems to identify and develop young talent is required. There is urgent need for sports to develop comprehensive, holistic performance enhancement plans with clear roles and responsibilities for all stakeholders.

So are existing structures of support satisfactory to protect both the interests of athletes and of the various bodies involved in the support structure? With greater coordination and collaboration throughout the Olympic Movement, this can be realised.

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GILLES TONOLI

Suisse

LA CARRIÈRE DES ATHLÈTES

Selon le concept de l'intervention pour le développement dans la vie, un athlète ne devrait pas s'entraîner uniquement pour obtenir des résultats sportifs, mais il doit aussi développer d'autres capacités et aptitudes qui l'aideront dans une éventuelle transition de carrière.

En outre, il faudrait apporter à l'athlète une assistance pour planifier sa carrière. Certaines fédérations nationales, avec l'aide de clubs professionnels et des gouvernements, mettent en place des programmes et des politiques qui aident les athlètes talentueux sur le plan sportif à accéder au niveau de l'élite. Ces programmes et ces politiques offrent aux athlètes une formation sportive de haut niveau et un enseignement supérieur dans le domaine qui les intéresse.

Par conséquent, le principal développement personnel apporté à l'athlète qui est engagé dans sa formation sportive a une influence positive sur sa carrière d'athlète. L'élaboration d'outils l'aidera à gérer sa future carrière.

Cependant, après la formation en sport, le système n'a pas d'approche d'assistance pour la carrière professionnelle des athlètes, qui donnerait à l'athlète une vue claire de ce qu'il peut faire.

1. INTRODUCTION

Many studies on the effect of high-level competition have noted the conflict between sporting and personal development (Coakley, 1993; Kleiber & Roberts, 1981; Greendorfer, 1992; Nixon, 1981). With regards to career and personal development (Thomas & Ermler, 1988), it is important for sporting programmes and policies to support athletes' aspirations on and off the athletic field.

The purpose of this paper is to give a snapshot of the elements that programmes and policies for athletes must have in order to ensure a proper balance between sporting and personal development. It explores the concept of Life-Span Development Intervention and its application in athlete development and career counselling as well as other programmes and policies related to the development and career planning of athletes.

2. LIFE-SPAN DEVELOPMENT INTERVENTION (LDI)

2.1. LDI perspective for athlete development

Every individual will experience many different situations throughout their life. Usually these life situations will stimulate their skills and enable them to respond to their environment, which furthers their individual development. (Danish, Petitpas & Hale, 1995)

In many cases, the professional sporting career of an athlete begins in early adulthood. But often these young individuals do not have a rich life experience behind them. In addition, planning an athlete's career can be unpredictable as it can end due to a sport injury or other unplanned events. Consequently, athletes encounter more difficulties in coping with these life situations because of a lack of life experience and on account of the high expectations which are often put upon them. Over the course of their professional career, an athlete can go through many changes and challenges at the same time, such as a decrease in financial resources, significant changes in activity level, changes in their perception of self-worth and esteem, and changes in contact with colleagues and team mates. (Danish, Petitpas & Hale, 1992)

2.2. LDI implementation for an athlete

The LDI model focuses on strategies that enhance an individual's ability to deal with life's expectations through goal setting. (Danish, Petitpas & Hale, 1995) This process of goal setting helps athletes to meet their present abilities and skills with future expectations and obstacles. According to Danish, Petitpas and Hale goal setting must be undertaken to reach a desired end and should not be an end in itself (1995, p. 363).

An athlete needs to anticipate retirement and other factors related to career transition. They must also be aware of the relationship between them and their changing environment in order to cope effectively with such future events. This can be hard for an athlete who has to face different obstacles, such as a lack of knowledge or skills, a failure to receive adequate social support, or the inability or fear to take calculated risks. All these factors can prevent an athlete from achieving their desired goals. (Danish & D'Augelli, 1983)

Athletes should use the skills they have acquired through competitive sport in other life areas. However, studies on this issue indicate that skills cannot automatically be used in the same way across different fields (Auerbach, 1986; Meichenbaum & Turk, 1987). Therefore, athletes should be taught life skills that help them cope with future events. These physical and mental skills are valuable in various areas of life and can help individuals manage present life situations and successfully overcome future critical life events (Danish, Petitpas & Hale, 1992).



2.3. Career planning for an athlete

Training and education programmes that encourage the acquisitions of skills and abilities should be introduced from the beginning of the athlete's sporting career. This will help them deal effectively with the career transition process when it happens (Pearson & Petitpas, 1990). According to Petitpas, McKelvain, Danish and Murphy (1992) career planning is an important issue for an athlete and covers five different phases: self-exploration; career exploration; career acquisition; planning for transition and career action planning. In the first self-exploration phase, athletes are guided to become aware of their needs, interests, values, skills and personality characteristics.

The next step, career exploration, is to help the athlete discover the possible options and to explore careers that best fit their individual values, skills, interests, needs and personality. In addition, the opportunities and the necessary competencies (training and education) for such jobs must also be researched in order to plan for a successful career transition. The former refers to planning for normal sport transitions as well as awareness of and preparation for unexpected transitions from a competitive sport career. The end of an athletic career can come about on account of injury and is usually unexpected. These transition plans also require the mapping out of goals as well as a schedule for achieving these goals. With such purposeful actions in place, the individual may develop a sense of direction and control, and effectively cope with any stumbling blocks that he or she might encounter on the way.

Career action planning combined with career exploration and planning for transition are the most important components of career planning and must be the focus of educational programmes. The eventual aim is career acquisition. Athletes should acquire the requisite knowledge and skills to find and obtain a job in the field they have chosen.

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PROTECTION DE LA SANTÉ LORS DE L'ENTRAÎNEMENT
ET EN COMPÉTITION

Nombre de contributions pour ce sous-thème en relation avec le sujet:	55
Nombre de contributions rejetées:	0
Nombre de contributions sur le rugby:	1
Total de contributions pour ce sous-thème:	56

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Les athlètes devraient avoir une meilleure connaissance des risques liés à la pratique du sport de haut niveau pour leur santé.

34

Dans le domaine de la prévention et de l'information, le Comité International Olympique (CIO) tout comme les organismes sportifs devraient avoir une responsabilité plus grande et un champ d'action plus large en ce qui concerne la santé des athlètes.

33

L'encadrement des athlètes a une responsabilité majeure en ce qui concerne leur santé. Il devrait être informé et formé sur les risques liés à la pratique du sport de haut niveau.

17

Le CIO devrait investir encore plus de moyens dans la lutte contre le dopage.

10

Les parents de jeunes athlètes ont une responsabilité majeure en ce qui concerne leur santé. Ils devraient être informés des risques liés à la pratique du sport de haut niveau.

6

L'école devrait jouer un rôle plus important dans la diffusion des informations de base sur la santé, notamment par rapport aux bienfaits et aux risques liés à la pratique du sport.

4

Commentaires:

Sur l'ensemble des contributions reçues, quelques contributeurs ont mentionné sporadiquement dans un sous-thème ou dans un autre la méthode ANOVA (ANALYSIS OF VARIANCE). Ces contributeurs préconisent de conduire des études comparatives qualitatives, notamment en ce qui concerne la santé des athlètes, leurs performances, etc.

JESSICA CLARK

États-Unis d'Amérique

ATHLÈTES OLYMPIQUES:
LES PRESSIONS QU'ILS SUBISSENT POUR GAGNER

Les athlètes olympiques suivent un entraînement avant, pendant et après les Jeux. Le surentraînement présente un risque sérieux pour la santé des jeunes femmes qui sont en plein développement et s'efforcent aussi de devenir des olympiennes.

Le Comité International Olympique (CIO) examine uniquement la compétition, mais il doit abaisser le niveau de l'entraînement, afin de prévenir les risques en matière de santé pour ces jeunes femmes.

There are many different kinds of athletes all around the world. There are young, elite athletes who love to compete. The Olympic Games are a competition that is held every four years for the people of the world to compete against the best. Although the Olympic Games are an honoured competition, female athletes around the world feel the pressure is too great, and put themselves through dangerous training programmes. The International Olympic Committee (IOC) should restrict not only the competition, but the amount of training as well.

Training for the Olympic Games is time consuming and a lot of hard work. Although there is a lot of training, there is a limit to how much one person can do, and when he or she reaches that limit, the situation gets worse. Over-training is very common in young, female athletes trying to qualify for the Games. Pressure is another way of making her feel as though she is not good enough, which leads to depression and on certain occasions, serious health risks. Athletes do not get their pressure from just themselves, but from other people as well, such as coaches and parents.

To qualify for the Olympic Games is not easy, but imagine going through this at the age of 16. If the idea of training 40 hours a week is okay, that is what they are going to think. This is how over-training is most often started. As of now, the IOC only reviews the competition. What it needs to do is make strict guidelines on checking for over-training so the athletes' health is not at risk.

The Medical Commission of the IOC circles around three main ideas: protection of the health of the athletes; respect for both medical and sport ethics; and equality for all competing athletes. According to these guidelines, protection of the athletes' health is very important, and they need to protect these athletes by reviewing the training to make sure over-training is not an issue.



The Female Triad is a great example of what over-training can do to a young woman. The Female Triad is used to describe some girls, or women, who play sports intensely and who overwork their bodies. There are three main factors of the Triad: disordered eating, amenorrhoea, and osteoporosis. The IOC made a consensus statement about the Triad, that stated:

“Participation in regular exercise is important to optimise physical and psychological development. However, inadequate nutrition creates a scenario where athletes may be at increased risk of reduced growth, maturation and amenorrhoea. This may expose these athletes to increased risk of future short stature, low bone mineral density and secondary amenorrhoea.”

This statement shows that over-training can have serious impacts on young women's lives, and if nothing is done, it will continue to be a problem. People in the athlete's life need to realise if there is a serious situation going on; they also need to realise they are dealing with a young child who can only do so much; and finally they need to make sure expectations of the athlete are maintainable without serious health risk.

Not only is there over-training that can lead to serious health risks to an athlete, but there is also emotional pressure. Some female athletes put so much pressure on themselves, if they do not win, they feel as though they have let their country down. If they happen to have a bad day with their training, more stress piles up and also adds pressure to be the best. A poll was taken by Columbia University recently and showed that stress can lead to substance abuse and a sense of failure, “High stress takes its toll – kids suffering from stress are twice as likely as those with low stress to smoke, drink, and use drugs” (Grace).

Over-training and pressure are very serious issues, but what is the cause? After a while, the athlete starts putting pressure on herself, but one of the main people that start this way of thinking, is either the coach or a parent. Support is very important in the athlete's life, but support and pressure can get confused easily. The parent needs to make sure the athlete still loves what she is doing and needs to balance training, with normal activities such as socialising with friends and family. Coaches should set realistic, maintainable goals, and recognise if their athlete is suffering physically or mentally. The most important role of a parent is to support their child no matter what. Help her enjoy the game and push her, but not to the point of exhaustion.

The pressures of winning are always going to be a problem with the Olympic Games; to compete and be the best is in the athlete's nature. There are certain things that can be done to help athletes not feel too much pressure, and make sure they still love what they are doing. The athlete needs to realise why she wanted to be in the Olympic Games in

the first place, and get that sense of wanting to represent her country all over again. Also, the people in the athlete's life need to help as much as they can. Families and coaches need to look out for their athlete's interests, and of course her health. Over-training, pressure and the role of the parents all contribute to putting an athlete's health at risk, but a few modifications in each of these issues, can make health and love of the game a priority.

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IDIR IDDIR

Algérie

SANTÉ DE L'ATHLÈTE, ENJEU PROFESSIONNEL DE L'ENTRAÎNEUR

L'entraîneur ou le préparateur sportif, pour qui la tâche se limitait jadis à initier le geste utile et à emmener l'athlète à le reproduire efficacement en compétition, est désormais en passe de devenir l'expert multidisciplinaire incontournable au vu des exigences complexes que requiert la fameuse performance du sport moderne.

C'est justement là où réside la meilleure garantie de la protection de la santé de l'athlète à l'entraînement et à la compétition.

En fait, cette protection est une immunité que l'entraîneur se doit d'être en mesure de construire consciemment, consciencieusement et continuellement chez ses athlètes, bien en amont de leur lancement dans la course à la performance, car une fois dedans et à défaut de cette immunité, il est souvent difficile de mener à bon port la carrière de son athlète sans dégâts majeurs.

Le sport et les activités corporelles chez l'homme ont de tout temps constitué une forme d'affirmation individuelle et collective des plus expressive. La rivalité par le jeu, la course et le combat corporel opposant des individus ou des groupes d'individus avait surtout pour but d'offrir un spectacle réjouissant et réparateur à l'homme en quête de divertissement.



De nos jours, le formidable développement mais surtout la démocratisation des moyens de communication et de médiatisation ont fait de l'événement sportif la voie idéale pour l'opérateur économique pour toucher le large public objet de convoitise commerciale.

En effet, s'associer à un événement sportif d'envergure régionale ou internationale est devenu un gage de puissance, de qualité et de fiabilité. La focalisation et l'intérêt persistant des canaux médiatiques sur le vainqueur, le champion et le recordman font de ceux-ci « un angle d'attaque » publicitaire de premier choix.

Du coup, le résultat sportif, qui ne représentait qu'une partie du spectacle, est soudain devenu un objectif en soi, si lucratif pour ses auteurs qu'ils en ont fait leur profession.

Désormais, la performance sportive est devenue le maître mot. Record, médaille, titre et classement sont la finalité du sport moderne.

Si le développement extraordinaire de la technologie de la logistique sportive en matière d'équipement, d'infrastructure et d'instruments a certainement permis une amélioration fulgurante des performances sportives, tous sports confondus, le dépassement physiologique de l'individu à l'entraînement et à la compétition est pour sa part entré dans une course effrénée. Un défi majeur est né : comment continuer à soutenir le rythme de l'augmentation des performances sans pour autant compromettre l'intégrité physique et mentale du sportif livré à des pressions physiques, psychiques et psychologiques à la limite du supportable ?

La complexité de ce défi est de suite amplifiée par la tentative ô combien illégitime d'y répondre par le dopage.

Nous pouvons toujours chercher la réponse à cette épineuse problématique, réponse qui ne peut, bien entendu, s'envisager en dehors de la légitime course que peuvent se livrer les entraîneurs et les experts sur le terrain des approches méthodologiques de la préparation sportive et du « génie de l'entraînement ».

À partir de là, l'entraîneur ou le préparateur sportif, pour qui la tâche se limitait jadis à initier le geste utile et à emmener l'athlète à le reproduire efficacement en compétition, est désormais en passe de devenir l'expert multidisciplinaire incontournable au vu des exigences complexes que requiert la fameuse performance du sport moderne.

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continuellement chez ses athlètes, bien en amont de leur lancement dans la course à la performance, car une fois dedans et à défaut de cette immunité, il est souvent difficile de s'en sortir sans dégâts majeurs.

Contre la surcharge, la blessure, la lassitude et le stress à l'entraînement

Par son caractère physique, l'impact de la charge d'entraînement sur la santé de l'athlète doit demeurer omniprésente dans les considérations du préparateur ; l'aptitude à l'entraînement proposé doit faire l'objet d'un suivi médical rapproché ; les effets de fatigue immédiats ou retardés sont à surveiller de près ; et tous les risques de traumatisme ou de blessure doivent être prospectés et leurs facteurs écartés.

Lors des périodes de grandes charges, l'accompagnement psychologique de l'entraîneur a pour effet d'aider l'athlète à préserver et à renouveler sans cesse ses ressources dans le but de réaliser les objectifs de travail planifiés. Un important travail de sensibilisation et de régulation est parallèlement dispensé le long du processus préparatoire physique, technique et tactique, notamment à l'approche des grands rendez-vous compétitifs. Il s'agit de prévenir et de gérer tous les états émotionnels susceptibles d'apparaître avant, pendant et après les moments de confrontation et de canaliser leurs effets.

Sur le terrain, l'entraîneur se doit d'être un véritable animateur, qui doit sans cesse montrer des aptitudes de communication aussi captivantes que convaincantes. Ses interventions doivent demeurer pertinentes et perspicaces, et il se doit de créer les conditions organisationnelles et psychologiques catalysantes favorables au dépassement de soi et à la lutte contre la fatigue, le stress et la lassitude.

Contre le manque de réussite et l'échec cuisant à la compétition

La nécessité de parvenir aux plus hauts résultats dans les délais optimaux par économie d'efforts, de moyens et de temps exige de l'entraîneur des aptitudes de sélectionneur et d'« orienteur » judicieux, capable de repérer les potentialités et d'estimer les aptitudes de ses sujets, afin de planifier les objectifs compétitifs en totale adéquation avec les aptitudes individuelles strictement identifiées.

De par leur importance capitale, les moments compétitifs semblent être l'instant de vérité où le couple entraîneur-athlète est à l'apogée de son épreuve. Il s'agit de fructifier un investissement et un sacrifice de travail de longue haleine. Pour cela, et bien en amont de cet instant, l'entraînement est censé être rentré dans une phase où les émotions fortes et la galvanisation psychologique – si nécessaire pour l'accomplissement de l'énorme charge de travail – doit laisser momentanément place à la sérénité et à la clairvoyance stratégique. En effet, la



préparation tactique de la confrontation compétitive relève d'un esprit d'analyse et de prévoyance, mais surtout de concertation entre l'entraîneur et son compétiteur.

Même face à l'adversaire, l'athlète demeure en symbiose totale avec son entraîneur et celui-ci reste pour lui un repère indissociable du cours des événements. De ce fait, les recommandations, les instructions, les propos, voire même l'attitude et l'humeur de l'entraîneur devenu « coach » pour la circonstance sont déterminants et d'un impact parfois décisif pour l'issue de la compétition. C'est dire toute l'attention et le soin avec lesquels l'entraîneur doit mener la tâche particulièrement sensible qui est celle de faire participer son athlète à une compétition donnée avec le minimum de risque d'échec cuisant, dont les conséquences sont souvent désastreuses.

Sensibiliser et éduquer son athlète pour obtenir son adhésion, concevoir et réaliser un programme d'entraînement adéquat, diriger et animer une séance de travail et d'entraînement, communiquer l'instruction et transmettre le message, préparer et assister psychologiquement son compétiteur, etc. ne peut être l'œuvre exclusive d'un savoir-faire professionnel banal, cela va bien au-delà. Le métier d'entraîneur, par son extraordinaire complexité, est en fait la résultante d'une incessante quête intellectuelle vigoureusement soutenue et ressourcée par une indescriptible passion, et c'est justement là que réside la meilleure protection intégrale de l'athlète.

RUBIANE OLIVA

Brésil

LA GYMNASTIQUE ARTISTIQUE ET LA SPÉCIALISATION PRÉMATURÉE EN SPORT

La gymnastique artistique est considérée comme un sport qui commence très tôt, dès l'âge de six ans, mais ce n'est qu'à partir de 16 ans que les gymnastes peuvent participer aux championnats du monde et aux Jeux Olympiques. (Nunomura, 2006)

Des valeurs omniprésentes dans la compétition, comme la participation, la joie, le dévouement, la coopération, la persévérance, l'estime de soi et l'apprentissage technique et tactique de l'athlète, sont rarement considérées comme pertinentes. Dans ce texte, il est proposé de débattre du traitement accordé par les enseignants à la compétition. (Santana, 2004)

L'enseignement du sport aux enfants est bien autre chose que la simple répétition d'une formation d'adultes. Il contribue à l'ensemble de leur éducation : au développement de leurs capacités

motrices, à leur développement physique, cognitif, affectif et social. L'objectif de cette étude est de discuter des moyens d'avoir une spécialisation sportive prématurée qui soit saine pour le développement des enfants, ainsi que de la prévention des dommages éventuels, causés tout au long de leur formation.

Artistic Gymnastics (AG) is one of the oldest sports and the most popular on the Olympic programme. The Greeks were the first to practice gymnastics as a sport activity (Smolevskiy, 1996). AG became an Olympic sport at the Games in Athens (Greece) in 1896. However, at this time only men were allowed to compete. The participation of women was only permitted at the Games in Amsterdam (the Netherlands) in 1928. Although AG has developed its competitive aspect over time, in the 18th century gymnastics was seen primarily as an art form.

Rules in gymnastics and the use of gymnastics equipment were created in 1811 in Germany by Professor Friedrich Ludwig Jahn. He opened the first gymnastic camp in Berlin and the idea spread rapidly to other German cities. The number of practitioners of this sport grew, which helped the exportation of gymnastics to other countries (Publio, 1998).

According to Nunomura (2006), the practitioners of this sport challenged the laws of physics by seeking body control in a range of situations such as inversion and rotation as well as through the use of different heights and apparatus. The aim was to coordinate the actions of diverse body parts. These functions can cause a change in the structure of the body, which allows for a significant burden to be placed on the body's locomotor system. The height, weight and length of the body's limbs are important factors in the practice of the sport. Height, in particular, is an important factor in the selection process of these athletes (Bompa, 2002). Gymnasts express themselves with their own body and the biomechanical demands of the acrobatics often reach a high degree of difficulty. When body symmetry is balanced, the individual usually has great muscle strength and finesse in movement (Calderone et al., 1986).

These conditions allow for the gymnast to overcome individual and social limits, factors that are present in the lives of athletes who practice high-level sport. Getting the best possible results in competitive sport is to seek accomplishment and social acknowledgment, in a society that values success and victory (Rubio, 2003).

Sport involves other variables such as competitiveness, victory, defeat and glory. If sport is not viewed in such a critical and broad manner within the educational system then this can be very harmful to the development of children and adolescents (Machado e Pesoto, 2001).

All sporting practices offered to children and adolescents must involve parents, managers, teachers, coaches and judges. These individuals influence the development of the adolescent, not only in terms of their



behaviour and attitude during competition but also in terms of the values and principles that guide the way the sport is taught and practiced (Korsakas, 2002).

It is necessary to teach sport to children so that they can build autonomy, attain security, integrate socially and associate sport with a culture of leisure, which they can use to lead a healthier life. Teaching sports to children contributes to their all round development including their motor abilities as well as their physical, cognitive, affective and social development.

AG has been occupying a greater space in the life of children and the sport has broadened its influence through broadcasts and other means of communication. Young gymnasts identify with their idols and their successes. However, it is not the importance of sport in a child's life that needs to be discussed. We need to question how children start in the sport, in particular if their training is correct and coherent with their condition, characteristics and needs, depending on their stage of development.

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LA VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES PENDANT ET APRÈS LE SPORT DE HAUT NIVEAU

Nombre de contributions pour ce sous-thème en relation avec le sujet:	35
Nombre de contributions rejetées:	2
Nombre de contributions sur le rugby:	0
Total de contributions pour ce sous-thème:	37

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Afin d'assurer aux athlètes une carrière plus stable et afin de les soutenir en toutes circonstances, notamment en cas de blessures et même en cas de dopage, une synergie plus importante entre les différentes parties prenantes du Mouvement olympique (Comité International Olympique (CIO), Comités Nationaux Olympiques (CNO), Fédérations Internationales (FI), organismes sportifs, mais également gouvernements, organisations gouvernementales et non gouvernementales, partenaires privés et publics) doit être recherchée. Un fonds spécial pour les athlètes devrait être créé.

32

Il faut repenser le concept de «sport de haut niveau». Ainsi, il est essentiel que les athlètes de haut niveau puissent poursuivre d'une manière adaptée leurs études ou leur formation, et même avoir un emploi sur mesure durant leur carrière sportive.

18

Pour les athlètes qui ont la possibilité d'avoir des agents, il est essentiel que ces derniers ou l'entourage de l'athlète travaillent sur le long terme afin de leur assurer une vie après la compétition.

7

Le CIO, en partenariat avec les autres entités du Mouvement olympique, devrait être l'initiateur d'un vaste programme de reconversion des athlètes ayant participé aux Jeux Olympiques.

4

Le CIO devrait prendre l'initiative de lancer une vaste étude visant à suivre d'une manière systématique la reconversion des athlètes ayant participé aux Jeux Olympiques, notamment pour ceux qui ont été victimes de blessures et dont la carrière s'est arrêtée brusquement.

2

Commentaires:

La question de la réputation d'un athlète ruinée après une affaire de dopage est revenue dans certaines contributions soumises au Congrès olympique virtuel par le public.

JIAN GUO

République populaire de Chine

SOUTIEN SPÉCIFIQUE AUX ATHLÈTES : LE PLUS TÔT POSSIBLE

En Chine, les athlètes sont des personnes très spéciales. En comparaison avec les athlètes d'autres pays, ils ont besoin d'un soutien ou d'une assistance plus spécifiques pour parvenir à un niveau de stabilité ou de continuité (sur les plans social et professionnel) pendant et après le sport de haut niveau. À mon avis, il est préférable d'apporter un soutien ou une assistance le plus tôt possible à ceux qui n'auront pas d'agents pendant leur carrière.

En tant qu'unique organe sportif du gouvernement, l'Administration générale des sports de Chine doit assumer cette responsabilité. Je pense que le soutien spécifique aux athlètes signifie principalement leur donner une éducation spécifique. L'Administration générale des sports a construit des écoles de sport au cours des 30 dernières années, mais cela ne suffit pas. L'organe sportif doit inculquer aux jeunes athlètes les connaissances fondamentales et les aptitudes de base qui pourraient les aider à assurer leur subsistance après leur retraite.

In April 2007, the Chinese Red Cross Foundation created a fund and called for public support to assist the government to develop the security system for excellent athletes. But for most athletes, maybe it is too late.

Athletes are very special persons in China. Most of them have to live together when they begin their career at eleven or twelve years old. With the exception of some professional soccer and basketball players, the athletes have no agents to help them arrange the career. In China, the General Administration of Sports and its subdivisions built some sports schools around the country. Young athletes are training and learning in these schools. Because they have to spend lots of time on training, the young athletes have not enough time to finish their education steadily. On the other hand, the quality of teaching in these sports schools is lower than in schools providing general education. In fact, some retired athletes have no ability of achieving a level of stability or continuity during and after elite competition. They have to restart their study after the retirement.



Ai Dongmei was the most famous retired athlete in China in 2007. The gold medal winner of 1999 Beijing International Marathon decided to sell all her medals to make ends meet as a result of an injury after retirement because she had no other way to raise money. She was a hero on the track, but a zero in her normal life. Fortunately, some fans and funds extended a helping hand and donated an urgently-needed living and medical treatment fund to her. A job suitable to her health condition was also arranged to save her family from disease and poverty. Ai Dongmei is lucky, but how about other retired athletes?

“There is now fierce competition for the positions in most organisations and companies, which means little chance for retired athletes, who lack education skills outside their training field,” China Daily said about four years ago. [1] According to the General Administration of Sports of China, there are more than 3,000 athletes retired in China every year and nearly one third of them have no work to do. The power of fans and funds is limited and the athletes must depend on themselves. But to the persons who have no real skill, it is hard to find their own way. There is no doubt that they need specific support or assistance in achieving a level of stability or continuity (both social and professional) during and after elite competition. In China, as the sporting body of the government, the General Administration of Sports must take the responsibility of doing it.

In my opinion athletes must receive “specific” support. The earlier, the better. We all know that interest is the best teacher. If the young athletes find that they have fallen behind, they will have no interest in learning knowledge. On the other hand, their occupation does not allow much time for study. So they need specific support or assistance when they begin as teenagers.

Now the question is what is specific support or assistance for athletes?

According to a survey done by local media, about 70% of retired athletes in China selected the occupations related to sports after their elite competition. To them, it is the easiest way to find work. I believe that is true because nearly two thirds of my athlete friends became coaches, team managers, doctors, sports teachers or journalists. They often complain that they have not enough basic knowledge and basic skills to cope with the situation. What they have is only experience from their career and coaches and they have to face big challenges when they begin a new period of life.

I think I have found the key now. These athletes need basic knowledge or basic skill of sports that is different from the knowledge and experience the athletes get from training and matches. They cannot obtain it from the normal education in sports schools. I think that specific support and

assistance for athletes means specific education. It should include, but not be limited to, elementary computer science, introduction to mass sports, public relations, the Olympic Movement and introduction to sport studies. The lesson that “good teachers matter” should be taught, not as a theory, but as a practice. Also “Education must be fun.” Once the young athletes find the fun in education, they will no longer be offensive and afraid of learning. Step by step, they will know that knowledge can solve problems not only in training and matches, but also in the future. After about ten to fifteen years of education, retired players will have the ability to face challenges in a new situation.

There is a unique sports system in China and the General Administration of Sports, the sporting body of the government, plays an important role in the system. It provides athletes with money and education, and to a certain extent, the General Administration of Sports determines their future. Fortunately, the General Administration of Sports has noticed the differences between sports schools and ordinary schools in recent years. The sporting body has cooperated with some universities to enrol retired athletes. On the other hand, a number of training courses for retired athletes have been launched last year. In Changchun, capital city of northeast China’s Jilin Province, a total of 75 retired athletes received training – free of charge – in various fields such as legal service, marketing and finance. [2]

Deng Xiaoping saw the value of football for children. I see the value of specific education for children. I believe that the athletes who receive long-term specific support or assistance will show their best after retirement.

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BENGT NYBELIUS

Suède

IL FAUT ASSURER LA VIE PROFESSIONNELLE DES ATHLÈTES

Pour assurer un développement sain des Jeux Olympiques, la chose la plus importante est de s’occuper des athlètes.

Les athlètes doivent être dans les meilleures conditions possibles pour développer leurs talents et ils doivent avoir une vie civile sécurisée après la fin de leur carrière sportive. Il faut également se soucier de l’avenir de tous ceux qui aspirent à arriver au sommet, mais qui n’y parviennent jamais.



La meilleure façon de procéder est, si possible, de combiner le sport de haut niveau avec un enseignement ou une formation professionnelle.

The Olympic Games are the most valuable event of the sports world. The Olympic spirit is cherished everywhere. When Olympic Games are held, the attention of the whole world is concentrated on them. The focus is on the athletes. If there are no athletes to perform at the highest level, the interest for the Olympic Games will vanish. Millions of young people want to win an Olympic medal. We know that very few will succeed. Out of those who win the medals, very few will be able to live from their sport after their careers.

The vast majority will never reach their goal, or they will have to leave sport earlier than they had expected. We must consider that most young athletes will have to take a final decision about their sports career when they leave school between 17 and 20 years of age. Since they want to devote a crucial part of their lives to their beloved sport, they should know that their social and professional life can also be secured. The best way of supporting the athletes is to give them the possibility of combining their high performance sport with education or vocational training.

If they are really successful they might not be able to combine sport and education. But having a plan for the future is then fair enough. How this shall be done must be solved differently in different countries. In some countries there are already schemes put in place but in most countries not.

In 2004 a group of enthusiasts from universities, sport academies and special sport schools, representing 8 different countries, applied for a European Union (EU) project to form a network for support of the combination of high performance sport and studies/vocational training. The application was accepted, and EU money was granted. The project, called The European Athlete as Student Network (EAS), was very successful, and it was decided that the network should continue after the project period.

The EAS-network has two main goals:

1. To help create the best possible solutions for combining high performance sport and education, giving the athletes great conditions for improvement in their sport during their active career.
2. To secure the future of the athletes by giving them the chance to take an exam or participate in vocational training.

The network has today, after only 5 years, more than 30 members from over 20 countries, devoted to the task of creating new Olympic champions and professionally secure athletes. The EAS-Network promotes the

idea that it should be the obligation of every country to support its top athletes financially and socially. Supporting just top athletes, however, is not enough. Support of a much broader group must be provided, otherwise too few athletes will get a chance to reach the absolute elite.

Therefore National Olympic Committees (NOCs) and sport federations must together with the educational authorities make the necessary efforts to organise the appropriate conditions.

Too many top athletes have witnessed that they have won their titles not due to their training/studying conditions but despite them. Every country wants Olympic medallists. They should then also take their responsibility to prepare their athletes for the life after their sports career.

In 2005 Olaf Tabor and Norbert Schütte of the German University Sports Federation carried out a survey on the German Olympic team in Athens 2004. Thirty-four per cent of the German athletes were students and 43% of the team had an academic exam. These athletes contributed to 46% of the German medals, a result which was quite surprising for everyone.

The students of the Institut National du Sport et de l'Éducation Physique (INSEP), the renowned sports institute in Paris, took more than half the French medals in Beijing. Students of Dalarna University, a small university in Falun-Borlänge, Sweden, have brought home over 80 medals from the Olympic Games or world and European Championships during the last 20 years. The rapid development of distance learning opens new ways of studying to ambitious athletes/students. Furthermore higher education institutions (HEIs) have enormous research resources, which could be used to a greater extent for the development of high performance sport.

These facts make it clear that there is an absolute need for a closer dialogue between the educational institutions on one side and the National Olympic Committees and the National Federations (NFs) on the other. This conclusion is especially valid for the HEIs but also for sport academies and part of the school system.

When launching its White Paper on Sport in 2007, where the EAS-Network was represented at the preparatory hearings, the European Union (EU) Commission stated that it is necessary to ensure the reintegration of professional sportspersons into the labour market after their sporting careers.

The Commission emphasised the importance of taking into account at an early stage the need to provide a "dual career" for young sportsmen and sportswomen and to provide high quality local training centres to safeguard their moral, educational and professional interests (White Paper, 2.3).



In order to fulfil its two main goals (see above) the EAS-Network has among its objectives to present suggestions to the decision makers about the conditions for improving high performance sport and education and to act as a link between educational institutions and sports organisations.

Considering this background the EAS-Network would welcome the possibility of starting a dialogue with suitable institutions within the International Olympic Committee (IOC) about safeguarding the future of the athletes, during their careers and after. Representing higher education institutions, sport academies and part of the school system, we believe in the Olympic spirit.

Being an European organisation the EAS-Network would welcome cooperation with similar organisations throughout the world and is genuinely interested in strengthening the Olympic Movement.

For a prosperous future, the Olympic spirit requires sound and healthy athletes. Let us work together to support them!

For more information : www.eas-network.eu

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ANDREJ YUSHIN

Fédération de Russie

LA SANTÉ DES ATHLÈTES PENDANT ET APRÈS LE SPORT DE HAUT NIVEAU

Aujourd'hui, nous avons une médecine du sport très élaborée, qui peut effectivement soigner les traumatismes et les blessures pendant la carrière sportive des athlètes, mais il n'existe pas d'approche systémique du problème de la réhabilitation des organismes d'athlètes après d'énormes charges, en particulier pour les jeunes athlètes qui pratiquent des sports professionnels.

Toutes les organisations gouvernementales et non gouvernementales qui s'occupent de l'entraînement des sportifs, tous les sponsors, etc. doivent unir leurs efforts et contribuer à régler les problèmes de santé des athlètes pendant et après leur carrière sportive, grâce à un suivi systématique, des passeports médicaux, un système commun d'assurance médicale, etc.

During 16 years of its existence the Non-Governmental Organisation (NGO) of veteran sportsmen, "Edelweiss", has been taking care of former athletes of Saint Petersburg (Russia), especially their health. In this sphere we are working in close contact with the city's leading educational, medical and scientific institutions in the field of sport and health. The main arena to discuss this problem in Saint Petersburg is the International Congress, "People, Sport and Health", organised by the NGO Edelweiss.

Analysing the results of our observations and scientific discussions at the Congresses we can conclude that today we have sports medicine, which can effectively deal with traumas and injuries during athletes' sports careers, but there is no systematic approach to the problem of rehabilitation of athletes' organisms.

We clearly understand that a lot of organisations (e.g. sponsors, TV broadcasters, etc.) are aimed at producing spectacular shows and results. The modern world has developed a multilevel system of training sportsmen in order to achieve top results. Sport today can easily be compared with a branch of production aimed at achieving top results, which can be measured in exact figures, seconds or metres. To attain the set objectives, plans are being made, teams of professionals are being formed, engineering devices and technologies are being worked out, and finally the performers are being selected. This process does not differ much from the production of new processors or medicines, cars or planes; the basic principles are the same. This is a production of sports results.

Every production has its advantages and disadvantages. There are problems with waste products and environmental effects. There are also cases of unfair business competition. Unfortunately all these problems exist in the process of the production of sports results, but they are not immediately obvious. It is not so evident, but in fact ruined health is the same waste product which our society gets. When the sportsman has worked out and cannot give the customer the required result, he gets written off, he is pensioned off and he gets forgotten as soon as he is out of the production process. Analysing statistics we can conclude that our society does not pay due attention to this problem.

Of particular concern is that every year children start doing professional sport earlier and earlier and suffer physical problems at a younger age. Already at a genetic level children are being selected as if at a plant producing future invalids.

Now the NGO Edelweiss is dealing with former athletes, who started practicing sport at an older age, but the impact on their health is enormous. It is difficult to estimate at this moment what impact it would have in 20 or 30 years on the health of young athletes of the present, who started their career at a very young age. Today we have not got proper



statistics on the number of athletes with health problems in comparison with non-athletes having health problems at the same age.

At present we need new approaches to study and solve these problems attracting to this process all the organisations which somehow deal with training sportsmen, from sports schools to the International Olympic Committee (IOC) (especially the Athletes' Commission with its vast experience) as all of these organisations account for sportsmen. They should estimate the consequences of involving young athletes in professional sport. We do believe that it is necessary to restrict or even legislatively forbid young children to do professional sports until a certain age. It is of particular importance to carry on systematic monitoring of athletes' health from the very beginning of athletes' sports careers using medical passports and a unified database.

The IOC President Dr. Jacques Rogge always calls for more attention to former athletes and the IOC does pay much attention to them but most of the existing programmes are aimed at social goals, leaving medical aspects of athletes' health to athletes. But this problem should not be solved by athletes on their own; it is a common task to estimate how professional sport impacts health.

Sportsmen spend many years training their organisms to achieve top results. The best professionals work on it, and vast sums of money are spent. But as soon as the results stop, sportsmen get written off and new ones start being trained. Retired sportsmen are left alone with their health problems after having finished their sports career. We should convince those who pressed for the top results to direct part of their funds and efforts to give the former sportsmen a way to come back to normal life with maximum health preservation.

And of course a more active role should be played by non-governmental organisations, which are able to convince or even force society to look at sport from another point of view, increasing the responsibility of state and sport structures for activities in the sphere of sport. Today nobody says that professional sport means health, but unfortunately the real estimation of the harm caused by professional sport is not spoken about, often.

TANYA ZBINDEN

Grèce

AU-DELÀ DU SPORT

Les athlètes olympiques qui se consacrent à la compétition ne peuvent pas s'instruire eux-mêmes dans les matières non sportives et cela rend difficile et traumatisante la transition vers la vie normale.

Nombreux sont les cas de grandes stars du sport qui, une fois qu'elles doivent accepter de n'être plus des stars, ont du mal à survivre dans la vie.

En outre, ces sportifs ne sont pas prêts, sur le plan psychologique, à être oubliés du public pour devenir des citoyens anonymes. Un programme éducatif formel pourrait aider les athlètes à donner une nouvelle orientation à leur vie au-delà du sport.

Cette formation intellectuelle devrait être un point obligatoire pour participer aux Jeux Olympiques. Les nouvelles technologies peuvent permettre d'atteindre plus facilement cet objectif, car beaucoup d'écoles de commerce et d'université élaborent avec beaucoup de succès des programmes en ligne, qui peuvent être compatibles avec l'entraînement au sport de haut niveau.

Olympic athletes work hard during their sport careers to achieve their goals. But on account of their dedication to competition they do not have the opportunity to educate themselves in non-sport matters. There have been many cases of big sports stars who, once they have to accept are not stars any more, find it difficult to survive in life. Besides they are not ready from the psychological side to be forgotten by the public and become anonymous citizens.

A formal education programme might help athletes to reorient their lives beyond the sport. This intellectual training must be made mandatory to participate in the Olympic Games. New technologies can make this goal easier to achieve as many business schools and universities are developing, with great success, online programmes that can be compatible with elite training.

The sport life of an elite athlete is short and can be even further shortened abruptly due to injury. Very few countries have developed educational institutions to cater to the needs of those athletes, who once retired, re-enter normal life that the rest of us know and are expected to adapt to.



A number of studies have been conducted by sports researchers around the world concentrating on the transitions faced by athletes at the individual, psychosocial and vocational levels and results have shown that there is indeed a traumatic experience at the termination of their athletic career. It is of high importance to mediate it with the provision of life skill programmes and education, rather than just the traditional therapeutic methods (Wyleman 2002).

For retired elite athletes, coming to terms with the end of their athletic career can prove a life changing matter. As sports psychologist Murray put it: “After all the adulation and excitement wears off and elite athletes come face to face with retirement and a more mundane life, they suffer a sense of loss, almost like a death.”

For this cast of people, sports are equal to life and to their own identity. Their emotional attachment to their sport has developed over the years and their identity linked to their success in their field. Once their career has ended, this perceived loss of identity becomes the biggest adjustment they will have to make. Life after sport has not been contemplated or, if it has, it has not been done in realistic terms.

Lately, we have witnessed the return of 40-something elite athletes to the sports scene. We have also witnessed elite athletes becoming great entrepreneurs in a non-sports capacity after their sports career came to an end (examples of Lance Armstrong, Gail Devers, etc.). However, neither of the above two groups represents the norm. The majority of elite athletes disappear from the scene and face great challenges integrating into “normal life”. Further findings in the United States of America (USA) have shown that a strong athletic identity can lead to a reduced level of alternative career research, and increased problems in terms of withdrawal or retirement, whenever it occurs.

In view of this situation certain colleges and universities, have developed “retirement planning” programmes for athletes and several counselling firms, such as “Life After Sports”, have started to provide services to retiring athletes. However, this only caters to those having access to these institutions and relies on the personal involvement of the athlete to be part of it. The need for an international and mandatory programme for all elite athletes has become imminent.

The International Olympic Committee (IOC) should take the leadership and enforce a programme for all Olympic-competing athletes during their competition years. To reach all athletes around the globe and provide them with education whilst they are still in their booming years, in order to help with their re-insertion into normal life.

Competition is not about being the best and excelling and beating records, rather, it is about fitting in and making the best out of what is available to one in any given situation. At times job satisfaction is

nowhere close to the “high” they have always experienced in their pursuit of success in their sport. Identity formation should be cultivated during their sport career and that can be achieved by the International Olympic Committee.

Online programmes across universities have become very popular. One such programme tailored to the needs of elite athletes, from different backgrounds, cultures and ages has one-common goal: to provide psychosocial and academic knowledge as well as contacts in preparation for their life after sports.

Sports psychologists Musselman & Planella stressed the importance of preparing athletes prior to the retirement phase, to encourage them not only to develop outside interests to provide some balance in their life, but also to make them recognise the life skills inherently involved in high level sport such as commitment, time management and establishing long term goals.

Nowadays, the nature of sports and the visibility surrounding it has expanded to all aspects of life. Depending on the sport, a great number of elite and non-elite athletes are 365 days a year in the spotlight. The Internet, the media frenzy and the booming world of sponsorship has made them present at all times. In part, this has of course made many richer, but it has also put an even further strain for when life after sports begins.

It is, therefore, of paramount importance that action is taken to provide all athletes the means to cope with life after sports and stardom. Those two go hand-in-hand as mentioned previously. The IOC has the muscle as well as the know-how to address this issue and provide the means for elite athletes to be not only emotionally ready, but also professionally prepared to re-enter “our” world and find their vocation in it. Who better to cater for the development of the elite athlete’s identity and life after sport, than the most renowned, acknowledged Body of Sports?



COMMENT FAIRE POUR QUE LES JEUX DEMEURENT UNE MANIFESTATION DE PREMIER PLAN ?

Nombre de contributions pour ce sous-thème en relation avec le sujet: 171

Nombre de contributions rejetées:	8
Nombre de contributions sur le rugby:	111
Total de contributions pour ce sous-thème:	290

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Le format actuel du programme olympique devrait être réétudié. Le programme devrait être plus flexible afin d'inclure et d'exclure des sports plus facilement. Une trentaine de sports ou activités ont été proposés par le public. Certains sports devraient être inclus notamment en fonction des traditions sportives du pays hôte.

95

Les valeurs éducatives et pacifiques de l'Olympisme devraient être replacées au centre de l'événement et occuper une plus grande place durant les Jeux Olympiques.

34

Le Comité International Olympique (CIO) doit continuer à œuvrer pour limiter la taille et le coût des Jeux Olympiques. Le CIO devrait redonner une dimension humaine aux Jeux Olympiques en vue notamment d'avoir des Jeux plus compacts.

23

Les Jeux Olympiques devraient s'inscrire dans une démarche de développement durable. L'héritage des Jeux Olympiques doit être pensé à tous les niveaux, social, économique et culturel.

18

D'autres valeurs que la seule victoire devraient être mises en exergue (le fair-play, la sportivité, le courage, l'amitié).

15

Les Jeux Olympiques sont l'événement de premier plan.

14

La spécificité de chaque athlète (son histoire, son parcours) devrait être mieux valorisée, notamment par les médias qui commentent l'événement.

8

Les critères d'attribution des Jeux Olympiques devraient être revus en prenant en considération des éléments tels que la situation des droits de l'homme, la situation socio-économique et culturelle dans le pays où les Jeux vont être organisés. Le principe de rotation entre les continents a également été évoqué dans certaines contributions.

7

L'attribution des Jeux Olympiques à une ville est une chance extraordinaire pour le développement d'un pays tout entier.

7

Le système de qualification actuel devrait être totalement revu. Le système actuel va totalement à l'encontre du principe d'universalité des Jeux Olympiques. De plus, le CIO devrait revoir sa position vis-à-vis de la participation des athlètes handicapés aux Jeux Olympiques afin que ces derniers fassent partie intégrante de l'événement.

6

Le CIO devrait définir une stratégie afin que l'expérience des spectateurs présents aux Jeux soit mieux prise en compte.

6

Le CIO devrait tout mettre en œuvre pour redonner aux jeunes l'envie de regarder les Jeux Olympiques.

6

La présence des athlètes professionnels nuit à l'esprit des Jeux Olympiques et au principe d'universalité. Il faudrait notamment revoir le nombre d'athlètes professionnels qui participent aux Jeux. Des quotas devraient être instaurés pour limiter le nombre d'athlètes professionnels pouvant participer aux Jeux Olympiques afin d'offrir davantage de chances aux athlètes de statut plus modeste (« amateurs »). Ce point a également été soulevé à chaque fois que les questions liées aux qualifications aux Jeux Olympiques étaient abordées. (Voir également « Les valeurs olympiques », p. 583)

6

Afin que les Jeux Olympiques restent crédibles, le CIO devrait mettre en œuvre des moyens encore plus importants pour que la lutte contre le dopage soit encore plus efficace et les peines encore plus sévères non seulement pour les athlètes mais également pour l'entourage. (Voir également « Les valeurs olympiques », p. 583, et « L'universalité et les pays en développement », p. 605)

6

Afin que les Jeux Olympiques restent crédibles, les Fédérations Internationales de sport devraient s'assurer que les jugements/arbitrages soient encore plus justes et impartiaux. Les fédérations devraient



mettre en place un système d'évaluation des juges/arbitres afin de récompenser les meilleurs.

6

Afin que les Jeux Olympiques restent un événement de premier plan en matière d'organisation, de promotion et d'innovation, le CIO devrait s'inspirer de certaines bonnes pratiques utilisées dans d'autres organisations sportives (National Association for Stock Car Auto Racing (NASCAR), National Basketball Association (NBA), Tour de France, etc.).

5

Le CIO devrait mieux valoriser le rôle des volontaires.

4

La politique de billetterie des Jeux Olympiques devrait être totalement revue. Certains contributeurs regrettent qu'il soit impossible de se procurer des billets pour les Jeux et de se loger pendant la durée de l'événement.

4

Le défilé des athlètes durant la cérémonie d'ouverture devrait être revu dans sa forme afin notamment d'être moins pénible pour les athlètes et moins long pour les téléspectateurs.

3

Le CIO devrait mieux profiter de la phase de candidature aux Jeux Olympiques pour promouvoir les valeurs olympiques au sein même du pays où une ville est candidate.

2

Les Jeux Olympiques devraient être attribués à un pays et non pas à une ville.

2

Le CIO devrait revoir son partenariat avec certaines entreprises, notamment par rapport à l'image qu'elles véhiculent.

2

Par l'intermédiaire de tous les Comités Nationaux Olympiques (CNO), le Mouvement olympique devrait créer dans chaque pays un espace dédié permettant aux personnes, notamment les plus démunies, de se retrouver pour suivre les Jeux Olympiques ensemble.

1

Un site permanent devrait être envisagé pour les Jeux Olympiques.

1

Le CIO devrait créer des Jeux Olympiques pour les seniors/vétérans à l'image des Jeux Olympiques de la Jeunesse.

1

La fréquence des Jeux Olympiques devrait être revue. L'intervalle de quatre ans est considéré comme une trop longue période « d'attente » dans la carrière d'un athlète.

1

Le CIO devrait bannir toutes les armes des Jeux Olympiques.

1

CHRISTOPH FERSTL

Allemagne

DIVERSES APPROCHES POUR PRÉSERVER LES JEUX

Depuis les premiers Jeux Olympiques de l'ère moderne jusqu'à aujourd'hui, nous avons pu noter une évolution constante et un changement dans les événements sportifs majeurs.

Les manifestations sportives sont devenues des moyens très utiles pour atteindre des objectifs politiques, culturels et économiques au niveau mondial. Ainsi, la gestion de leur organisation doit faire face à un défi complexe qui consiste à tenir compte des besoins des parties prenantes tout en maintenant le caractère unique de la manifestation.

Avec cette contribution, je souhaiterais partager trois approches pour faire en sorte que les Jeux restent un événement de premier ordre : I. une vaste promotion du Mouvement olympique ; II. l'établissement d'héritages olympiques positifs ; et III. la création de « structures de connaissances olympiques ». Par le biais de ces stratégies et de la méthode qui en découle, la principale tâche consistera alors à trouver de nouveaux moyens de conserver le caractère unique des Jeux Olympiques.

I. EXTENSIVE PROMOTION OF THE OLYMPIC MOVEMENT

Over the years, Olympic education has been promoted through five different initiatives (Naul 2008) : 1) the International Olympic Academy (IOA), which was opened in 1961, helps to cultivate Olympic ideals by arranging various education and training seminars for young individuals ; 2) Olympic youth camps have been organised in Olympic host cities ; 3) each National Olympic Committee (NOC) since 1983 has been encouraged to establish their own National Olympic Academy ; 4) cultural programmes have been staged during the Games to encourage the long-term promotion of Olympic ideals, and 5) the establishment of the Youth Olympic Games (YOG) for sportsmen and women from the ages of 14 to 18, a decision taken by the IOC in Guatemala City (2007) during the 119th IOC Session.



Besides these measures taken by the Olympic Committees, my suggestion would be to bring Olympic ideas to the (amateur) sport clubs, which form the basis of sport in many European countries. Increasing the promotion of Olympic education in clubs would capture more active amateur sportsmen and women. The participants of the YOG will probably represent the next generation of professional athletes but not the full breadth of amateur sportsmen. This would fulfil Pierre de Coubertin's principle of amateurism and his call for "Sports for All", which justifies boosting Olympic education in sport clubs.

II. LEGACIES OF THE OLYMPIC GAMES

Building up positive legacies should be a further goal to keep the Olympic Games a premier event. According to Gratton & Preuss (2008) there are three ways in which the Games and the IOC would profit. Firstly, a positive legacy would prevent the public in the host city/nation from blaming the IOC and provide evidence as to why the event has been good for the city/nation. Secondly, as Gratton & Preuss (2008) mention, the Games provide a legitimate need to invest enormous public funds in building permanent or temporary event infrastructure. And finally, a positive legacy would motivate other potential host cities to bid for the Olympic Games in the future. Moreover, "High demand increases the power of the IOC" (Gratton & Preuss 2008).

The IOC took its first steps towards reaching this goal by launching the Olympic Games Global Impact (OGGI) project. Even though this is a proactive step in the right direction, the OGGI does not measure post-Olympic impact sufficiently. In order to capture the whole Olympic post-effect the OGGI needs to prolong the actual research period for more than two years. However, in order to fully understand the Olympic impact and its legacies, the OGGI should focus longer on the post-Games period. This could be initiated by cooperation with the host governments. Even if it takes time to obtain the first results, the process of measuring and collecting long-term data has to be started now.

III. CONSERVATION OF OLYMPIC KNOWLEDGE

Olympic legacies are not the only long-term economic impacts that need to be discussed. There is knowledge and history that makes the Olympic Games a premier event. In terms of the ethical justification of the Games, its long tradition should play a major role in preserving their unique character. Thus, a key objective should be to conserve Olympic-related happenings. This could be achieved by building up Olympic Knowledge Facilities.

Theoretical framework of Olympic Knowledge Facilities:

- The facility will be made up of a combination of an Olympic exposition area (museum) and an Olympic study room ([digital] library and reading room).

- One main task is to build an (intranet) knowledge network among all existing Olympic Knowledge Facilities.
- Every city/nation which bids for the Olympic Games has to establish an Olympic Knowledge Facility.

The main objectives are for each host city to:

1. Establish an exhibition that recounts relevant Olympic events during that specific edition of the Games (to create their own Olympic history);
2. Collect Olympic data, literature, media, etc.;
3. Offer multinational Olympic study material for scholars;
4. Disseminate the information among members of the Olympic Movement.

Besides the above listed goals, Olympic Knowledge Facilities will also promote cross-cultural communication. In the Olympic Studies Reader, Mr. Ren Hai (2008, 61) mentioned that cross-cultural communication occupies an important role and function in Olympic education. Furthermore he points out that "Mutual borrowing and transplantation between nations and territories are extremely important for the development of Olympic education" (ibid, 62). This task would fulfil a worldwide information network within the Olympic Knowledge Facilities. The basic concept is that every scholar would like to carry out Olympic-related research when utilising the Olympic study room (with a digital library and a multinational network among all Olympic Knowledge Facilities).

CONCLUSION

Undoubtedly, the IOC has already taken into account various meaningful measures to preserve the Olympic Games and its Movement, but there are further steps that need to be taken to ensure the Games are still a major spectacle in the future.

The following three reasons clarify why focusing on the presented approaches would help keep the Olympic Games a premier event: 1) It increases a broad acceptance of the Olympic Games (e.g. to spend huge sums of public resources); 2) it raises identification with the Olympic Games and its values; and 3) it elevates/disseminates the existence of Olympic knowledge and increases the possibility of doing Olympic research.

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KATERINA LYGKONI

Grèce

LES JEUX OLYMPIQUES : UN MICROCOSME DE LA SOCIÉTÉ HUMAINE

Dans le texte ci-dessous, nous analysons les raisons pour lesquelles les Jeux Olympiques sont une manifestation mondiale de premier plan. Ensuite, nous soulignons les défis que doit relever l'institution, qui pourraient orienter sa position future.

L'approche à suivre et les nouveaux instruments adoptés par le Comité International Olympique (CIO), comme nous le verrons ci-après, peuvent faire évoluer les Jeux de manière optimale.

In the Millennium Declaration adopted by United Nations in 2000, the General Assembly urged its member countries to observe the Olympic Truce individually and collectively and to support the International Olympic Committee in its efforts to promote peace and human understanding through sport and the Olympic Ideal.

In his foreword speech, Klaus Topfer, Executive Director of the United Nations Environment Programme (UNEP) on welcoming the Olympic Movement's Agenda 21, pointed out that more countries belong to the International Olympic Committee than to the United Nations – a testimony of its international appeal. In addition he recognised that the Olympic rings and sport are carriers of a code of ethics and a value system such as fair competition, respect, friendship. They also offer a form of education. According to him the most worthy aspect of the Olympic Movement has been its unceasing effort to weave sport into the social fabric of all nations.

Furthermore, the European Parliament in its Resolution adopted in 2005 on The Olympic Truce recognised it as a sign of respect for the ideal of peaceful coexistence between people and welcomed the work of the International Olympic Truce Foundation, believing that the European Union should be involved in its work, pledging to do everything in its power to ensure observance of the Olympic Truce and the attainment of world peace.

According to the above statements by the international community we could say that Olympic Games is a premier event because it is structured on values, ethics and ideals that distinguish it from any other event. It has a strong societal role and is comprised of a wide network of governmental and non-governmental international and local organisations, agencies, sport and non-sport actors. Its diffusion and impact on society can be easily understood as well as its enormous popularity.

On the other hand it is a premier event because its planning process, its organisation and operations are carefully monitored by the International Olympic Committee's experienced executives who make sure that each Organising Committee for the Olympic Games (OCOG) is fruitfully utilising the Transfer of Knowledge from previous Olympiads. This policy could be happening so as to not lose time in reinventing the wheel.

Nevertheless there are some serious challenges that the Olympic Games may face in the near future that could devalue its status as a premier event. It has to do with its sustainability.

The current global economic crisis is primarily affecting all activities that are considered beyond the basic needs, whether for art, sport, environmental protection, amusement or entertainment. As we have seen, in order to organise the Olympic Games, each host country is required to spend a large amount of money that often exceeds its initial budget. Due to the global economic crisis, future candidate cities may be refrained from applying to host the Games because of the large amount of money required. In addition, citizens would oppose the bidding, fearing that the money is being deprived from other basic needs.

The extensive construction work, the environmental impact and the post-games utilisation of its legacy are issues that also concern the citizens of a candidate country. On the other hand the worst enemy of the Olympic Games, athlete doping, also degrades the event because the excitement of the victories is replaced by the disappointment of a lie.

In order to keep the Olympic Games a world premier event it is important to make every effort to preserve its societal role as analysed above and as recognised by the international community. To achieve it, we need to strengthen the necessary prerequisites for its sustainable development and be willing to adapt to the current situation.

Maybe the most optimistic approach to Olympic Games sustainability is the new, long-term instrument adopted by the International Olympic Committee called Olympic Games Global Impact Study (OGGI). Through its methodology and its indicators it can measure the overall impact of the Olympic Games to assist bidding cities and future organisers to maximise the benefits of the Games and finally "to maintain the long-term viability of the Olympic Games in keeping with the ideals of the Olympic Movement".

The knowledge gained will hopefully help minimise the complexity, will reduce unnecessary expenses and make the Games economically viable for the city. Using smart economic solutions for its operation could halve the budget without altering its quality.

Olympic Games should also work as a vehicle to improve the country's existing institutions, the quality of life, the environment and education



on the Olympic Values. The reason for this integrated approach is that the Olympic Games are not just a 15-day event. It is a microcosm of human society and thus should be focused on human well being.

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RACHEL MCCARTHY

Australie

PARTENARIATS SIGNIFICATIFS: LA CLÉ POUR L'AVENIR DES JEUX OLYMPIQUES

La détermination d'organiser une manifestation mondiale impressionnante et les attentes suscitées par un investissement considérable dans les Jeux Olympiques ont laissé beaucoup de villes hôtes avec des dettes financières importantes.

Alors que les progrès de l'économie internationale ralentissent, on assiste à l'émergence d'une possibilité réelle de réévaluer les critères avec lesquels nous mesurons les Jeux Olympiques, en tant que manifestation de premier plan.

L'organisation des Jeux Olympiques ne devrait pas être simplement l'occasion de briller sur une scène internationale. Le plus important, c'est que les Jeux offrent la possibilité de créer un partenariat entre les villes hôtes et la communauté olympique, afin d'aider à améliorer les conditions de vie des citoyens et d'établir une viabilité à long terme dans les collectivités locales.

When the Olympic Games come to town, international communities gather to marvel at the sparkle and razzmatazz of the opening and closing ceremonies. We marvel at the remarkable achievements of incredible athletes, the number of medals won and by whom and for many, the relative placing of nation states on an international "medal tally".

For China, a USD 44 billion investment in the Olympic Games was unprecedented. The Beijing Games provided the ultimate opportunity for one of the world's largest countries to parade in perfect unison upon

the world stage, to flaunt the achievements of dedicated athletes and China's incredible domination in the medal count.

The eighth day of the eighth month in the year 2008 was indeed Beijing's moment of glory. China pulled off an emphatic Olympic victory by raising the bar and setting an enviable record for a most spectacular Olympics, arguably upstaging its predecessors, laying down the gauntlet and leaving London with big shoes to fill. China proved it could put on a spectacular show, but what legacy did the Games leave for China itself?

In 2009 the calcifying wheels of world economies make recession a stark reality for Britons, and London has conceded that matching the Beijing Olympic bonanza in 2012 will not only be difficult, it is most likely impossible.

As international economic progress not only slows but moves into reverse, however, there emerges a real opportunity to look again at the true ideals of the Olympic Movement and re-evaluate the criteria by which we measure the Olympic Games as a premier event. According to a recent Living Planet Report, consumerism and environmental mismanagement has led us to an ecological "credit crunch" with demand for natural resources overextended by one third of what is "affordable". If the current global financial crisis is then viewed as the "global wake-up call" of the twenty-first century and an opportunity to reassess our own priorities as many political and world leaders are now suggesting, the Olympic Games could be the perfect vehicle to do precisely that and provide us with the impetus for positive change on a global scale.

It was perhaps Montreal that really set the precedent. But the determination to stage an impressive global event, the building expectation of lavish investment in the Olympic Games and the anticipation of glittering "one night only" extravagance has continued to haunt host cities since then with many left in significant financial debt, particularly as Olympic scale facilities, such as those in Athens, gather dust after the Games. But hosting the Games should not be just an opportunity to demonstrate flamboyance on an international stage, particularly while important social and ecological concerns are tucked neatly in the wings or even physically removed from the eyes of the international community.

More importantly, the Olympic Games should present an opportunity to create a partnership over a four year period that at least culminates in two weeks of celebration and achievement. It's an opportunity for the Olympic brotherhood to create a joint venture on a massive scale, to help improve the living conditions of citizens and build long term sustainability in local communities while at the same time moving towards that pinnacle – the events of two weeks that create enormous excitement and achievement.

Host cities should be judged not by the budgets they draw and the money they spend but by their ability to work with the Olympic Movement



to amend and attend to public facilities, to implement measures of environmental management and to transform the living conditions of citizens – a real measure for determining how successful the Games has really been for the nation and the city itself.

And, as the games draw to a close, we should be encouraged by the Olympic community to reflect not just on the fire twirlers and the fire crackers, the light show and shine of the Games, we should remember not just the triumph of athletes who reached incredible heights and the number of medals they won. We should also be inspired by how cities can use the Olympic Games as a vehicle to transform local communities into cities of sustainable social and environmental practice.

We should remember not just where and when the Olympic Games were once held, but how the Games left behind a legacy of improved and sustainable transportation infrastructure, public facilities and cleaner towns and rivers. The notion of a creative cluster, the likelihood that an attractive city will breed innovation, creativity and collaboration, that it will draw together a community culture supported by sustainable business, cafes, restaurants, shops, facilities and tourism will help establish a bustling local economy with employment opportunities for those otherwise potentially sidelined by the Olympic Movement.

And on that note, there is also the potential to stage the Games, or part of, in cities that need greater investment and better infrastructure; cities that could really benefit from such a joint venture and rise to the challenge of greater international focus rather than the traditional hotspots where touristic interest is already high and public facilities already well established.

Ultimately, ensuring the Olympic Games remain a premier event means ensuring the games respond to challenges in the current global and economic environment and ensuring the Olympic Games have not just an immediate impact, but lasting benefits for both partners in the event just like every other successful partnership venture.

While the Games remain essentially a sporting opportunity for the international community to gather, for athletes to showcase and celebrate their talents and achievements on a global scale, we should be careful not to confuse the Games as opportunities for cities to impress the global community at any cost. Continuing to make a real and lasting difference in the lives of ordinary people and publicly measuring and demonstrating how a real and meaningful partnership can facilitate this, is the best way to ensure the Olympic Games remains a premier event. After all, isn't contributing to a peaceful and better world at the very heart of the Olympic Movement?

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BIN NIU

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SEULS LES JEUX OLYMPIQUES ME PERMETTENT D'AVOIR UNE VIE DIFFÉRENTE

Le fait que les Jeux Olympiques soient une manifestation de premier plan et exceptionnelle ne pose aucun problème, comme l'a dit le président du Comité International Olympique (CIO), Jacques Rogge. Cependant, chacun doit se préparer au danger en période de sécurité.

Dans ce monde magnifique, des choses nouvelles se produisent pratiquement tous les jours. À cet égard, je pense que les Jeux Olympiques ont été confrontés à des défis cruciaux. Dans les paragraphes suivants, certains défis sont décrits et des réponses brèves sont proposées.

The Beijing Olympic Games came to a successful end in August 2008. As a sports fan and Chinese citizen, I lived a totally different life over 16 days in Beijing, though I didn't have the chance to enter any stadiums personally.

I can now say that I have been to a city that has hosted the Olympic Games. This has resulted in some sweet and unforgettable memories. In this world, the Olympic Games can be the only event capable of totally affecting everyone's normal life and that helps to create happy feelings. During the 2008 Beijing Olympic Games, everyone around me was staring at every channel on television and every news item on the Internet about the Olympic Games. We didn't sleep, didn't have lunch, didn't work, but we had to have the Olympic Games.

When we saw the closing ceremony, we had complex feelings. On the one hand, the Beijing Olympic Games brought us innumerable and unforgettable scenes, and at the same time we don't know what to do next without the Olympic Games. As the IOC President Jacques Rogge has said, the Olympic Games is a premier and exceptional event.

However, everyone must be prepared for danger, even in times of safety. In this splendid world, new things come out almost every day and as a result the Olympic Games have encountered some critical challenges. In the following paragraphs, some challenges are outlined and some suggestions are offered.

Firstly, commercial activities have pervaded every aspect of sport, especially the more popular sports. However, there is a flip side to the coin. If more commercial activities enter into pure sports, some opposite things could occur. The England Football Super League is a successful example of commercialism in sport. In this league, many famous players become



superstars whose effects go beyond the scope of just the football field. However, when some players participate in too many commercial shows or other things related with commerce, they can become very tired and lose their passion in the next football game. Some of them may even develop some negative traits on account of this commercialism.

Secondly, more attention must be paid to the fact that the Olympic Games faces competition from other special sports matches. Other sporting events such as the World Cup, National Basketball Association (NBA), Tennis Masters Series, and Championship Cup have attracted many sports fans. The Olympic Games, however, are held every four years. During the period between the two editions of the Olympic Games, there are many other excellent matches to watch. These events could result in some unfavourable effects on the Olympic Games in the long term. When we refer to basketball, we first think of the NBA; when we refer to football, we first think of the World Cup or Championship Cup; when we refer to tennis, we first think of the US Open or Australian Open. In other words, the Olympic Games aren't the most important in these sports.

If this happens, the Olympic Games will fail to remain the premier and exceptional event in sports. Football is the most popular sport in the world and we have a greater selection of football matches to watch, such as the FIFA World Cup, or the English and Italian football leagues. NBA basketball matches are more important than their Olympic equivalent. In tennis, some great stars did not attend the Beijing Olympic Game because the US Open Tennis Tournament and the Masters Cup were more important to them. We must seek to address these challenges from all aspects.

How should we reform? How do we keep the unique attraction of Olympic Games? In my opinion, the following procedures should be considered:

1. Reform the Games: This may help to ensure that the Olympic Games become a premier event for popular sports, especially football and tennis.
2. Keep the Games relevant to all. It would help to ensure that when players from one country are dominant in one sport, this sport does not lose supporters in other countries.
3. Keep the traditional aspects of the Olympic Games. Some special and unique activities should be kept, such as the torch relay.
4. Include new sports. Society is developing, so the Olympic Games should continue to include some new and popular sports.
5. Strive for honour and holiness. Cheating, doping and immorality must be totally forbidden. The number of commercial activities at the Olympic Games should be researched carefully.

LUIS CARLOS SÁNCHEZ MARTÍNEZ

Espagne

SOUHAITS DE SUCCÈS POUR LES JEUX AVEC UN MEILLEUR HÉRITAGE ÉCONOMIQUE

L'activité économique des Jeux a, de manière spectaculaire, augmenté ses rendements; il est vrai également que ces revenus ont été engloutis par la vague d'augmentation des dépenses.

Le volume des pertes économiques est couvert ultérieurement par les fonds publics du pays hôte, ce qui entraîne une réduction de ces fonds. L'héritage économique des Jeux Olympiques n'est donc pas positif.

La plupart des pays hôtes ont connu une baisse de l'évolution de leur PIB. Les Jeux Olympiques doivent avoir pour responsabilité d'encourager le développement économique et non de devenir un échec pour les pays hôtes.

Il est nécessaire d'encourager les comités d'organisation à contrôler les dépenses et à avoir un plan économique plus responsable et plus efficace; en garantissant ainsi un héritage économique positif qui leur permet de maintenir l'esprit olympique au-delà de la cérémonie de clôture.

The Olympic Games constitute the greatest sporting event in the entire world. They are an example of international cooperation, and an instrument to spread Olympic values. Their success is easily appreciated by the many cities that bid to host them. However, this has not always been the case. Only Los Angeles bid for the 1984 Olympic Games; the enormous economic cost and huge deficit left by the 1976 Montreal Games, that had to be covered by the public sector, were among the main reasons.

The organisation in Los Angeles was carried out by a non-profit committee that waived the use of public funds. Returns on sponsorship and televised copyrights rose, combined with great savings through the use of existing facilities and the participation of the private sector for the construction of new ones. For the first time since 1932, the Organising Committee achieved positive economic results. In 1988 the city of Seoul only had to bid against Nagoya. The organisation team managed to bring in big returns by controlling costs, which ended up at nearly the same cost as the Games held twenty-four years before.

For the 1992 Olympic Games, the number of bidding cities grew, and the cost of the Games tripled. Public sector funds helped to meet these expenses. The 1996 Games were held in Atlanta after another tough bidding process but fell short of the economic results achieved in Los



Angeles. In Sydney 2000, the Auditor General's office reported a huge deficit from their celebration and the public funds used for it. In the case of Athens in 2004, the Economy and Finance Minister reported expenses about EUR 7 billion above budget. All of this made the media in Australia and Greece question the idea of having hosted the Olympic Games. For the 2012 Games, The Economist magazine requested that London's bid be turned down.

Economic losses are eventually covered by the public funds of the host country. Smaller countries would find it difficult to host the Games as it would be almost impossible to take such a share from their public funds for that purpose due to the high costs per inhabitant. There is also the risk of a capital flight of public funds paid by taxpayers to interest groups. Berman et al (2000) examined the reaction of stock market prices to the International Olympic Committee (IOC) decision in 1993 to award the 2000 Olympic Games to Sydney. They found that there was no overall impact of the decision on the stock market, but that share prices of construction enterprises were affected.

Despite the positive effects the Games bring in terms of the image of host cities, this assessment is handicapped by the notion of not knowing the real impact or the long-term outcome of these resources should they be used in other areas of development. Errors in ex ante impact assessments in several cases have been used deliberately to mislead decision-makers and the public, leading to expectations and investments that are too high.

The economic legacy of the Olympic Games is therefore not positive. This is mostly due to the incapacity of organisers to manage public funds and generate enough resources to make them viable. Most of the host countries since 1956 have experienced decreases in their GDP evolution. Irons (2000) analysed host country GDP in the years preceding and following the celebration of the Games, and it is easy to see how their GDP has suffered. If the world economy improves, these countries will improve less. If it decreases, they will improve less still. It looks as if host countries would have to pay a certain Olympic toll after they have hosted the Games.

The Olympic Games should encourage economic development and not become a burden for host countries. While it is true that economic activity related to the Games has spectacularly increased returns, it is also true that this income has been swallowed by a wave of increased spending. Olympic facilities should be a gift derived from the Games and never a fat cheque from public funds.

The huge success of the Games encourages strong competitive bids to host them, which is another cause for the increase in spending. This is why demanding a high level of commitment from a bidding country is so important. Currently, their local and national governments are

asked to show a commitment to intervene and provide support in the case of insufficient budgets from the Organising Committees, and to be responsible for the infrastructure of the Games. Both demands end up encouraging greater spending, which imposes a major charge on public funds. This translates into a worsening of the economic situation. If such behaviour was penalised, it would encourage Organising Committees to control spending, and to have a more responsible and efficient economic plan, therefore guaranteeing a positive economic legacy that would grant host cities the necessary infrastructure and allow them to keep the Olympic spirit after the closing ceremony.

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Grande-Bretagne

COMMENT « REVIVIFIER » LE PROGRAMME SPORTIF DES JEUX OLYMPIQUES

Les Jeux Olympiques se sont développés au cours du siècle dernier pour devenir la plus grande manifestation sportive du monde et la plus prestigieuse. On s'attend à ce que l'expansion des Jeux se poursuive, mais cela pose des défis, en particulier lorsqu'on considère la taille globale de la manifestation et le nombre de personnes qui y participent. Il est aussi essentiel que la tradition des Jeux Olympiques ne se perde pas au fur et à mesure que les Jeux évoluent.

La commission du programme olympique a été chargée d'examiner l'organisation du programme olympique pour la 117^e session du Comité International Olympique (CIO) en 2005. Cependant, elle a échoué dans sa mission qui était de faire en sorte que le programme conserve « de la vitalité et de la pertinence ».



Cette contribution décrit une solution potentielle qui permettrait une plus grande participation aux Jeux Olympiques, sans qu'ils deviennent ingérables, et permettrait donc au Mouvement olympique de continuer à aller de l'avant.

The Olympic Games has grown over the past century to become the largest, most prestigious sporting event in the world. However, there are challenges facing the Games, such as how to keep them up-to-date without destroying the traditions on which they are built, and how to keep the event manageable in size. Despite these challenges there remains an expectation that the Games will continue to progress and grow.

The Olympic Programme Commission, along with other sporting bodies, was given the task of reviewing the organisation of the Olympic programme to keep it “fresh and relevant”. [1] However, during the 117th IOC Session in Singapore in 2005, all that resulted from this review was the removal of baseball and softball – with no replacements – therefore failing to provide either freshness or increased relevance. No satisfactory reason was provided as to why squash and karate were not voted onto the programme (nor golf, rugby sevens or roller sports). If tennis, badminton, judo and taekwondo are considered suitable, then why are squash and karate not? Surely the inclusion of more sports can only enhance the position of the Olympic Gold as the greatest prize in sport?

When evaluating the inclusion of new sports to the Olympic programme, several things need to be considered:

- The Olympic Games are a global event, and all areas of the world should be given consideration when choosing new events – not just the traditional “powerhouse” countries. At the 2008 Olympics only two countries with populations of less than 10 million won medals in team sports – Norway and Iceland, both in handball. Small nations would excel in team sports – such as rugby sevens (Pacific nations), cricket (Caribbean nations) and netball (Jamaica/Trinidad/Fiji) – if only they were included.
- Sports should be included on merit and not because of their appeal to television audiences alone.
- Without showcasing new sports on the Olympic stage, how can it be judged whether they enhance the Olympic programme or not?
- Programme changes should not take seven years – if a sport is tested, and a success, at an Olympiad, then the next host city should have the option of including it too.

To this end, I have the following suggestion on how the Olympic Games programme can be flexible and modernised for the 21st century, while fully maintaining the spirit and traditions on which the Games were founded.

It seems logical to examine other major multi-sport events and identify any elements that could help advance the Olympic Games. The second largest multi-sport event is the Commonwealth Games.

Up until 1994 only 10 sports were included, with team events being added in 1998. Now hosts are expected to provide a minimum of 10 core sports, which they can add to from a list of optional sports, up to a maximum total of 17. [2]

This arrangement is more flexible and modern than the current Olympic system in that it maintains tradition (through the inclusion of core sports), while avoiding the one-size-fits-all approach. This flexibility has allowed sports to be showcased and the hosts to include sports that are important in their country – e.g. triathlon in 2006 in Melbourne.

In essence, the most important thing that can be learned from the Commonwealth Games is that the programme is based on two fundamental points:

- What the hosts **MUST** provide; and
- What the hosts **CAN** provide.

Using a similar model, the IOC could insist that the host city **MUST** provide the 26 sports currently on the Olympic Programme. The host city could then be asked what other sports/events it **CAN** provide and, in discussion with the IOC, produce a mutually agreeable programme. Measures could be introduced to control any additions such as:

1. Only sports currently on the list of IOC recognised sports will be considered.
2. The construction of the infrastructure for the 26 obligatory sports must be on, or ahead, of schedule, and additional sports will not be considered until after the previous Olympiad for this reason.
3. No new buildings can be constructed for additional sports/events, but temporary seating/courts is allowed.
4. Additional sports are likely to be popular in the country in which the Games are being held, but should also demonstrate that global participation has been considered.

Take, for example, the sport of rugby sevens. It is on the IOC's list of recognised sports and narrowly missed nomination for the 2012 Olympic programme. It is a fast-paced, exciting game that is growing in popularity and would easily fit into the Games schedule. High-class teams can be found throughout the world, including the small Pacific Island nations, especially Fiji. London has a ready-made venue in Twickenham – a world-class stadium that will currently stand empty during the



2012 Olympics. The UK also provides a knowledgeable and enthusiastic audience for this sport.

In another example, using the same model, when the United States next hosts the Olympic Games, baseball and softball events could be held – both are IOC recognised sports and facilities are in abundance, as are fans.

Another sport that could conceivably be included is cross-country running; it would require minimal infrastructure, have global participation (especially from African nations) and allow spectators to witness Olympic events for free.

In a final example, concerning additional events, London 2012 may feel that the reinstatement of the “blue riband” events of track cycling – the time-trials – would significantly add to the Olympic programme. Including these would require no further construction, and virtually no extra participants.

The above suggestion enables the Olympic Games to move away from the one-size-fits-all approach while maintaining the traditional core programme. It allows the IOC's recognised sports the opportunity to be showcased (and evaluated as to their suitability within the Games), and it embraces a flexible, 21st century model to take the Olympic Movement onward and upward.

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BAOLI SUN

République populaire de Chine

L'INTELLIGENCE CHINOISE TRADITIONNELLE ILLUMINE LE MOUVEMENT OLYMPIQUE

Le Mouvement olympique qui s'est développé dans la culture occidentale peut absorber des éléments nouveaux et pleins de vitalité, provenant des civilisations orientales fertiles et intérieures, alors que la sagesse chinoise des anciens temps peut bénéficier des progrès incessants du Mouvement.

Selon un vieux proverbe chinois: « Continuez de progresser avec le temps, adhérez étroitement aux principes fondamentaux et continuez de changer afin d'être inchangé ». Le Mouvement olympique peut donc jouir de sa vitalité éternelle.

Nowadays, ancient and profound wisdom from Eastern civilisations not only adds fresh elements and vitality to the Olympic Movement, it also provides some thoughts on the pioneering development of the Olympic Movement. What is more, this kind of communication also embodies the exchange and prosperity of two different cultures within the Olympic Movement.

The *Lüshi Chunqiu* is a classic Chinese text compiled around 239 BC under the patronage of the Qin Dynasty Chancellor Lü Buwei. It is a collection of various schools of thought existing in pre-Qin dynasty China and contains many words of wisdom, including for example, “Running water does not stink” and “a moving hinge does not stick”. This means that when things keep changing and moving forward they are less likely to erode and decay. This is the law of survival and development of everything, and the Olympic Movement is no exception. During the past century, changes in the Olympic Movement have been reflected at many levels including its ideology, organisation and activities. And during the process, the Olympic Movement has continued to absorb much fresh blood, which is the basic drive behind its development.

The *I Ching* or “*Yi Jing*” (which literally means “Book of Changes”) is one of the oldest Chinese classics. The book is a symbol system used to identify order in random events. The wisdom in the book goes like this: keeping step with the times is the appropriate way to develop. This means that change and adaptation are the way of the existence of everything. Moreover such changes are not arbitrary or capricious.

Change and adaptation should be made by embodying the spirit of the times and taking into account social changes. Changing with the times is the only way forward for the Olympic Movement, which will help it to maintain its pioneering spirit. After the Cold War, “peace and development” were paramount; today, the key is “promoting peace with mutual dialogue, realising development with scientific methods”. Under such circumstances, the Olympic Movement should carry out the following adjustments: move from cultural exclusivity to cultural diversity; from disequilibrium to equalisation; from extensive growth to sustainable development.

Cultural exclusivity to cultural diversity. Although the Olympic Movement was born in the fertile soil of Western culture, the Olympic flag flies in the blue sky shared by the world. Olympic culture led only by the West is the product in a certain historical period, and should be enriched by the different cultures all over the world, with the changing times, in order to respect and safeguard cultural diversity and strengthen communication between different cultures as well as their integration.

From disequilibrium to equalisation. It is noticed that the centre of the Olympic Movement is not traditionally limited to Europe and North America in terms of changes in global political and economic patterns.



The international position of countries in Asia, Africa and Latin America has been improved significantly. Further development of the Olympic Movement and the realisation of its tenets should be based on balanced global development. This kind of equality manifests itself in many ways, such as the selection of a host city, arrangement of sports events, and promotion of athletes and publicity of the Movement.

From extensive growth to sustainable development. Today, continuous expansion of the International Olympic Committee (IOC) has seriously restricted its development and also created enormous stress for the organisation. Under such circumstances, the theme of the development and reformation of the Olympic Movement should be to properly control its size and attention should be paid to quality improvement instead of increasing quantity. For example, it should control the number of athletes, optimise sporting events and improve its authority and popularity.

Xunzi (313 BC – 238 BC) is an important representative of Confucianism in the Warring States Period. According to the works of “Xunzi”, even when hundreds of changes have taken place the core remains the same. That means that although a certain thing is changing and is variable in its appearance and form, the essence and purpose remains unchanged. From 776 BC, when the ancient Greeks holding the torch ran for peace and honour under the Alpheus Yamashita, to 1896, when Pierre de Coubertin devoted his whole life to reviving the flame of the Olympic Games, the Olympic Movement has always been exploring the essence of human beings, that is humanity.

No matter what kind of adjustment occurred, the essence of the Olympic Movement has never changed. And the crises and problems existing in the process of its development such as drug abuse and over-commercialisation are caused by the loss of the spirit of humanity to some extent.

“To change or not to change” is the question. The Olympic Movement should adjust itself to the times in order to meet the demands of modern society and to uphold its pioneering spirit. That is “change for progress”. But during this kind of adjustment and modification, its spirit and essence should be held firmly to keep its existence and independence. In other words, “stick to essence for survival”.

The Olympic Movement drawn from Western culture can absorb fresh and vigorous elements from Eastern civilisations. Chinese wisdom from ancient times can benefit the ever-advancing progress of the Movement.

As the old Chinese saying goes, “Keep progressing with the times, stick tightly to the fundamentals and keep changing in order to remain unchanged.” Therefore, the Olympic Movement can enjoy its everlasting vitality.

WEI SUN

République populaire de Chine

RENDRE LES JEUX OLYMPIQUES PLUS FORTS ET PLUS ACCUEILLANTS

Les Jeux Olympiques sont aujourd’hui le plus grand événement sportif de haut niveau. Cela étant, ils doivent faire face à de multiples enjeux. Cet article propose différents moyens d’améliorer les Jeux Olympiques afin qu’ils soient toujours perçus comme une manifestation de premier plan.

The Olympic Games are considered to be a great festival of human beings and also the most famous comprehensive sports meeting. However, the International Olympic Committee (IOC) has some potential challenges to face. As a fan of the Olympic Games, I will try to give some suggestions on how to make the Games more welcoming, while keeping it the best in the world.

1. CONTROLLING THE SIZE OF THE OLYMPIC GAMES

Gigantism has become a problem for the Olympic Games, which have greatly expanded over time. Hosting the Olympic Games is becoming increasingly challenging. The Olympic Games have been held in many developed countries. The best way to control the size of the Olympic Games is to control the number of sports on the programme. This suggestion will be discussed in more detail later on in this paper.

My suggestion is to increase the number of team events and tournaments as well as doubles matches. This will give smaller countries more of a chance to compete for good results and medals. A good example is table tennis. Men’s and women’s doubles have been replaced by team events. In this way, medals are won by three different teams, each comprising three athletes. In this way more athletes will get better results. Singapore got the silver medal for the Women’s team event in the 2008 Olympic Games, which was a breakthrough for the country. It would have been too difficult for them to achieve this if they had participated in the women’s doubles event. There are, however, some weaknesses in this method, as it may place some excellent players at a disadvantage on account of their country’s ability. However, this would help to increase the percentage of team participation, thereby advancing the principle of universality.

2. A PROMOTION AND RELEGATION SYSTEM

One of the most important reasons that people like the Olympic Games is the Games themselves. The sports should be attractive and universal. Though the Olympic Charter defines the acceptable sports, it is the Session that makes the final choice. The sports programme needs to be adjusted according to these changes.



Some factors should be taken into account such as the sport's world-wide popularity, the number of live spectators, the audience ratings, media reports and sport sponsorship. Some sports need to be removed or adjusted.

However, this is not an easy process as more sports want to become part of the Olympic programme and those that are already included do not want to be removed.

What I suggest is to use a promotion and relegation system like that of the football league. All sports can be divided into Grade A and B based on the logistics of the above mentioned factors or other conditions. Sports like swimming and athletics can be Grade A for example. Sports in Grade A should be left in the next Olympic Games programme. However, the scale can be different and some events can be removed or adjusted. Sports in Grade B should be placed under discussion in order to decide if these sports remain on the programme. The Session can vote for or grade these sports, with the lowest ranking sports replaced. Other sports that want to enter the Olympic Games can apply through their International Federations and be placed on a waiting list. The IOC can also use a marking system in order to promote or relegate the sport. The same process should be executed before each Olympic Games in order to keep all sports on the programme active and attractive.

3. ENHANCING COOPERATION WITH SPONSORS TO PROMOTE THE OLYMPIC GAMES

Although the IOC has made great efforts to promote the Olympic Movement, the effect could be enhanced by maintaining stronger ties with sponsors. Olympic partners and other sponsors should take more responsibility to support the Games and promote Olympic values. Presently, sponsors use the Olympic Games to advertise their product but use minimal Olympic content. The IOC should work to increase the content that deals with the Olympic Movement. The IOC should also work with sponsors to highlight the public's knowledge of events, the history of the Games, Olympic values, the highlights of Games, the athletes, the organisation of the Games, etc.

Sponsors are everywhere and they are an essential component of public life. There is a Chinese saying, "achieve maximum results with little effort", which highlights the utility of finding the most efficient way to do things. Sponsors should cooperate fully to promote the Olympic Games and offer a unique and powerful introduction to Olympism.

The Olympic Games is viewed as a premier event in the world and if the IOC can advance with the times and take the necessary steps to optimise them, it will be richer and more precious to the world.

GILLES TONOLI

Suisse

ANALYSE COÛTS/BÉNÉFICES DES JEUX OLYMPIQUES

Les possibilités de croissance économique associées à l'organisation des Jeux Olympiques incitent beaucoup de villes et d'États à élaborer un plan pour accueillir ces manifestations.

Cependant, avant de conclure que l'organisation d'un événement marquant est un bon investissement de la part de la communauté, il est important de veiller à ce que l'impact de ces manifestations soit positif pour la société.

L'analyse coûts/bénéfices est un outil macroéconomique qui permet la classification des différents projets, selon leur impact économique sur la société, et aide ainsi à sélectionner le projet qui produira les effets les plus positifs sur l'activité économique.

Néanmoins, l'analyse doit prendre en considération d'autres effets, tels que la médiatisation et les embouteillages, que peut impliquer une manifestation sportive.

1. INTRODUCTION

Cities and countries that host big sporting events usually aim to accomplish two intrinsically linked goals: first, to increase the public profile and second, to use the dynamic and efficient image that is conveyed to the world in order to attract investors (Dawson, Blahna, & Keith, 1993; Howard & Crompton, 1995). Sports competitions are particularly useful to this end, as their organisation and implementation showcases values appreciated by corporations such as excellence, competition, and performance.

Moreover, a host nation's society adapts and identifies with these values, thus stimulating economic development (Archer, 1984; Crompton, 1995; Lieber & Alton, 1983). The organisation of a big sporting event such as the Olympic Games directly influences the economic activities of the city or the region hosting the event. This is because the sporting event offers new or increased sources of revenue and thereby increases local economic activity. This can be explained by the macroeconomic effect of the economic impact (Matheson & Baade, 2004). Therefore, a cost-benefit analysis is primordial in order to measure its impact.



2. COSTS AND BENEFITS OF SPORTING EVENTS

2.1. The Model

Cost-benefit analysis can be implemented in the sporting domain in order to judge whether organising a sporting event is worthwhile financially (Késenne, 2005). If the benefits are higher than the costs, the organisation of the sporting event will lead to an increase in community welfare. It is possible to identify three different groups of agents supporting the costs and sharing the benefits of the organisation of the sporting event: the event's organisers, the visitors, and society.

2.2. Costs and benefits for organisers

Costs and benefits for sporting event organisers are essentially a financial matter (Turco & Navarro, 1993). Most of the benefits result from ticket sales and marketing broadcasting rights to international and national TV channels. They also include merchandising. As for the costs, it is important to distinguish between functioning and infrastructure fees. The fees for functioning comprise all charges linked to the sporting event organisation.

2.3. Benefits for visitors

The money that an individual is ready to pay for acquiring a good corresponds to the benefit or utility that its consumption provides to him. The difference between the maximum amount of money that the consumer is ready to pay and the effective amount paid is called consumer's surplus and corresponds to the consumer's gain (Marshall, 1920). In the cost-benefit analysis, this surplus is a point of consideration, because it represents the increase of an individual's welfare.

2.4. Costs and benefits for the society

Organising a sporting event not only brings advantages, but also entails costs to society. Among the benefits, there are the improvements to the productivity factors of the host city or country as well as an increase in media exposure effect. This effect is followed by the improvement of organisation and production processes, techniques and qualifying workers, which results in an increase in worker and capital productivity.

The second type of advantage concerns media exposure associated with hallmark events. The media effect is an indirect advertising campaign in favour of the city or the country. Therefore, big sporting events represent an efficient way of promoting the country and are especially advantageous for the tourism industry.

Three categories of costs apply to society:

- The first one concerns the damage caused to the environment; the second one is linked to traffic problems prior to and during the event; the last one concerns infrastructure spending for the country's government (Matheson & Baade, 2004). The construction of sports infrastructures and the "denaturalisation" of land needed to organise sporting events have a severe impact on the environment. It is important to mention the landscape degradation from the construction of infrastructure such as stadiums for the soccer World Cup or the preparation of places where competitions will be held. This damage can involve the destruction of whole ecosystems during construction. Finally, even the sporting event ruling can cause damage to the environment, for example through waste production, atmospheric pollution, and reduction of the quality of residents' life due to the noise. Even if environmental characteristics have no market value, they contribute to individual welfare. Therefore, it is important to include ecological damage resulting from sporting events in the cost-benefit analysis.
- The second kind of costs for society is linked to traffic problems. The increase in visitors during a sporting event may cause traffic saturation leading to a loss of time for residents and an increase in car accidents. This damage should also be included in the cost-benefit analysis.
- The last kind of cost concerns infrastructure expenditure. Most of them are linked to sporting venue construction supported by the organisers. The government is also financially involved in the process of general infrastructure settlement such as new access roads and improvements in the telecommunication system and so on. Taxpayers pay for these investments, financed by the host country's budget. Therefore, they represent a cost to society. If the benefits exceed the costs, the hallmark event is considered to have increased the welfare of the community. Otherwise it is detrimental to society's welfare.

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ANDRÉ TRAVILL

Afrique du Sud

L'IMPACT DES GRANDES MANIFESTATIONS SPORTIVES SUR LE DÉVELOPPEMENT

On dit que les grandes manifestations sportives comme les Jeux Olympiques, les championnats du monde de football et de rugby et les Jeux du Commonwealth favorisent la coopération et le dialogue entre les peuples et les nations.

Leur potentiel économique et leur capacité à attirer l'investissement étranger, pour soutenir le développement du tourisme et contribuer à la régénération et à des objectifs de développement plus vastes, ont été décrits. Cependant, l'organisation de grandes manifestations peut aussi avoir l'effet inverse.

Elle peut donner lieu à des violations des droits de l'homme, causant de graves difficultés et de la misère. Ce côté sombre, regrettable, des grandes manifestations contraste fortement avec les idéaux universels admirables qui sont souvent cités à leurs cérémonies d'ouverture.

Mega sports events such as the Olympic Games, the soccer and rugby world championships and the Commonwealth Games claim to foster cooperation and dialogue among people and nations. Their economic potential and their ability to attract foreign investment, to bolster tourism growth and to contribute to regeneration and broader developmental goals have been outlined. However, the staging of mega events can also have the opposite effect. They can result in human rights violations, causing severe hardship and misery. This unfortunate, darker side of mega events stands in stark contrast to the admirable universal ideals that are often cited at their opening ceremonies.

Successive hosts of mega events like to improve on previous events, making them bigger, better, ever more spectacular. It is crucial that this

spirit of improvement is translated into a growing commitment to ensure that these events improve the human rights and well-being of the inhabitants of host cities and host countries. Past errors and experiences should be used to improve future conduct of host cities or countries.

Upcoming and developing countries such as China, South Africa and Brazil tend to use Mega sport events in ways which are highly distinct from those in so called developed countries and cities. Upcoming and developing countries have additional or more specific objectives and concerns in addition to the general objectives like image building and economic objectives that all host countries and cities have.

1. In the preparation and execution of mega sport events a plan and a vision of the legacy effects is mostly unclear. Legacy plans might be very well developed, however the communication of these plans is not evident and can be perceived to be unclear and not sufficiently articulated. The population may expect clarity on the benefits to be accrued from the hosting of that mega event.
2. The role of the commercial sponsors in the Legacy plans is not evident or visible. Shouldn't organisers consider generating greater visibility and/or involvement of commercial sponsors in legacy projects in order to encourage and support longer-term developmental goals?
3. It appears that the commercial activity benefits around the event are restricted due to the tight regulation of revenue streams, which seems to exclude the informal sector that characterises a large chunk of economic activity in urban settings of upcoming and developing countries. It is noted that there is, in the host countries, a widespread local expectation that mega events will generate many opportunities for small businesses, entrepreneurs and vendors in and around the events' venues as well as the supporting base camps and fan parks. Concerns are that this constitutes a source of potential disappointment, disgruntlement and anger in local communities where expectations of direct commercial gain from the event are extremely high.
4. In a developing context, the concept of volunteerism may have different connotations and raise financial expectations in developed countries. There may be expectations that the volunteers will be both financially rewarded and accrue skills as a result of their volunteerism.
5. Given the concentration of sex workers around the stadiums during mega sport events, there is, in countries with a high HIV/AIDS prevalence, a real risk of an increase in HIV/AIDS and a related exportation of that disease. What are appropriate strategies here? How can these mega events be used as leverage to sensitise players,



fans and enthusiastic young people for the prevention of health risk behaviours? Where lies the responsibility for implementing an integrated prevention plan?

6. The basis for utilising sport as a means for development is to strengthen sport itself. There is an expectation that mega events could facilitate the creation of sustainable sports structures through sports associations, schools, NGOs, churches or local authorities. How can the important new infrastructure be used efficiently after the sport mega event?
7. How can the mega sport event explicitly exemplify tolerance and continuous collaboration towards common goals (e.g. nation building and reconciliation)?
8. The World Cup is greatly anticipated at the local community level. There is a concomitant expectation that community members (youth in particular) will have first-hand exposure to the visiting teams and players by having access to training sessions and autograph sessions for example. This kind of first-hand exposure is a critical source of motivation for sports development in local communities.
9. Finally, there is a need for more rigorous studies on the impact of mega sport events on developmental indicators pertaining to social, health and economic issues. Organisers should publicly support such impact research that will inform future event planning in developing and developed contexts.

In conclusion, sport in general and mega sport events in particular are an arena where people meet, either in active participation as managers, players, officials or spectators. Either way, sport offers an easily accessible arena where awareness can be raised, positive activities introduced, education offered and healthy habits developed.

Co-written with Yves Vanden Auweele.

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LES VALEURS OLYMPIQUES

Nombre de contributions pour ce sous-thème en relation avec le sujet:	192
Nombre de contributions rejetées:	5
Nombre de contributions sur le rugby:	39
Total de contributions pour ce sous-thème:	236

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

L'Olympisme devrait mettre en exergue d'autres valeurs que la seule victoire. En effet, la performance devrait être associée à d'autres valeurs morales telles que le fair-play, la sportivité, le courage, le respect, l'amitié, l'excellence.

97

L'Olympisme est une philosophie de vie dont les valeurs ont une portée mondiale grâce aux Jeux Olympiques (et notamment grâce aux rituels des cérémonies).

92

Les valeurs éducatives et culturelles de l'Olympisme devraient être replacées au centre de l'événement et occuper une place privilégiée tout au long des Jeux Olympiques.

75

Les valeurs pacifiques de l'Olympisme devraient être au centre de l'événement.

48

Des moyens plus importants (via les nouveaux médias) et des actions mieux coordonnées (nouveaux partenariats avec des universités, des organisations gouvernementales et non gouvernementales, des entreprises privées ou publiques) devraient être développés pour promouvoir les valeurs olympiques.

45

En tant que modèles, les athlètes ont une responsabilité dans le respect et la promotion des valeurs olympiques auprès du public.

35

Les tentatives de récupération des Jeux Olympiques à des fins politiques (menace de boycott, ingérence politique) nuisent au sport en général et aux valeurs véhiculées par l'Olympisme en particulier.

23

Le Comité International Olympique (CIO) devrait mettre des moyens plus importants pour assurer le respect de l'éthique sportive, notamment en ce qui concerne la lutte contre la corruption et les matchs truqués.

20

Les médias ont un rôle important dans la promotion des valeurs olympiques. Ils ne devraient pas seulement mettre en exergue la seule victoire mais devraient promouvoir les valeurs olympiques. D'ailleurs, certains préconisent que le CIO, en partenariat avec des organismes compétents, mette sur pied un programme de formation à l'Olympisme destiné aux jeunes journalistes sportifs. Cette démarche permettrait d'atteindre un certain niveau de connaissances pour commenter les Jeux Olympiques et ce, d'une manière satisfaisante.

17

Les intérêts économiques autour des Jeux Olympiques nuisent au sport en général et aux valeurs véhiculées par l'Olympisme en particulier.

13

L'esprit des Jeux Paralympiques est beaucoup plus en phase avec les valeurs olympiques que l'esprit des Jeux Olympiques. De plus, les Jeux Paralympiques devraient être considérés comme un événement faisant partie intégrante des Jeux Olympiques.

11

Tout ce qui exacerbe le nationalisme dans le rituel des Jeux Olympiques (hymnes, drapeaux, tableau des médailles) nuit à l'essence même et à l'esprit des valeurs olympiques.

11

L'esprit des Jeux Olympiques aujourd'hui est en totale contradiction avec les valeurs olympiques et l'Olympisme.

9

Afin que les Jeux Olympiques restent crédibles notamment par rapport aux valeurs, le CIO devrait mettre en œuvre des moyens encore plus importants pour que la lutte contre le dopage soit encore plus efficace et les peines encore plus sévères non seulement pour les athlètes mais également pour l'entourage. (Voir également « Comment faire pour que les Jeux demeurent une manifestation de premier plan? », p. 568)

7

La santé (selon le principe d'un esprit sain dans un corps sain) devrait être une valeur à part entière ou même un des piliers du Mouvement olympique. (Voir également « Vers une société active », p. 636)

7



Les athlètes qui ont participé aux Jeux devraient recevoir une marque de reconnaissance plus grande de la part du CIO. Par exemple, la remise de la médaille commémorative devrait être valorisée.

6

La présence des athlètes professionnels nuit à l'esprit des Jeux Olympiques et au principe d'universalité. Il faudrait notamment revoir le nombre d'athlètes professionnels qui participent aux Jeux. Des quotas devraient être instaurés pour limiter le nombre d'athlètes professionnels pouvant participer aux Jeux Olympiques afin d'offrir davantage de chances aux athlètes ayant un statut plus modeste (« amateurs »). Ce point a également été soulevé à chaque fois que les questions liées aux qualifications aux Jeux Olympiques étaient abordées. (Voir également « Comment faire pour que les Jeux demeurent une manifestation de premier plan ? », p. 568, et « L'universalité et les pays en développement », p. 605)

5

Faut-il harmoniser les valeurs olympiques (notamment entre les cultures occidentales et orientales) en vue de les rendre encore plus universelles ou faut-il les rendre plus spécifiques en fonction de la culture de chaque continent, région ou pays ?

3

Il existe une inégalité toujours trop importante entre les hommes et les femmes.

2

LUIS ANDRÉS ABBIATI

Argentine

OLYMPISME & NOUVEAUX PARADIGMES DU SPORT ET DE L'ÉVALUATION SOCIALE

Ce travail porte sur la manière dont certains facteurs extérieurs au Mouvement olympique, comme l'influence des médias et les aspects financiers, créent un risque pour les relations harmonieuses entre l'Olympisme (en tant que philosophie de la vie et tout ce que cela implique) et les Jeux Olympiques.

Tout au long de ce document, certains facteurs, qui portent atteinte à la conception de Coubertin, ainsi que les mesures à adopter pour traiter la question seront examinés spécifiquement.

En outre, il sera également question des meilleures manières de diffuser les valeurs de l'Olympisme et de la possibilité d'incorporer aux Jeux certains critères autres que la victoire dans l'évaluation des performances d'un athlète, tout en conservant la victoire comme critère principal.

Are the Olympic Games still at the service of Olympism? Are they still a philosophy of life that highlights and harmoniously combines the qualities of body, will-power and spirit? I believe they are, but I perceive signs of deterioration in the relationship.

The power of economic factors and the influence of the media on the Olympic Games are to the detriment of the high values that participating in them implies, and of which triumph is just a contingent consequence.

Such a conception is against Coubertin's ideas, for he conceived Olympism essentially as a pedagogical movement in opposition to the utilitarian criterion that perceives the Games merely in terms of victory. This triumphant spirit, in turn, has become socially acceptable due to the action of the media, always ready to extol success.

Such conception does not correspond with the true Olympic spirit that expresses itself in the athletes' vocation for the discipline of their choice, and which serves them as a propelling force to face sacrifices and overcome obstacles, and without any other encouragement than the honour to participate, thus allowing them to experience the "joy of effort".

That is why Olympism represents a philosophy of life, because it is necessary to have the skill, but above all, the will-power that should not be degraded by the mere ambition to win. This may lead to perceptions of the competitor as an enemy who, rather than be beaten, has to be defeated and humiliated, forgetting that the competitor represents Olympism, which should be promoted.

When conceived this way the pursuit of "triumph" leads to despicable means such as bribing, fraud, doping and even violence, preventing athletes from fulfilling their moral obligation to set a good example and respect the basic ethical principles.

The athlete must honour participation in itself; yield but not resign; and be strong to accept an unfavourable result. The athlete must take advantage of this experience rather than disqualify the competitors. Such altruism is only conceivable in someone who has incorporated that philosophy through of his conscience.



In reality, Olympism is a movement of ideas framed within principles made viable through education. It is not limited to the expression of a sports discipline.

Olympism requires thinking, and that is why Coubertin insisted upon the pedagogical goal nestled in the concept of sport, and purported that the practice of a discipline contributed, together with other disciplines of knowledge, to shaping the individual in matter and spirit.

Today, the conception of sport as a pedagogical projection for the knowledge of such principles and values is indispensable, in order to reach an understanding of and to instill the idea of Olympism as a philosophy of life.

If Olympism proposes a style of life based upon the “joy of effort” and the respect for universal ethical principles, these objectives depend on valuing the dignity of the individual and the respect for fair play as an expression of social living. Playing fair is an exaltation of honesty, friendship and dignity. In order to achieve such effects the essential pre-requisite is education.

Education fosters cultural exchange, since the athletes share, through Olympic community living, the diversity of other cultures, which allows understanding of diversity in a way that overcomes barriers, through understanding that all athletes make up a group, animated by the same spirit. Aimed at this spiritual unity are the various cultural activities developed in the framework of the Games, thus contributing to mutual understanding, and by which the participants project a message of peaceful living to the people of their respective countries.

Concerning the promotion of the Olympic values, I propose the following actions: 1) campaigns for the diffusion of these values; 2) pedagogical initiatives by both the International and the National Olympic Academies; 3) the creation of Centres of Olympic Studies; 4) organisation of exhibitions by National Olympic Committees for Olympic Day; 5) organisation of youth camps; 6) inclusion of curriculums at physical education institutes, journalism schools, regular elementary and high schools, and sports clubs; 7) public appearances of those Olympic athletes who have shown true commitment to Olympic values.

Concerning other criteria for the evaluation of performance, I think that victory should still be fundamental. But the National Olympic Committees, thanks to the remarkable performances of their respective athletes in their disciplines and given the circumstances which shaped their preparation and performance, should be rewarded with Mention of Merit with notification to the International Olympic Committee.

DAVID ARZUMAN

États-Unis d'Amérique

LES ÉLÉMENTS DES VALEURS OLYMPIQUES

Cet essai utilise la métaphore des éléments classiques – la terre, l'eau, l'air et le feu – pour commencer à examiner comment les athlètes olympiques reproduisent une lutte éternelle qui exprime les grands idéaux de l'humanité.

Les Jeux Olympiques sont donc utilisés comme une métaphore et un rappel périodique au grand public que l'attitude qui consiste à lutter héroïquement est aussi utile et appropriée dans la vie quotidienne.

Cet essai affirme aussi que beaucoup des préoccupations et des « améliorations » qui ont accompagné les Jeux Olympiques peuvent avoir tendance à obscurcir ce message essentiel.

There are some Olympic athletes who ply their will against an omnipresent adversary: gravity. They are the jumpers, the lifters, the throwers/putters, and the gymnasts. They work with physical mass. Though we know of gravity's inevitable victory, with every leap and lift, they express our secret hope to overcome our own earthbound limitations.

Other athletes contend with water, since human bodies are not optimised for an unstable, aqueous world. While the swimmer's movements may be smooth and “fluid”, people have neither fins to stay afloat or generate speed, nor gills to deal with going under.

Then there are the athletes whose resistance comes from the air. They run or peddle down tracks at speeds very few of us experience through our own power. Their bodies push away great swaths of air, an invisible factor when time is measured so precisely. We are left mostly to imagine it, for the wind's resistance is reserved for those who challenge the wind.

Earth, water, air... as we ascend the hierarchy of the elements as conceived by the ancient Greeks, we realise that there are no “firefighting” events in the Olympic Games. Yet, the symbol for the Olympic Games is a flame. We are told this flame represents the Olympic spirit, a spirit that burns strongest in the heart of the Olympic athlete. It is a flame stoked by years of dedicated training, by desire, by imagination, by mental toughness, and also, ideally, by a host of laudable traits that fall into the category of “sportsmanship”.



The modern Olympics have many events the ancient Greeks would not recognise. But there is at least one more basic category that is found in antiquity. There are also athletes who pit their will directly against other athletes. In the past, they were the wrestlers. Now we add other styles of fighting, including boxing, judo, and taekwondo. If every athlete carries the Olympic flame, then any athlete who contends directly with another athlete contends with fire.

How are we to reconcile the Olympic spirit with two athletes trying to throw, pin, or pummel one another into defeat? Well, the word “compete” comes from the Latin root meaning “to strive together”. Maybe the contest is just the excuse. On another level, these athletes are working together, making friction to start their own flames burning bright. In this sense, all competition is self-competition, rising to one’s highest and best. When the athletes are well-matched and performing at their highest level, even the “loser” can feel triumphant. If not, then more than a contest has been lost.

This is the distilled essence of the Olympic Movement, through the nationalistic fervor, politics, medal counting, clever marketing by sponsors, or anticipation of lucrative endorsements for athletes. Such overlaid concerns belittle rather than enhance the true spirit of the Olympic Games. Excessive emphasis on “defeating”, “beating” or “us-against-them” is evidence of the divisions. Ultimately, the Olympic Games are – or should be – about humanity coming together for a common cause, pushing away limits, expanding possibilities, and honouring excellence in body and spirit wherever it is demonstrated.

So why should we be so interested in watching other people rise to their highest and best? One easy answer is for the lessons and inspiration exemplars provide. It is a cliché to say that sport is a metaphor for life. But it is. We do recognise our own life patterns, paradigms, and dilemmas in dramatic sports situations.

All of us, in our daily lives, have our burdens to carry, can run out of wind, must race against the clock, often struggle just to stay afloat, must sometimes reach deep within ourselves to call upon untapped reserves, and must even sometimes make crucial, split-second life decisions, often with greater consequences than missing a medal. Perhaps the athletes have some advantages, with the support of a nation and the luxury of concentrating mostly on one thing. Our exemplars from among them might have to be the nonspecialists, the decathletes. In that spirit, there have even been times, ancient and modern, when being an Olympian reached beyond the scope of physical prowess to include achievement in the arts. This more fully expressed the ideal of the balanced, fully-developed, integrated human being.

The Olympic Games are like the rest of life. Both can be a struggle. The value of a struggle is in what it requires us to call up from within ourselves, an opportunity for growth. The one big difference is that the Olympic athletes always know they are in a struggle, whereas modern life is often built around a denial and concealment of that fact. As we pursue pleasure and avoid pain, potential struggles come and go unnoticed, and with them, so many opportunities.

One of the luminaries of the civilisation that first gave us the Olympic Games knew better. Plato’s words make a fitting summation of the Olympic spirit: “Be kind, for everyone you meet is fighting a hard battle.”

The message for us today is blunt: Do we remain comfortably asleep, or are we struggling to awaken to the truth that life calls for a heroic response worthy of an Olympian? It is a demand we often neglect or resist, but every four years we are reminded through this opportunity to see anew, aided by the light of an Olympic flame.

TOM-A-BHUVANENDRA BHUVANENDRA

Sri Lanka

L'IMPORTANCE DE LA SANTÉ ET DE L'ÉTHIQUE

Il nous faut accepter que la santé et l'éthique soient employées comme des critères de base pour affiner la méritocratie et ajouter foi au système hiérarchique des sports de compétition.

Dans cette perspective, l'idée pourrait ne pas être mauvaise d'ajouter deux valeurs supplémentaires: Sanitas et Moralis, « plus sain » et « plus éthique », à Citius, Altius, Fortius. Ces cinq valeurs pourraient bien s'ajuster en tandem aux cinq anneaux.

Il ne serait alors pas ridicule de considérer la devise pour le troisième millénaire comme une équation combinée de la devise des Jeux Olympiques modernes avec l'expression ultime des Jeux antiques: « Mens sana in corpore sano » (un esprit sain dans un corps sain).

Quelle meilleure combinaison pourrait-on envisager que le mélange des manifestations d'héroïsme attribuées aux Jeux Olympiques anciens avec les vertus humanistes des Jeux Olympiques modernes?

Le flux de l'Histoire remonte parfois le temps!



Overview

Sport is not monolithic. It assumes many forms, in that it espouses worthy causes and also propagates unethical tendencies. The founder of the modern Olympic Games, Baron Pierre de Coubertin, wanted sports to be placed at the service of man and not man at the service of sport. Thus, the goal of Olympism is to place sports everywhere at the service of the harmonious development of man, with the view to encouraging the establishment of a peaceful society concerned with the preservation of human dignity.

The Olympic Games and Olympic Ideals are mutually supportive and both can work in conjunction with each other to create synergy. To the casual observer, the Olympic Games are no more than excellence and extravaganza. For the discerning, there is much more.

These Olympic Games encourage the individual to be a perfectly developed and well-balanced human being, a role model, to be more precise. It is a form of education involving body, mind and spirit.

To society, the Olympic Games are perceived as a vehicle for promoting universal peace, fraternity and understanding. If the Olympic Games have generated so much global attention, it is certainly to the credit of the International Olympic Committee (IOC), the custodian of the Olympic Movement. The IOC has worked hard to promote Olympic values globally.

The Olympic Games has helped Olympic values make the transition into the world of politics. The United Nations (UN), sensing the role that the Olympic Games could play in terms of global concerns, entered into agreements with the IOC to address global imperatives such as food shortages, poverty, environment, drug abuse, children and refugees. Further, the UN declared the year 1994 as the "International Year of Sports and the Olympic Ideal" and adopted a resolution to "(build) a peaceful and better world through sport and the Olympic Ideal". In doing so it requested member countries to observe the Olympic Truce.

The UN in its *Millennium Development Goals* urged states to promote peace and understanding through Sport and Olympic Ideals. To achieve this objective, the year 2005 was declared the "International Year of Sports and Physical Education".

Competitive Sports Interaction in the Olympic Games

Modern day competitions are so intense that athletes, using their own cunning ways or in collusion with others, have adopted deceitful methods to win the coveted awards at stake, leading to winning at all costs. This despicable and deplorable scenario has not only made a mockery

of organised sports competitions based on a system of individual merit, but also seriously impaired and ruined the overall health of competitors leading to physical and mental damage.

It goes without saying that if Olympic sport is to survive and serve mankind, it has to rest on healthier practices and ethical values. Otherwise, meritocracy as a moral justification for sport will become a farce and sports can not be placed at the service of man to allow him to discover and develop his full potential. Instead, man will be at the service of sports, leading to a veritable politicisation and commercialisation of sports.

It is indeed disconcerting to see glimpses of the latter prospect taking on alarming proportions with the onset of doping and trickery. Many protagonists of sports have bemoaned the steady decline and decay of moral values in the domain of sports. Destructive aspects of sport such as drug abuse, cheating, violence and, of late, match fixing, ought to be eliminated completely.

By way of analogy, a similar situation prevailed during the ancient Olympic Games. With the fall of Athens and later of Rome, sports competitions turned out to be mere spectacles, where people placed bets on competitors and sports became violent.

Invariably, the sportsmen were reduced to being gladiators. Coming back to the brass tacks, many IOC members, among others, went to the extent of suggesting a new motto for the Olympic Movement.

It is my understanding that any step forward must ensure continuity and sufficient room for contingency without breaking the bond. We have to accept that health and ethics must be employed as the basic criteria to refine meritocracy and to give credence to the system of hierarchy in competitive sports.

In that light, it may not be an ill-conceived idea to add two more rudiments, "health and ethics" (*Sanitas and Moralis*), to the motto *Citius, Altius and Fortius*. These five values will reflect the five Olympic rings. It wouldn't be preposterous, therefore, to assume that the Motto for the Third Millennium will combine the motto of the modern Olympic Games with the maxim of the ancient Olympic Games, *Mens Sana in Corpore Sano* or "a healthy mind in a healthy body".

What better combination could one visualise than the blending of heroism attributed to the ancient Olympic Games with the virtues of the humanism of the modern Olympic Games? The river of history sometimes flows backwards!



IBRAHIMA DOUMBYA

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LES VALEURS OLYMPIQUES DANS LE PROGRAMME D'INSTRUCTION CIVIQUE

L'enseignement des valeurs olympiques aux enfants, à l'école, peut être un outil puissant pour promouvoir la paix et la compréhension entre les nations.

Par sa structure même, le Comité International Olympique (CIO) est un exemple parfait de tout ce qui peut bien fonctionner dans le nouveau monde globalisé. Cette institution a prouvé sa capacité à rassembler, elle transcende les frontières nationales pour parler à chacun. Il est temps aujourd'hui que le Mouvement olympique pénètre dans les salles de classe du monde et que ses valeurs soient incorporées aux programmes d'instruction civique des pays membres.

One hundred and twelve years after its inception, the world still vibrantly celebrates one of its most popular sporting events. Since 1896, the Olympic Games have become a spectacular gathering of the world's finest athletes. The founder, Baron Pierre De Coubertin, was able to perceive and apply a basic principle: we are always winners when we celebrate what we have in common.

During the first modern Olympiad, the world was not connected as it is today. We did not have sophisticated communication methods such as the internet to instantly send messages to friends anytime and anywhere. Cellular phones that can now receive news happening in the world were not even part of the popular imagination of the people then. Instead of a global village, the world looked more like a globe with thousands if not millions of villages existing either side by side or separated along civilisational, cultural, ethnic and linguistic lines.

Yet it is amid those circumstances that Coubertin foresaw the future. That future is our present. Each day we grow more and more connected to each other. News now travels on vast information highways at record speed. Globalisation is no longer an academic speculation; it is a fact of life and the new paradigm that will define much of the 21st century. Although we are cognizant of its benefits, many of us have grown discontent due to its negative aspects. Hence the necessity to continue to promote Olympic values which are as a matter of fact a true path toward universalism.

To do so, the International Olympic Committee will have to take bolder steps on three battlefronts: communication, partnership, and ownership.

With 14 countries participating in the Olympic Games of 1896 to 204 in 2008, it goes without saying that the International Olympic Committee has proven to be a formidable machine for organisation and communication. However, much remains to be done to communicate the values of this institution to present generations. There is a need to understand what the International Olympic Committee stands for in an ever more complex world where one's cultural values and environmental upbringing are often on a collision course with others. But more than knowing, there is a real need to apply the Olympic values to the real world. Ethics, fair play, the protection of human rights and the fight against discrimination of all sorts are crucial steps we need to take to make sure that the global society we are heading to lives up to its promises.

The best way to do so is to stress our commonalities when approaching the issues we face today. Bringing Olympic education into the school curriculum is a good way to begin the promotion of the ideals and values of the Olympic Movement. Civic education can incorporate Olympism. Students will thus be exposed to the values that were so dear to Coubertin. They will come to understand that it is part of one's civic duty to respect and defend Olympism. Such defence will not only enhance a country's commitment to a more peaceful world, but it will sow the seeds of international cooperation in the hearts of young generations. Students will come to realise that it is by defending the global that one secures a promising future for the local.

On partnership, it is important to remember that the International Olympic Committee has always been a partner with countries around the world. The National Olympic Committees play a vital role in making sure that the institution is visible. However, here also efforts need to be made to better use National Olympic Committees to disseminate the Olympic values.

They are perfect partners in communicating them to the young generations. More than Olympic days, the National Olympic Committees can be structured to include education professionals with competent pedagogical skills to design and implement lesson plans and activities that promote Olympism and Olympic values to students, especially elementary and secondary education students as was the case in Beijing with the Olympic Education Program. This programme, which is important in many ways, depends on the willingness of countries to partner with the International Olympic Committee for its implementation.

If for policy or political reasons, Olympic education cannot be directly incorporated into the school curriculum, it can still exist in the form of before school or after school programmes. Olympism will thus be a supplement to civic education and will blend, according to the International Olympic Committee tradition, Sport, Art and Culture.



With the establishment of sound programmes that promote Olympic values in the classrooms around the world, ownership becomes empowerment since it is now the local citizens who play the leading role in directing their Olympic Education. When citizens understand that these are their own, when they can truly picture themselves in the larger scheme of Olympism, ownership is acquired and the IOC can rest with the thought that everybody will play an equal part in the preservation of Coubertin's vision.

This movement has survived many problems since its humble beginnings because of the soundness of its principles. Today it represents a beacon of hope for a world that has grown increasingly democratic and complex. The International Olympic Committee is a vivid reminder of the success of globalisation. It has largely earned its reputation as a global player in the sporting world because of the strength of its foundations, the permanency of its ideals and the exceptional beauty of its values.

As we stand at this critical juncture in history and wonder what this brave new world will hold for us, the Olympic Movement will be our greatest asset to promote universalism through the common values of ethics, fair play, tolerance, friendship, and cooperation. In civic education, the Olympic Movement can reach the hearts and minds of present generations.

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KEIKO HOMMA

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PROMOUVOIR LES VALEURS OLYMPIQUES, RÉPONDRE AUX BESOINS SOCIAUX

Il faut promouvoir les valeurs olympiques, pas seulement auprès des enfants et des jeunes, mais aussi auprès des adultes, ceux qui soutiennent véritablement le Mouvement olympique.

La compréhension de l'opinion publique et de sa perception, la diffusion universelle d'informations/histoires importantes, mais méconnues, et la réponse aux besoins sociaux contribueraient à la promotion des valeurs olympiques auprès du public dans le monde entier.

1. AWARENESS OF OLYMPIC VALUES

To what extent do the public understand Olympic values through the Olympic Games? What impressions do they have for the Olympic Games? How was this awareness and these impressions developed among people? Answering these questions is necessary to understand whether the Olympic Games are helping to promote Olympic values and whether Olympic values contribute to the Olympic Games.

I looked for a post-event survey which could answer them but could not find both in any academic or commercial research. The Olympic Movement has excellent ideals, which were established to create a better society, and Olympic values were built based on the ideals. Undoubtedly, these values are very important for anyone in the world, but the mission would not be accomplished if the public does not understand them.

The International Olympic Committees (IOC) and National Olympic Committees (NOCs) have been working on promoting the Olympic Movement and Olympic values with educational purposes for children and youth. In fact, many NOCs now make textbooks or brochures targeting those age groups and conduct lectures at schools.

These educational efforts will be effective among children and for the future Olympic Movement. However, I think it is also important to promote them among adults. The public or taxpayers are real supporters of the Olympic Movement. Without their physical/spiritual/financial support, the Olympic Movement could not survive.

Sponsor companies and broadcasters have been considered as big supporters of the Olympic Games but their businesses are dependent on markets: in other words, consumers. Governments also support athletes and the Olympic Games, but their budgets come from taxes and, therefore, they need to obtain taxpayers' understanding of their financial decisions.

The Olympic Games are the best opportunity that people around the globe have to experience Olympic values. And the post-event survey will be the best opportunity to understand their awareness of Olympic values or evaluation for the Olympic Games. Understanding and analysing people's awareness/opinions are the first step towards establishing strategies for promoting Olympic values among adults. The global survey will be able to collect answers not only from Olympic fans but from the public in general. The global survey is now popular thanks to the internet and digital technology.



2. PROMOTING THE OLYMPIC VALUES

People's awareness of Olympic values and their evaluation of the Olympic Games would be different depending on the level of event participation. Athletes, volunteers, and viewers may feel differently based on their experience. When the global post-event survey is conducted, it is essential to analyse the results by the level of the participation. However, media must be the most effective way of promoting Olympic values, since most people experience the Olympic Games through media.

If mass media focus only on medallists and their commercial value or on doping issue, the public may think that winning is the goal or that the Olympic Games are an event reserved only for top athletes. If the media reports on negative aspects of the Olympic Games such as too much commercialisation or the high cost of the Games, people may think that the event and organisation aims to make money.

The IOC has been working hard to solve the issues above and provide information on its website for people to understand the organisation and the Olympic Movement. This information is very important and should be accessible to the public through media. For example, the information about how revenue is shared among organisations and how it helps athletes and contributes to youth education could be delivered to the public through campaign ads around the world.

Providing the reason why the Olympic Games are special would be effective to promote Olympic values, since people might not be sufficiently aware of the values and ideals. The absence of advertisements in the venues is one example of how the Olympic Games are different from other sporting events which people might not notice. Messages from athletes about how they were motivated and supported by the Olympic Movement, or a story from a developing country about how the community was supported by the Olympic Movement would also stay in people's minds. I believe there are lots of beautiful but unknown stories/cases which highlight Olympic values.

3. OTHER PERFORMANCE CRITERIA TO PROMOTE THE OLYMPIC VALUES

The Olympic Games awards medals to winners of an event. This is good motivation for athletes. Their efforts make them role models for many children. On the other hand, a notion may develop that obtaining medals is the goal, and therefore encourages doping or arguments over Olympic sports.

To decrease these problems, other awards could be considered. For example, a nation with the highest sport participation rate in an Olympiad could be awarded a "Sport for All" prize. There seems to be no global standard to measure sport participation rates, so it would be great if the IOC Sport for All Commission could develop such a standard in cooperation with specialists.

Similarly, the healthiest nation could also be awarded in response to their work in areas of obesity or aging societies. The criteria for the award might be established with the United Nations and/or the World Health Organisation. Those awards will work to promote Olympic values and Ideals.

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PROMOUVOIR LES VALEURS OLYMPIQUES: UNE LEÇON D'ÉDUCATION OLYMPIQUE

Les Jeux Olympiques de 2008 ont favorisé la création de matériel pédagogique olympique. Tout comme le Nid d'oiseau a servi de métaphore architecturale aux valeurs olympiques, les enseignants ont créé du matériel didactique sur Beijing, qui a mis l'accent sur les éléments suivants: les aspects socioculturels des Jeux; l'Olympisme et ses valeurs; les aspects éthiques du sport; les dimensions sociohistoriques de la culture chinoise traditionnelle et contemporaine. Ces instruments ont aidé les enseignants à promouvoir les valeurs olympiques. L'un d'eux s'intitulait «Showcase China – Beijing 2008».

Si l'analyse du matériel pédagogique olympique est limitée, j'explique comment nous pourrions tirer parti de ces ressources pour trouver de nouveaux moyens de promouvoir les valeurs olympiques. Je laisse entendre que les analyses à venir, qu'inspireront les Jeux de Beijing, pourraient permettre aux enseignants d'envisager les Jeux sous un angle différent. Cela modifierait également considérablement la façon dont les enseignants enseignent et aident les enfants à comprendre leur environnement.

INTRODUCTION

The International Olympic Committee's charter charges National Olympic Committees and Academies with promoting Olympic values in their



respective countries (Chapter 4, Olympic Charter, IOC, 2007). In this regard, New Zealand has been a leader in the field, particularly with its recently developed online resource, “Showcase China – Beijing 2008” (Ministry of Education, 2008). This resource is aligned with the Olympic Movement’s pedagogical aspirations to produce and disseminate Olympic knowledge and promote Olympic values. The ultimate goal of this resource was to impart to students humanitarian principles that would help them lead better lives and build better communities. The Beijing-inspired resource reflects how recent info-driven social tendencies have influenced contemporary curriculum development. These shifts also reflect broader social, cultural, economic, and political goals within formal education to meet neo-liberal market concerns (Bentley, 2002; Burrows, 2004; Kirk, 1997; Tinning et al., 2001; Wright, 1996, 2004). “Showcase China – Beijing 2008” openly promotes Olympic values but does not entirely reflect the shifting trends in critical literacy and curriculum development.

THE ONLINE-NEST: “SHOWCASE CHINA – BEIJING 2008 OLYMPIC GAMES”

“Showcase China – Beijing 2008” (Ministry of Education, 2008) essentially comprises two parts: one directed at the integrated curriculum and the other specifically at the physical education curriculum. The resource includes material for all year levels from age five to eighteen. The resource includes a range of strategies for teachers to promote Olympic values in their classrooms. Below is a short excerpt taken from the section entitled “Unpacking the Olympic Ideals” (Ministry of Education):

Key questions:

1. What do you like about the Olympic Games now, and what don’t you like?
2. What are the games and sport that young people today enjoy?
3. Why do young people enjoy these games and sports?
4. How can we sustain interest in the Olympic Games for young people?

Implemented effectively, this resource is able to challenge students to think about the Olympic Games and Olympic values. The guidelines are specific enough to meet learning objectives and evaluation procedures, yet flexible enough to give teachers opportunities for creativity and enterprise and students the space for their own critical thinking. These are laudable goals in a teaching environment that has enthusiastic teachers who are knowledgeable, confident, and proficient in Olympic discourse and socio-historical analysis. However, such conditions are rare, as few teachers have adequate knowledge of the Olympic Movement to impart youth with Olympic or other moral values.

RUFFLING FEATHERS IN THE NEST

To promote Olympic values effectively, educators should acknowledge that 1) Olympic education resources could benefit from more rigorous scholarly analysis 2) Traditional understandings of the Olympic Movement could be challenged by alternative Olympic histories 3) They should continually engage themselves in a critical dialogue over Olympic education. Despite a substantial body of critical scholarship on the Olympic Games (i.e. Booth, 1997, 1999, 2000; Carrington, 2004; Hoberman, 1995; Lenskyj, 2000; 2002; 2008; Wamsley, 2000), resources that promote Olympic values are missing a vital socio-cultural component. Instead of a more balanced perspective on the Olympic Games, Olympism, and the International Olympic Committee (IOC), resources are filled with contemporary, idealistic illusions about sport and orthodox understandings of Olympic history. Moreover, they largely neglect salient issues such as race, gender, politics, and economics. Based on the limitations of traditional Olympic rhetoric and the need to accept alternative socio-historic interpretations of the Olympic Movement, I offer two examples below of questions and activities that could be included in future Olympic education to balance the promotion of Olympic values.

Commercialisation and the Olympic Games

- a. One IOC Top Sponsor is a fast-food chain. It is a big international company that has made a lot of money selling unhealthy fast-food products. Yet the Olympic Games are about promoting sporting values such as well-being and healthy lifestyles. Do you think it is a good or bad idea that this company sponsor the Olympic Games? Draw or list some of the foods you think Olympic athletes might eat. Next to this list, draw some of the foods you can eat at fast-food restaurants. Talk about the differences.

Ethics and the Olympic Games

- b. Provide students with two human rights Olympic case studies, using newspaper articles, mock narratives, and video/television coverage, i.e. Australia and the 2000 Sydney Olympic Games and China and the 2008 Beijing games. Have students examine the key human rights concerns in each of these cases. Discuss the differences between China and Australia’s human rights issues. Debate whether these were important in awarding Sydney and Beijing with the Olympic Games.

CONCLUSION: FLYING FROM THE NEST

Promoting Olympic values and critical perspectives of the Olympic Games within classroom practice is a daunting and complex task for teachers. This is perhaps even more difficult for students to grasp and



master given the time constraints placed on the study of the Olympic Games and Olympism. In spite of this, practitioners should still be highly critical of what aspects of the Olympic Games, movement, history and philosophy they choose to teach. Practitioners should not passively use Olympic resources as an easy segue into teaching moral and ethical values or promoting Olympic values. By offering an overview of the recently developed “Showcase China – Beijing 2008” online material and proposing some tentative examples, I provide an alternative approach that these resource curriculum developers may perhaps consider. Irrespective of their intentions, teachers are significant in young children’s lives and they do play a marked role in contributing to the preservation and promotion of the Olympic legacy. The challenge is not to discourage such efforts, but to understand and adopt critical perspectives that address all Olympic and Olympism related issues, rather than just those that focus positively on the Games and aspects of the Olympic Movement.

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DAVID LEGG

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PARALYMPIEN = OLYMPIEN ? EXAMEN DE L’ATHLÈTE HANDICAPÉ

Soixante ans après et grâce à l’évolution du partenariat entre le Mouvement paralympique et le Mouvement olympique, il serait peut-être temps de procéder à un changement révolutionnaire, afin d’examiner si le fait de qualifier les paralympiens d’olympiens présente des avantages.

Ce changement reflète un changement humaniste, afin d’être ouvert et global, au lieu d’avoir des étiquettes distinctes, et il semblerait traduire les souhaits des fondateurs du Mouvement olympique. Ce changement, cependant, ne doit pas avoir lieu sans réflexions ni consultations approfondies.

Beaucoup de personnes, au sein du Mouvement paralympique, résisteront probablement à cette proposition de changement et leurs préoccupations sont justifiées. Il y a des avantages pour le Mouvement paralympique à rester distinct et à conserver une terminologie et une autonomie qui sont importantes sur le plan historique.

Si les athlètes handicapés et les dirigeants paralympiques ont le choix et choisissent de s’appeler paralympiens et non olympiens, au moins, la décision sera intentionnelle et ne sera pas forcée.

The Olympic Movement has dealings with various sporting and non sporting organisations including those that provide opportunities for athletes with disability. In particular the Paralympic Movement provides opportunities primarily for those with physical disabilities.

The Paralympic movement started following World War II and has worked with the Olympic Movement since then at times in close collaboration. After 60 years and through an evolving partnership it would appear that perhaps it is time for revolutionary change. The Paralympic and Olympic Movements should consider the merits of referring to Paralympians as Olympians.

The inclusion of athletes with disability into mainstream sport has been an issue within the Paralympic Movement since its inception and has been addressed by several authors including Landry (1995) and Wolff, Torres, and Hums (2008). Many national and international sport governing structures for disability sport are similar to and designed to parallel the able-bodied system, but their histories are dramatically different. Whereas the Olympic Games and Olympic Movement celebrate a modern history beginning in 1896 with original roots in 776 B.C. the initial seeds of the Paralympic Movement began only shortly after World War II. Over a relatively short period of time, however, the Movement has grown dramatically with the Summer Games growing from 400 athletes representing 23 countries in 1960 to over 4,000 athletes from 147 countries in 2008 (International Paralympic Committee, 2008).

During this time the relationship between the International Olympic Committee (IOC) and International Paralympic Committee (IPC) has also evolved and in 1988, the Seoul Organizing Committee hosted both Games, a trend that continues to this day. This relationship was then cemented in 2001 when the IOC and IPC signed an agreement whereby host cities had to bid and host both Games. It would appear that this relationship has further developed, based in part, on the equal splendor of the Beijing opening and closing ceremonies for both Games. For this relationship to evolve even further, new recognition along with the requisite responsibilities should be afforded to athletes with disability equal to their able-bodied brethren.

Events for athletes with disability could remain separate as disability sport serves to provide an even and fair playing field for athletes based on an athlete’s ability and an accepted international system of classification. The Olympic Games, however, could include two sets of multi-sport events over two months in the same venues. The exact scheduling could be negotiated with a range of possibilities. One option could be for the Games to be held over a longer period of time and have



like events for athletes with disability held either before or after events for able-bodied athletes. A second option could be to retain the existing schedule for athletes with disability held two weeks following able-bodied competitions. National bragging rights for medal count could be based on total medals won during both Games. Long term, it is possible that a change such as this at the global level would then transcend to national and local levels as well.

This change reflects a humanistic shift to be inclusive and holistic rather than have separate labels and would appear to reflect the wishes of the Olympic Movement's founders. The IOC Charter notes that the Olympic Movement's main mission is to "(build) a peaceful and better world by educating youth through sport practiced without discrimination of any kind" (Olympic Charter, 2007, p. 14). Discrimination on the basis of disability one could assume would appear to be "no different and objectionable than discrimination on the basis of race, colour, sex, religion or politics" (Steadward, 1994, p. 3).

The International Olympic Committee's (2007) Charter notes that a fundamental principal of Olympism "is to create a way of life based on the joy found in effort, the educational value of a good example and respect for universal fundamental ethical principles" (p. 12). Certainly this would appear to also apply to a person with disability. Lastly IOC President Jacques Rogge suggests that the Olympic flag "belongs to everyone... It's one of the most striking and important symbols... It's an expression of universality and brotherhood of the world." The Olympic Movement thus has evolved to represent equality among athletes and enabled the transcendence of many stigmatised and discriminated groups into mainstream society. People with disability deserve to be next.

This change, however, should not be made without hesitation or in-depth consultation. There will likely be many within the Paralympic Movement that resists this proposed change and their concerns are justified. There are advantages for the Paralympic Movement to remain distinct and retain historically significant and meaningful terms and autonomy. If athletes with disability and Paralympic leaders should be given the option and choose to be called Paralympians and not Olympians at least the decision was purposeful and not forced.

It is the goal of this submission to raise awareness, challenge thinking, open dialogue and inspire sport leaders about the role of Olympism for persons with disability. Thank you for providing this opportunity.

Co-written with Eli Wolff.

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WEI SHENG LIM

Singapour

LES VALEURS OLYMPIQUES

La continuité et la métamorphose caractérisent le voyage olympique, où le point culminant que constituent deux semaines d'excellence sportive marque aussi le début d'une nouvelle phase d'efforts, pour tenter de réaliser de meilleurs exploits. Cependant, la pérennité de valeurs comme la persévérance et la coopération internationale semble être atténuée pendant les quatre ans qui séparent les deux rencontres.

Le concept du sport comme un style de vie et le concept du sport comme un exploit divergent de plus en plus. Un pays peut avoir d'excellents résultats et pourtant tarder à promouvoir l'adoption du sport par les masses, en inculquant des traits comme la ténacité et le dévouement avec le sport comme outil ou en l'utilisant comme un moyen d'encourager des relations plus étroites avec les autres.

J'aimerais proposer un programme visant à changer la perception du public vis-à-vis de l'excellence olympique, en laissant de côté le décompte des médailles, les records mondiaux et les cérémonies gigantesques, pour aborder un aspect sous-estimé mais important du voyage olympique: ce qui arrive entre les deux rencontres. Les valeurs olympiques ne peuvent regagner la reconnaissance du public qu'après un examen des efforts du pays pour promouvoir le sport et ses bienfaits.



The Olympic journey is one of continuity and metamorphosis, where the culmination of two weeks' worth of sporting excellence also marks the beginning of a new phase of efforts in a bid for greater achievement. However, the permanence of values such as perseverance and international cooperation seem to be muted in the gap of four years separating the two meets. This is in part due to the ingrained exercise of benchmarking a country's sporting achievement based on a clinical medal tally, and a lack of awareness on the part of the common man of the Olympic agenda during these four years, in furthering the development and adoption of these values.

The concepts of sports as a lifestyle and sports as an achievement are also becoming increasingly isolated from each other. A country may have a stellar performance on the accomplishment charts, yet be trailing in its efforts to promote the adoption of sports by the masses, or using sports as a means of fostering closer relationships with others.

As such, I would propose a programme aimed at shifting public perception of Olympic excellence away from medal tallies, world records and lavish ceremonies to a more understated, yet nonetheless significant aspect of the Olympic journey – what happens in between the two meets. Only upon examination of the country's efforts in promoting sports and its merits, can the Olympic values regain the due recognition by the public.

This programme, possibly named THE FOUR YEARS, would involve a thorough evaluation of each Olympic-participating country's endeavours in promulgating and applying Olympic values. The International Olympic Committee (IOC) could tap its vast network to groom a batch of insightful evaluators who would analyse the country's efforts and provide regular feedback to the country on methods to improve the country's approach towards promoting sporting. Countries who demonstrate a marked desire to uphold or even surpass these stringent standards should, upon recommendation of these evaluators to the IOC, be featured prominently during every Olympic Games, regardless of their final performance during the Games themselves.

In the area of sporting effort and perseverance, possible evaluation procedures could be conducted not only on an athlete's achievements in sporting meets, but also to track an athlete's personal progress, rigour of training and personal investment. Officials should also consider improvements in a country's attempt to provide a conducive sporting environment for athletes, in the areas of coaching, adequate equipment and facilities and a favourable lifestyle and living environment for undergoing intensive sporting.

The assessment of a country's efforts in integrating sports with education and culture is less clear-cut, since these processes are long-term

and intangible. Nevertheless, evaluators can make conclusions based on some indicative observations. For example, one can investigate how sports have been incorporated into education and how frequently or regularly students practice sports. One can also visit sporting and recreational facilities to measure the general sports participation take-up rate among citizens. Surveys can also be done on a range of citizens of different demographic status, on their interest and involvement in sport on a regular basis. Finally, evaluators can attempt to observe a country's enthusiasm or unity in supporting its national sports representatives at sporting events, through events held to raise support for these athletes.

Countries with exemplary efforts should be commended in the form of a special ceremony held during the Olympic Games. More often than not, countries with lesser ability and resources to develop their athletes are not as recognised as countries which boast a large number of high-quality athletes. Recognition of the former would no doubt spur them on to do even better in furthering the sporting cause.

Nevertheless, we should not neglect the fact that the IOC not only serves to set benchmarks and provide recognition, but also to aid and motivate. As such, how can the IOC assist countries in stepping up their efforts to promote and put Olympic values into practice?

The IOC currently hosts a myriad of schemes, aimed at relating sport to other pertinent global issues such as the environment, gender equality, culture and education. However, efforts under these schemes remain mostly at the level of seminars and conferences, which are not effective in placing an active responsibility upon participating countries and in spurring them to adopt concrete action plans.

This is where the IOC can play an integral role. The IOC should consider extending these schemes to include a phase whereby participating countries pledge their commitment to promoting Olympic values and are actually appraised on their efforts. Seminars and conferences should also include more country-specific segments, taking into account specific limitations and practicalities of respective countries. The IOC could also establish a feedback mechanism, whereby special envoys from the IOC are attached to these countries, providing valuable advice on how to step up their efforts. The IOC could even create an international youth exchange programme, in which prominent youth that are involved heavily in the sports community in their home countries are presented with the opportunity to visit another country and pick up pointers from the latter's sport development programmes, and bring this expertise back home to further enhance their own sporting programmes.

Sporting achievement is a central facet of the Olympic Games, as it epitomises the human spirit of perseverance and stretching the limits of one's capability. However, we must not bury the endeavours of



countries which are not big medal winners, but are making inroads. Instead, embracing their efforts will pave the way for a more inclusive and holistic Olympic community, in line with the Ideals that Coubertin envisioned back in 1894.

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SOLEDAD MANTERO

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UN MOUVEMENT SOCIAL POUR CONSTRUIRE UN MONDE DIFFÉRENT ?

Le Mouvement olympique cherche à savoir si les valeurs olympiques continuent de contribuer au succès des Jeux Olympiques (JO).

La question ne devrait pas être de savoir si les valeurs olympiques contribuent au succès des JO. Les Jeux Olympiques ne peuvent avoir de succès que s'ils parviennent à promouvoir les valeurs olympiques, puisque c'est la raison pour laquelle ils ont été créés.

Aujourd'hui, ces valeurs semblent être démodées. En général, les valeurs humaines changent et pas pour le meilleur à notre avis. Et la voie suivie par les Jeux Olympiques ne s'écarte pas de cette tendance.

Les Jeux Olympiques sont la reproduction d'un monde d'inégalités et, en fait, finissent pas promouvoir des valeurs totalement opposées à l'Olympisme.

Il est temps que le Mouvement olympique se demande sérieusement quel type de mouvement social il veut être. Un mouvement social pour construire un monde différent ou une entreprise performante qui renforce le monde établi ?

The Olympic Movement must evaluate whether the Olympic Games (OG) still help to promote Olympic Ideals and whether the Olympic values continue to contribute to the success of the Olympic Games. But the question shouldn't be whether Olympic values contribute to the success of the OG as the Olympic Games are only successful if they promote Olympic values.

Success is related to the achievement of personally-defined goals. In terms of the OG, one goal is to “contribute to building a peaceful and better world by educating youth through sport practiced without discrimination of any kind and in the Olympic spirit”.

The Olympic spirit involves concepts such as friendship, solidarity and fair play.

However, nowadays these values seem to be old-fashioned. In general, human values are changing, and in our opinion, not for the better. Human values change, partially, as a consequence of the view that the world is a highly competitive place, where economic power is the ultimate goal and the only way to success. The Olympic Games are unfortunately following a similar path.

The OG provides nations with a space to show their power and strengthen their own values and could provide an opportunity to promote the values that are being imposed on society as a whole. Unfortunately, the Olympic Games reproduce world inequities and promote values, which are the total opposite of Olympism. The OG mirror real life as it is the economically powerful countries that dominate the Games.

During the 16-day period of the Olympic Games, the Olympic Movement is in essence spreading the idea that everything can be achieved by individual effort if the individual adopts the “new” human values, such as competitiveness, rather than solidarity.

Successful sportsmen or sportswomen, with some exceptions, are often reduced to becoming machines that are prepared for a specific field, in order to further State policy.

The Olympic Games are a parallel world reflecting the real world. They present an opportunity to participate in the global world, but under the values of success imposed by the powerful nations of the world. To obtain recognition at the Games it is necessary to become a professional, which then becomes the most sought-after goal of the amateur.

In every new edition, the OG are wonderfully organised and are recognised as a high-level spectacle for the masses. In every new edition, we are surprised and dazzled with its luxuries. Finally it seems as though the only worry of the OM is to keep the OG as a profitable business. It is a matter of giving people what they want to have. Like the Roman emperors used to say, “Pan y Circo”.

How can the Olympic Games continue to be a successful enterprise while promoting old-fashioned values? It is not easy. But first of all, the OM needs to clearly define what kind of social movement it wants to be from now on: one focused on continuing the promotion of imposed values or one that sees the opportunity to show and emphasise alternative values that people



have forgotten. It is important for the Olympic Movement to define this role, as it is not possible just to stay in an intermediate position.

There is an interesting question to consider. Why are economically powerful countries not dominant in some fields of human activity such as art for example? Indeed, there are great writers from all over the world as well as great painters from small countries and also musicians from the South.

We believe that this happens because in these fields what is really important is personal creativity, a value that comes from inside, and that nobody can control or impose with external values or money.

Some sportsmen do believe and promote such creative values as well as a desire and the joy of playing. But they are the exceptions. Is the OM aware that if the OG were Olympic literature games they would not necessarily be dominated by the same powerful countries? Let's ask why in order to find our way back to Olympic values. We need to recover the joy of engaging in sport just for fun. And do not forget that "The Olympic Games are competitions between athletes in individual or team events and not between countries." (Olympic Charter, 1.6)

We are aware that the OG have gone too far, lost their original sense and have experienced a change in their original values. While it will be difficult to return to these origins, there is always a chance.

Regarding the Youth Olympic Games, please do not miss out on this wonderful opportunity to really change and show the world and youth that different values are still possible.

We strongly believe that values, on which Olympism are based, should be also the basis of our societies.

ÉRIC MONNIN

France

LE PHÉNOMÈNE OLYMPIQUE : PRATIQUES ET REPRÉSENTATIONS EN MILIEU SCOLAIRE

L'Olympisme moderne est d'une nature complexe, relevant à la fois du mythe, de l'utopie et de l'idéologie, autant d'aspects sur lesquels il est important de s'arrêter pour saisir leur perception dans la société actuelle.

L'Olympisme pourrait-il entrer dans des programmes scolaires ? Il a trois aspects : ses valeurs fondamentales, les pratiques anti-ques et celles d'aujourd'hui.

Une enquête représentative auprès d'élèves et d'enseignants d'éducation physique et sportive de Franche-Comté montre que les élèves le voient positivement (avec des variantes), tandis que les enseignants sont plus réservés au vu des dérives de l'Olympisme actuel. Ils sont pourtant plus favorables que leurs élèves à inclure dans leur enseignement certaines valeurs de l'idéal olympique.

L'analyse de cette enquête constituait ainsi une réelle opportunité de réflexion sur le système olympique et d'avancer des hypothèses explicatives sur la perception de ce phénomène dans le milieu éducatif.

Mon travail de recherche, « Le phénomène olympique : pratiques et représentations en milieu scolaire », tend à expliquer et à mettre en valeur la distance qui peut exister entre les représentations et les pratiques du phénomène olympique en milieu éducatif.

Plus précisément, il s'agit de considérer l'appréciation des enseignants d'éducation physique et sportive et des élèves vis-à-vis de ce phénomène, envisagé sous le triple angle du mythe, de l'utopie et de l'idéologie.

Dans la première partie de mon travail, je me suis tout d'abord interrogé sur ces concepts fondamentaux permettant d'analyser l'Olympisme. J'ai pu ainsi en déduire que le mythe s'identifie à une représentation collective, principalement destinée à expliquer l'origine du monde, des êtres et des phénomènes naturels dans leur ensemble.

Il en ressort une dimension sacrée liée à ces derniers. L'utopie, quant à elle, peint une société idéale assurant la parfaite réalisation de l'être humain tant sur le plan individuel que collectif. Et l'idéologie définit cette représentation collective destinée précisément à justifier une situation sociale ou une position politique. Ces concepts se réfèrent différemment à la notion de temps : le mythe fait référence au passé, l'utopie plutôt à l'avenir et enfin l'idéologie s'associe au temps présent.

Il m'a paru important de revenir aux sources de l'Olympisme antique afin d'identifier la structure sociale et politique réelle du monde grec, la religion grecque, la notion des Jeux Olympiques antiques, la fonction civilisatrice qui leur est liée pour dégager les spécificités de l'éducation grecque antique.

On comprend alors d'autant mieux pourquoi l'Olympisme moderne tire son origine de l'Olympisme grec.

En effet, Pierre de Coubertin s'appuie sur le prestige de la civilisation de la Grèce Antique qui règne à la fin du XIX^e siècle en Europe pour imposer ses théories éducatives et pédagogiques. Le Mouvement olympique fonde ainsi ses actions à partir des principes énoncés dans la Charte



olympique. Ces principes permettent de comprendre les enjeux et toute l'ambition du Comité International Olympique (CIO) pour mener à bien cette éducation universelle.

Quels sont donc aujourd'hui la nature, le statut des représentations et des pratiques dans le système éducatif français, en éducation physique et sportive, et plus largement dans l'éducation à la citoyenneté ? L'objectif de mon étude de terrain, qui occupe la seconde partie de mon travail, consiste alors à analyser la distance réelle qu'il peut y avoir entre les représentations des élèves ou celles des enseignants et leurs pratiques en éducation physique et sportive pour en dégager plus largement une leçon sur l'éducation à la citoyenneté dans son ensemble.

Pour ce faire, j'ai constitué un échantillon parmi ce public pour m'assurer une analyse significative. J'ai pu recueillir 273 questionnaires sur douze lycées de l'académie de Besançon chez les élèves de première d'enseignement général, technologique ou professionnel et 82 chez les enseignants d'éducation physique et sportive de lycée.

Il en ressort une appréciation très positive chez les élèves lorsqu'il s'agit de définir l'Olympisme.

Ils l'associent en effet aux notions de fête, de joie des athlètes et de gloire. Les enseignants quant à eux demeurent beaucoup plus réservés face à l'Olympisme et relèvent principalement les multiples dérives comme le dopage, la corruption ou l'argent facile. Dans la pratique, l'Olympisme à l'école, tant par les élèves que les enseignants, est évalué positivement. Il s'agit d'utiliser les valeurs déclinées dans les idées olympiques pour faciliter le travail éducatif. Cela peut se faire par le biais d'expositions, d'affichage ou encore de Journées olympiques.

Les enseignants plébiscitent l'entrée de ces idées olympiques dans le système scolaire français principalement pour faciliter leur approche pédagogique dans la transmission de leur savoir. Mais l'on comprend ainsi, et il est important de le souligner, que ce modèle pédagogique ne doit en aucun cas se limiter au domaine sportif mais doit s'étendre à l'éducation dans sa globalité. En effet ces idées olympiques que sont, entre autres, le partage de valeurs, la rencontre de cultures et l'universalité des émotions participent à la formation de tout individu jusqu'à sa maturité en tant que citoyen du monde.

Cette appréciation différente du phénomène olympique constatée chez les élèves et les enseignants s'explique sans nul doute par la contradiction même de la nature réelle du phénomène olympique moderne qui conjugue à la fois des pratiques de la Grèce Antique, des principes contemporains et des utilisations idéologiques bien réelles.

ALEJANDRA ORTIZ

Mexique

TRANSFORMÉS EN IDOLES POPULAIRES

Les institutions doivent tenir compte des raisons de leur existence si elles veulent atteindre leurs objectifs. Après avoir assisté aux Jeux Olympiques à Beijing en 2008, nous pouvons concevoir les Jeux comme une manifestation réussie de médias de masse.

En revanche, dans la vitrine, la tradition olympique comme philosophie de vie était perdue. Hormis les Jeux Olympiques, certains médias ont tendance à déformer la perception publique de la philosophie olympique originelle à partir des accomplissements sportifs.

Les Jeux Olympiques considérés comme une manifestation des médias de masse remplacent l'image de héros sportif olympique que dégage l'athlète par celle d'une idole populaire. La façon la plus évidente d'éviter ce scénario est de promouvoir les valeurs olympiques et d'en faire l'aspect essentiel des Jeux Olympiques.

When is a good time to reflect on the role an institution must play? When is it about having failures and when is it about enjoying achievements? "Truly exceptional games" was the phrase used by International Olympic Committee (IOC) President Jacques Rogge at the closing ceremony of the XXIX Olympiad which took place in Beijing, China. With the participation of 10,500 athletes, 43 new world records and 132 new Olympic records set, the 2008 Summer Olympic Games were considered a total success. However, the IOC had to face several critics about human rights conditions and censorship. A deep post-evaluation has to be a priority for the IOC for if they want the Olympic Games to still hold and promote the Olympic ideals.

When Pierre de Coubertin revived the Olympic Games, his idea was to improve the world through "Olympism", a philosophy of life, exalting and combining the delicate balance of body, will and mind. This philosophy could help different nations to adopt universal ethical principles which would bring peace. In my point of view, the essence of the Olympic Movement has not changed; the point is that in the last years these values have been put aside. Away from Olympism, some trends catch the public's attention which result in a misapprehension about the real message of Olympic Ideals. These trends are closely related to athlete image and the general perception about the Olympic Games as a massive phenomenon.



In the 21st century, global society image is everything. With the data communication revolution, one event is broadcasted all over the world in a matter of seconds. This generates a reaction in the viewers who connect their reality to the games. The athletes are the major characters; the competition among them in a fair and friendly environment is a powerful picture which can transmit the Olympic values. Nevertheless the information received by the general public is not always well assimilated.

The 2008 Olympic Summer Games was a major global media event with more than 4.5 billion viewers worldwide. People around the world were astonished with the beauty of sport centres and the spectacular physical activity which could be observed on television or over the internet. Whereas the Olympic Games are considered a big media success, the viewers do not have a view of the Olympic values the viewers have a suppression view of the Olympic values. In other words, Olympism is lost in the showcase. The amazing achievements of real athletes are devalued as they are portrayed more and more as pop idols. Young people around the world try to get all the merchandising around these athletes, and few of them reflect about the life example of their idols.

The de-personalisation process is related to a media phenomenon in an indirect way. Despite this, it is extremely positive that the Olympic Games can be watched by millions of people around the world; however, it is extremely difficult for an average viewer to capture the universal ethical principles displayed via sport. That is, a viewer could wish to be faster, stronger and more agile than the athlete, but he or she easily forgets that to be an athlete you need to put in hard work to find the required balance between body, will and mind.

Through the athlete's misapprehension, it is possible to find specific examples in the past when the Olympic Games had become politicised. The 2008 Beijing Olympic Games, Berlin 1936 or Moscow 1980 had political reasons for being remembered and this is a serious challenge for the promotion of Olympic philosophy. When the contest among countries becomes the main subject, Olympism loses its impact on the viewers.

After participation in the Olympic Games, athletes are recognised as public characters in their countries. There, far from IOC view, the image of some athletes can be exploited in ways contrary to Olympic philosophy. The contradictions of an Olympic figure in his/her personal life could damage the people's perception about the real sense of Olympism.

In ancient times, the Olympic Games were a huge event which the participation of hundreds of young males who were supported for a big multitude of thousands of people all over Greek lands. In spite of their differences, the City States stopped any kind of war to celebrate the Olympic Games in which the main issue was not to compete or to win; the major reason of the event was to celebrate and share values of peace among the different cities. As a global society, we can not forget

the sense of the Olympic Games, the universality of ethical principles derived from a life philosophy.

The best way to avoid further loss of Olympism in the showcase is by making Olympic values the major character of the Olympic Games. This can be achieved through the promotion of the athletes' true characters, the objective being that the public realise that they are not pop idols and to understand the admiring hard work and dedication required to compete at such a high level. Investment in the spreading of Olympic values through culture and educational campaigns is a sure way to get the attention of children and teenagers.

It is important that Olympic Movement does not lose its presence in the four years between each event; Olympism is a philosophy of life and has to be taught through cultural and educational programmes which show that the Olympic Games are more than a major media event, it is a celebration of common values where the physically and mentally elite qualities of human beings are exposed. In this way we can turn pop idols into real life examples.

RENATO PAES DE ANDRADE

Brésil

DÉVELOPPER L'OLYMPISME À PARTIR D'UN PARTENARIAT ENTRE ONG ET CNO

Cet article décrit comment le fait de se concentrer sur la victoire du sport de compétition finit par être un obstacle aux actions sportives à thème olympique.

Il s'agit ici de démontrer combien il est pertinent d'établir un partenariat entre les Comités Nationaux Olympiques (CNO) et les organisations non gouvernementales (ONG) pour élaborer des projets réalisables à même de diffuser l'Olympisme, et ce, en premier lieu, dans les pays en développement.

Cet article a également pour intention de mettre en évidence que les partenariats qui considèrent le sport dans une perspective éducative sont destinés d'abord à la conception de politiques publiques consacrées au développement du sport et de l'Olympisme.

It is noteworthy that Olympic principles have been forgotten over the years, in favour of a notion based on competition for competition's sake. The sport trade revolves around the ideals of victory whereas actions that should foster Olympism are overshadowed in favour of the strong media and market appeal of high performance sport and the quest for victory at any cost.



Doping is the highest price to pay. Reports of athletes' doping contrast with a healthy sport practice. However, doping is punished and criticised unlike the sport practice focused exclusively on the high performance. Competitive sport usually harms participants and this is neither the subject of reports nor seen as a scandal. As an example, young athletes, in search of a medal, undergo exhaustive training at the mercy of unskilled coaches and sponsors dramatically urging them to be winners. These youngsters believe everything is acceptable to obtain the utmost symbol of victory: the Olympic medal. It will open the doors of happiness in their imagination and in that of their families.

The Olympic Games, chiefly for their strong media appeal, reflect and legitimise actions exclusively addressed to high performance as they exacerbate the value of the Olympic victory, athletic talent and athletes' super-human efforts, despite several initiatives of National Olympic Committees (NOCs) pointed in the opposite direction. This legitimacy can provide youngsters the idea of becoming an idol and allows behaviour that in other situations would be reprehensible. Many youngsters do the impossible to become an Olympic hero, and leave formal education. It is usually their families who support such a choice. To have an Olympic hero is priceless.

We consider the possibility of changing such a deep-seated mind set as something not expected to occur all of a sudden, but it will be feasible given the appeal sport exerts in people of diverse age ranges and social strata. To do so, it is necessary, mainly in developing countries, to spread Olympism and its values through partnerships with organisations not committed with high performance sport. This must aim to modify cultural backgrounds in which sport is seen by most people as a means of achieving a certain goal, rather than an activity which provides people's growth and development. Partnerships, in those countries, must be built with organisations committed to Olympism. In this sense, the contribution of third-sector organisations that work in sport in an educational and inclusive perspective, in conjunction with NOCs, is extremely pertinent as governments of those countries do not envisage sport as a priority public policy.

The projects in partnership with NOCs must disseminate Olympism among students and teachers (including professors). These actions are fundamental to counterbalance the media appeal which practically focuses on high performance and victory. By spreading Olympic values through schools and by informing youngsters from all social classes about the little possibilities of social ascension through sport, the way towards practicing an Olympic-based sport is opened as well as the possibility of building of a pacifist, democratic, humanitarian, cultural and ecological mind set in sport participants. Everybody should be included in such practice.

It must be stressed that partnerships in projects will not be able to transform reality, as projects usually are occasional. Things will only be transformed when the project turns into public policy. Therefore, NOCs, supported by the IOC, should urge the governments of developing countries to implement new education policies based on the principles of Olympism so such transformations can occur. The practice of sports must be regarded by those countries as an investment rather than an expenditure, a government's duty rather than a luxury and finally, it must be seen as a means for improving the health of the population.

New performance-based criteria must neither be demanded nor fostered to motivate people to participate in sports. Competition can and must work as an attraction to sports, but it must raise consciousness in youngsters that only a small number of people succeed in becoming high performance athletes. However, Olympism must not follow the same principles that drive high performance sport. The run for awards is one of those principles.

It is not simple to prepare athletes for high level competitions. Notwithstanding, youngsters are urged to accomplish such a goal. As in the majority of cases it is not accomplished, the youngster may become a frustrated adult. With the fostering of Olympism, false expectations would not be created about the real possibilities of following a sporting career and the youngsters would be more conscious about their role in society. On the other hand, youngsters not skilled enough to excel in sports would not be frustrated and would value their sport experiences. This would demonstrate the benefit of Olympism to societies and the most important award, life-skills training.

RODOLFO CAITANO SOUZA VICENTE

République dém. du Timor-Leste

LES VALEURS DES JEUX OLYMPIQUES MODERNES

Depuis les Anciens, les Grecs ont utilisé le sport avec succès pour former leur grande intelligence, leur talent et leur civilisation.

Le sport a pris une part influente dans leur culture et leur éducation, joué un rôle essentiel dans les divers aspects de leur vie sociale et énormément contribué à la splendide civilisation grecque qui a toujours un impact sur notre activité sportive actuelle.

L'esprit du mouvement de la jeunesse de l'Olympisme réside pour l'essentiel dans le développement harmonieux de chaque jeune et est appliqué par le sport comme son principal instrument pratique pour atteindre ses grandioses et précieux objectifs.



L'Olympisme et la jeunesse attendent beaucoup du sport et de son utilisation pour faire valoir diverses valeurs sociales fondamentales et principes éthiques universels tels que le développement équilibré de la personnalité, l'égalité de tous les peuples, le fair-play, un style de vie sain et une attitude positive face à la vie comme le souligne la devise olympique, « Citius, Altius, Fortius » : absence de discrimination, honneur au talent, respect du perdant, amitié, solidarité, développement de la compréhension internationale, paix, justice et démocratie, etc.

The idea of Olympism, as put forward by French educator Pierre de Coubertin, was concerned with promoting the harmonious development of the individual for the betterment of society and the creation of a peaceful world. Coubertin followed in the footsteps of the ancient Greeks who used sport as an instrument for ambitious social reformation.

For Coubertin, sport was not a luxury activity or an event to demonstrate the power of countries. Sport was meant to bring together people, in accordance with a set of rules. But today sport seems to be an arena to find popularity. Physical and mental abuse is rampant, as is materialism and economic profit, which results in a loss of certain sporting values.

Sports is particularly beneficial to our youth, who are our future assets. Our responsibility is to give them the chance to make their own way on their own terms. Sport unifies our youth and gives them an opportunity to do something that makes a difference to the world, outside of the economic interests that have permeated sports today.

Sport is also an activity of culture and education, which helps youth in their personal development, social skills, emotional development, social interaction and commitment to building positive peer relationships among other youth.

Promotion of Olympic values

The cultural and educational aspect to Olympism does not stress the prestige aspect of sport. Instead it encourages morality, purity of the games, physical endurance, energy of participation, an exploration new athletic talent, purity of sport. It also stresses the importance for athletes to achieve their victory together.

The modern Olympic Games should refrain from commercial activity, political and economic abuses, uncivilised behaviour and moral degeneration.

Only in this way can we expect to promote sporting values by minimising its negative aspects spreading the original meaning of Olympism, where individuals share and learn from their experiences and honour the talents of their youth.

Other way is to monitor sport activities (in the form of an "Olympic Games Organisation" for example) in each nation in order to ensure that sport is free from any economic or political abuse. Violence, discrimination, drug abuse and other social problems, which are strongly against the spirit of the Olympic Games should be countered. It would be useful to have a youth Olympic ambassador, chosen from among the athletes during the Youth Olympic Games, to bring the message of Olympism to the world.

Reinforcing and empowering the youth in each country helps to change the view of the Olympic Games from a mono-cultural to a multi-cultural and multi-dimensional social phenomenon.

It will not be simple but we have to make an effort to bring all these elements together in one space, under the spirit of Olympism, in order to achieve our vision of a world without borders. However, this requires our commitment as well as ongoing constructive and positive association with our youth. Our youth will then be provided with the necessary opportunities, challenges and support required to develop their creativity.

To do this, it is necessary to ensure that each government, leaders, non-governmental organisations, sport organisations, national and international media pay closer attention to the development of youth sport. They need to play a role in encouraging Olympism and its values as a sound philosophy of life.

Sport helps to reach and tackle social problems through love, peace and unity. It promotes a way of life based on the balanced development of the body, will and mind as well as the joy found in effort, and the educational value of being a good role model. It also encourages respect for universal ethics including tolerance, generosity, unity, friendship, non discrimination and respect for others declared in the Olympic Charter.

AGNES TAN

Singapour

LES VALEURS OLYMPIQUES

Il existe de nombreuses manières de promouvoir les valeurs olympiques, mais en réalité, les valeurs olympiques sont présentes partout, à l'école, à la maison, ou même en public.

À l'école et à la maison, nous donnons le meilleur de nous-mêmes dans notre travail, nos examens, en aidant nos amis ou nos frères et sœurs, lorsqu'ils ont besoin d'aide, et en respectant nos professeurs et nos parents en les écoutant et en leur



obéissant. En public, nous témoignons du respect en aidant les personnes âgées à monter dans le bus ou en cédant notre place aux plus âgés, dans les transports publics.

Je pense qu'il faut prendre en considération des critères de performance autres que la victoire elle-même et que les athlètes devraient être récompensés. Les athlètes se sont entraînés durement pour la compétition et ils ont eu de bons résultats, même s'ils n'ont rien gagné pour leurs pays. Par conséquent, j'estime qu'ils devraient être récompensés pour leurs efforts et leur dur travail.

The Olympic Games are still at the service of Olympism. It is also still a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism tries to find ways to create a way of life based on the joy found in effort, the educational value of good example and respect for general basic moral principles.

"The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to encouraging the establishment of a peaceful society concerned with the preservation of human dignity."
Olympic Charter

Three core values, also known as "the heart and soul of the Olympic Movement", are excellence, friendship and respect. But "excellence" is not only about winning, as reflected in the Olympic motto "Citius, Altius, Fortius", which means "faster, higher, stronger".

"Excellence" is about believing in the right of all people to pursue their personal levels of excellence and to do the best that they can do, even if they cannot win. "Friendship" means forming life-long bonds with their team mates as well as their opponents, and "Respect" means that we believe in open communication and respect the views, roles and contributions of all.

There are many ways to promote Olympic values that can be found everywhere, in school, at home, or even in public. In school and at home, we give the best that we can give in our work, in exams, helping our friends or siblings when they are in need and respecting our teachers and parents by listening to and obeying them. In public, we show respect by helping the elderly get on the bus or giving up our seat to them when needed.

I think that performance criteria other than victory itself should be taken into consideration and the athletes should be rewarded accordingly. Many athletes had trained so hard for the competition and had done so well but did not win anything for their countries. Hence, I think that they should be rewarded for their effort and hard work.

OLEKSANDR TOMENKO

Ukraine

VALEURS OLYMPIQUES ET PROGRAMME D'ÉDUCATION PHYSIQUE POUR ÉTUDIANTS

Selon le point de vue d'enseignants et d'étudiants de troisième cycle ukrainiens, les principales valeurs olympiques étaient: aptitude, défi personnel, succès, progrès de la santé, compétences individuelles et respect de l'autre.

Tandis que les participants aux sessions de l'Académie Internationale Olympique faisaient valoir les opinions suivantes: respect de l'autre, travail d'équipe, responsabilité sociale, amitié, coopération, sportivité, fair-play, succès.

Ainsi des différences pouvaient être constatées entre les réponses ukrainiennes et étrangères. Nous avons donc élaboré un programme d'éducation physique destiné aux étudiants, afin de diffuser la connaissance de l'Olympisme et de promouvoir les concepts et les objectifs d'un style de vie sain, qui utilise le matériel et les instruments de l'éducation olympique: valeurs principales de l'Olympisme, sports et activités physiques spéciales et bien organisées à partir de sports populaires.

Après une année d'étude et d'expériences tenues en Ukraine dans le milieu étudiant, nous avons montré les changements positifs dans le domaine des relations des étudiants, de leur identification de soi et de leur compréhension des valeurs olympiques humaines.

INTRODUCTION

The physical education curriculum for students needs to be improved (Penney, Chandler 2000). Sports bring to our youth a spirit of friendship as well as understanding and peace through the Olympic philosophy. It also implies a new world with a new viewpoint.

Likewise, the importance of the role of youth in the successful accomplishment of the four main objectives of the Olympic Movement is indisputable. For this reason the World Health Organisation launched a new initiative called "Let's live actively". It recognises and promotes physical education for the betterment of health and welfare. "Living actively" is a phrase combined with the ideas and concepts of "Olympism" and implies a wider range of physical activities fit for both genders of all ages and levels of ability (Rink 2001).

Two complementary motives have served as inspiration for the preparation of the Olympic education programmes in many countries:



pedagogical and praxeological. The first concerns the investment in the development of a young person on the basis of timeless, universal values of Olympism. The second concerns the participation of youth and of society – as well as the use of Olympic ideas and traditions – in the organisation and creation of the Games' climate as well as in the output of the country and city in which the Games are organised.

The first motive serves mainly to realise the global, universal purposes of education and the pedagogical aspects of Olympic education. These pedagogical concepts are holistic and global in nature and concern the development of individuals on a global level. The concept of alternative pedagogy and the use of experimental programmes serve the purpose of achieving the above-mentioned aim. The aim is to promote such values in the education of youth, the carriers of Olympism, through sport.

One of the most important questions is: how do we best prepare and promote Olympic values among our youth, at all levels of education, and the rest of the adult society? (Zukowska Z., 1999).

Academics (O'Sullivan M., 1996, Naul R., 2003) have noted the importance of the promotion of Olympism and its values among our youth. Unfortunately the curriculum for physical education teachers' in Ukraine does not include enough Olympic education material. The aim of our research is to investigate the importance and the role of Olympic values in the process of students' physical education.

METHOD

The study was based on scientific literature analysis, generalisation, archives analysis and sociological methods. A year of experimental research was held in Ukraine among the students of Sumy State Teacher Training University (n=144) and Gluhiv State Teacher Training University (n=137).

The sociological study was conducted by adapted questionnaire. The questionnaire was handed to the participants of the 47th International session for young participants at the International Olympic Academy (IOA) in Olympia (Greece) from 19 June to 3 July 2007. The participants were students at Sumy Regional Institute of Teacher Further Education, Gluhiv State Teacher Training University and post graduate students of Sumy State Teacher Training University. The results are mentioned below.

RESULTS

Our respondents have similar views of Olympic values, but there was some distinction between the answers from Ukrainian and foreign students. Participants at the International Olympic Academy session cited respect for others, team work, social responsibility, friendship, cooperation, sportsmanship, fair play and success as the most important Olympic and sporting values.

Ukrainian teachers and post graduate students believed that the main Olympic values concern ability, personal challenge, success, health progress, personal skills, and respect for others.

Based on these results we worked out the physical education programme for students. This elective programme consists of Olympic education material and other instruments that highlight the main values of Olympism through special well-organised sports and physical activity based on popular sports.

The programme aims to spread Olympic knowledge and to promote the concepts and goals of a healthy lifestyle among students, with a further goal to deepen the students' understanding of the "Sports for All" concept and to involve them in this movement.

CONCLUSIONS

Our investigation showed that social values are more significant to IOA session participants. Ukrainian respondents prefer personal values more. At the same time the Olympic values extracted from the Olympic Charter are: friendship, loyalty, honesty, fair play, respect for the rules and for the opponent, modesty in victory and serenity in defeat, the search for excellence, sportsmanship, the ability to surmount difficulties, solidarity and equality of opportunities.

The one year durable experimental research held in Ukraine among the students of Sumy State Teacher Training University (n=144) and Gluhiv State Teacher Training University (n=137) showed positive changes in the field of student relationship, self-identification, physical conditions, and understanding of Olympic values.

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MARÍA ZAPATA VILA

Espagne

L'ÉDUCATION OLYMPIQUE À L'ÉCOLE

Tout au long de l'histoire olympique, nous trouvons de nombreux exemples d'excellence, d'amitié authentique et de véritable respect pour autrui, grâce auxquels nous pouvons croire qu'un monde meilleur est possible.

Si le Mouvement olympique souhaite assister à une véritable diffusion de ses valeurs, il doit commencer par s'introduire dans les écoles – dans l'éducation des jeunes, car il récoltera ce qu'il aura semé.

Et grâce à son importance pédagogique, un projet éducatif complet, enraciné dans les écoles, sera la meilleure façon de promouvoir les valeurs olympiques.

Through the Olympic Spirit we can learn many lessons on how to promote peace, help human understanding of the many differences that exist among us, and try to contribute to social welfare. These ideals can be promoted through Olympic educational programmes.

The Olympic Charter, in its Fundamental Principles (FP) contains many sporting and human values that should be spread through the Olympic Movement and through the educational programmes developed in schools. As the second fundamental principle states "The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity". The fourth fundamental principle states: "The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic, which requires mutual understanding with a spirit of friendship, solidarity and fair play." And as stated in the fifth principle: "Any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise is incompatible with belonging to the Olympic Movement." (Fundamental Principles of Olympism – Olympic Charter 2007)

Apart from being an attractive proposal for our youngsters, the necessity to create an Olympic education project is, nowadays, a great step towards peace, as it helps develop mutual understanding and respect for diversity. Any activity that promotes values, positive attitudes and respect for the rules needs to be carried out.

Sport values help to foster a positive spirit among youngsters and mirrors the hopes and aspirations of young people. At the same time, the

Olympic example is a good reference for the youth of the world. The Olympic spirit represents something other than sport values. Indeed, it signifies the coming together of sport values (social benefits, personal respect, inclusive participation, friendship, abilities, teamwork, comradeship, creativity, personal challenges, success or sportsmanship) with Olympic ideals (excellence, friendship, respect, fair-play, loyalty and solidarity) in each quadrennial celebration of the Olympic Games.

We will consider the Olympic values that are derived from the Olympic Charter and it is the transmission of these values, which will denominate Olympic education. Perhaps it is not Olympic education, but education simply extracted from human values that can be found in the Olympic ideals. Real examples of overcoming difficulties, comradeship, success and solidarity among others can be found among the Olympic sportsmen and women. There are many examples, including Rudolph, Kostellic, Ewry, Owens, Blankers-Kohen and Takass.

Educational programmes for the young can be created, using the best of Olympism as inspiration. And, there is no concrete definition of Olympism, because of the cultural, political and economic diversity in the world. What we call Olympic Education has to be adapted to each country. However, a common project would be very helpful as a starting point for this work, working in a similar manner as the Olympic Values Education Programme (OVEP).

An Olympic education project can provide some guidelines to show us the way towards a better world. Olympism helps to promote universality (drawing together all the countries of the world under the same flag), peace (the work of the Olympic Truce) and the promotion of human understanding (non-discrimination in relation to gender, race, religion or culture). It also lends itself to social welfare and education in values. Today's lessons for the youth will make tomorrow's adults more tolerant, peace-loving, respectful, and will allow for an understanding and acceptance of differences.

Olympism cannot fix all the problems of the world but it can help to smooth them out. It is important to develop this work in schools so that it can reach all pupils.

Over the years, some sporting organisations (National Olympic Committees, Organising Committees of the Olympic Games, Olympic Academies) have launched educational programmes to spread the Olympic Spirit. These programmes help promote the values and ideas that we have already mentioned, through publications, dossiers, books, posters and the internet (e.g. Sydney (Australia) in 2000, Athens (Greece) in 2004 and Torino (Italy) in 2006).

All have launched educational programmes for the promotion of Olympism and the Games, with the final aim of sensitising, approaching,



promoting and familiarising young people so that they can be impregnated with these ideals.

Other key Olympic education activities promoted by the International Olympic Academy (one of the institutions devoted to Olympic education that the International Olympic Committee (IOC) recognises), are the Young Participants Session or the Postgraduate Seminar on Olympic Studies.

One of the most notable educational programmes aimed at spreading Olympic and sport values is the Olympic Youth Camp (OYC), a youth worldwide meeting point during the Olympic Games that brings together the youngsters of all National Olympic Committees (NOCs) participating in the Games. This is a place for excellence (with the best young representatives of each NOC), for friendship (by sharing everyday life over the course of the OYC and later on) and respect (through cultural exchange and mutual understanding of all participants).

Thus, we must continue working on these educational programmes to provide teachers and counsellors with special tools (like OVEP in recent times) in order to reach the predicted goal: the spread of the Olympic and sport values through the positive examples that can be extracted from best practices in Olympic history.

We can use all this potential (integration, universalism, peace, friendship, fair play) to reach the proposed goals, while developing attractive educational proposals for students.

In summary, educational projects ingrained in schools will be the best way to promote Olympic values.



L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT

Nombre de contributions pour ce sous-thème en relation avec le sujet:	46
Nombre de contributions rejetées:	11
Nombre de contributions sur le rugby:	45
Total de contributions pour ce sous-thème:	102

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Pour garantir l'universalité des Jeux Olympiques, il faut beaucoup plus investir dans les pays en développement afin d'augmenter notamment leur participation et leurs chances de médailles. Au sein du Mouvement olympique, il y a aujourd'hui une trop grande disparité en termes de représentation entre les pays riches et les pays pauvres.

29

Des moyens plus importants (notamment dans la construction de complexes sportifs permanents par continent) et des actions mieux coordonnées en terme d'investissements (nouveaux partenariats avec des universités, des organisations gouvernementales et non gouvernementales, des entreprises privées et publiques) devraient être mis en œuvre pour étendre l'universalité des Jeux Olympiques.

26

Pour garantir l'universalité des Jeux Olympiques, il faut donner beaucoup plus de moyens aux pays en développement afin qu'ils puissent prétendre pouvoir organiser les Jeux Olympiques. Le système de rotation entre les continents fait partie des propositions.

9

Certains sports qui composent actuellement le programme olympique nuisent au caractère universel des Jeux Olympiques. Par exemple, les systèmes de qualification sont considérés parfois comme étant discriminatoires tout comme la limitation de l'âge des athlètes dans certains sports. Selon certains contributeurs, la surreprésentation des sports américains et européens au détriment d'autres sports, notamment asiatiques et africains, nuit au principe d'universalité tout comme le trop grand nombre de sports d'équipe au détriment des sports individuels.

8

Le principe d'universalité devrait dépasser le simple cadre du sport et des Jeux Olympiques.

7

Pour garantir l'universalité des Jeux Olympiques, il faut donner beaucoup plus de moyens aux pays pauvres ou en développement afin que les populations les plus démunies puissent regarder les Jeux Olympiques.

6

Le fait d'avoir attribué les Jeux Olympiques à la Chine est un gage d'universalité.

4

La présence des athlètes professionnels nuit à l'esprit des Jeux Olympiques et au principe d'universalité. Il faudrait notamment revoir le nombre d'athlètes professionnels qui participent aux Jeux. Des quotas concernant le nombre d'athlètes professionnels pouvant participer aux Jeux Olympiques devraient être instaurés afin que les athlètes ayant un statut plus modeste (« amateurs ») puissent participer. Ce point a également été soulevé à chaque fois que les questions liées aux qualifications aux Jeux Olympiques étaient abordées. (Voir également « Comment faire pour que les Jeux demeurent une manifestation de premier plan ? », p. 568, et « Les valeurs olympiques », p. 583)

4

Tout ce qui exacerbe le nationalisme dans le rituel des Jeux Olympiques (hymnes, drapeaux, tableau des médailles) nuit au principe d'universalité. Les concepts de région englobant plusieurs pays ou de territorialité sont évoqués afin de minimiser le caractère nationaliste des Jeux Olympiques.

3

Le principe d'universalité passe par l'égalité des chances de participer aux Jeux Olympiques entre les hommes et les femmes.

3

La participation du plus grand nombre de pays possible est un gage d'universalité et de promotion du sport au sein même de chaque pays.

2

Le relais de la flamme est aujourd'hui le meilleur symbole représentant l'universalité des Jeux Olympiques ainsi que les valeurs pacifiques de l'Olympisme.

2



JOHANN MARC HRODULF LUDWIG ASEOCHE

Philippines

L'IMPACT PERSONNEL DE L'UNIVERSALITÉ OLYMPIQUE

Cet article expose la façon dont l'universalité aux Jeux a un impact personnel sur l'auteur.

Il explique les facteurs généraux concernant la manière dont l'universalité est pratiquée aux Jeux Olympiques.

Enfin, il propose des idées sur le moyen d'améliorer le principe d'universalité au sein du Mouvement olympique.

The Olympic Games is a great idea because all nations, great and small, can attend. Small nations, both in population and in sporting prowess have their place in the sun, albeit briefly, in the opening ceremonies. Even if they know that they will be eliminated immediately by better athletes, at least they can be part of the world's greatest sporting and cultural festival.

The idea of Olympic universality means that it is a global event with a personal impact. Whenever the Olympic Games is mentioned, each individual should be able to relate in a personal way to the Games as an athlete, official, organiser, journalist, volunteer, spectator, or television viewer. The Olympic Games is all about gathering the world in one city and promotes inclusiveness. I believe this is the magic of the Games.

What factors contribute to universality and inclusiveness? One factor is the chance for an individual and/or team to attend the Games. The sports in the Olympic programme hold competitions on each continent to determine the slots in the Games. The number of events alone already gives an idea of how encompassing the reach of the Games is.

Another factor is the goodwill extended by the International Association of Athletics Federations (IAAF), Fédération Internationale de Natation (FINA), and International Olympic Committee (IOC) on allowing at least one male and one female athlete from all attending nations, both in athletics and swimming, to go to the Games without going through the qualification process. Considering that these two sports are practised in all countries, this is a very welcome tradition.

The third factor is the reach of the Games through the media. Every four years, the Summer Games gets extensive coverage worldwide. It is one of the most anticipated television events. Not only are sports covered, but also the culture of the host nation. As shown in all opening ceremonies, from Moscow 1980 to Beijing 2008, the cultural portion is a great draw for the world's media and a global television audience.

How do we improve universality? There are several ways. One is to increase the number of sports and disciplines. My criticism of current sports is that they are too Euro-centric. Some events also require a certain body type, such as tall people for basketball and volleyball. More sports and events should be added where short people like me can participate more. Although it will contribute to gigantism, more athletes and sports will definitely increase interest and participation. Among the sports that are truly global but still not in the Games are karate, rugby, bowling, and dance sports. Disciplines that can be added to current sports are u-volley for volleyball, individual rhythmic gymnastics, and mixed doubles for table tennis and tennis. Despite the logistics of it all, creative scheduling can be made to maximise venue use for several sports.

Another suggestion is to penalise nations whose laws do not allow their athletes to compete with athletes from certain nations. I believe that such laws are contrary to the Ideals of the Olympic Games. Since the Games are supposed to be about celebrating humanity and devoid of politics, this behaviour of avoidance of direct competition is a blight on Olympic spirit. Penalties for National Olympic Committees (NOCs) should include immediate expulsion and suspension similar to sanctions placed on apartheid South Africa. Similarly, athletes who avoid competing on such a basis should face bans similar to doping offenders. Non-avoidance is a clear adherence to universality.

A third suggestion would be programmes to improve the competitive advantage of continents that are weak in certain sports. For example, Africa is weak in volleyball, basketball, and table tennis. Universality should also mean that all continents should have a good chance to win medals in all sports.

The last suggestion would be free access to Olympic coverage by the public, especially online video coverage. Copyright issues should be liberalised in favour of the public and not to media networks, which are already profiting too much. There should be no restrictions on downloads and file sharing when such information is merely obtained for personal use. Advertisements may be included in the files so that some income may be generated by media companies. If local television does not cover the sports that I want to watch, individuals have the choice and access to them online.

To me, the personal impact of universality is that I can emulate and be inspired by what I see on television and online. As a recreational athlete who can only dream of joining the Games as an athlete and now trying to join an Organising Committee, I consider myself as a follower of Coubertin by participating in local volleyball tournaments in the spirit of sportsmanship and fairness. Universality should not only be expressed during the Games, but in the daily lives of ordinary people.



SAMANTHA DHARMAPALA NANAYAKKARA

Sri Lanka

OLYMPISME : L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT

L'Olympisme est une philosophie universelle pertinente pour tous quels que soient la race, le sexe, la classe sociale, la religion ou l'idéologie, de sorte que le Mouvement olympique a fonctionné comme une représentation universelle cohérente de lui-même.

L'idéologie moderne de l'Olympisme était l'une des principales manifestations attrayantes réunissant les peuples du monde postcolonial (pays en développement) pour faire valoir leurs capacités aux yeux du monde. Cette occasion est comprise pour que les athlètes puissent poursuivre leur rêve olympique par le biais du système des cartes d'invitation proposées pour la plupart à ceux qui représentent les pays en développement manquant d'équipement et de compétitions sportives.

Il est indispensable d'établir un comité spécial pour améliorer le sport dans les pays en développement et se consacrer au développement sportif au niveau mondial. Si les Comités Nationaux Olympiques (CNO) des pays développés avaient la responsabilité de prendre soin de pays en développement selon un système de parrainage, cela pourrait permettre aux CNO des pays en développement de promouvoir le sport dans leur pays.

The Olympic Games are the world's most influential sporting event in recent history. They attract nations from all continents over a two-week period, to compete for Olympic medals, once every four years. Parry (2003) defines Olympism as a universal philosophy that is relevant to everyone regardless of their nation, race, gender, social class, religion or ideology. In order to participate athletes only require their sporting ability and not the wealth of the flag they represent.

Athletes persevere with their Olympic dream via the "wild card" system that is offered mostly to those representing developing countries with deprived sporting facilities and competitions. This privileges promising young athletes in developing countries to compete against professionals from other countries. This fulfils Coubertin's idea that the idea is "not to win but to take part".

Olympism has been used universally as an educational tool to teach individuals about the benefits of sport to their societies. Indeed, sport can be used in conflict resolution, peace enhancement, social cohesion and sustainable development. This can be seen during the Olympic

Games when athletes come together to share their victories and failures together as brothers and sisters, while living harmoniously at the Olympic village.

Sport is one of the main ways that people of colonised countries (at present referred to as "developing countries") to show the world their identity and competencies. Being involved in sports activities enables them to prove that they are equal in their strengths and abilities (Heywood, 1997). Frenchman Pierre de Coubertin wanted the Olympic Games to be a major event gathering post-colonial people and showing their abilities to the whole world. It must not be forgotten that even though Coubertin was a European, his concepts helped revitalise the generation, which were brought up during the colonial era.

Additionally, the Olympic Games can be considered an opportunity to put right the errors made by the empires during colonisation. As most of the developing countries are non-western countries, sport is regarded as an opportunity to display the power, ability and strength of developing nations to the world by recording triumph over western sports.

To spread the values of universality, it is necessary to carefully select events for the Olympic Games and there should be fairness when introducing new events. For instance, skateboarding has been introduced to the Youth Olympic Games, which has been practised, by most of the developed countries but not the developing nations. Moreover, there must be an increase in the infrastructure established prior to the introduction of Youth Olympic Games as many developing nations lack playgrounds and facilities and, therefore extra costs are involved for participating in skateboarding.

On the other hand, this is a great opportunity for the multinational skateboard manufacturers to promote their brands. However, when sporting equipment is unaffordable, developing nations tend to use low-cost material, which are unlikely to pass international standards and may cause injuries. Also, the higher game-related expenses will disadvantage youth representing third world countries, adding more pessimism to the concept of universalism at the Olympic Games. Moreover, introducing contemporary games like skateboarding isolates youth from popular games that have existed for centuries such as netball, volleyball and football.

The International Olympic Committee (IOC) is renowned for its dedication to controlling and developing sports worldwide. But more attention is required for developing sports in the developing nations. Therefore, I suggest that it is necessary to establish a special committee to improve sports in developing countries, focused on holistic sports development. The committees formed should be responsible for the following: 1) the development of participation in sport; 2) technical development; 3) infrastructure development; 4) educational development.



SPORTS DEVELOPMENT COMMITTEES IN DEVELOPING COUNTRIES

Committee for the development of participation in sport

- Gender balance
- Spectator development
- Cultural empowerment
- Enhancing social attraction
- Promoting sports marketing
- Enhancing media coverage

Committee for the development of participation in sport

This committee should be concerned with:

- The use of modern technology
- The latest innovations in equipment

Committee for Infrastructure development in sport

This committee should be concerned with the development of the following types of sport:

- Indoor
- Outdoor
- Rural
- Urban

Committee for educational development

This committee should be concerned with:

- School sports
- University courses
- Sports institutions
- Community sport education
- Public recreational activities

The members of these committees must be elected by the NOCs of developing countries, which will allow for a more fruitful discussion and a sharing of genuine experiences. In this way they can take charge of planning their own environment.

On the other hand, if the IOC could implement these committees in each continental Olympic Council it is probable that more members will be accommodated in the governing bodies. In addition, this will increase the chances of members, representing developing countries, to be elected to the Executive Board of the IOC. This would help to enhance universality. This concept will encourage more effective and collaborative work with all members of the developing countries. Also, this will enhance the sport developing power of NOCs.

Finally, I would like to suggest that if the NOCs of developed countries were to be responsible for taking care of developing countries (through

a foster parent system for example) it could be more advantageous for the NOCs of developing countries to promote sport in their countries.

Through such a programme, NOCs from developed countries will select an NOC in a developing country in order to share sport development strategies as well as physical and human resources, guidance, technical knowledge, etc.

This will help to build better relationships among developed and developing countries and spread the concept of equality among all nations in the spirit of the Olympic Games.

MARIE KRONBERG

Allemagne

JEUX OLYMPIQUES: L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT

L'image associée aux Jeux Olympiques a toujours été celle d'une manifestation universelle rassemblant les jeunes du monde entier, créant la paix et l'harmonie, et non pas dominée uniquement par des intérêts économiques. Pierre de Coubertin a parlé du sport comme facteur de paix. Cette image idéale menace cependant d'être corrompue par l'importance croissante des aspects économiques et financiers qui entraîne la marginalisation des pays en développement et des athlètes moins fortunés.

Des mesures doivent être prises pour rénovier l'idéal original des Jeux Olympiques d'universalité et d'ouverture à tous. Parmi les mesures possibles, citons l'augmentation des places d'universalité dans les épreuves sportives et l'attribution de bourses d'entraînement et de conseils.

Le Mouvement olympique a pour mission de favoriser la paix et la compréhension entre les nations car le sport représente un langage international qui ne connaît pas de barrières culturelles. Les Jeux Olympiques, devenus un phénomène socioculturel mondial, doivent se montrer dignes de ce legs en faisant usage du pouvoir de l'exemplarité.

I. INTRODUCTION

The idea behind the Olympic Games as formed by Pierre de Coubertin, has always been the one of a universal event, bringing together the youth of the world, creating peace and harmony, and not being ruled by economic interests. Olympism with its ideals and values should be the leading example of universality.



II. UNIVERSALITY OF THE OLYMPIC GAMES

The concept of universality of the Olympic Games is based on the idea of a maximum number of countries in the world being able to participate in all major sports events organised by the Olympic Movement. This idea is also represented by the five Olympic rings, one symbolising each continent.

As simple as this idea appears in theory, as difficult an issue it proves to be in practice. What does universality include? Can it be enough to just consider the Olympic Games open to all countries wanting to be part of them? What about the athletes and associations who cannot afford to travel to the host cities or who cannot afford accommodation and living expenses in the host cities during the competitions?

And even if funds to attend the Games are made available to those in need, does universality end there? Or would it not also provide for training opportunities, and for equipment in sports such as horse riding, sailing, rowing or others that demand expensive material? And what about those talented athletes who cannot allow themselves to make a career of their sport because they have to make a living out of something?

Universality in the broad sense of the word does not only mean that the Olympic Games and other sports competitions should generally be open to anyone who wants to and can afford to participate, but it means that everyone who wants to and is talented enough to participate should be given the chance to do so.

In this broad sense, universality is currently not entirely guaranteed, as many athletes particularly from developing countries do not have the funds to train, to concentrate on their sports career or to participate in international competitions.

Second, universality is not reflected in the structure of the Olympic Movement itself either. The International Olympic Committee (IOC) is dominated by Europeans, and also in other committees and branches, developing countries are not equally represented. The same applies to the choice of host cities with candidate status hardly ever being awarded to cities in developing countries.

However, one reason for that is that the safe and smooth organisation of an event as big as the Olympic Games cannot be guaranteed by many developing countries, which are struggling with more imminent threats such as wars or famines or diseases. But in many cases it is only the financial situation that prevents poorer countries from applying as a host city.

Third, universality also requires some sort of cultural plurality, to be achieved only by showing the same respect to all countries. The Olympic

Games is an event that unites the entire world in sports stadiums or in front of their televisions and is as universal a concept as can be thought of.

Originally mainly European, the re-establishment of the Olympic Games was comparatively simple, but with ongoing globalisation, the concept of universality demands the recognition and the respect of many more and very different countries and cultures.

III. IDEAS FOR IMPROVEMENT

A good example to provide for equal access to a sports career for talented athletes from all countries has been the allocation of so-called “universality places” to athletes who have not quite met the qualification standards but are nationals of a country that would otherwise not be represented. This system has to be continued and improved.

Another option to improve this aspect of universality could be the granting of “scholarships” to promising young talents so as to help them pursue a professional sports career including all the necessary training and counselling. This would also help to keep away commercially orientated sponsors trying to force promising young athletes into oppressive contracts or even a change of nationality.

Moreover, representatives and officials have to be elected in a way as to represent all countries, or regions, of the world and their respective interests, to end the European-American domination, also in the choice of host cities. A first step in that direction has been taken by awarding the 2008 Summer Games to China. Of course, this also arouses the question of the political instrumentation of something designed as a sports event in the first place.

A balanced compromise has to be found here for the future.

To achieve universality in a cultural way, it is important to focus on Olympic values that are common – universal – to all countries and cultures, such as fair-play, respect and participation. These values have to be both respected and promoted to create a sense of identification with the Olympic Ideal throughout the world, in developed and developing countries alike.

IV. CONCLUSION : THE ROLE AND RESPONSIBILITIES OF THE OLYMPIC MOVEMENT

The Olympic Movement has always been some kind of role model representing universality, peace, harmony and fairness. Pierre de Coubertin called sports a peacemaker. This ideal image may, however, be corrupted by the increasing importance of economic and financial matters which lead to the marginalisation of developing countries and less fortunate



athletes. Measures need to be taken to revive the original ideal of the Olympic Games being universal and open to everyone alike.

The Olympic Movement is predestined to foster peace and understanding among nations as sports represent a global language which knows no cultural barriers. The Olympic Games have become a world socio-cultural phenomenon and they need to live up to that legacy and make use of the power of example.

EVGENY MARKIN

Fédération de Russie

L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT : PRÉSENT ET AVENIR

L'universalité n'est pas toujours atteinte par le Mouvement olympique de nos jours. Les Jeux Olympiques sont des manifestations très onéreuses. Peu nombreux sont les pays en développement qui peuvent s'offrir une manifestation aussi chère. L'histoire des Jeux Olympiques modernes montre que le droit d'accueillir les Jeux a été accordé à des villes de pays hautement développés.

La stabilité financière du Comité International Olympique (CIO) dépend des recettes des comités d'organisation des Jeux Olympiques. C'est une situation normale puisque le CIO dépense des montants importants pour la diffusion et le renforcement de l'Olympisme de par le monde.

Le CIO reçoit les revenus de cinq éditions de Jeux Olympiques ou, autrement dit, participe simultanément à cinq cycles commerciaux olympiques.

Pour accroître l'accessibilité des Jeux Olympiques aux pays en développement, ils devraient avoir lieu dans ces pays une fois tous les dix ans. Les pays qui ont tenu des Jeux précédemment pourraient aider les pays en développement à organiser leurs propres Jeux.

Universality means something existing everywhere or involving everyone [1]. Unfortunately, "universality" is not always achieved by the Olympic Movement, as the Olympic Games are an expensive event and not many developing countries can afford to host the Games. This is reflected in the low number of developing countries that have bid for the Olympic Games.

It is interesting that in the history of the modern Olympic Games the right to host the Games of the Olympiad or Olympic Winter Games was

granted to cities from highly-developed countries, which form the so-called "G8" club. The USA for example has hosted the Games eight times, France a total of five times, the UK, Germany, Canada, Italy and Japan have each hosted the Games three times.

Thus, the principle of the universality of the Olympic Games is being questioned. Indeed the financial stability of the International Olympic Committee (IOC) depends on the ability of the Organising Committees of Olympic Games to successfully organise the event. Therefore, the economic factor has played a serious role in the selection of Olympic host cities. It is important to emphasise that the IOC spends huge amounts of money to spread and strengthen Olympism around the world. However, none of these projects compare with the organisation of the Olympic Games.

It goes without saying that the Olympic Games can also give additional impulse to the growth of developing countries.

From 1994 to 2016, 87 host city applications were received (some of the cities applied more than once). The ratio of cities from developing countries was approximately 23% of the total (20 cities). Only nine cities from developing countries (having the designation of "candidate cities") reached the final vote, which equalled approximately 10% of the total number of candidate cities.

Among them were Buenos Aires and Rio de Janeiro, with more than 200 million inhabitants. These cities have bid for the Games more than once. Istanbul and Sofia are also examples. But none of them have hosted the Olympic Games. China (Beijing, 2008) and Russia (Sochi, 2014) are representative of countries that have made some significant economic advances in recent years.

The geographical distribution of countries applying for the Olympic Games has grown significantly in recent years: Azerbaijan, Thailand, South Africa, Malaysia, Poland, Slovakia and Kazakhstan have all put forward their candidatures for the Games.

Universality of the Olympic Games can be achieved by giving the Games, periodically, to developing countries. People in these countries will feel a part of the world of sports and embrace the ideals of Olympism and in doing so, adopt a healthy lifestyle.

This happened in Russia. After Sochi was chosen as the Olympic Winter Games capital in 2014, interest in Olympism and the research of the Olympic Movement has grown considerably.

To increase the accessibility of the Olympic Games, developing countries must be invited to hold them at least once every ten years, through a special competition held for cities from these countries. An



independent data source should be used to determine the type of country. It can be done using data from the World Bank or the International Monetary Fund.

Countries that have conducted previous Games can help developing countries organise their Games. The proportion and the terms of their financial participation may be registered immediately upon signing the contract to hold their own Games.

The above proposal is not new. Nowadays, many developed countries write off billions of dollars in debt owed by developing countries, or provide financial assistance to them. Why not use a similar mechanism where the object of funding is clearly defined and where the goal of achieving a common humanity is understandable by all?

REFERENCES

[1] *Cambridge Dictionary*

SONSOLA MUTOMBO

République du Congo

L'UNIVERSALITÉ DES JEUX OLYMPIQUES ET LES PAYS EN DÉVELOPPEMENT

L'universalité des Jeux Olympiques concerne le lieu des compétitions, les participants et la pratique des sports retenus.

Elle se traduit par la possibilité d'organiser les Jeux par tout pays ayant un Comité National Olympique (CNO), par la faculté de participer à ces derniers, et par une pratique généralisée de ces sports.

La non-prise en compte des inégalités socio-économiques défavorise les pays en développement. Ces derniers sont individuellement incapables d'organiser ces Jeux; leurs athlètes jouent, souvent, le rôle de figurants; les sports locaux sont mal connus.

Que faire ?

Il serait bon d'avoir, pour les Jeux Olympiques, des infrastructures permanentes par continent. Celles-ci seraient utilisées par rotation. L'amélioration des performances des athlètes exige des actions combinées des gouvernements et des membres du Mouvement olympique. Ces actions concernent également la promotion des sports indigènes.

L'universalité des Jeux Olympiques est inscrite dans la Charte olympique. Elle comporte trois aspects, qui différencient les Jeux actuels de ceux de l'Antiquité. Ces aspects concernent le lien des compétitions, les participants et les sports figurant au programme.

Ce principe se traduit d'abord par la possibilité d'abriter les Jeux, accordée à toutes les villes d'un pays ayant un CNO, contrairement aux Jeux de l'Antiquité qui ne se déroulaient qu'à Olympie. Il se traduit ensuite par la faculté de participer à ces Jeux qui est reconnue aux athlètes des deux sexes ressortissants de ces mêmes pays alors qu'aux Jeux de l'Antiquité, seuls les hommes ressortissants de la Grèce ou de l'Empire romain pouvaient y participer.

Enfin, ces Jeux sont universels parce que les sports retenus au programme doivent être pratiqués sur plusieurs continents. En soi, ce principe est bon, il met tout le monde sur un pied d'égalité. Mais il pêche par la non-prise en compte ou une prise en compte insuffisante des réalités socio-économiques dans lesquelles évoluent les différents CNO et qui créent de profondes inégalités au sein du Mouvement olympique. À ce sujet, l'Histoire nous apprend qu'aux Jeux de la première Olympiade (1896), il n'y avait que 14 CNO, répartis comme suit par continent :

- Europe : 10
- Amérique : 2
- Asie : 1
- Océanie : 1
- Afrique : 0

Par ailleurs, depuis 1896, le nombre de villes choisies pour abriter les Jeux d'été, y compris ceux qui n'ont pas eu lieu, se répartit aussi de la manière suivante :

- Europe : 17
- Amérique : 6
- Asie : 4
- Océanie : 2
- Afrique : 0

Les sports figurant au programme ont connu une même configuration par leur origine. Nombre d'entre eux ne sont pas encore pratiqués dans plusieurs pays en développement. D'où le fait que, dans la plupart des cas, les délégués de ces pays jouent le rôle de figurants. Leur présence donne aux Jeux leur caractère universel, mais leur participation est symbolique.

Ils ont comme consolation la célèbre petite phrase prononcée à Londres par l'évêque de Pennsylvanie à l'issue des Jeux de 1908 : « L'important n'est pas de gagner, mais de participer. »



Il n'en demeure pas moins vrai que recevoir une médaille et entendre retentir l'hymne national de son pays apportent plus de joie. Pour améliorer le caractère universel des Jeux Olympiques, des politiques appropriées doivent être mises en place. Elles sont de la compétence conjointe des principaux membres du Mouvement olympique et des gouvernements des pays en développement responsables des politiques sportives nationales.

S'agissant de l'élection de la ville hôte des Jeux, il est évident que la quasi-totalité des pays en développement ne seront pas capables, pendant longtemps encore, de réunir les conditions requises. Du reste, de nombreux pays développés ne présentent pas de candidature, compte tenu des sommes colossales qu'exige l'organisation de ces Jeux.

Pour que celle-ci ne soit pas l'apanage de quelques pays, il serait bon d'avoir des infrastructures permanentes par continent pour abriter les Jeux Olympiques. Ces infrastructures seraient utilisées par rotation. Elles seraient la propriété des associations continentales des CNO et serviraient à abriter aussi d'autres Jeux organisés par les comités du Mouvement olympique au niveau mondial ou continental. Cette situation ne concerne que les Jeux d'été car les Jeux d'hiver réunissent un petit nombre de pays développés, tous capables de les organiser.

Quant à l'amélioration des performances des athlètes, les premières actions relèvent des pouvoirs publics des pays en développement. En effet, avant de penser aux médailles olympiques à fêter avec faste, ils doivent, malgré des moyens limités, mettre sur pied des politiques qui soient de nature à encourager et soutenir les sports au niveau national. Celles-ci doivent inclure la coopération internationale.

Ce soutien doit aller au sport scolaire et au sport d'élite, et couvrir aussi bien les infrastructures et les équipements que la formation. Les efforts du gouvernement doivent être relayés par les interventions du Comité International Olympique (CIO) (la Solidarité Olympique) et les Fédérations nationales sportives doivent aussi prendre des initiatives et chercher des ressources pour financer leurs activités. Elles ne doivent pas se contenter de conduire leurs délégations aux Jeux Olympiques et autres compétitions internationales ou de participer à des conférences, elles doivent contribuer à la préparation des athlètes pour améliorer leurs performances.

Il y a lieu de noter que c'est lorsque les athlètes s'affrontent à armes plus ou moins égales que l'universalité trouve toute sa valeur et le jeu toute sa beauté. Le dernier aspect du principe d'universalité des Jeux Olympiques concerne la pratique généralisée des sports pouvant figurer au programme. Pour des raisons historiques, les premières listes de ceux-ci ne comportaient que des sports originaires des pays qui avaient un CNO à l'époque.

La quasi-totalité des pays en développement étaient alors des colonies et ne pouvaient pas être du nombre. Il faut donc saluer les efforts déployés depuis pour ajouter sur ces listes des sports venus d'autres lieux. Mais il faut constater aussi que la majorité des pays en développement se sentent marginalisés. Les efforts évoqués ci-dessus doivent être poursuivis, dans le respect des principes édictés ou à édicter par la Charte olympique.

Quoi qu'il en soit, la principale action à entreprendre concerne la promotion des sports originaires de ces pays. Le CIO et les gouvernements de ces pays doivent s'y consacrer. Le concours de l'Organisation des Nations Unies pour l'éducation, la science et la culture (UNESCO) va être sollicité. C'est un travail de longue haleine. Cela permettra à ces pays de se sentir réellement membres de la grande famille du Mouvement olympique. C'est en mettant en mouvement toutes les actions évoquées ci-dessus que l'universalité des Jeux Olympiques deviendra une réalité pour tout le monde.

LI HUI NG

Singapour

CONFLIT ENTRE L'UNIVERSALITÉ SUR LE PLAN INDIVIDUEL ET NATIONAL

La notion d'universalité inhérente aux Jeux Olympiques implique l'acceptation et l'égalité entre tous les pays et tous les individus. Il est essentiel d'étendre cette notion aux pays en développement. Il est également nécessaire que les organismes de sport œuvrent en faveur de l'égalité entre les individus plutôt qu'entre les pays. À l'heure actuelle, l'universalité des Jeux Olympiques repose sur une participation commune et sur le principe du mérite qui encourage l'universalité sur le plan national. Des changements doivent être apportés au système afin que les pays en développement n'aient plus besoin d'invitations. Le système actuel porte atteinte à la valeur des athlètes et n'est pas viable. Ce problème ne peut être résolu qu'en le prenant à la racine et en s'attaquant notamment à l'inégalité des chances sur l'aire de compétition qui pénalise les pays en développement. Pour favoriser le développement au niveau international, le Comité International Olympique (CIO), ses principaux sponsors, les médias, les athlètes et les spectateurs doivent tous œuvrer de concert.

The notion of the "universality of the Olympic Games" was first laid down by Baron Pierre de Coubertin when he stated that "The Olympic Games are for the world, and all nations must be admitted to them." The Olympic Games judge the sporting abilities of the countries that participate in the sports events organised by the members of the



Olympic Movement. This implies acceptance and equality of all nations and individuals in the name of fair competition. The idea of universality must extend to developing countries and must allow for individual equality to take precedence over national equality. As such, all sporting bodies must be responsible for achieving this aim.

The “universality of the Olympic Games” is about widening the range of participating countries towards the ultimate end of involving the whole world. On a deeper level, the concept also encompasses the idea of a universal “brotherhood” where all countries compete regardless of race and nationality. Moreover, triumph is based on individual merit without political or economic strings attached. Importantly, the Olympic Games should represent a time when all come together to speak a common language, that is sports.

Universality is defined as “inclusiveness of scope and range”, which underscores the idea of common participation. However, the idea of Olympic universality is a double-edged sword. There are no quotas or restrictions, which limit an individual’s participation in the Games, although the individual is required to qualify to compete in the Games. This is universality on an individual level and is essential to maintaining the quality of one of the world’s greatest sporting events. The problem arises with the issue of “wildcards”, which is absent from other sporting events.

The wildcard system was implemented to encourage developing countries without expensive training facilities to get more involved in Olympic sports. However, this encourages an uneven playing field that hinders the sporting achievements of developing countries. It is true that this system allows developing countries that could never have otherwise participated to send their athletes to the Games. This does embody the principle of international universality. Yet, this handicap is unfair to other athletes who have trained harder and are better but were unable to qualify. The bitterness of other athletes is understandable. What justifies national universality over individual universality?

It is national pride and the idea that “the most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph, but the struggle”, that sustains this contested system. While it cannot be denied that developing countries need external aid in order to stand on the world stage, this system presently compromises fair competition. Moreover, the Olympic Games are no longer just about the highest level of sporting achievement. It has many political overtones and symbolises international acceptance. By presenting these developing countries with avenues for participation, we give them access to our “playground”, thereby demonstrating respect for these disadvantaged countries.

Realistically speaking, however, the wildcard system compromises the quality of athletes that enter the Olympic Games. This is why this system is possibly an unsustainable long-term solution to maintaining the Olympic Games as a premier sporting event. Improvements cannot be made solely to the Olympic rules and regulations. To solve this problem, the playing field has to be level itself. What can be done is to tackle a developing country’s lack of proper training facilities by offering subsidies for construction. The skills and knowledge of officials also have to be upgraded. Ideally, the provision of training courses by countries with good records of sporting achievement will jump-start the spread of sport in developing countries. Give these countries a wildcard, and they will produce one or two athletes. Give them the skills and facilities, and they will produce generations of athletes.

There is a Chinese idiom that states, “Ten chopsticks put together are stronger than a single one.” Similarly, all parties involved in the Olympic Movement have to work towards the pursuit of international development. Starting with the smallest group, which holds the most decision making power, the IOC and major sponsors have to be willing to pool resources to support the advancement of developing countries.

Broadcasters and games-accredited media also have a lot of power in terms of communication. The media is deeply rooted in the fabric of our society and therefore has the ability to move and reach the most people in the shortest time. The media is in the best position to inspire, inform, influence and expose younger generations in developing countries who are generally unaware of most Olympic sports.

The world’s best athletes and spectators must also graciously accept athletes from developing countries. The former must accept those athletes who are generally of lower capabilities and recognise the greatness of their being at the Olympic Games in the first place. Bitterness, scepticism and even scorn have to be set aside to integrate these athletes and to share the reconciling power of sports. A lack of acceptance by these two parties will only cause unnecessary barriers of humiliation and discrimination.

Finally, the world youth population must also drive the aforementioned groups to change the status quo. Without supply, there will be no demand. International development requires international participation where all readily watch, contribute and consume. Only then, can the work of all groups be manifested and properly disseminated.

As the Olympic Games raise the heartbeat of the world, we still need to remember to reconcile the differences that exist among different parts of the world. Only then, can the human race become *Citius, Altius, Fortius*.



L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

Nombre de contributions pour ce sous-thème en relation avec le sujet: 12

Nombre de contributions rejetées: 1

Nombre de contributions sur le rugby: 1

Total de contributions pour ce sous-thème: 14

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

La notion d'autonomie du Mouvement olympique devrait être mieux définie. Le Comité International Olympique (CIO) devrait travailler en collaboration avec d'autres entités afin de mieux définir le périmètre de son autonomie. Il devrait également s'inspirer d'autres organismes confrontés aux mêmes problématiques que lui (par exemple, le Vatican, les Nations Unies, des entreprises privées).

8

Le sport en général et le Mouvement olympique en particulier sont trop souvent victimes d'ingérences politiques ou commerciales. Pour minimiser les effets de ces ingérences, il est important de coordonner les actions et de multiplier les partenariats avec d'autres entités soumises aux mêmes pressions.

4

Le Mouvement olympique dans son ensemble et le CIO en particulier ont des structures qui ne sont pas suffisamment flexibles pour réagir rapidement par rapport à l'environnement (politique, économique et social) dans lequel ils doivent évoluer. Les risques pour le CIO sont similaires à ceux d'une entreprise qui serait incapable de s'adapter à l'évolution de son marché.

3

Le CIO devrait avoir une meilleure représentativité au niveau de ses membres. Les Comités Nationaux Olympiques (CNO) et les Fédérations Internationales (FI) sont sous-représentés et l'universalité du Mouvement olympique n'est pas respectée.

2

EVANGELOS ALEXANDRAKIS

Grèce

PLURALISME JURIDIQUE ET AUTONOMIE JURIDIQUE DES JEUX OLYMPIQUES

Malgré le fait que, lorsque les Jeux Olympiques sont organisés en un lieu donné, nombreux sont les décrets légaux qui ordonnent leur application, la Charte olympique et les règles du Mouvement olympique pénètrent dans le pays en étant appliquées sur ce territoire par le biais d'une déclaration jointe au contrat ville hôte signée par le gouvernement de l'État concerné.

Dans cette déclaration, le gouvernement garantit qu'il respectera les règles du Mouvement olympique. Dès lors, quelles que soient les différences de la législation de l'État avec les règles olympiques, le respect de celles-ci est une obligation de l'organisation des Jeux Olympiques dans la ville donnée.

Ainsi, malgré le pluralisme légal susceptible d'exister dans un lieu donné (la législation européenne peut aussi exiger son application) les règles olympiques parviennent à conserver leur autonomie.

Every time that the Olympic Games are to be held, we come across the problem of legal pluralism. There are many different legal orders that claim to be applied: the Olympic Movement Rules, the state's legislation and in case the Olympic Games are held within the European Community (EC) territory the EC rules as well. So, when there is a contrast among these legal orders, which one should prevail?

There are many occasions that could lead to an inconsistency. For instance, at the Olympic Games in Athens, the existence of the obligatory arbitration of the Court of Arbitration for Sports (CAS) and its ad hoc section was totally inconsistent with Article 8 of the Greek Constitution, which states that arbitration should be always a result of an agreement of the parties, as well as Article 8 of the European Convention on Human Rights.

The need for legal autonomy is really intense during the Olympic Games. That is why the International Olympic Committee (IOC), in order to secure its autonomy and the undoubted application of the Olympic Movement Rules, resorts to an interesting procedure.

The respect of the Olympic Charter and the Olympic Movement Rules is an indispensable prerequisite for the organisation of the Olympic Games by a city.



Once a city has been elected by the IOC to host the Olympic Games under the procedure provided by Article 34 of the Charter, it has to enter into a complicated written agreement with the IOC: the Host City Contract (HCC).

The agreement has to be signed by three parties: the IOC, the organising city and the National Olympic Committee (NOC) of the country. It should be mentioned that the NOC and the city have no right to negotiate the terms of the contract. The contract is on a “take it or leave it” basis.

According to the contract, the Organising Committee for the Olympic Games (OCOG), the NOC and the host city are jointly and severally liable for all commitments entered into individually or collectively concerning the organisation and staging of the Olympic Games.

The contract is binding for the government of the organising state. This is achieved by an attached statement in the contract, signed by the government of the respective state, which guarantees the execution of the contract and the respect of the Olympic Movement rules.

Therefore, a bond is established, which contractually obligates the organising state to respect the Olympic Charter and show tolerance to the potential inconsistencies within its legislation. In this way, the Olympic Movement Rules manage to penetrate in the national legal order and be respected.

This is of pivotal importance if we take into account that the Olympic Charter includes provisions about world peace and tolerance, human rights, the protection of the environment and a vision for education and culture. Thus, in theory the organising states should guarantee that the above principles should be respected during the organisation of the Games within their territory.

For this reason, not only does the state sometime abstain from interfering in the IOC rules but it also has to amend its legislation and even its Constitution in order to guarantee its compliance with its contractual obligation. For instance, in March 2004 the Constitution of the People's Republic of China was revised.

According to this revision, “the state respects and protects human rights.” Also, a special provision was introduced for the protection of property, which made the legitimately acquired personal property inviolable. Even though one could argue that there is no contractual obligation for a revision of the Constitution, but only for the respect of the Olympic Movement Rules, it should be stated that there was an indirect influence of the HCC and its contractual nexus.

China, via the Host City Contract that it had signed, was forced into a dialogue with the IOC and the values that it represents. Three years earlier, Greece had also amended its constitution in order to comply with the IOC Agenda 21 and the sustainable development that it required. Beyond that, many other laws were introduced for the organisation of the Olympic Games.

The legal autonomy of the IOC extends to its judicial autonomy, which is succeeded by the obligatory submission of all the disputes arising in the Olympic Games to a separate court, specialising in sport matters, the ad hoc section of the CAS. In this way a kind of separation of powers is created in the field of sport.

Certainly, overriding the state courts and the submission of the disputes to an arbitration court of an ambiguous nature and legality is really innovative and ground-breaking in world legal history. However, it can be alleged that the ad hoc section of the CAS is one more element of the Olympic Movement Rules which has to be respected by the organising state.

So, via the Host City Contract, the organising states agree to abstain from applying their national and probably the European legal order for a certain period and submit to the Olympic Movement Rules, which have to be followed for the proper and autonomous organisation of the Olympic Games.

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WAI CHEONG EUGENE CHEW

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AUTONOMIE ET RESPONSABILITÉ SONT ESSENTIELLES POUR CRÉER DE LA VALEUR

Les ressources allouées aux activités du Mouvement se sont considérablement accrues et ceci a conduit à des attentes plus vastes en matière de responsabilité de divers partenaires. Une telle pression rappelle invariablement l'importance de l'autonomie du Mouvement olympique dans le cadre de la portée et de la complexité plus étendues de la gestion de ces relations.

La perspective du Mouvement olympique comme organisation internationale permet l'examen de deux éléments essentiels – autonomie et responsabilité – qui doivent exister pour lui permettre d'être efficace dans la création de valeur conformément aux missions qui sont les siennes.

Le Mouvement olympique peut exercer son autonomie en restant fidèle à sa raison d'être comme organisation internationale et en établissant des mécanismes à même de traiter ses relations complexes. Il est aussi essentiel que les structures de responsabilité soient harmonisées avec les stratégies d'organisation du Mouvement. Le modèle de triangle stratégique pour la gestion stratégique est recommandé pour une étude approfondie de ce sujet.

International Organisations (IOs) are divided into inter-governmental and non-governmental. Examples of inter-governmental IOs are the United Nations and the International Red Cross; while international organisations not established by agreement among governments are called International Non-Governmental Organisations (INGOs). The International Olympic Committee (IOC), the supreme authority over the Olympic Movement, is an INGO.

IOs are often founded on and guided by the assumption of the existence of world public opinion and common human values. IOs see themselves as institutional manifestations of this global consciousness with this role originating and residing in this "global public" or "global community" (Iriye, 2002). As a result, IOs often, if not always, find themselves extending their influence into the sphere of governments in the pursuit of their objectives. The role of IOs is thus never completely free from interference from national governments.

Sport INGOs constantly struggle with governments' and other stakeholders' attempts to influence their decisions. This is most evident in government funding or private sector funding toward elite sport

development which exerts obligatory pressure on the National Olympic Committees (NOCs) or national sports bodies receiving these funds. While it seems acceptable from the funders' perspectives to use such monetary exchange platforms to forward their individual agenda, the pressure to pander to not one but multiple stakeholders' demands and expectations can create confusion in accountability and undermine the very essence of INGOs' existence.

In times of such pressures, the Olympic Movement (OM) needs to exert its autonomy by capitalising on its influence as an INGO. It must be oriented toward seeking international order, cooperation and interdependence. Instead of being drawn into adopting a conflictual or anarchical view of world affairs, the OM ought to steer clear from being impeded and instead work toward influencing its constituents, members, and even the global public by promoting transnational interests, i.e., cultural exchange, peace, human rights, developmental assistance, and environmental issues. In short, it needs to stay focused on contributing toward the betterment of humanity as it pursues the ideals of Olympism.

One way that the OM can retain its autonomy, while faced with the arduous task of managing multiple stakeholders with different interests, is to ensure that there is good governance to enable proper accountability.

In any relationship that the INGO establishes, one party usually ends up having to be accountable to another for the execution of some duty promised by the former. But how accountability is carried out often varies and is dependent on the nature of the relationships and obligations, i.e. power differences and degree of trust. And when INGOs find themselves embroiled in the issue of accountability, they often struggle with having to decide and prioritise which stakeholder they should accord primary accountability to. Should it be the sponsors, partners, clients, beneficiaries or staff?

Brown and Moore (2001) argue that such accountability decisions should be first based on a moral and ethical basis (such as reasons as to why one stakeholder is more deserving than others), followed by a legal basis (such as legitimate claims) and a prudential basis (i.e., the survivability of the INGO).

The issue of accountability can further help the INGO to achieve its goals, missions and values by making sure that its structures and systems of accountability are aligned with its mission. For example, it can adopt the "strategic triangle" strategy of accountability developed for non-profit organisations: the Value the INGO exists to accomplish; the ability of the INGO leaders to mobilise Support and Legitimacy in order to authorise the INGO to take action to achieve their goals; and the Operational Capability the INGO can rely on to deliver the desired results (Moore, 2000).



The strength, and arguably also the autonomy, of any INGO lies in the fact that it operates in a specific realm. INGO assumes and operates in another world apart from the inter-state frame of reference. The OM operates in the “World of Sport”, a specific global community defined by the Olympic Charter (IOC, 2007), thus enabling it to exercise this inherent power accorded within the Charter. One of the greatest values of the OM is its ability to build bridges to influence areas of concerns via sport. This is a compelling argument for its autonomy to be maintained. In facilitating the accomplishment of its transnational endeavors, the IOC should consider putting in place various mechanisms with detailed operational plans that would support the efforts of the OM. These mechanisms could include dialogues, diplomatic channels, legal processes and public relations strategies.

The recent provisional suspension of the Iraqi NOC by the IOC prior to the Beijing Olympic Games illustrates the necessity of adequate mechanisms in dealing with such delicate matters. The IOC invoked the Olympic Charter (Rule 28.9) to protect the autonomy of the OM in Iraq. The entire process that eventually led to the agreement between Iraqi government and the IOC and cleared the way for the Iraqi participation in the Beijing Olympic Games should provide the IOC the experience to chart the path toward further development of mechanisms in upholding the autonomy of the OM (IOC, 2008a, 2008b).

By strengthening its mechanisms and simultaneously balancing the “strategic triangle” strategy into their planning and negotiation with their stakeholders, the OM will gain alignment in terms of accountability and effectively play out its three roles as a Service-Provider, a Capacity-BUILDER, and a Policy-Influencer while maintaining its autonomy.

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CURT HAMAKAWA

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RÉFORME STRUCTURELLE DU CIO : PROPOSITION DE SUFFRAGE UNIVERSEL

Depuis la création du Comité International Olympique (CIO) par le baron Pierre de Coubertin en 1894 à la Sorbonne, l'adhésion au Mouvement s'est continuellement perpétrée à la manière d'une entreprise privée.

Toutefois, le Mouvement olympique équivaut à une fondation pour une grande part et il appartient ainsi au CIO d'envisager une structure de gouvernance qui soit en accord avec la dynamique et les exigences du XXI^e siècle.

Under the Olympic Charter, the number of International Olympic Committee (IOC) members cannot exceed 115, with stipulations that not more than athletes, International Federation (IF) executives, and National Olympic Committee (NOC) executives, are represented by a maximum of 15 individuals in each category.

This earmark guaranteed representation for these integral Olympic constituencies, is to be applauded. It does little, however, to allay concerns that voting by IOC members on the important issues of co-option or retention of members, inclusion or exclusion of sports on the Olympic programme, presidential succession, and selection of Olympic host cities is a fair and democratic process.

At the moment, there are 110 IOC members who hail from just 78 territories out of the 205 NOCs recognised by the IOC. Thus, a considerable majority – 62% of the 205 NOCs – do not have a single IOC member consigned to their territory.

Although as a private, self-perpetuating organisation, the IOC never contemplated a “one NOC, one member” policy, in this progressive era with a view toward greater universality, it is no longer acceptable that there be two classes of NOCs: those with one or more IOC members on the one hand, and those that are completely disenfranchised on the other.

For the sake of the IOC's credibility as an arbiter of fair play, it is imperative that when the important issues are brought to the IOC for decision, its stakeholders believe that there is indeed a level playing field. The IOC would bring great disservice – if not irreparable harm – to its continued viability as custodian of the public trust that is the Olympic Movement (OM), if the public believes that it maintains a certain institutional bias.



It is inescapable that under the current structure, the institution of the IOC decidedly favours the European continent. Presently, 43% of the IOC members are from Europe, even though European NOCs account for only 24% of the total number of NOCs, and of the 23 territories having more than one IOC member, 11 are European. Further, with seven of the eight IOC presidents coming from Europe and 28 of 45 Olympic or Olympic Winter Games held in Europe, it is readily apparent to even the casual observer that the Olympic Movement is not in all ways, virtuous.

To be sure, the IOC stands for universality and inclusiveness, and has made great strides in affording increased participation opportunities for women in sport, as well as being a vital partner of the Paralympic Movement. As a global movement that is also a beacon of fair play, however, the IOC cannot permit itself to be characterised in a manner that casts aspersions upon its otherwise good name and image, synonymous with equality and justice.

Thus, the IOC should consider a modification to its governance structure that would create a more diverse – yet inclusive – general assembly (IOC Session), while at the same time ensuring its independence and autonomy as the world's preeminent, multinational nongovernmental organisation. Specifically, the IOC membership should be expanded to include representation from each of the recognised NOCs and IFs, in addition to the members-at-large (not linked in an official capacity to NOCs or IFs), together with a provision ensuring that active athletes comprise 10% of the body. In this scenario, a reformed IOC under present conditions might consist of the following categories and numbers:

- Members-at-large: 70
- Members linked to NOC function: 205
- Members linked to IF function: 35
- Members who are active athletes: 35
- Total: 345

At the same time, the Charter should be amended to guarantee that a certain percentage of IOC members are women, consistent with the steady progress already made within the Olympic Movement and the IOC's own goals in this regard.

A general assembly of 345 members is neither unusual nor unwieldy, and in fact is a powerful demonstration of the universality that is a hallmark of the Olympic Movement. This structural change would not only assure suffrage on the part of previously disenfranchised NOCs and IFs, but it would go a long way toward blunting criticism of regional bias and political cronyism.

To be sure, it is only a matter of time before the “have-not” elements comprising a majority stand up, speak out, and organise to force

concessions on the part of the ruling minority. Thus, it would be both magnanimous and expedient for the IOC to propose on its own initiative the expansion of its membership to obtain broader participation of its principal stakeholders.

Increased cost should not be an impediment to paving the way to progress within the IOC in the 21st Century. In reality, the vast majority of the newly enfranchised NOCs and IFs under this proposal would be only too happy to underwrite their representatives' expenses. In fact, in a restructured general assembly along this model, the IOC might very well incur a cost savings if it is obliged to absorb the costs of just the active athletes and members at large.

The time has come for the IOC to consider a change to its governance structure that would be more representative of the pillars of the Olympic Movement, and at the same time render the institution less susceptible to perceptions of “unsporting” conduct, especially when it comes to voting on matters of global import and impact.

The IOC should seize this initiative to preserve and ensure its autonomy for the foreseeable future. It is the right thing to do and now is the right time to do it. To ignore this looming issue could prove more troublesome than the doping problem, and eventually result in radical reform and a governance structure that is beyond recognition.



LA BONNE GOUVERNANCE ET L'ÉTHIQUE

Nombre de contributions pour ce sous-thème en relation avec le sujet: 27

Nombre de contributions rejetées:	4
Nombre de contributions sur le rugby:	3
Total de contributions pour ce sous-thème:	34

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

La structure du Mouvement olympique dans son ensemble manque de transparence notamment en matière de prise de décisions. 14

Même si le Comité International Olympique (CIO) a progressé dans le domaine de l'éthique, des progrès restent à faire dans ce domaine, notamment en ce qui concerne la transparence de ses décisions. 12

L'augmentation du niveau d'éthique du Mouvement olympique passe par une application systématique du code d'éthique adapté à chaque composante du Mouvement olympique, y compris aux Jeux Olympiques. 11

L'amélioration du niveau de gouvernance du Mouvement olympique passe obligatoirement par une augmentation du niveau de formation de tous ses acteurs (dirigeants, athlètes, juges, arbitres, officiels, volontaires, etc.). 9

Compte tenu des valeurs qu'il véhicule et de sa mission, le CIO devrait, en partenariat avec d'autres organisations, suivre la situation des droits de l'homme, de la liberté de la presse, de la liberté d'expression et d'association, et des droits sociaux des pays qui ont la responsabilité d'organiser les Jeux Olympiques. 8

Même si le CIO a progressé dans le domaine de la lutte contre le dopage, des progrès restent à faire dans ce domaine, en particulier pour rendre cette lutte crédible. 6

Compte tenu des valeurs qu'il véhicule et de sa mission, le CIO devrait, en partenariat avec d'autres organisations, suivre en permanence la situation politique, économique et sociale des pays qui ont un Comité National Olympique (CNO). (Meilleure gestion des risques) 4

Par la nature même de ses structures et de sa représentativité, le CIO ne peut pas se considérer comme une entité démocratique. 3

Même si le CIO a progressé dans le domaine de l'égalité entre les hommes et les femmes, des progrès restent à faire dans ce domaine pour se rapprocher de la parité hommes-femmes. 3

Le Mouvement olympique devrait se pencher sur les pratiques en matière de gouvernance et d'éthique qui ont cours dans d'autres secteurs. Certains contributeurs ont pris pour exemple les Jeux Olympiques d'hiver de Vancouver en 2010 et la gouvernance démocratique. 3

Des moyens plus importants (en collaboration avec les autres institutions sportives) et des actions mieux coordonnées (en partenariat avec les gouvernements, les organismes spécialisés) devraient être mis en œuvre pour lutter plus efficacement contre la corruption et les matchs truqués. 2

Le CIO devrait envisager d'octroyer une reconnaissance ou un statut particulier aux experts/consultants avec lesquels il travaille car ces derniers contribuent à maintenir les standards des Jeux Olympiques, non seulement au niveau de l'organisation de l'événement mais également au niveau des candidatures. 1



SAMANTHA CONNOR

Grande-Bretagne

RÉFORME : CHAQUE ÉTAPE COMPTE

Tandis que le sport a subi de grands changements au cours des trente dernières années, le Comité International Olympique (CIO) a poursuivi avec succès la promotion des idéaux sportifs qui sont le fondement des Jeux Olympiques.

La structure du CIO, néanmoins, a subi de l'extérieur une pression pour se réformer. Le CIO a dû se moderniser, faire participer ses partenaires tels que les athlètes et les organes dirigeants nationaux, et reconnaître la nécessité d'une bonne gouvernance organisationnelle pour garantir l'avenir et la légitimité des Jeux.

Ces changements ont conduit à une organisation plus transparente et plus responsable, mais ces efforts doivent être poursuivis si le CIO veut se montrer réellement éthique, parvenir à l'égalité des sexes et promouvoir une bonne gouvernance organisationnelle dans tous les organes sportifs.

Unity, equality and fairness are fundamental ideals the Olympic Movement (OM) espouses, but in recent years, cheating, bribery and scandal have stolen the sporting headlines.

Sport is more than competition; it transcends political, religious and cultural boundaries, presenting those who govern sport with both great power and obligation.

Since the commercial success of the 1984 Los Angeles Olympic Games, sport has continued to emerge as a profitable industry leading an ever growing array of stakeholders to exert unprecedented pressure and influence over the activities and government of sport.

While professional athletes compete for medals, cities compete to host, and companies compete to be part of, the most prestigious and lucrative sporting event in the world: the Olympic Games.

The International Olympic Committee (IOC) thus faces increasing challenges to sustain the Olympic ethos under the pressure of the spiralling external demands.

It has been argued that international sporting bodies have largely retained structures developed to facilitate sport in a previous era and these are no longer capable of dealing with the array of issues that sport now presents (Katwala, 2000).

Sporting organisations can no longer assume autonomous control but must adopt “good organisational governance”, an ideal which is reliant on the adoption, not rhetoric, of seven principles: transparency, accountability, democracy, responsibility, equity, effectiveness and efficiency (Henry and Lee, 2004).

In terms of the Olympic Movement, these ethical principles must extend not only to the ruling bodies but also to the complex web of interrelated stakeholders who each harbour different needs and motives.

The IOC has been accused of having an ingrained bureaucratic culture, of being resistant to change and of having only a superficial commitment to organisational governance (Katwala, 2000).

These issues and the suggestion of undemocratic procedures entrenched within the organisation were brought to the forefront of public consciousness with the exposure of the Salt Lake City scandal and highlighted the need for a more open and accountable organisation.

The IOC 2000 Reform Commission and Ethics Commissions were created to modernise the organisation and create a culture underpinned by transparency, accountability and ethics.

These reforms are evidence of the IOC's recognition that good governance is essential to protect the image of the Committee as well as its autonomy and the future of the Games.

The composition of the IOC, despite reform to its democratic procedures, is one aspect of its governance that has been repeatedly questioned. The IOC has sought to involve more stakeholders, such as athletes and National Governing Bodies, in the membership base but has failed to successfully extend this representation to women.

In 1996 the IOC set targets to improve the gender equity of the organisation and associate bodies: 10% of decision making positions to be held by women by 31st December 2000 and 20% by 31st December 2005 (UK Sport, 2007). Regardless of the second benchmark, in 2006 women only constituted 13% of IOC members and 6.6% of the IOC Executive Board (IOC, 2006). The IOC failed to meet these minimum targets despite the organisation holding ultimate responsibility for appointing members.

The failure to achieve the specified targets questions the organisation's commitment to change and true equity. Power within the IOC also remains centred in certain regions and reform has not created region representation of stakeholders.

In 115 years of IOC history, a European has reigned as president for 95 years and as of July 2007, Europe had 45 members on the 115 member



committee, almost twice that of any other continent (Chappelet and Kübler-Mabbott, 2008).

Have the reforms succeeded? Does the IOC exhibit “good organisational governance”? In some of its policies, it cannot be denied that the IOC has made progress toward acceptable governance standards.

The IOC has become more open, and access to sessions for the media and the public publication of accounts both represent steps toward transparency. The establishment of the Ethics Commission has made the IOC more accountable but stakeholders still hold limited influence.

The IOC, despite a reformed membership structure, cannot be described as democratic. Until members are elected solely on competence and the membership is representative of the regions it serves, the IOC cannot be fully accountable to, nor meet the needs of, its stakeholders effectively. The role of women within the organisation and the failure to meet targets indicates the IOC needs to go further to achieve objectives, not make targets merely as a public display of action.

The need to increase female representation has in itself raised the issue of gender equity and placed the agenda in the consciousness of sporting organisations but further action needs to be taken.

Too much power is held within the “inner circle” or IOC Executive Board and significant involvement from stakeholders needs to be made a legitimate objective. Democracy and good governance will minimise the intervention by external bodies such as the EU, maintain corporate support and regain the trust of stakeholders.

The 2009 Olympic Congress has adopted governance as one of its core themes, suggesting the reform of the IOC may continue to be evolutionary rather than radical – a trend reflected in other transnational sporting organisations. Caustic change may not be publicly popular but is significant progress and represents a crucial step if the IOC is to continue to lead by example and try to achieve an ethical sporting environment for all those involved.

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BRUNO FERRAZ

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LES FONDATIONS DE LA STRUCTURE OLYMPIQUE

Avec l'accroissement du nombre des participants en sports et l'extension de la couverture médiatique, les Jeux Olympiques sont devenus l'une des plus grandes manifestations de l'humanité.

Avec ce développement, la responsabilité des autorités concernées par le sport s'est accrue elle aussi, en vue du maintien des idéaux olympiques avec intégrité et en faisant honneur à ses traditions. Dans ce contexte, l'éthique est la clé de la poursuite d'une bonne gouvernance du Mouvement olympique.

The International Olympic Committee (IOC) has the delicate task of uniting all countries of the world around sports. The 205 national delegations, represent the most diverse cultures, ideologies and points of views.

In this context, the people who rule sport around the world have a responsibility to act with wisdom and impartiality, to ensure compliance with the principles of the Olympic Movement (OM).

This sense of duty should not be restricted only to the administration of the IOC, but also to those responsible for the international sports federations and the National Olympic Committees (NOCs), and also the athletes.

The individual who does not know the International Olympic Committee well, believes that this organisation is only a board of people who discuss the rules of each sport, and every four years has a large multi-sports event. But the activities of the IOC are much more complex: involving politics, diplomacy, advertising, medicine, education and many others. This shows the greatness of the Olympic Movement and its evolution for more than a century of history.



The growth of the Olympic Movement also resulted in greater responsibilities for the IOC. Today, this organisation has a structure that can be compared to that of an independent State, with its committees and other administrative bodies. And for it all to work perfectly, a good government is needed, beginning with the IOC Executive Board (EB) and extending to all persons involved in sports. Some attitudes that can help to achieve good governance in the context of the Olympic Movement are :

- Integrate all sectors of the Olympic Movement ;
- Increase the contact of society with the Olympic Movement ;
- Increase the importance of sport in countries and regions where sport is not developed ;
- Encourage the participation of private enterprise in sport ;
- Train professionals involved with sport ;
- Act with neutrality in political affairs that exclude sport ;
- Comply with the rigid principles of the Olympic Movement, for example, the Olympic Truce and Olympic Charter.

The authorities of the International Olympic Committee cannot forget the importance of this movement for global society, and the values it represents. Thus, ethics should be one of the cornerstones in the management of sport.

Therefore, there is the IOC Ethics Commission and the IOC Code of Ethics, which are key to maintaining this ideal within the Olympic Movement. In actions relating to sport, ethics should be focused on two topics : ethics in the administration of the IOC and other sports bodies, and ethics in competitions.

Ethics in the administration of the IOC and other sports bodies

This starts with the leadership role played by the International Olympic Committee, which influences the other sporting bodies, and has the function of setting an example for these institutions. For the IOC to practice “good governance”, clarity and transparency in its processes and decisions is first required to eliminate any possibility of fraud or corruption.

An example of a situation where transparency is required is the choice of the city that will receive an edition of the Olympic Games. The final decision should be taken based on the merits of the city and its real capacity to receive this event, excluding any political interference or influence of power.

Ethics in competitions

Ethics is not limited only to the leaders of sport, but also to athletes and officials of the Olympic Games and other sporting events. In addition to fighting doping, which has evolved in recent years thanks to the efforts

of the World Anti-doping Agency (WADA), we must ensure that technologies and inventions of modern times do not replace the human factor, as these technologies are restricted to people with favourable financial conditions, which excludes athletes from several countries.

It appears that technological advances when they are not applied in the same way for all athletes, will break the Olympic Ideal and principles of fair play.

The Officials (like referees and judges) should also be able to act ethically in their decisions. Technology should become an important ally of Officials.

For the success of the Olympic Games and for the fulfilment of the principles cited, highly qualified professionals are needed. Some of these professionals can be found within the sports, but there are many professionals with essential academic formations that are not related to sports, such as economics, administration, international relations, and marketing, among others.

Not only the International Olympic Committee but also the entire sports society needs visionary people who know how to seize opportunities to expand the Olympic Movement. The International Olympic Committee could create partnerships with universities in several countries to encourage young people to know the organisational side of the Olympic Games and also discover new talent in the future that could be integrated into the leadership team of the IOC.

For an athlete to achieve victory and win the gold medal, he had the help of several people who in many cases remain anonymous. This is the concept of “structure” : the basis that few see, but that is fundamental. Likewise the work of the authorities involved in sport, must be conducted with the aim of maintaining the good reputation of the Olympic Movement.



HUMAN RIGHTS WATCH

INTÉGRER LES DROITS HUMAINS DANS LE PROCESSUS OLYMPIQUE

Les violations des droits humains en Chine liées à la tenue des Jeux Olympiques à Beijing en 2008 ont clairement montré la nécessité pour le Comité International Olympique (CIO) d'intégrer les droits humains dans ses procédures de sélection et de surveillance du pays hôte.

De telles réformes sont essentielles à l'approche des Jeux de 2014 à Sochi, car nombre des préoccupations sur les droits soulevées dans le contexte des Jeux à Beijing sont pertinentes en Russie. Human Rights Watch appelle à la création d'un comité permanent au sein du CIO sur les droits humains qui aiderait à fixer et à surveiller les références en matière de droits humains relatifs à la liberté des médias, au droit du travail, à la liberté d'expression et aux libertés civiles. Normes universelles qui s'appliquent déjà à tous les pays.

Ce comité pourrait remplir une fonction vitale dans la communication approfondie entre le CIO et les organisations ou personnes qui se préoccupent de ces droits. Human Rights Watch demande instamment que les prochains contrats ville hôte des Jeux soient rendus publics.

The notion of “good governance” refers first to the International Olympic Committee (IOC), which must enforce the principles of the Olympic Charter including the “preservation of human dignity”, but also to the host country, which cannot adequately represent Olympic values if it violates basic human rights.

The notion of “ethics” is enshrined in the First Fundamental Principle of Olympism, according to which Olympism seeks to create “respect for universal fundamental ethical principles.” Any violation of human rights contravenes this principle.

1. CASE STUDY : THE BEIJING OLYMPICS

Human Rights Watch extensively documented four types of human rights violations related to China's hosting of the 2008 Beijing Games:

- **Media censorship:** The Chinese government repeatedly violated its own pledges on media freedom, as documented in our reports “You Will Be Harassed and Detained” (August 2007) and “China's Forbidden Zones” (July 2008). Government censorship during the Olympic

Games of news of a major public health threat – China's melamine-poisoned milk – contributed to the sickening of 294,000 children and the death of at least six infants.

- **Forced evictions of Chinese citizens:** To build Olympic venues in Beijing and other cities, thousands of Chinese citizens were forcibly evicted from their homes with practically no form of due process either in terms of consultation or compensation.
- **Abuse of migrant construction workers:** As documented in our report “One Year of My Blood”, many of the estimated one million migrant construction workers who built the Olympic venues faced insufficient and sometimes unpaid wages as well as hazardous working conditions, with few means of redress.
- **The silencing of civil society and rights activists:** The period leading up to the Beijing Games was marred by the jailings or house arrests of activists who had specifically criticised the Olympic Games (including Sakharov Prize winner Hu Jia), and of Chinese citizens who had officially applied for the right to protest in one of the protest zones set up by the Chinese government itself.

The image of the Olympic Movement also suffered a serious setback in March 2008, when the Chinese government violently cracked down on protests in Tibet, leading to massive protests in major cities on the Torch Relay itinerary.

A complete description of rights abuses in China in the context of the Beijing Games can be found here: <http://china.hrw.org/>.

2. HUMAN RIGHTS ABUSES IN RUSSIA AND THE SOCHI 2014 OLYMPICS

Many of the human rights concerns Human Rights Watch documented in China are relevant for Russia and could impede Russia's ability to host the 2014 Winter Olympics with full respect for human dignity and good governance.

The Russian government uses restrictive laws to harass and close non-governmental organisations, has effectively stifled political opposition and civil society, and restricts and censors the media.

Outspoken journalists and human rights defenders risk not only harassment, but, in some cases, murder. In January, a prominent human rights lawyer was assassinated together with a Novaya Gazeta journalist. The Committee to Protect Journalists ranked Russia as the world's third deadliest country for reporters for 1992-2008, during which 49 Russian journalists were killed.



Like China, Russia relies heavily on migrant construction workers. As documented in Human Rights Watch's report "Are You Happy to Cheat Us?" (www.hrw.org/en/reports/2009/02/09/are-you-happy-cheat-us-0), many workers suffer violations including withheld wages, physical abuse, hazardous working conditions, and in the worst instances, forced labor.

Given the scale of construction planned for the Sochi Games, it is essential to ensure effective protection for the workers who are already being recruited for construction of Olympic venues and other facilities.

Sochi's proximity to the Georgian border and to Chechnya may also increase the risk that the Russian government will harshly repress any form of dissent prior to the Olympic Games.

3. PROPOSAL FOR AN IOC COMMITTEE ON HUMAN RIGHTS

In order to address Olympics-related human rights violations in all future host countries, Human Rights Watch submitted to the International Olympic Committee in January 2008 a plan for the creation of an IOC standing committee on human rights, or similar mechanism to monitor human rights in host countries.

Such a committee would help set and apply human rights benchmarks for potential Olympic hosts. These standards would be included in the IOC Model Candidature for Olympic host countries. We also recommend that future Host City Contracts be made public. This committee could also serve a vital function as a liaison between the IOC and rights organisations or individuals on human rights issues.

The proposed committee would monitor the host country's adherence to specific human rights benchmarks, including:

a. Media freedom benchmarks

- Granting of media freedom (to domestic and foreign journalists, as well as Internet reporters), in accordance with the Olympic Charter;
- Establishment of a mechanism for journalists to file complaints, for example on the IOC's website;
- Ensuring freedom of movement for journalists covering the country during the Olympic Games.

b. Labour rights benchmarks

- Establishment of an independent commission to investigate and report on labor-related abuses relating to Olympics venues;
- Full disclosure of all labor disputes, workplace injuries and deaths on construction sites for Olympic venues;

c. Freedom of expression and association benchmarks

- Granting of full freedom of expression and association to rights activists, other citizens or organisations expressing peaceful criticism of the host country;
- Authorisation of peaceful demonstration during the Olympic Games, in accordance with international norms of freedom of assembly.

d. Civil liberties benchmarks

- Ban on any forced evictions of host city residents, without due compensation and right of appeal, to make way for the construction of Olympic venues;
- Ban on any "sweeps", i.e. forcible removal from the host city of "undesirable" citizens such as rights activists or others (e.g. rural petitioners in the case of the Beijing Games).

MARY HUMS

États-Unis d'Amérique

UNE LISTE DE VÉRIFICATION DES DROITS HUMAINS À SURVEILLER EN SPORT

Respecter les droits humains en sport est une responsabilité dont ceux qui œuvrent au sein des organes dirigeants sportifs doivent avoir conscience.

La Charte olympique précise clairement que la pratique du sport est un droit humain. Mais comment les organisations sportives peuvent-elles savoir si elles respectent bien les droits humains de leurs participants?

Cet exposé propose l'élaboration d'une liste de vérification des droits humains conçue pour aider les administrateurs sportifs à surveiller le statut de ces droits au sein de leurs activités d'organisation.

Sport governance is defined as "the exercise of power and authority in sport organisations, including policy making, to determine organisational mission, membership, eligibility, and regulatory power, within the organisation's appropriate local, national or international scope" (Hums & MacLean, 2008, p. 4).

Sport governing bodies make operational decisions covering a wide variety of concerns. An issue which is beginning to come to the forefront of good governmental practices is concern for human rights for all



individuals involved with sporting practices. Within the Olympic Movement, the ideals of Olympism can be closely tied to respect for human rights within sport.

While human rights is a subject long studied, research on sport and human rights is relatively recent (Corbett, 2006; DaCosta, Abreu, & Miragaya 2006; Donnelly & Kidd, 2006; Roy, 2007; Wolff & Hums, 2007). A comprehensive examination of the state of human rights in sports is needed (Kidd, 2008), as is a standard way to assess the status of human rights within sport organisations. The role of sport governing bodies in monitoring human rights in sport has not been extensively addressed in the sport management literature. The Olympic Charter, however, clearly states that within the Olympic Movement “the practice of sport is a human right” (International Olympic Committee, 2007, p. 11).

Numerous United Nations conventions address human rights in sport, including the Convention on the Elimination of Discrimination Against Women (CEDAW), Convention on the Rights of the Child (CRC), Convention on the Rights of Persons with Disabilities, the Geneva Convention Relative to the Treatment of Prisoners of War, International Convention Against Apartheid in Sports, and International Convention on the Elimination of All Forms of Racial Discrimination (Morris, 2008). But how can a sport organisation's record of human rights be assessed and evaluated?

This contribution discusses and explores the development of a human rights in sport checklist which outlines the rights of all participants in sport and makes possible the examination of the current status of human rights in sport. The development of the checklist was facilitated by Sport in Society, a Northeastern University Center located in Boston, Massachusetts, USA, and is based on language used in existing human rights checklists. It was established within the framework and guidelines of international treaties and conventions addressing human rights in sport (Hums, Wolff, & Morris, 2009).

The checklist includes the following sections:

1. Social rights
2. Health and safety rights
3. Sport and employment rights
4. Justice in sports rights
5. Environmental rights
6. Financial rights

This contribution addresses the potential applications and outcomes of using the checklist, and examines the barriers, challenges, and opportunities with respect to monitoring and implementing human rights within and through sport.

“By using the Olympic Movement as not just a catalyst of change, but also a tool for human rights implementation, the goal of modern Olympism may be successfully attained” (“The Olympic Obligation to Women and People with Disabilities: A Human Rights Perspective”, 2008, p. 20).

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MARIE KRONBERG

Allemagne

BONNE GOUVERNANCE ET ÉTHIQUE POUR LE MOUVEMENT OLYMPIQUE

Les idées de bonne gouvernance et d'éthique sont des concepts importants pour promouvoir les idées et les valeurs du Mouvement olympique. Une mauvaise presse par le passé a entraîné une réflexion et les premières mesures ont déjà été prises, c'est-à-dire l'adoption d'un code d'éthique par la commission exécutive du Comité International Olympique (CIO) en 2007.

Néanmoins, d'autres mesures en faveur de l'image idéale du Mouvement olympique demeurent nécessaires à tous les niveaux pour favoriser et renforcer l'application des principes établis dans le code et pour que le Mouvement olympique continue d'être un exemple à suivre, en ce qui concerne les valeurs et l'éthique pour la jeunesse et le grand public. Des ateliers, des brochures d'information, des concours et des centres d'évaluation figurent parmi les options possibles.

I. INTRODUCTION

The Olympic idea is not only based on fairness in sports but also demands ethical behaviour of all representatives involved. Corruption, doping, discrimination and lack of transparency are therefore imminent threats to the Olympic Movement and its perception in the public.

II. "GOOD GOVERNANCE" IN THE CONTEXT OF THE OLYMPIC MOVEMENT

The notion of "good governance" usually describes the responsible use of power and was originally developed by the World Bank in the 1980s. It has since been used by various international organisations in charge of development cooperation as a central criterion for their multilateral cooperation.

Generally, good governance describes the idea of a system free of abuse and corruption, and with due respect for the rule of law. It is a collection of methods and instruments to assess the quality of decision making, with transparency, participation, responsibility, efficiency and fairness being its main issues. Of course, this is an ideal which is difficult to achieve in its totality. But the main idea behind the notion of "good governance" is that of a fair and transparent administration.

So this idea can easily be transferred onto the Olympic Movement and the sports system as a whole. For the Olympic Movement and its

credibility it is imperative to avoid any suspicions of corruption, wangles or the like during the process of decision-making.

Good governance can thus be seen as being an Olympic value. Therefore it is not only a concept to be applied to the organisational and decision-making processes within the Olympic Movement itself, but also a value to be promoted outwardly and to reward within the means of the Movement. For example, Olympic Games should not be awarded to the country or the city that pays best for them or has the closest connections to officials, but to the one presenting the best concept incorporating all Olympic values such as fairness, sustainability, etc.

The public must realise that everybody has a fair chance of winning, both in the sports events and in the organisational process, and that decisions are not being dealt out beforehand behind closed curtains.

III. A "CODE OF ETHICS" FOR THE OLYMPIC MOVEMENT

The notion of "ethics" describes a concept of proper conduct and good living which applies to all areas of life. Pierre de Coubertin, founder of the Olympic Movement, has already pointed out the importance of ethical considerations in sports in 1910.

A popular means of introducing a system of good governance into companies has been the implementation of a code of ethics precisely stating the rights and duties of all members of the decision-making body. The International Olympic Committee (IOC) also adopted such a Code of Ethics on 26 April 2007 in Beijing. It contains the principles of dignity, integrity and confidentiality which are to be respected and ensured by all Olympic parties, including not only the IOC itself but also candidate cities, Organising Committees for the Olympic Games (OCOGs) and National Olympic Committees (NOCs) – i.e. the Olympic Movement as a whole.

All these principles trace back to the Olympic ideal that has been inspired by Pierre de Coubertin.

IV. STATUS QUO IN THE DISCIPLINES OF GOOD GOVERNANCE AND ETHICS

The crucial question is whether administrators and officials have already been trained sufficiently in the fields of good governance and ethics or not, and whether they are implementing those concepts as described above or whether there is still room for improvement.

The main threats to both ideas – in the environment of the Olympic Movement – are the issue of athletes' doping, and the one of corruption among officials and representatives, which have both regularly made their way into the public and the media lately. There have been



improvements since the last biggest corruption scandal around the Salt Lake City Games in 2002, yet the credibility of the Olympic Movement demands further steps to stop such occurrences, as new rumours of the idea of Olympism being corrupted from within appear regularly.

V. IDEAS FOR IMPROVEMENT

Good governance and ethics being important Olympic values, they have to be promoted by the IOC and the entire Olympic Movement as leading examples in this field for the world at large and youth in particular.

Possible procedures of promoting the values of good governance and ethics are, for example, the following :

- Implementing regular workshops on good governance and ethics within the Olympic Movement, compulsory for all official staff and representatives ;
- Publishing brochures and other information material both for members of the Olympic Movement and for the general public in media campaigns to strengthen the idea of good governance and ethics as Olympic values ;
- Designing contests for concepts of good governance and ethics :
- Creating instruments to assess the progress in both fields :
- Rewarding good governance and ethics in applicant cities and their organising committees by assigning extra points or other advantages in the applications procedure.

VI. CONCLUSION

The ideas of good governance and ethics are important concepts to promote the ideas and values of the Olympic Movement. Bad press in the past has caused a re-thinking and first steps have been taken already, i.e. through the adoption of a Code of Ethics by the IOC Executive Board in 2007.

However, further steps toward the ideal image of the Olympic Movement are still necessary on all levels to foster and strengthen the implementation of the principles laid down in the Code, and for the Olympic Movement to continue to be a leading example in concerns of values and ethics for the youth and the people at large.

SHARON LEICH

Australie

VERS UNE APPROCHE MODERNE DE L'ÉTHIQUE ET DE LA GOUVERNANCE

Étant donné la situation actuelle agitée dans le monde entier, il est essentiel qu'une organisation telle que le Comité International Olympique (CIO) conserve un Code d'éthique et de gouvernance strict.

Ce Code protégera toujours l'organisation et l'aidera à préserver sa réputation au niveau mondial.

Il est capital de garder l'image d'une organisation à l'écoute de la jeunesse mondiale et qui lui offre un équilibre. Si ces constantes continuent à exister, le CIO sera toujours vu comme ayant une bonne gouvernance et comme une organisation reposant sur l'éthique.

As an Australian observer of the Olympic Movement (OM) during the course of my lifetime, and also as one who attended and enjoyed the experience of seeing the outstanding athletes of the world perform in Australia for the 2000 Sydney Olympic Games, I wish to contribute to your discussion on how the International Olympic Committee (IOC) can now move forward to a future of good governance and good ethics.

The message that you have now delivered to us is that you are prepared to listen to other points of view and not just those from within the Olympic Movement. This is a wise decision as it promotes transparency by allowing independent people to view the structure of the organisation and evaluate the tasks ahead from a new perspective.

The primary role for everyone involved with the Olympic movement is to listen to the needs of others and foster goodwill within the organisation. Good governance is about the enthusiasm to embrace people from all areas of life and is about listening to new ideas from people who have no agenda and who want to see that particular entity grow and enlarge. The general public of the world are well placed to tell you whether you are acting honestly and ethically.

This is why it is essential to ask others to be involved in your discussions. Your organisation has become one of the most identifiable names in the world today. When one hears the name International Olympic Committee, one immediately thinks of an entity that is worldly, experienced, wealthy and large.



With such a reputation there is a need for constant assessment of how it copes with its many commitments to the youth of the world. In establishing an opportunity like this for citizens from many countries to help guide you in the right direction, rather than use the formula that you may have followed in the past, means that you will be able to take the best ideas put forward and use them to enhance the programmes that currently exist.

This is what good governance is about. As you reflect upon the successes of the past it will also become necessary for you to establish whether your accomplishments were ethical.

The world of today will no longer honour people who twist the truth or lie about what they are trying to achieve. There are now too many people in the world suffering unimaginable deprivation and it has now become unethical to not think beyond the boundaries of what is familiar and easy to achieve. We need to look around us and strive to make decisions that will benefit many people.

The IOC needs to begin to think about how it can improve life for the athletes of the future. It needs to create a "Future Forum" to debate how it will cope with dealing with the countries that no longer can afford to help their young athletes.

This will also assist with the governance of the organisation and help the people within it conduct their duties in a way that fully recognises their duty of care to others.

The role of ethics in any organisation helps enhance the principles, beliefs and values that are necessary for everyone to work together in harmony. One way of gathering a world view for the future and set about creating a modern code of ethics is to continue to seek advice regularly from a group of the people who have agreed to give you submissions for the Olympic Congress.

Everyone that has replied to you has shown that they have a great interest in your organisation and would, when brought together, give you a rare insight into what they think the IOC can do. It would be a group of people who have no agenda but to serve.

In the current climate it is even more essential to seek advice from ordinary citizens of the world rather than the lobbyists who seek to influence your decisions in the hope of gaining something for themselves. Ethics can be used as a tool to empower and win the hearts and minds of others to your cause.

It can also be used to push innovative new ideas regarding how you manage the Olympic Games of the future. With regard to the current turbulence in financial matters in the world today, perhaps a more ethical path toward holding future Olympic Games may be one where it is

seen that less money is spent in preparation for the Olympic Games. The world now has some very serious financial problems that may not be resolved for many years.

It may now be time to begin to reflect upon the expectations placed upon each city and recognise the financial limitations that countries will now have in trying to host the Olympic Games.

A strategy that recognises this in the future and aims to alleviate some of the financial difficulties that can arise can only be heralded as an ethical step forward. Much wisdom comes to those who seek the ethical path in life. As the IOC operates as a major, internationally-known organisation, it is essential to maintain an image of one who listens and attempts to maintain a balance in the world. During the last decade our societies have been riddled with bad governance and those poor decisions have had a catastrophic impact on our societies.

If you are able to implement good decisions for the future that will benefit and enhance society you will be seen as having good governance and also be known as an organisation based on ethics.

BECCA LEOPKEY

Canada

LA GOUVERNANCE DE L'HÉRITAGE DES JEUX OLYMPIQUES : 1896-2016

L'importance croissante accordée par le Comité International Olympique (CIO) et les comités de candidature/d'organisation à l'héritage des événements a créé le besoin de mieux comprendre la structure et le processus de sa gouvernance démocratique (par exemple, performances, responsabilité), en particulier pour les parties prenantes des événements (par exemple, gouvernements, Fédérations Internationales, sponsors, grand public, athlètes) (cf. Parent, 2008).

Par conséquent, le but du présent article est de présenter et d'expliquer les tendances majeures (par exemple, modifications de l'héritage, des acteurs/parties prenantes du réseau, des structures et processus de gouvernance) dans la gouvernance démocratique de l'héritage dans tout le Mouvement olympique moderne (c'est-à-dire de 1896 à nos jours).

Les tendances émergentes présentent des variations dans la structure et les processus de gouvernance de l'héritage, y compris des changements dans la participation, les performances, la responsabilité et les pratiques relatives à la transparence.



The impacts of a sporting event and even more specifically the legacy of an Olympic Games can include planned and unplanned effects. These impacts can be either positive or negative, and can have intangible and tangible consequences for its host, which have changed over time throughout the evolution of the Olympic Movement, and differs according to the context (Cashman, 1999, 2003; Gold & Gold, 2007; Preuss, 2007).

The increased emphasis on event legacy by the International Olympic Committee (IOC) and candidate/organising committees has led to the need for a deeper understanding of the evolution of this phenomenon, more specifically the structure and process of its democratic governance (e.g., performance, accountability), especially for event stakeholders (e.g., governments, International Federations, sponsors, general public, athletes) (cf. Parent, 2008).

Although research on sport event legacy and Olympic legacy can be seen throughout the sport (event) management literature, such research has typically focused on the economic impacts of these events (Crompton, 1995, 1999; Daniels & Norman, 2003; Horen & Manzenreite, 2004; Preuss, 2000, 2005) and therefore exemplifies the need for more research about the democratic governance of legacy in sporting events.

The term governance is an extremely broad concept and has been used in many contexts (e.g., economic development, global, corporate, state and politics, coordinating activities through networks), and as a result, there is a large amount of ambiguity between its various uses (Hoye & Cuskelly, 2007; Hirst, 2000; Pierre, 2000). However, as Hirst (2000) suggested, most of its applications centre on a “post-political search for effective regulation” or a new form of organisation (p. 13). The basic concept of democracy is that majority decision-making reflects the will of the public, or more simply majority rule (Deleon, 2005; Pierre, 2000).

Democracy is central and virtually essential to good governance (Rhodes, 1997). Democratic governance can be defined as “the management of societal affairs in accordance with the universal principles of democracy as a system of rule that maximises popular consent and participation, the legitimacy and accountability of rulers, and the responsiveness of the latter to the expressed interests and needs of the public” (Nzongda-Ntalaja, G., 2004, June).

Performance (i.e., effectiveness), accountability (i.e., justification), participation (i.e., involvement of stakeholders), and transparency (i.e., accessibility to organisational information) are considered key aspects to democratic governance and as such play a central role in this project.

No research has specifically examined and combined the results of the historical evolution (e.g., change and development of legacy over time)

and its actual organisational democratic governance (e.g., performance, participation, accountability, transparency). The purpose of this paper is therefore to show and explain the major trends (e.g., changes in legacy, network actors/stakeholders, governance structures and processes) in the democratic governance of legacy throughout the modern Olympic movement (i.e., 1896-current day).

This was done through a content analysis using ATLAS.ti 5.5 and subsequently a network analysis with the help of UCINET 6 of available original Olympic Games bid documents/candidature files (200) and final reports (45) found at the Olympic Studies Centre (OSC) in Lausanne, Switzerland.

Emerging themes from early document analysis showed various legacy governance trends and changes in network actors. Changes in governance structure reflect a shift from individual impacts on legacy governance (e.g., individual donations such as M.G. Averhoff's who paid for the restoration for the Panathenian Stadium in 1896), to the control of the Games by World Fair committees in the early 1900s, to the direction of legacy (with a focus on infrastructure) by small sub-committees to much larger and complex legacy governance roles and independent legacy organisations.

For instance, the 1992 Barcelona Organising Committee for the Olympic Games (OCOG) focused on the urban regeneration of the city and spread the responsibility for Games legacy over three organisations: the Olympic Galleria, the city library, and the Centre for Olympic Studies (Cashman & Hughes, 1998).

More recently, there has been a shift to creating independent organisations such as the Sydney Olympic Park Authority. Vancouver 2010 was the first candidate city to create an independent organisation dealing with the legacy of the Games, even if they were not awarded to the city.

LegaciesNow is a separate entity which was developed to ensure sport development and community capacity building opportunities in British Columbia, and to ensure that sustainable legacy was a viable possibility (LegaciesNow, 2008; VANOC, 2008).

Democratic governance processes have also changed. For instance, increased participation by event stakeholders is evident. For example, Vancouver held a referendum prior to submitting their bid in order to evaluate public support for the event, and athletes are now elected to positions on the IOC Executive Board.

In addition, increases in accountability and transparency from both the organising committees and the IOC itself has occurred as a result of numerous events such as increased sponsorship dollars associated



with the Olympic Partner Programme (TOP) and the scandals related to the selection of host cities (e.g., Salt Lake City).

Legacy as a concept first emerged in bid documents of the Melbourne 1956 Games (MacIntosh, 2003). As the Games increased in scale over time, as a result of increasing television coverage and the initiation and growth of sponsorship programmes, legacy has become a more important aspect to the hosting the games (Gold & Gold, 2007).

As a result, it is clear that the democratic governance of Olympic legacy has changed over time with the increased scale and impact of the Olympic Games.

Creating a sustainable legacy has become a much more complex issue and therefore its governance has undergone a massive evolution in terms of the processes and structures used to ensure a successful Games.

Note: Full references will be available by the Congress Secretariat upon request.

RISTO NIEMINEN

Finlande

JUSTES CAUSES ET INTÉGRITÉ DANS LE SPORT

La World Lottery Association (WLA) compte 137 loteries d'État réparties dans 76 pays et sur six continents. Leurs ventes annuelles dépassent les 154 milliards d'euros.

Le modèle des loteries d'État nécessite l'appui et le soutien actif des responsables politiques et d'institutions respectées dans le monde entier telles que le Comité International Olympique (CIO) pour pouvoir poursuivre sa mission, qui est de répondre à la demande d'un jeu responsable tout en créant des bases financières durables et solides pour les bonnes causes comme le sport, et en particulier pour les sports amateurs et locaux.

Le trucage des matchs, le blanchiment d'argent et autres attaques contre l'intégrité du sport ont été, et sont encore, une partie très dangereuse du sport contemporain. Un tiers indépendant peut être requis pour améliorer et développer la coopération entre les parties qui doivent réussir à éradiquer le problème de manipulation des résultats sportifs.

Avons-nous besoin d'une Agence mondiale pour l'intégrité dans le sport ?

I. GOOD CAUSES

The World Lottery Association (WLA) counts 137 state-controlled lotteries from 76 countries and 6 continents and their annual sales exceed USD 220 billion. They are all founded on the basic principles that lotteries must be well-controlled by their respective government to avoid excessive play and prevent criminal activities, and that all lottery proceeds must go back to benefit society.

Every year and in the European Union (EU) alone, some 50 state-controlled lotteries make more than EUR 21 billion available for good causes like sports, education and culture, and worldwide the figure passes the EUR 40 billion mark.

In my native Finland, a country of just 5 million people, the national lottery, Veikkaus, produces over EUR 100 million for sport every year. On average in Europe, around 50% of the funding of sport organisations, including National Olympic Committees (NOCs) is dependent on state funding. Much of this state funding comes from national lotteries.

This is only possible because governments around the globe have given state lotteries exclusive rights and exclusive obligations: exclusive rights to meet the demand for gambling in a controlled manner and exclusive obligations not to have as an aim to generate money for private shareholders but rather for societies at large.

Internet technology has made it possible to supply games from any corner of the world to players in practically any state. The size of internet gambling is not large. It is estimated that 5% to 6% of total gambling supply comes from private Internet bookmakers typically established in tax havens around the world. Although limited in size, private Internet gambling operators put pressure on governments and the way they regulate gambling.

The model of state lotteries has proven its legitimacy and value across the world. It is respected and supported by a large majority of the world's population. However, the model of state lotteries do need the back-up and active support from policy-makers and worldwide respected institutions like the International Olympic Committee (IOC) to be able to continue its mission of meeting the demand for responsible play and at the same time creating a sustainable and solid financial foundation for good causes like sports and in particular for amateur and grass roots sports.

II. SPORT INTEGRITY

As lotteries around the world strive to raise funds to maintain the welfare and independence of sport, other serious challenges loom on the



sporting horizon. Match fixing, money laundering and other attacks on the integrity of sport have been, and are still a highly dangerous part of modern sport. If we feel that we are now waging a more effective war against doping, we are only at the beginning of our fight to preserve the integrity of sport.

Sport is a sacred thing

The nature and content of sport is a sacred thing. The integrity and nature of each sport is of more value than any amount of money that can be produced by the business of sport. The defenders of the integrity of sport are all those sport persons and representatives who have inherited the responsibility to protect and develop their disciplines from any undue manipulation.

Match fixing, money laundering and organised crime

The more pressing and dangerous problem of sports integrity resides in the practice of manipulation of sport outcomes. This is a double offence, one against the rules of sport and one against the criminal laws of most countries. Match-fixing is a ubiquitous problem that affects the entire world of sport. It exists in the form of personal or group pay-offs and can exist also as physical threats to athletes and those close to them.

Only at the beginning

One of the most effective ways to safeguard the integrity of sport is to make investments in education and communication. In order to succeed in tackling the sport integrity challenge, it is important to make all parties involved fully aware of the problem.

Much of the early work of the past three years in preserving sport integrity has been done in international football with the concerted assistance of state lotteries. In the European lottery community a code of conduct has been achieved on sports betting. The European Lotteries Association in cooperation with the Union of European Football Associations (UEFA) has also put a professional mechanism (European Lotteries Monitoring System) into place to monitor irregular betting activities! The cooperation between the World Lotteries Association and the Fédération Internationale de Football Association (FIFA) has marked a significant step in the fight for sport integrity. The early warning mechanism established by FIFA will be hugely important in monitoring irregularities in betting patterns around the world.

The early work in defending sport integrity has been mostly concentrated in football. The IOC made a commendable start in using the same early warning system as FIFA's at the Olympic Games in Beijing. From this point onwards, the battle for sports integrity needs to be taken to all affected sports disciplines at every relevant level.

The road ahead

One of the keys to success in any international effort to promote sport integrity is the independence of those who are assigned the task of fighting the problem. Sports organisations, lotteries, and governments can do much on their own to curtail the problem. In addition, the active involvement of an authoritative and independent third party can be critical in making a difference on the playing field.

A third independent party may really be needed to improve and develop cooperation between the parties who are needed to successfully take on the problem of manipulation of sport outcomes. We may need a new player in the world of sport, who knows how others are trying to break the rules of the game and knows how to kick them off the playing field of fair and independent sport. Do we need a World Agency for Sport Integrity?

WAN KIN TSE

Hong Kong, Chine

BONNE GOUVERNANCE, ÉTHIQUE ET LEUR SIGNIFICATION

« Bonne gouvernance » et « éthique » ont récemment pris une importance accrue pour la société et les organisations. Il en va de même pour les administrateurs sportifs du fait du rôle de chefs de file qu'ils jouent pour le Mouvement olympique.

L'exposé suivant va étudier si les administrateurs sportifs sont suffisamment formés aux disciplines de bonne gouvernance, en précisant la signification de la bonne gouvernance et du code d'éthique.

“Good Governance” and “Ethics” have become more and more important to society and organisations recently. It is also the same to sport administrators because they are part of the Olympic Movement (OM).

Have sport administrators been sufficiently and effectively trained on the disciplines of “Good governance” and “Ethics”? The answer is, “Yes” to a majority of them. However, there is still room for improvement since a number of sport scandals have been taken place in Olympic Games, Paralympics and other sporting events.

A majority of these scandals are usually the cases that the athletes have involved doping during the competitions, which has caused inequalities to other legitimate athletes and bad influences to the general public: Athletes should have been the good models for the general public to motivate themselves.



Indeed, not only the sport administrators, athletes, instructors, officials, volunteers and other members of the Olympic Movement should also learn from the lessons of “Good Governance” and codes of “Ethics”. What do these words mean in terms of the Olympic Movement? The answers depend on different stakeholders.

In the context of the Olympic Movement, the code of “Ethics” can be described as statements of professional responsibility; it can be applied to all parties and stakeholders of the Olympic Movement.

The code of “Ethics” for the Olympic Movement should include general principles about the beliefs and expectations of all parties and stakeholders on different matters such as athletes, spectators, volunteers and officials. One of the most challenging matters is to set up, review and renew suitable guidelines on specific situations, even if the International Olympic Committee (IOC) has set up before. Different procedures and remedial actions can be taken on different situations to protect the integrity of the Olympic Movement, apart from avoiding scandals and cheating.

The code of “Ethics” is said to be effective if the National Olympic Committees (NOCs), sport organisations and other parties can define clearer and more transparent definitions to acceptable ethical standards. It will be crucial for sustainable development of the Olympic Movement because temptations can easily occur in different situations, and decisions can be difficult to make.

“Good Governance”, on the other aspect, is the well-performed process in which the decisions are made by the Olympic Movement. It is defined as the effective process by which decisions and plans are implemented (or not implemented) by the Olympic Movement. It requires all parties and stakeholders to achieve the following objectives:

- The participation of all parties and stakeholders, that needs to be informed and organised;
- Fair and unbiased frameworks of rules and regulations, which are to be enforced impartially by independent arbitration mechanisms and incorruptible enforcement agencies;
- A transparent environment in which the decisions and actions are enforced with regard to prescribed rules and regulations, so that enough information can be provided in a way that all parties and stakeholders can understand;
- The parties and stakeholders to be served by the processes and agencies needed within a suitable timeframe;

- A long-term perspective and a broad consensus on what is needed by all parties and stakeholders, together with effective methods to achieve their goals;
- A framework in which all parties and stakeholders can enjoy equal opportunities to improve and maintain their well being when promoting Olympic Values, especially the most vulnerable ones;
- The will and ambition to use natural resources effectively and efficiently to meet the needs of all parties and stakeholders while protecting the environment; and
- Requirements for accountability which is to be enforced along with transparency and the rule of law.

The matters of “Good Governance” and codes of “ethics” can both be difficult to handle at present. However, actions must be taken by all parties and stakeholders of the Olympic Movement to work toward the goal of making the Olympic Ideal a reality.

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LES RELATIONS ENTRE LE MOUVEMENT OLYMPIQUE ET SES DIVERSES PARTIES PRENANTES

Nombre de contributions pour ce sous-thème en relation avec le sujet:	13
Nombre de contributions rejetées:	1
Nombre de contributions sur le rugby:	2
Total de contributions pour ce sous-thème:	16

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Le Comité International Olympique (CIO) devrait resserrer ses liens avec les écoles et les universités dont les centres d'intérêts sont le sport et l'Olympisme.

5

Le CIO doit renforcer son système d'évaluation et le suivi permanent de ses partenaires (grâce à son leadership, par des procédures de suivi systématique).

4

Les spectateurs et les fans de sport devraient être considérés comme une composante à part entière du Mouvement olympique.

3

Le CIO devrait renforcer ses liens avec les médias qui le suivent régulièrement et entretenir des relations privilégiées avec les médias spécialisés dans le sport.

1

VASSIL GIRGINOV

République de Bulgarie

ENGAGEMENT OLYMPIQUE ET PUBLIC : ENSEIGNEMENT SUPÉRIEUR ET CONVENTIONS

Le secteur de l'enseignement supérieur (ES) a toujours été impliqué dans la planification, la fourniture et la recherche relatives aux Jeux Olympiques. Ces liens tendent toutefois à être sporadiques, très sélectifs, coordonnés de manière approximative et n'ont apporté que peu d'avantages à ce secteur.

Il existe également un manque général de compréhension et de preuves du rôle du secteur de l'ES dans la promotion de l'Olympisme et la participation aux Jeux Olympiques. Il est par conséquent nécessaire de réexaminer la contribution du secteur de l'ES et des conventions pré-olympiques dans la promotion de la mission éducative du Mouvement olympique.

Les Jeux de Londres de 2012 offrent une opportunité idéale de poursuivre ce travail.

The higher education (HE) sector has always been involved with the planning, delivery and research of the Olympic Games. Those linkages, however, tend to be sporadic, very selective and loosely-coordinated and have brought little benefits to the sector.

What is more, there is a general lack of understanding and evidence of the role of the HE sector in promoting Olympism and delivering an Olympic Games.

Three recent reports have shed some light on the extent of the sector's involvement with the Sydney (Cashman and Toohey, 2002), Beijing (Henry and Hong, 2008) and London Olympic Games (HEFCE, 2008). These reports revealed both the scale of various educational activities in Australia, China and Britain respectively and the lack of a clear strategy to ensure sustained involvement, knowledge generation, dissemination and promotion of Olympic values.

The HE sector possesses a huge intellectual, human and material potential which, for various reasons, has not been mobilised to support the delivery of the Games or to promote the mission of the Olympic Movement.

It would appear that this is beginning to change: recently there has been evidence of a more coordinated approach on the part of the United Kingdom (UK) Government in engaging the HE sector with the 2012 London Games. The initial response of the HE sector across the UK has been one of enthusiasm and creativity.

However, uncertainties about clarity of purpose, responsibilities, non-commercial branding rights and policies, funding and support from the Olympic Movement still persist.

Recently the International Olympic Committee (IOC) has been putting greater emphasis on the "soft" legacy of the Olympic Games and, in particular, on the ability of the OCOGs (Organising Committees for the Olympic Games) to inspire the younger generation. This can be successfully achieved through a better involvement of the HE sector.



Another powerful but underutilised means by which the educational mission of Olympism can be enhanced is through the pre-Olympic and other scientific conventions held regularly around the world.

These conventions, and the pre-Olympic one in particular, are primarily organised and attended by members of HE institutions. They also provide an ideal opportunity for involvement of members of the Olympic Movement.

Therefore, there is a need to reassess the role of the HE sector and the pre-Olympic conventions in promoting the mission of the Olympic Movement. This requires overcoming traditional perceptions about and better understanding of the needs and the potential of different partners.

Positive examples should be encouraged, studied and shared. By introducing two editions of the Olympic Games every other year (e.g., Olympic Summer Games and Youth Olympic Winter Games, and Olympic Winter Games and Youth Olympic Summer Games) the Olympic Movement is very well positioned to engage the HE sector in a more systematic and strategic fashion.

Equally, the HE sector can also use those high profile events to study and promote the Olympic mission. The 2012 London Olympic Games can be used as a model for improving the relationship between the Olympic Movement and the HE sector and scientific conventions.

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ALEXANDRU RADU

Roumanie

ÉVALUATION DES ACTIVITÉS OLYMPIQUES PAR L'ACADÉMIE OLYMPIQUE ROUMAINE

Avec une nouvelle structure de gestion en place depuis 1999, la branche de Iasi de l'Académie olympique roumaine a connu quelques succès notables en retrouvant sa place sur la carte sportive en tant qu'organisation très active, qui fait la promotion de l'Olympisme et du Mouvement olympique à travers des activités destinées principalement aux jeunes (élèves, étudiants, chômeurs, minorités ethniques).

L'objectif du présent article est double: a) évaluer toutes les activités entreprises par la branche de Iasi de l'Académie olympique roumaine, qui visent principalement à sensibiliser le public à l'Olympisme et à ses valeurs fondamentales d'amitié, de solidarité et de fair-play; b) souligner les éléments de bonnes pratiques et les facteurs de succès clés qui pourraient s'appliquer dans différents contextes et différents systèmes éducatifs à travers les États membres de l'Union européenne.

Une fois les résultats complets compilés (après distribution des questionnaires et élaboration des études de cas), les éléments de bonnes pratiques seront identifiés et la possibilité de reproduire des activités similaires sera examinée.

INTRODUCTION

Monitoring and evaluation are key to assessing the progress being made in delivering sport (DCMS, 2002). Williams and Bowdin (2007) concur by arguing that evaluation is becoming increasingly recognised as a valuable tool in demonstrating success and achievement of objectives.

However, Hall (1992) states that evaluation is "the often forgotten element" (p. 113) in event management. To further highlight the fact that evaluation as a management process has received limited attention in terms of published research, a simple overview of all papers presented at the European Association for Sport Management (EASM) Congress in 2007 has revealed that only 5 papers (out of 158) addressed/discussed issues in relation to evaluation.

In this context, the aims of this paper are twofold: a) to conduct an evaluation of all activities undertaken by the Romanian Olympic Academy (ROA) Iasi Branch, activities which are aimed mainly at improving public awareness about Olympism and its fundamental values of friendship,



solidarity and fair play; b) to highlight elements of good practice and key success factors which could be applicable in different contexts and in different educational systems across European Union member states. Furthermore, with London 2012 Olympics fast approaching and with the need to increase the physical activity levels amongst the younger generations, another aim is to ascertain the potential to replicate this kind of programmes at local and regional level.

METHODS

a. Background

With a new management structure in place since 1999, ROA Iasi Branch has achieved some notable successes re-establishing itself on the sporting map as a very active organisation that promotes Olympism and Olympic Movement through activities aimed mainly at young people (pupils, students, the unemployed, ethnic minorities). Under the umbrella of ROA, but acting as an independent organisation attached to “Al. I. Cuza” University Iasi (Romania), the ROA Iasi Branch has a set of common goals for all its initiatives:

- to improve public awareness about Olympism and its fundamental values of friendship, solidarity and fair play;
- to promote sport and competition within an organised framework in order to achieve a healthy lifestyle;
- close cooperation with public and private organisations to place sport at the service of the general public through creating partnerships which will bring long term benefits;
- to increase the level of volunteering of university students.

Apart from the activities at national level, such as: Olympic Day Run; “Who Knows Olympism Wins” (Olympism quiz); Scholar Olympic Pentathlon for the 3rd Millennium (a sports, cultural and artistic contest); “A Pen Called Fair-Play” (literature and sport journalism contest); and “Olympic Games in Children’s Imagination” (Plastic Arts International competition), the ROA IASI Branch has successfully organised its own projects: The Young Olympic; Be Olympic in Your School; “Sports for All, Recreational Sports and Olympic Education (Level C)””; Animators Course Award; Olympic Symposium for Physical Education and Sport students.

b. Data Collection methods

Hussey and Hussey (1997) state that the researchers need to determine how, where and when to collect data and that it is best to combine data collection methods. Research methodology is always a compromise

between options and choices are frequently determined by the availability of resources (Gill and Johnson, 1991). Considering this, a multi method approach will be adopted to undertake the research:

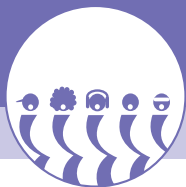
1. Questionnaires – 100 questionnaires will be distributed to 50 members of general public (including current students, volunteers, etc.) and 50 organisers of previous and current events run by ROA Iasi Branch (randomly selected);
2. Desk analysis and construction of case studies – in order to assess the events, some criteria of success for projects/activities will be used: number of children/participants and number of schools involved; number of volunteers involved; mass media coverage of the event (local, regional, national); number of partner organisations included in the management of the project/event.

RESULTS AND DISCUSSION

Monitoring and evaluation within sport is critical in order to determine good practice from which benchmarks can be set and lessons learnt (Slack, 1997). All findings will be presented/disseminated once the questionnaires will be distributed and all data collected and analysed. Once the full results will be compiled, elements of good practice will be identified and the possibility of replicating similar activities will be investigated.

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VERS UNE SOCIÉTÉ ACTIVE

Nombre de contributions pour ce sous-thème en relation avec le sujet: 135

Nombre de contributions rejetées: 3

Nombre de contributions sur le rugby: 28

Total de contributions pour ce sous-thème: 166

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

L'activité physique devrait être valorisée pour ses bienfaits au niveau de la santé et les valeurs sociales qu'elle développe. 100

La pratique de l'activité physique devrait être mieux reconnue et son statut mieux valorisé. 88

L'éducation physique devrait faire partie intégrante du système scolaire dans tous les pays. 83

Le Mouvement olympique devrait être plus actif et jouer un rôle essentiel dans la promotion du sport auprès des jeunes (notamment par le biais de toutes ses parties prenantes, médias, partenaires commerciaux et même par le biais de nouveaux partenariats avec des organisations gouvernementales et non gouvernementales, des entreprises privées ou publiques). 62

L'éducation physique devrait faire partie intégrante de la politique gouvernementale de chaque pays, notamment pour ses bienfaits au niveau de la santé et les valeurs pédagogiques et sociales qu'elle développe auprès des jeunes. 56

La télévision, les nouveaux médias, les nouvelles technologies et les jeux vidéo devraient faire partie intégrante de la stratégie du Mouvement olympique dans sa promotion de la pratique de l'activité physique. Il s'agit plus d'une opportunité que d'une menace pour le Mouvement olympique. 54

De nombreux éléments conjoncturels (pauvreté, crises politique, économique et financière, insécurité, manque de terrains de jeu, urbanisation non maîtrisée, manque d'espaces verts, etc.) nuisent à la pratique de l'activité physique. 39

En ce qui concerne la pratique du sport, les Jeux Olympiques de la Jeunesse tout comme les Jeux Olympiques constituent une source de motivation et d'inspiration chez les jeunes. 36

Les parents ont un rôle essentiel à jouer en ce qui concerne la pratique de l'activité physique de leurs enfants. 27

Les jeunes considèrent les athlètes comme des modèles. Ces derniers ont une responsabilité majeure vis-à-vis des jeunes et sont une source d'inspiration notamment dans la pratique du sport. 21

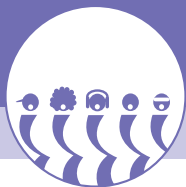
La pratique de l'activité physique devrait être mieux ciblée auprès des jeunes par rapport à leur profil, à leur capacité, à leur âge, à leur environnement socioculturel et à leur sexe. Le sport est considéré structurellement beaucoup trop monolithique. Certains considèrent qu'il faut réinventer le sport! 8

La santé (selon le principe d'un esprit sain dans un corps sain) devrait être une valeur à part entière ou même un des piliers du Mouvement olympique. (Voir également « Les valeurs olympiques », p. 583) 2

VINÍCIUS ANDRADE FERNANDEZ

Brésil

JEUNESSE ET SPORT**Pour compléter le texte du groupe Brazil School Games – Comitê Olímpico Brasileiro (COB), auquel j'ai participé (voir p. 638), je pense que les écoles publiques font face à de grandes difficultés pour intéresser les jeunes à la pratique du sport. Toutefois, ce dont la plupart des gens n'ont pas conscience, c'est que l'infrastructure des sites n'est pas le seul problème du manque d'intérêt des jeunes pour le sport et les compétitions.****La manière dont les écoles conçoivent et dirigent l'enseignement est aussi importante puisque nombre d'institutions encouragent une pratique sportive saine mais pas le sport de compétition, ce qui empêche les jeunes d'améliorer leurs performances dans la discipline qu'ils aiment et pratiquent.**



Complementing the text sent by the group Brazil School Games – COB, in which I participated, I believe that public schools face a higher level of difficulty when it comes to keeping youths interested in sport practice. But, what most people fail to see is that it is not just site infrastructure that bears on the issue of keeping youths interested in sport and competitions. The way in which schools conceive and conduct teaching is also important, since many institutions encourage a healthy sport practice but not competition sport, thus preventing youths from improving performance in the discipline they like and practice.

Often, when country official teams are formed one can see that most of the athletes come from a single region. Why is this happening? It does not mean that all the athletes in that region are really good, but rather that sport practice is encouraged in that region, either by the teaching institutions or by local city halls. There is a full infrastructure available making sport practice feasible and, above all, funds enabling, for example, teams to travel to the competition venues even if far away.

Because of lack of support many youths give up sport practice and start looking for other leisure options. Instead of trying to revive youth's interest in sport, the agency in charge ignores them, thus widening the gap between the sport performance level in different regions because of neglect from such agencies.

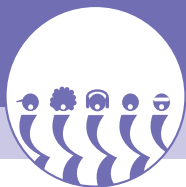
This reality is not just found in small regions or far away places but is also faced by adult official teams in some countries, which end up by losing their top position in a particular sport.

Therefore, social public policies focusing on sport must be deployed, encouraging teaching institutions, showing them that sport is one of the paths that leads to youth development and to a better future.

The proposals we are now submitting will not improve the scenarios of oversight and neglect seen in certain regions in the near future. However, these are proposals that focus on fighting the lack of motivation felt by youths who like and wish to engage in sport practice, be it simply because they enjoy it or because they are seeking to achieve high performance in order to enter the official team of their country. Despite sounding like dreams, some of these proposals were conceived with firm belief that this scenario can be changed, independent of the time this change may require. Every one must contribute to make all this come true.

Proposals for sport practice development

- Launching of a national sport plan establishing short, medium and long term policies, paths, targets and effective actions to promote and encourage sport practice throughout the country and, above all, in the less developed regions;
- Incentives to enterprises and entrepreneurs supporting professional teams and also schools, clubs and associations by establishing programmes such as the “Adopt a municipal school sport” programme; benefits would come as tax deductions for enforcing the social responsibility concept;
- Advertisement campaigns to broadcast the benefits of sport practice and the importance of an active involvement of teachers, schools, communities and parents in the mobilisation of children and youths;
- Encouragement for the establishment of sport non-governmental organisations (NGOs), which could sponsor projects focusing on social inclusion through sport and education in low income communities and poorly supported cities around the country;
- Broadening of the Ministry of Sport “Athlete Scholarship” Program;
- Partnership between the federal government and the city halls in each region to promote construction of public multisport venues, not just in the capital cities but also in interior cities of the state;
- Additional support to sport federations to enable them to sponsor more local tournaments, refresher courses for teachers, coaches and referees to be administered by personalities of countrywide recognition;
- Establishment of “Sport Development Centres” linked to the State Sport Agencies (secretariats, departments, etc.) that would serve to develop potential athletes from childhood to the juvenile age group, in order to discover, develop and form top level athletes for the country. These athletes could be identified through programmes like the “Hunting for Talent” programme to be deployed by teams especially prepared for this purpose during state tournaments, or in partnership with public schools alongside the school year;
- Construction and maintenance of public squares specifically dedicated to sport, managed by the municipal sport agencies with the purpose of making spaces available for sport practice in the municipalities;
- Lectures, courses, sporting events like tournaments, championships, etc. with significant encouragement provided to the participation of public schools, encouraging youths in the municipality to engage in sport practice;
- Partnerships with local companies targeting support to the establishment of competition teams and financial aid that would enable exchanges with regions where sport has reached a higher level of development.



GROUP OF STUDENTS BRAZIL SCHOOL GAMES – COB

Brésil

JEUNESSE ET SPORT

Au vu du contexte décrit ci-dessus, nous soumettons les propositions suivantes :

- 1. Développement et mise en œuvre de politiques sociales visant le sport par les autorités publiques dans les pays en développement, puisque la pratique du sport dans les écoles publiques ne résiste que grâce à la volonté des athlètes et à la disponibilité des entraîneurs.**
- 2. Intéresser un plus grand nombre de personnes au sport et à la jeunesse, les sensibiliser à l'importance de cet intérêt dès le plus jeune âge, car c'est uniquement de cette manière qu'ils pourront, plus tard, en vieillissant, aider un plus grand nombre d'équipes.**

This text that was produced during the Brazil School Games event, in João Pessoa city, state of Paraíba contains ideas by 42 young student athletes, 15 to 17 years of age, on this theme.

Because of its multifaceted nature, sport promotes health, development and/or physical, intellectual and psychological advancement. A better future is in store for those who take care of their bodies practising sport.

Sport is also a methodical and intense form of a game that leans towards perfection and coordination of muscle effort, aiming at physical and spiritual improvement of human beings.

Invariably, when added to child and youth education and development, sport becomes a valuable tool for consistent education, by creating healthy habits, which strengthen values and attitudes, such as :

- Motivation for study ;
- Improvement of time schedule organisation : study, training, competitions, leisure, family, etc ;
- Development of a sense of responsibility and maturity ;
- Opportunities for new friendships ;
- Fun ;
- Promotion of cultural exchanges ;
- Encouraging competitiveness, but valuing ethics during competitions and friendship outside the field of play ;
- Respect and a spirit of friendly good-fellowship ;

- Boosting self-esteem ;
- Highlighting the role of coaches/teachers ;
- Teaching the value of team work ;
- Promoting social inclusion.

In spite of all the benefits sport may lead to, conditions for sport practice in public schools are not at an acceptable level.

This situation is found worldwide, in Brazil for example, which is part of the group of developing countries, and in other countries of South America, Central America, Africa and Asia, where similar social-economic conditions prevail.

Public schools in these countries, are, for the most part, the only spaces that host sport practice, and, in a flagrant contradiction, offer courts and competition venues in extremely poor conditions, lack sport materials, competition uniforms and enough financial resources to enable participation in championships, for example.

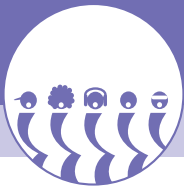
This situation leads to: technical inequalities between school delegations (sport practice in private schools is more efficient) ; a low rate of participation in important competitions ; and a high rate of children and youths who give up sport practice.

The physical education teachers and/or coaches who are seen by youths as the primary source of encouragement, are present in school daily life, during training and actual participation in championships as masters, teaching how to overcome difficulties and sport values both in the field of play and in private life.

Considering the context described above, we submit the following proposals :

1. Develop and implement social policies targeting sport through public authorities in developing countries, since the reality of public schools is supported only by athlete's will and coach's available time.
2. Make a larger number of people interested in sport by raising awareness of its importance in an early stage of children's lives, because as they get older, they will be able to help a larger number of teams.

Diego Rodrigo Silva Andrade (Acre) ; Eluan Thales Lessa (Acre) ; Artur de Moraes Ramos Silva (Alagoas) ; Daniele dos Santos Guedes (Alagoas) ; Maria Raquel Figueiredo da Motta (Amazonas) ; Wallace Ancelmo dos Santos (Amazonas) ; Vinicius Andrade Fernandez (Bahia) ; Jessica Thainan Cunha Costa (Bahia) ; Rebecca Barros Soares (Ceará) ; Allan Lopes Alcântra Batista (Ceará) ; Cássia dos Reis Carvalho (Distrito Federal) ; Carlos Gilberto Moreira Junior (Distrito Federal) ;



Amanda Fernandes Vilaça Martins (Espírito Santo); Eykman Nunes Silva (Espírito Santo); André Luís Weber Buonocore (Maranhão); Thais Kaelly Barros dos Santos (Maranhão); Leonardo Pedreiro (Mato Grosso); Jéssica Gil (Mato Grosso); Dionatã Bernal do Prado (Mato Grosso do Sul); Priscilla Paizza Esbizaro (Mato Grosso do Sul); Silvio Zampieri Ribeiro (Minas Gerais); Amanda Gonçalves Cerqueira (Minas Gerais); Fernanda Neiva Frotalim (Pará); Yúri Rodrigo Lobo dos Santos (Pará); Rebeca Lopes de Souza Barros (Paraíba); Arthur Olinto de Souza (Paraíba); Rafael Cortez (Paraná); Ana Paula Mikos (Paraná); Jackson José Lopes Pereira (Pernambuco); Nathália Melquiades (Pernambuco); Vanessa Carvalho Miranda (Piauí); Caio Mendo Torres Burity (Piauí); Lizianne Gleica P. Galletti (Rio de Janeiro); Marcos Vinícius C.G. de Araújo (Rio de Janeiro); Phillippe Augusto de Lima Mesquita e Silva (Rio Grande do Norte); Jéssica Maria Marques Alves (Rio Grande do Norte); Hugo Miguel (Rondônia); Poliana Domingos Ferro (Rondônia); Julie Coraça Figueiredo (São Paulo); Ewerton Coerim Correia (São Paulo); Samantha Hayane Soares dos Reis (Sergipe); Thenysson Philyp F. de Menezes (Sergipe).

POUL BROBERG

Danemark

APPROCHE, FLEXIBILITÉ ET SOLUTIONS NOUVELLES POUR UNE SOCIÉTÉ ACTIVE

Une société active est une société intelligente et bien planifiée qui répond aux besoins des jeunes en termes d'infrastructures.

Il faut repenser notre démarche pour inciter les jeunes à une vie plus active. Cette nouvelle approche doit se pencher sur le futur aménagement du territoire, la conception et l'architecture des installations sportives de demain. Il faut entièrement les repenser, prendre un nouveau départ.

Au lieu de se concentrer sur la manière dont les jeunes d'aujourd'hui exercent une activité physique, on devrait revenir en arrière et voir comment motiver les jeunes de demain pour que leur génération soit marquée par le sport et l'activité physique.

One important contribution that the Olympic Movement can make in creating a generation of sport and physical activity is to be more focused on the importance of city planning and city design so future streets, parks and places motivate people to be physically active. If one cannot get future generations to use their body when they go to school, work or are doing their daily shopping, the harder it will be to get these people to be active in sport.

Improving accessibility, enhancing amenity and increasing awareness should be the key words in the Olympic Movement's focus on creating an active society.

Improving accessibility is about providing easy, safe and convenient access to a choice of opportunities for participating in sport and physical activity and active travel for the whole community.

The enhancement of these amenities should focus on promoting environmental quality in the design and layout of new sports and recreational facilities, their links and relationship to other buildings and the wider public.

Increasing awareness should raise the prominence and legibility of sports and recreational facilities and opportunities for physical activity through the design and layout of the sport facilities and the planning of cities.

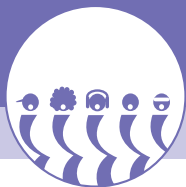
The above is what one can call new solutions on how to use means of city planning and architecture of sports facilities to create a sporting and physically active generation of youth, who have opportunities for sporting and physical activities, when they step outside their front door.

The decline in physical activity and sports participation is generally about three things – lack of flexibility, the focus on “early ability” and the absence of well-educated trainers or coaches. The young generation age 13 to 25, who we are talking about are more or less being brought up with the Internet, mobile phones, MMS and social network websites. In all they do in their everyday life they are met with flexibility and the possibility of making individual decisions about where to go, and when to go.

In the world of sport there is an absence of flexibility. The training session is taking place on the same day of the week and at the same time, which makes it difficult for the youth to take part because they also have their education, job and friends to take care of. Flexibility must be brought into the world of sport, so the youth can experience the same options that they enjoy in their life away from the sporting arenas.

The focus on “early ability” is another threat, when it comes to keeping the youth physically active. For the very best it is necessary to give them optimal training with talented youth, and the talented youth will not see this as a problem, because they are motivated, focused and concentrated on how to perform. But for the majority of young people, who never will win any medals or compete at a national or international level, it is not motivating and inspiring to be separated from their best friends.

Sport clubs should be looking at, who the youth would like to share their sporting life and experiences with instead of thinking who is running a little faster than another.



The third and final threat to the youth's interest in being physical active is the absence of well educated coaches or trainers. Once again I am not talking about the youth group that will later develop into Olympic and professional athletes. They are well taken care of. Again I am talking about the coaches and trainers, who have the responsibility of the majority of the youth, who practice sport for fun. They do not want to be met by coaches who only think about how to win the next game or how one can run a second faster. This group needs coaches, who apart from their sporting abilities have social and educational understanding, which means that they can talk about what else is happening in the life of a young man or a young woman.

Educating youth coaches and trainers of the future must include an effort to give them more educational abilities, than is the case with most of the courses that are offered to coaches and trainers today.

Sport and education

Sport should play an important role in the educational system, and the Olympic Movement and other stakeholders in the world of sport should use substantial resources both politically and economically to promote sport in the educational system.

The political and economic promotion should be concentrated on the health benefits of sport and the educational benefits.

The health benefit comes quite naturally and is well documented as an important element in the battle against obesity and as a preventive effort against future life style diseases.

On the other hand and maybe more importantly it is necessary to stress the importance of physical activity and sport as a way to improve learning and the academic standards among school children. Combining education with sport and physical activity is a way to improve children's ability to concentrate and focus, which are important elements, when one wants to improve their academic standard. So far there has not been enough attention world wide to conduct research, collect samples and evidences and write evaluations, which can strengthen the focus on sport to improve the academic standards among children.

This area deserves the attention and would also require some resources from the Olympic Movement to highlight the important connections between children's access to sport and their ability to learn and to concentrate on improving their academic standards.

Finally it is important to mention that talking about sport and education is not about focusing on the importance of winning. Sport and education should be about participating and being active. Partnerships between

the world of sport and the world of education (primary schools, high schools and universities) must be on winning the battle against obesity and being a common driving force focusing on improving learning and academic standards.

SARAH BYRNES

Canada

DONNEZ UN BALLON À UN ENFANT ET IL JOUERA

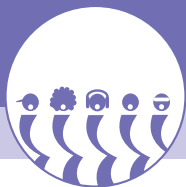
Si l'on prend en considération les exigences classiques de l'éducation physique et le manque de motivation des jeunes pour l'activité physique, une révolution dans la manière de penser et de présenter un mode de vie actif doit avoir lieu et être exposée aux enseignants de demain.

En faisant la promotion de nouvelles tendances en matière de sport et de technologie, et en mettant l'accent sur l'aspect complet et la créativité plutôt que sur les règles et la compétition difficile, le présent essai propose une solution qui entraînera une révolution dans la promotion de l'exercice et d'un mode de vie sain : elle révolutionnera le terrain de jeu.

Over the past years in most countries, both the practice of sport and physical activities among young adults have fallen on a grand scale. What used to be praised by counsellors, teachers and child psychologists as a move in the right direction by involving physical education into children's institutions, is now being made obsolete by a generation of children who lack the desire to compete in sports or to involve themselves in physical activity of any kind. At a time when obesity is on the rise and exercise is on the decline, we have to ask ourselves: what did we do wrong?

The fundamentals were excellent. An attempt to include physical activity and group exercises into a curriculum gives a child the tools to socially network in a team atmosphere, as well as promote exercise. The fundamentals are not the problem; the problem is that we have institutionalised sports and made it static. Physical activity has become synonymous with rules and cut-throat competition. Players who lack the skills to compete are not encouraged because there is no place for them in the system.

In the end, what these activities lack is creativity. We need to foster individualism as well as the team, teaching children how to create their own systems of social networking in their own new safe trial-and-error format.



Let's take into consideration the new types of sports that are being invented outside the popular traditional sports. "Extreme" sports, such as skateboarding, paintball and surfing, to name a few, are not only being adopted by the youth who fail to participate anywhere else, but are an encouraging sign that change is inevitable. What do these sports have that others do not? For one, they are created by the generation who plays them. They have an emotional attachment that lends to their social culture as well as to their new abilities. Two, they are inclusive. They are not based on set rules and set teams: anyone can play who steps up to the plate. Three, they are often dangerous.

The first two reasons are what we need to focus on when coming up with new sports for today's generation. We need to create a system that incorporates both the creativity and inclusiveness that is no longer present in the current presentation of sports. The third reason is complicated. Sports are based on risk taking. Our youth need to meet challenges head on and receive acknowledgment for their bravery. This trial-and-error style of learning is something that needs to be acknowledged and then transformed into a safer environment. Better that a skateboarding enthusiast falls on his padded knees than down the school steps in his shorts. Sports are always dangerous, but neither can we let this frighten us. Using correct supervision and given the right environment these "extreme games" can satisfactorily become the "sports" of tomorrow.

Although it covers a large part of the problem, old sports and new sports fail to take the entire problem into perspective. The modern generation has access to a virtually unlimited amount of time-killing video games and potato-chip media. Moving the focus of this sedentary new style of "gaming" or "sport" is already in motion. New types of games fostering physical movement as well as healthy competition are already on the market. Increasingly popular games and game systems that involve dancing, virtual skiing, or the more physically controlled video game consoles are clearly paving the way for the non-sporty youth to be involved in more healthy physical competition. This needs to be pushed further. What children require is a place where age-old sports are encouraged but are not required, where the new world of electronics and the old world of making a game with sticks is combined: a revolutionised playground.

A precedent needs to be set: a world-wide intervention of sorts from which the International Olympic Committee is a perfect launching site. The first step is a focus on education, not of children, but of us as models and mentors. We need to embrace the future instead of looking toward the past, accept new models of play and encourage them. Sponsors need to be sent to schools not only to promote this new generation of sports, but show teachers, volunteers and youth leaders the benefits of incorporating creativity into the physical education curriculums. A specific setup for a new type of sports club should be defined, made accessible and presented all over the world.

The second step is working hand-in-hand with educational institutions as well as communities. Camps promoting the next generation of sports and virtual activities can be fashioned with the creative aspects of sport as part of their philosophy. With enough support, communities could help promote the necessary changes. Paintball teams can be sponsored and monitored by the education system or by the community. Skateboarding parks could be created that are, well-maintained and safe.

For those who do not want to participate in these new sports, newer types of virtual games that involve full-body dexterity can be set up in large forum competitions or for individual play. These games include a console dancing showdown in gym class or after school in the cafeteria, or a virtual ping-pong table that can be taken home and used in a social competitive format. With an educated team of production managers at the helm, the possibilities of new technology in physical education are endless and need to be explored. We can and will move with children into a new era of exercise that allows them to use their own imagination, to follow what they create, to foster, mediate and commend the newly broadening world of games and sport.

Give a child a new ball and he will play. Give a child a new ball and a stick and he will make a game. Give a child our old instruction manual and you will soon find yourself with a napping toddler or a paper airplane zooming in your general direction. What then, can we do to energise children to participate in what is quickly becoming an extinct past-time – sports? The answer is simple. Give the child what he wants, not our old tired ball, but the tools to create his own. And, by all means, let him play.

JAVIER CLAVEL

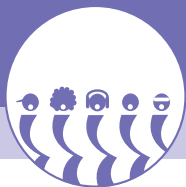
Cuba

EFFORTS COLLECTIFS POUR UNE JEUNESSE PLUS ACTIVE

Une approche de la façon dont la famille, les écoles et les gouvernements peuvent contribuer à créer une jeunesse plus active. Un appel à parier sur les jeunes générations par la participation sportive afin de parvenir à une société en paix et en meilleure santé.

My contribution to the International Olympic Committee (IOC) Virtual Olympic Congress is based on my personal experience and interaction with sports and education-related professionals of different backgrounds and ages.

I am an individual fully committed to the welfare and future of sport, and I am aware of the extent to which physical activities have contributed to making me a healthier and better human being.



I believe modern development has contributed to the promotion of sports, as information and knowledge have become more widely accessible thanks to new information and communications technology (ICT).

However, I have observed in some developing countries that the development of new infrastructure has often overlooked play areas for youth.

In my opinion, this factor has led to a decline in physical activity as youth find it difficult to find areas to practice sports, especially in the cities.

The meaning of physical activity for young people heavily relies on their parents' will to teach them the benefits of sports. Parents need to see sports, as another leisure activity and as an indispensable tool to educate their children in a fun way.

Parents and communities play a paramount role in encouraging young people to participate in sports. It starts at a grassroots level, but they are not the only ones with the responsibility.

For a society to be healthy and free of ill practices, governments should engage in national programmes to make sure youth and people of all ages have a chance to practice sports and be assisted during physical exercise.

Physical education should play an important role in schools. It should not be just any other subject in the students' syllabus.

If we are determined to live in a healthier society, governments should see schools as the primary platform to encourage sports participation among youth.

I believe it is less costly to invest in preventive medicine and this element is closely related to greater participation in physical activity.

Sports competition among young people will certainly help them be better human beings. It will occupy their free time in the pursuit of excellence and success through fair play and camaraderie.

In the process, they will learn to respect others and resist negative practices in today's society.

Another effective way to encourage youth is through community projects involving leading athletes, who can serve as role models for the younger generations in their respective countries.

Participation should be given more importance than winning.

I would like to recall the words of Baron Pierre de Coubertin, who considered sport in its educational sense.

"The important thing in life is not victory, but the fight; the main thing is not to have won, but to have fought well."

Life is a competition ever since we start school. But we should embrace the sport-for-all concept to get every kid in school involved in physical activity. Participation and education should be the priority.

Friendly rivalry among kids and schools creates an atmosphere no other activity can match. It also develops a sense of belonging and defending the pride of a school or community.

These are the same feelings experienced by Olympic athletes competing for national pride.

In my opinion, physical activity is the best way to complement our youth's intellectual efforts and to help them lead a more balanced life.

Sporting values should be promoted in the education system. The hosting of the first Youth Olympic Games in Singapore 2010 has led the city-state to educate their schoolchildren on values, sports, history and other important aspects of Olympism.

Multimedia is part of the modern world and we should tap its potential to influence greater participation of youth in sports.

However, youths spend a great deal of time in front of a computer. Sporting video games can help them visualise and engage in sports in a virtual way, but will never replace actual physical activity.

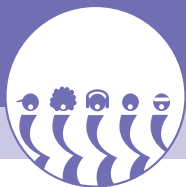
We should see video games as a complement, but the playing field has to take centre stage.

It is the responsibility of all to make the world a better place to live. And better means healthier and peaceful. We must implement initiatives with our family, friends and in our community.

But we cannot leave the crucial need to involve more youth in sports to just parents and specific individuals. Governments need to take solid action and make sports a right for all.

This need should be stated in the countries' Constitution and enforced as law as the IOC and the World Anti-Doping Agency (WADA) did with the World Anti-Doping Code.

If they have the vision to invest in sports participation at a grassroots level, with the support of local, national and international sports bodies, they will pave the way for a healthier, peaceful and successful society.



IGNASI DOÑATE

Espagne

2^E CONFÉRENCE INTERNATIONALE SUR LES POLITIQUES RELATIVES À LA SANTÉ ET AU SPORT

La 2^e Conférence internationale de pays sportifs sur les politiques relatives à la santé et au sport a été organisée à Barcelone par la Vice-présidence du Gouvernement de Catalogne, et menée par le comité directeur du réseau des pays sportifs (Barcelone, 24-27 novembre 2008).

Environ 150 participants provenant de 28 pays ont participé à la conférence. Vingt d'entre eux venaient de ministères chargés du sport et de la santé.

Cette conférence visait à répondre à l'appel lancé lors du 12^e Congrès mondial du sport pour tous, qui s'est tenu en Malaisie du 3 au 6 novembre 2008, sous l'égide du Comité International Olympique.

The 2nd International Sport Countries Conference on Health and Sport Policies was organised in Barcelona by the Vice-presidential Department of the Government of Catalonia, and led by the Steering Committee of the Sport Countries Network. [1]

About 150 participants from 28 countries attended the event – 20 of whom were from governmental departments responsible for sport and health policies. This conference intended to respond to the call made at the 12th World Sport for All Congress, held in Malaysia on 3-6 November 2008, under the patronage of the International Olympic Committee (IOC). [2]

1. The conference confirmed the trend toward increased physical inactivity in most countries, in spite of the high level of sports practice in some of them. This declining physical activity among the population is associated with an increase of certain pathologies, such as obesity, cardiovascular diseases, diabetes, specific types of cancer and, in general, toxic habits among the population.

Physical inactivity is considered a more severe issue than obesity; nowadays it entails an increase in health systems costs, which could significantly be reduced through an appropriate prevention policy.

Physical inactivity affects especially the feminine population, which justifies a specific gender approach on this issue. Physical inactivity also produces concrete problems in developing countries and among the poorest social groups.

The predominance of physical inactivity is confirmed in spite of the levels of sport practice among the population of some countries. In this sense, society seldom associates high performance sport with health, and individual demand for physical activity in specialised centres is not an element determining any significant increase in the activity level among the population.

2. To counter the decreasing physical activity, the existence of two approaches or models was mentioned during the conference:

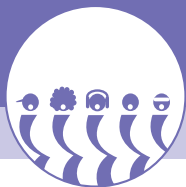
- The governmental initiative developed through both private and public bodies specialised in implementing programmes to promote physical activity for better health. This model is especially applied in countries lacking a sufficient public health network.
- The planning of health public policies as an operational system, that makes healthy living a priority on the political agenda.

3. The conference considered the following as the foundations of an active society:

- Physical activity as a right for all. Everybody shall get the necessary means to enjoy an active life. However, people must also have the personal and social obligation to maintain healthy habits.
- According to the WHO, [3] health is not only the absence of illness – it is a positive concept related to the quality of life, involving a good level of physical activity and appropriate eating.
- To bring people closer to physical activity, individuals shall be considered in addition to their social and physical environment.
- Education systems and schools have an important impact on the promotion of physical activity and healthy habits among youth. This must be considered as a priority strategic sector.
- A network of sport associations is relevant to implementing programmes to improve physical activity and nutrition.
- Orderly actions are required that include the following three concepts – prevention, research, and treatment.

4. The Conference also considered the following as main objectives of the programmes:

- To change behaviours, lifestyles, as well as personal and social habits through appropriate information on possible benefits of adequate physical activity.



- To change the rules and values of a country i.e. its rationale.
 - To build community capacity to efficiently implement public and private initiatives.
 - To determine the most motivating activity for every person, and the most appropriate activity for every age, according to gender and different social networks.
5. In order to achieve these objectives, the conference considered that the following means are necessary :
- Transversal policies applied by the different governmental ministries – health, sport, education, youth, public works, social affairs, etc.
 - Long term actions, as it is very difficult to achieve these goals in the short term, and to get immediate results. Physical activity shall be disassociated from aesthetics.
 - Strategic alliances with as many organisations as possible to ensure the success of programme implementation, especially at the local level.
 - Good practices in every social environment, which means : accessibility for all, specific for every social network, gradually applicable, and with the participation of the different actors (schools, working centres, hospitals, senior citizen centres, youth centres, health centres, different ethnic groups, sport networks, etc.).
 - Multidisciplinary teams, who would not necessarily be health agents but who would help inform to change lifestyles.
 - Specific processes to evaluate the impact of different programmes to be able to amend and improve their content and application. University and research centres can be significant factors in these processes.
 - Adequate and sufficient means for scientific research at both public and private levels according to evidence in each country over the long term.
6. The conference stated that working on sport-health shall constitute a permanent axis of the Sport Countries Network, in order to tackle the global challenge of declining physical activity and to achieve more active societies through local, regional and international agreements.

REFERENCES

- [1] See all contributions in the website : www.sportcountries.org
- [2] Participants from the following countries : Argentina, Basque Country (Spain), Brazil, Costa Rica, Catalonia (Spain), Dubai (UAE), Estonia, Faroe Islands (Denmark), Flanders (Belgium), France, Finland, Galicia (Spain), Madrid (Spain) Germany, Greece, Guatemala, Haiti, Texas (USA), Kosovo, Lebanon, Lithuania, Mali, Paraguay, Quebec (Canada), Scotland (UK), Sweden, Togo, Vancouver (Canada).
- [3] See *Commission on Macroeconomics and Health* (2001)

KONSTANTINA GOGGAKI

Grèce

LA FRAGMENTATION DE L'ÉDUCATION PHYSIQUE DANS LES ÉCOLES EUROPÉENNES

Le sport enseigné à l'heure actuelle dans la majorité des écoles européennes représente une activité marginale au lieu de faire partie intégrante du cursus éducatif et s'avère donc être un outil pédagogique inadapté.

La gymnastique, à l'école par exemple, est une activité pratiquement dépourvue de tout contenu pédagogique, une activité secondaire déconnectée du processus éducatif global. Le système éducatif moderne occupe à plein-temps, sans réelle substance, et prend littéralement tout le temps libre des étudiants, en mettant en place un parcours statique.

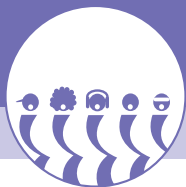
Comment la situation peut-elle évoluer? Par quel moyen le Mouvement olympique peut-il intervenir dans un domaine qui semble n'être du ressort que des gouvernements? Et comment cette intervention peut-elle être efficace?

En effet, on peut faire beaucoup de choses dans ce sens.

The fragmented nature of physical education and sport in European schools is a cause in the decline in interest of youth sport.

In most European countries people identified with sports only in terms of isolated circumstances when athletes were selected to take part in the Olympic Games.

In such cases official state support was offered to these athletes only in terms of furthering nationalism. Aside from this, sport was not an inspirational movement, nor was it an issue of importance for the state. It goes without saying that we cannot have great athletes without a highly developed physical education and sport system.



Sport is not an integral part of mainstream education in most European schools and as a result is inadequate as an education tool. Gymnastics for example, is an activity that is practically devoid of pedagogical content and is reduced to being a secondary activity that is not connected to the overall educational process. The modern school system does not have real substance and absorbs the students' leisure time through the implementation of a static curriculum.

The enthusiasm of students for sport, in junior and high schools is dropping. With no outlet through which students can express their competitive spirit, the school curriculum becomes weaker and as a result is lacking in its response to the children's need for play and activity. Apart from the fact that there is not enough "sports education" or promotion of "lifelong exercise" in most schools, the fact is that we are placing unnecessary restriction on a young person's natural inclination to move.

Most school buildings do not meet standard requirements, not even in terms of providing a simple playing area. In addition to the fact that proper conditions for the harmonious integration of sports in school do not exist, students are often treated as old people.

Elementary and secondary education represents a decisive period in a child's life. In addition to their intellectual development they are also at a stage of discovering their physical self. The education they receive, which burdens them with obligations and fragmented knowledge in order to prepare for an uncertain future, does not take into account or respect their need for physical education.

Sport is a valuable resource for the transmission of principles. Its absence will hit society at some point in time. It is only through Olympic education that present-day phenomena such as violence, hooliganism, racism, doping, xenophobia and corruption in sport can be tackled. These phenomena are not restricted to sport and also have a social impact. By failing to provide public sports education, the state reveals its lack of concern and sense of responsibility.

The absence of physical exercise in public schools in European society is unfair and unprofitable. Instead of being improved, however, it has become the rule. Soon, children will be unable to climb stairs or will be too bored to move. Young people will have lost contact with nature and their body and will lack the ability to establish a connection between the two. They will forget the usefulness and cease to use their body parts.

They will rely on cars to take them around, computers will replace playing and cities will replace the playground, while machines will replace hands and feet. Modern society and our technological culture have substituted machines for the human body. The limbs of children become weak and atrophied as they will no longer have any use for them.

There is still hope of upgrading the role of education and providing good general knowledge to youth in order to influence their thinking, communication as well as appreciation for music, art and sport. This can only be done by introducing change and setting objectives in order to realise this vision.

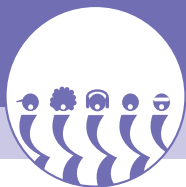
"Education" is, anyway, a broader concept which can be carried out through other means. If public education is governed by merit, by extension its ethical values will be disseminated to our youth as these concepts are interrelated. So, what applies in the social sphere also applies to sports. It goes without saying that the perception of school sports is influenced by the social environment and vice versa.

How can this situation be changed? In which way can the Olympic family intervene in a case which seems to be the sole responsibility of governments? And how can this intervention be effective? In fact there is much that can be done in this direction.

The International Olympic Committee can play a dynamic role in this area. The International Olympic Committee (IOC) in recent years has been absolutely absorbed by the settlement of issues relating solely to sporting events. It also gives the impression that the word "Olympic" refers only to Olympic athletes. The IOC seems to underestimate the contribution of public sport by continuing and replenishing Olympic sport. It must undertake special initiatives to organise and enhance sport for young people.

It can do this in the following ways:

1. The establishment of a special committee of scientists to initiate and achieve the above goal.
2. The organisation of an international conference to which all representatives of Governments worldwide, in particular the Ministers of Education, will be invited.
3. The development of a formal proposal taking into account the views and ideas of the Ministries of Education and Sports at all levels, that includes the philosophical aim of the development and enhancement of "secular" sport.
4. In parallel, the IOC can undertake a series of "smart" activities in order to "wake up" the interest of young people in sport, thereby enhancing "Olympism" and "Olympic education".
5. Finally, Olympic champions who have received the premium support of the IOC and the Olympic family, should be invited in some way to "pay back" their communities by supporting "Olympism". Without this, Olympic sport is doomed to decline.



ALICJA HLIBOWICKA

Canada

VERS UNE JEUNESSE PLUS ACTIVE ET ÉQUILIBRÉE

Les recherches montrent qu'une baisse d'activité a un impact considérable sur la santé mentale et physique d'une personne jeune. Aujourd'hui, de plus en plus de jeunes choisissent d'autres options, qui peuvent être ou non idéales pour leur développement.

Il existe de nombreuses raisons à leur perte d'intérêt pour le sport, et ce n'est parfois pas par choix. Le fait est que la société doit s'investir à fond afin d'inculquer des valeurs sportives importantes aux enfants en utilisant de manière appropriée l'éducation physique, les stratégies marketing et les modèles.

Le présent article vise à aider le lecteur à mieux comprendre les implications importantes et à identifier les secteurs devant être mobilisés pour contribuer à résoudre le problème.

While many generations of people grew up around sports and the excitement of the Olympic Games, younger successors are not emitting the same level of enthusiasm anymore. Research indicates that decreased activity has a significant impact on a young person's mental and physical health.

Society must make it a priority to take action and entice today's youth into keeping an active and balanced lifestyle. Several tenants will be explored to support this issue such as the reasons for declined activity and its' effects. This will be followed by the importance of physical education and athletic values. Lastly, the discussion ends with methods of luring youth into activity and how it can help keep them away from negative options.

A decline in interest

Young people are becoming less active at an alarming rate and there can be many reasons why. Some youth choose to engage in the arts, while others have been increasingly shifting toward digital entertainment such game consoles, social network websites and mindless Internet surfing which take up a lot of time.

Other implications are much more profound. Many children take interest in sports at a tender age but lose it because they lack natural athletic abilities or a proper training environment. With time, children become discouraged because they compare themselves to their peers who are playing better than they are.

At times, youth do not get proper guidance and support from their parents. Some get overwhelmed with increasing pressure to present top grades from school. While there are many who try to manage academics and sports, they often fall ill and quit due to excessive pressure.

Finally, the present economical recession has hindered discretionary spending. Sporting equipment and coaching is expensive. A recent drop in enrolment has caused coaches to worry about what children will do instead. "Obesity rates have been increasing over the past 15 years because of sedentary lifestyles." [1] Moreover, it is feared that children will lose their social skills by sitting at home. This is a "disturbing trend", [2] says an American pediatrician, "it is critical that children get 30 to 60 minutes of exercise a day." [3]

Physical education is key

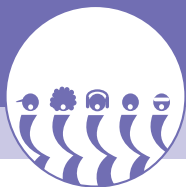
Physical education should be right at the centre of the education system. Schools need to create proper programmes that not only offer different sport activities, but also educate children in sporting values and a healthy lifestyle. The two approaches can be coordinated together to shape the best in youth. According to Plato, physical as well as literary education helps develop character: "the ability to know the difference between the good and the not good; the beautiful and the not beautiful." [4]

What is ultimately taught is a duality in sporting values. The first level consists of core inner values such as personal strength, goal seeking and internal balance. The second level is centred on humanist values such as peace, respect for others and cooperation.

Traditionally, young people view sport activity as exciting and a way to socialise with friends. However, in school it is important they learn the difference between participation and winning, both equally vital facets of adult life. Participation helps create a strong social bond and raises individual self-esteem, while the art of winning teaches youth how to value sportsmanship and get recognised for their achievements.

It is essential to note that there are many after-school options for youth already in place. These include sport camps, intra-murals and recreation centre programmes. There are even not-for-profit groups that provide accessible, quality and fun physical activity experiences in collaboration with schools and districts.

Part of the problem is that people are not informed about all the options. In response to this, cities need to create events such as sporting fairs and gather different organisations, schools, athletes and promotional groups together. The focus of these fairs would centre on celebrating healthy lifestyles and educating people about the many programmes available to them.



Smart messaging

Smart marketing tactics should be designed to lure youth interest into sport. For example, more television broadcasters should incorporate sport and its values in children's programming. In addition, consumer companies should continue to foster promotions around athletics and create contests, websites, trivia and events that will entice youth to participate.

Ironically, the gaming industry that led many into decreased activity could win youth sport interest back. To illustrate this, some video game consoles which allow people to play virtual sport simulations, could incorporate compelling sport facts throughout the experience. As a result, it could stimulate youth's enthusiasm to try the real sport. This is equally advantageous for parents because they will feel more reassured when paying the bill.

Another meaningful way to influence youth is by highlighting the success of role models such as athletes, politicians and television stars. A notable example would be that of President Barack Obama who enjoys playing basketball. In a television interview, he claimed the game helped him through his struggle of being "a black man in North America". [5] This exceptional respected figure truly exemplifies how one can incorporate a passion for sport into a successful career.

Moving away from bad influences

Athleticism can bring together individuals where political organisations cannot. Even in wealthy countries, there are clear socioeconomic differences. By incorporating activity in their lives, young people can value the common experience of sport and develop a true sense of belonging in today's society. This can help keep them away from ills and temptations such as drugs and crime. Although, sport cannot by itself change the world, its presence can nurture positive bonds between people where before nothing but bitterness existed.

All in all, it is important to realise how much of an impact today's society has on youth and their lifestyle. While other activities are still important for young people, sometimes it can inhibit them from engaging in what is really essential. A healthy active lifestyle undeniably plays a pivotal role in shaping a young person's health, character and mind, ultimately preparing them for the challenges of the real world.

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ERIC KING

Canada

LE SPORT : UN PARI SUR L'AVENIR POUR LE SYSTÈME DE SANTÉ NATIONAL

Le problème de l'obésité et de l'inactivité croissante chez les enfants des pays développés menace la santé des générations futures et met en péril le financement des programmes de sécurité sociale de ces pays.

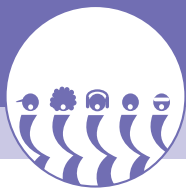
Même si les hommes politiques semblent être conscients des valeurs que représentent le sport et qu'il est un mode de vie actif pour la jeunesse, ils n'ont pas encore alloué suffisamment de fonds pour favoriser le « plaisir de l'effort ».

Les pays développés tels que le Canada, qui sont dotés d'un système de sécurité sociale national, auraient tout intérêt à investir dans la participation sportive et à l'encourager. En effet, à long terme, elle engendrera une baisse des coûts de santé des générations futures.

When I came to Canada as a 19 year-old in 1957, I went to work on a farm in Saskatchewan. My employer insisted that I spend the first 30-45 minutes of my day, and again following my lunch break, greasing the equipment I was working with. His rationale was that any time I spent greasing the equipment would save him many thousands of dollars in parts, repairs and lost time.

I went on to work for two National Sport Organisations during a career that spanned some 34 years. I never forgot the benefits of greasing the farm equipment, and indeed, suggested to a number of Canadian Sport Ministers that any money the federal government invested in the promotion and encouragement of sport participation among Canadian youth would be returned ten-fold through reduced health care costs. I offered myself as a case in point.

I have played sport all my life, growing up in England, and continuing into my adult life. Now 71 years old, I am still engaged in an active lifestyle, and my demands on the health care system are minimal.



“Obesity and lack of exercise among young people are creating problems in developed countries...” [1] I see little evidence in Canada that we are promoting the benefits of an active lifestyle to our youth. We are a nation of spectators, not participators. We prefer to watch others exert themselves in the sports arena or on television, rather than engage in sport or physical activity.

National Olympic Committees (NOCs) focus, primarily, on the preparation of high performance athletes who compete every two years for medals. NOCs are obsessed with the winning of medals and rightly so. Participation in sport, and the nurturing of an interest in sport among our children and youth, is seen to be the mandate of provincial and national sport associations.

The psychological benefits arising from succeeding, from being the best that you can be, are immeasurable for each and every one of us. Nothing succeeds like success.

Sport provides our youth with the thrill of success – the constant opportunity to go further, faster, higher and be better than before. The enhanced self-esteem that comes from a positive sport experience carries over to other activities. Sport promotes personal development as a whole and a desire to achieve.

Sport and physical activity provide opportunities to succeed – whether it is scoring a goal, learning a new skill or simply playing with friends. In sport, success can be measured one small step, inch, second, or new skill at a time. The instant feedback, the realisation that, “I can do it”, are all part of the sporting experience, particularly for young people.

Mark Tewksbury, Canadian Olympic swimming gold medallist in Barcelona, was inspired to pursue high performance sport after watching the swimming events at the Montreal Olympic Games in 1976. However, it is rare that our youth are inspired enough by high performance sport to commit to the arduous effort required to compete at international level.

In a study conducted in 1987/88 by Martha E. Ewing and Vern Seefeldt of the Youth Sports Institute of Michigan State University, involving some 10,000 high school students, they found that winning was not a priority for most of the children between the ages of seven to 12 years. The most important reasons these children played sport was to have fun, to be with their friends, to improve their skills, to exercise and stay in shape.

Winning was not important. “Winning, the most publicised and pursued goal of sports, is actually a relatively poor motivator for most junior and senior high school students.” [2]

“Parents often have their own reasons for seeing their children in sports, and problems arise when their motives conflict with those of their son

or daughter. The result can be a very negative sporting experience for the child. Some of the most common problems arise when parents :

- place too much emphasis on winning ;
- push their children to specialise in one sport too early ;
- live their own dreams through their children.

The ideal situation is when your child finds intrinsic reward in participating in the activity – otherwise known as FUN.” [3]

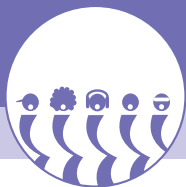
The problem of childhood obesity and rising inactivity among the children of developed countries threatens the health of future generations, and with it, the cost of servicing the health care programmes of these countries. It needs to be addressed now if we are to prevent a future crisis.

My generation became active in sport because we did not have the diversions that are available to children today, namely, television, video games and computers. Sport participation and learning the fundamental skills during childhood is carried through to later in life, and builds a foundation of physical activity upon which to enjoy an active lifestyle.

It behooves today's parents to ensure their children are presented with opportunities to play all kinds of sport and games. With such a start in life, I am sure that they will be bitten by the joy of effort that will stay with them for the rest of their life. Similarly, developed countries, like Canada, that have a national health care system, would be wise to invest in, and foster sport participation, for in the long run they will reap the rewards.

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SIMON LÉVÊQUE

France

TRANSMETTRE LES VALEURS OLYMPIQUES

L'excellence, le respect, l'amitié... Toutes ces valeurs présentes dans les travaux de Pierre de Coubertin et au sein de la Charte olympique sont autant de valeurs bénéfiques à la construction identitaire des jeunes.

Il devient alors logique de proposer de les transmettre au sein de leur éducation. Le 8 mai 2008, le Parlement européen a adopté le rapport sur le Livre blanc sur le sport, présenté par la Commission des Communautés européennes. C'est au travers de nombreux points qu'il encourage les États membres à s'investir dans l'éducation par le sport.

Il semble désormais nécessaire de mettre en œuvre des programmes sportifs accordant une part très importante à l'éducation. Ce texte relate les initiatives multiples développées, et à développer, au plus près des jeunes, pour leur permettre de se forger leur propre démarche intellectuelle et d'acquérir des compétences sociales et civiques afin de pouvoir faire des choix personnels judicieux.

Pour Pierre de Coubertin, «l'important aux Jeux Olympiques, ce n'est pas de gagner mais de participer, tout comme l'important dans la vie ce n'est pas la victoire mais la bataille. L'essentiel, ce n'est pas d'avoir vaincu mais de s'être bien battu».

L'excellence, en particulier le dépassement de soi, le respect des règles, le respect d'autrui, l'amitié, la loyauté... Toutes ces valeurs présentes dans les travaux de Pierre de Coubertin et au sein de la Charte olympique sont autant de valeurs bénéfiques à la construction identitaire des jeunes. Il devient alors logique de proposer de les transmettre au sein de leur éducation.

Une volonté européenne encourageante

Renforcée par l'expérience acquise en 2004, année européenne de l'éducation par le sport, la Commission des Communautés européennes précise, dans son Livre blanc du 11 juillet 2007, qu'elle «encourage le soutien au sport et à l'activité physique par l'intermédiaire de diverses initiatives politiques prises dans le domaine de l'éducation et de la formation, notamment le développement des compétences sociales et civiques conformément à la recommandation de 2006 sur les compétences clés pour l'éducation et la formation tout au long de la vie».

Le 8 mai 2008, le Parlement européen a adopté le rapport sur le Livre blanc sur le sport, présenté par la Commission des Communautés européennes. Figurent dans la résolution du Parlement européen les points suivants, qu'il convient particulièrement de noter :

« Le Parlement européen [...]

2. se félicite du fait que les États membres ont reconnu officiellement le sport dans le traité de Lisbonne, afin de pouvoir instaurer à l'avenir une politique européenne cohérente dans ce domaine [...];

28. souligne le rôle que joue le sport dans l'éducation, en diffusant parmi les jeunes les valeurs de la tolérance et du respect mutuel, de l'honnêteté et du respect du principe du fair-play, et en assurant la protection, préventive, de la santé, en particulier dans la lutte contre l'obésité;

29. se félicite de la proposition de la Commission de favoriser le sport et l'exercice physique en tant qu'éléments essentiels d'une éducation de qualité et en tant que moyen de rendre l'école plus attrayante et d'améliorer le niveau de l'enseignement [...];

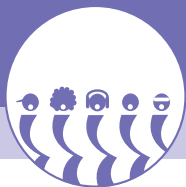
30. invite les États membres à soutenir d'autres mesures promouvant le sport et l'exercice physique comme des éléments importants permettant d'améliorer la qualité des systèmes éducatifs nationaux [...].»

Bien sûr cette liste de remarques du Parlement européen est loin d'être exhaustive.

Mettre en œuvre des actions éducatives

La pratique sportive en elle-même ne permet pas directement la construction citoyenne du jeune. Un rapport d'enquêtes de Sébastien Roché, directeur de recherche au Centre National de la Recherche Scientifique (CNRS) de Grenoble, le confirme. Il semble donc nécessaire de mettre en œuvre des programmes sportifs accordant une part très importante à l'éducation: ateliers de sensibilisation au respect des règles, aux valeurs de l'Olympisme, dialogue autour de la santé ou de l'éthique, échanges avec des champions sur leur vécu, accompagnement scolaire, programmes de lutte contre les incivilités ou la discrimination, etc. Les possibilités sont multiples pour permettre aux jeunes de se forger leur propre démarche intellectuelle et d'acquérir des compétences sociales et civiques afin de pouvoir faire des choix personnels judicieux.

L'opération française «Soyez sport» ou l'existence en Allemagne de centres socioculturels adaptés à des communautés et fortement axés sur la pratique sportive, l'accompagnement scolaire et la transmission



des valeurs citoyennes, sont autant d'éléments qui démontrent bien que les États européens sont déjà actifs dans la mise en œuvre de politiques éducatives au travers du sport, assurant également le développement de compétences sociales et civiques.

L'European Fair Play Movement (EFPM) organise chaque année une conférence européenne du fair-play. Une « conférence de jeunes » y est parfois associée. Elles permettent aux représentants d'organisations sportives de chaque État européen de présenter des programmes et d'échanger des idées sur la sensibilisation au fair-play, à l'antidiscrimination, à l'antidopage et à la transmission d'une éthique respectueuse ou citoyenne, des objectifs que visent par exemple les actions du projet slovène « Sportikus » ou de la fédération Arbeitsgemeinschaft für Sport und Körperkultur in Österreich (ASKÖ) en Autriche. Mais pour sensibiliser au mieux la jeunesse, il convient de s'approcher de l'échelon local.

Soutenir les initiatives locales

Pour transmettre les valeurs d'excellence, de respect et d'amitié aux jeunes de ma ligue d'escrime et les encourager à s'investir bénévolement, je n'ai pas trouvé de meilleure idée que d'organiser, en tant que jeune bénévole, des forums jeunesse, reprenant les bonnes méthodes de l'European Non-Governmental Sport Organisation Youth (ENGSO Youth) ou de l'International Sport and Culture Association (ISCA).

Ce genre de forum permet d'échanger sur l'organisation du sport, sur les rôles que peut revêtir un jeune bénévole, et sur les comportements du sportif. La tenue d'ateliers de ce type dans les clubs pourrait aboutir à la conception de « codes de bonnes conduites » par les jeunes sportifs.

Le Comité Départemental Olympique et Sportif de l'Isère a intégré cette démarche d'initiative éducative locale. Depuis 2006, il a développé, avec ses partenaires institutionnels, le programme éducatif « Pour que souffle l'esprit olympique en Isère (Let the wind of the olympic spirit blow) » au sein de l'enseignement scolaire. Les élèves des établissements volontaires explorent la culture olympique tout au long de l'année grâce au prêt d'expositions mobiles, à un travail de recherche documentaire, au financement de visites au Musée Olympique de Lausanne ou à des rencontres de champions. Ensuite, les enfants proposent une conférence ou organisent des mini-Jeux Olympiques en équipes d'âges et de sexes mixtes. C'est au travers du travail en groupe ou de la participation en équipe qu'ils mettent en pratique les valeurs d'entraide, de solidarité, d'amitié, d'excellence...

La synergie entre l'éducation formelle et non formelle crée une véritable dynamique éducative sur les territoires concernés. Parce qu'ils sont acteurs de leur projet, cette démarche permet aux enfants de

renforcer leur éducation et d'acquérir de réelles compétences sociales et civiques.

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ALEJANDRA ORTIZ

Mexique

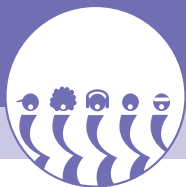
VIVRE SA VIE À FOND

Bien que le concept de vivre à fond soit étroitement lié à la jeunesse, la signification de cette expression est différente selon les générations.

C'est à l'adolescence que l'activité physique décroît de manière importante. Les adolescents ne pensent plus à vivre à fond de manière saine et commencent à associer cette idée à des habitudes destructrices. La nouvelle vision de la jeunesse à propos d'elle-même pourrait s'expliquer par un profond changement de son identité à l'échelle mondiale, qui est la principale cause du déclin de la participation des jeunes à des activités sportives.

La nouvelle « construction d'identité » est étroitement liée aux forces négatives de la mondialisation telles que la révolution technologique, l'urbanisation massive et la baisse des revenus. La communauté internationale a l'opportunité d'inverser le processus en utilisant le côté positif de la mondialisation afin qu'il soit possible d'associer le fait d'être jeune à l'idée de vivre sa vie à fond de manière positive.

The well known phrase "living life to the fullest" is usually related to the way young people live. In the new generation this phrase is not associated with exploiting your physical capabilities to get a healthy body and



mind. Rather, beauty standards worship young and healthy bodies, and today's youth live life to the fullest through destructive habits. Young people today lack interest in physical activity. In recent years obesity has been considered a global epidemic and one of the most dangerous public health problems. In addition, other eating disorders and unhealthy habits have risen among young people in numerous countries.

The reason behind the lack of interest in physical activity can be explained by the new character of the youth today. The difference between the idealised version of youth and today's youth is in the understanding of what it means to be young. In other words, the decline of youth participation in sports could be explained by a deep change in their identity on a worldwide scale. The new "identity construction" is closely related to negative globalisation forces which generate a value crisis.

During the teenage years, the human body reaches its physical and mental maturity. This is the perfect time for developing sporting capabilities and for identity construction. This process is related to the interaction among human groups and with their respective environments. Although identity construction is a personal experience, the society in which teenagers are growing up determines general characteristics, which will allow the development of the well known sense of belonging among the youth. In the past the environment which influenced identity construction was limited to a specific region, thus European teenagers did not share the same values with Latin American teenagers. In recent decades, this phenomenon has been modified, the revolution of the mass media and communication systems around the world have entailed the creation of a global culture which impacts the identity construction of the youth everywhere.

Globalisation is a complex phenomenon which covers most human activities from economics to arts. In its multidimensional nature, globalisation has positive and negative dynamics; unfortunately some negative dynamics have affected the way teenagers see themselves. In my point of view, three globalisation trends have generated this modification: the technological revolution, massive urbanisation and lower incomes.

All of us enjoy the benefits of the technological revolution; scientific innovations improve the quality of life for human beings. This is an uncontested fact, however, it is not so difficult to realise that millions of teenagers around the world have exchanged sports for more sedentary habits like surfing the Internet, playing video games or watching TV shows. Contemporary young people play soccer online on a big plasma screen against players all over the world.

But these technological innovations are not the only ones responsible for the proliferation of these sedentary habits. The growing population

and the concentration of economic activity have promoted massive urbanisation which considerably reduces the survival of open air spaces. Surrounded by thousands of buildings, physical activity is limited to closed spaces which most of the time are private or expensive.

The access to technological innovations or private sport clubs is a luxury which the majority of people can not afford. With one third of the world's population living in poverty, physical activity it is not a priority for millions of young people. In developing countries teenagers begin their working life so early that low incomes and bad working conditions mean that they are worn out at the end of the day with no interest for further physical recreation.

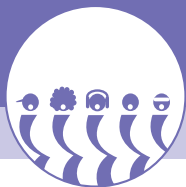
The perception of what it means to be a young person has been modified, leaving behind many of the revolutionary ideas that defined the 20th century. Today's youth are globally connected. While some enjoy the technological advances the majority are simply too occupied earning a living to find time for physical recreation.

At some point young people lose this sense of physical activity as it is not related to a value system or a socialisation process. Being young and being healthy are not connected; now being young is related to excesses. What you see is young people smoking, drinking and taking drugs. You do not need to be healthy to be accepted, you just need to be skinny which you can achieve through anorexia or bulimia. You need not be healthy to enjoy yourself; you can spend all day in front of a computer and have obesity problems.

The construction of an identity in young people is an ongoing process; for this reason I strongly believe that some measures can be addressed to reverse this value crisis. The point is not to fight against globalisation but to take advantage of the positive trends that are on offer.

The technological revolution has given us the possibility to promote the values and benefits of physical activity to young people. It is necessary to promote the creation and conservation of open air spaces where young people can freely practice any sport that they want.

Finding funds to promote sport for young people on relatively low incomes will provide an alternative living standard. With the incorporation of sporting values young people will be able to live life to the fullest in a positive way.



LUIS HENRIQUE ROLIM

Brésil

SPORT ET ÉDUCATION : INTÉGRATION SOCIALE

Le présent texte vise à introduire une réflexion concernant l'intégration totale dans la société de l'éducation olympique en tant qu'alternative de politique publique en matière de sports et de loisirs.

Au Brésil, la pratique du sport a pris une place importante dans les programmes et projets sociaux, qu'ils soient gouvernementaux ou non, ciblés sur la jeunesse vivant dans la pauvreté. Dans ce contexte, on pense qu'une pratique du sport basée sur des valeurs sociales devrait être à la portée de tous afin d'obtenir une intégration sociale efficace.

L'éducation olympique peut être modelée et structurée comme une alternative pédagogique pour chercher des solutions aux inégalités sociales et économiques, y compris des concepts tels que le multiculturalisme, la postmodernité, l'éthique et le sexe, en particulier dans les pays d'Amérique latine, d'Afrique et d'Asie. Fondée sur l'Olympisme, l'éducation olympique peut représenter une politique publique permettant d'atteindre l'objectif d'un développement social et humain plus juste, plus équitable et fraternel à travers la pratique du sport.

This work is part of a project, which was developed in the south of Brazil (more specifically in the city of Porto Alegre), on Olympic Education for youth who live in situation of risk and vulnerability. Thus, the objective of the text is to reflect on Olympic Education as a public policy alternative relating to sports and leisure with respect to full inclusion in society. Brazil is part of a group called E-9.

This means that along with Bangladesh, China, Egypt, India, Indonesia, Mexico, Nigeria and Pakistan, it is one of the nine most populated countries in the world that has committed to Education as a determining factor in its development. Brazil's ample geographic, demographic and economic dimensions gives it enormous potential to achieve this goal. However, this potential is limited by persistent inequity and discrimination. (UNESCO, 2006).

Diminishing Brazil's inequity should constitute a permanent challenge for all sectors of Brazilian society. In this way, some sectors seek to overcome these challenges through the eradication of illiteracy, the improvement of education quality, the reduction of environmental vulnerability, social conflicts and violence, the reduction of poverty, misery and exclusion, the promotion of cultural diversification and the

generalisation of access to new information and communication technologies. (UNESCO, 2006).

However, according to the National Household Sample Survey carried out by IBGE (Pesquisa Nacional por Amostra de Domicílios – IBGE, 2003), it is estimated that, nowadays, around 15 million Brazilian youngsters ranging from 7 to 17 years of age live in “socially vulnerable” conditions.

The answer to this issue is provided by sport, which has played a major role in Brazil, enjoying an outstanding position in the ambit of social projects and programmes, governmental or not, targeted at youth who live in poverty.

Therefore, government and civil society have mobilised themselves, seeking strategies that aim for social inclusion and development. In this way, an ever growing number of social programmes and projects emerge, which in turn perceive sports as an important ally to combat, or at least minimise the effects of innumerable social misfortunes caused by environments of social risk and vulnerability.

Sposito and Carrano (2003) point to over 30 governmental projects/programmes that fall into the youth group. But, with respect to sports, the same authors are categorical in saying that the Ministry of Sport, managing six programmes, has demonstrated low capacity to coordinate its own actions, in relation to juvenile problems and a very low synergy with civil society.

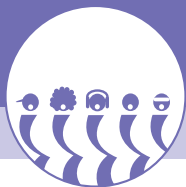
For effective social inclusion, will it be enough to make available a sport-ing practice without taking into consideration education for values ?

A core concern of Education in general has been to reflect and build the way through which people are initiated in the task of distinguishing good from evil, fair from unfair, right from wrong (TODT, 2006).

The teaching and the learning of these distinctions are complex issues, and possibly controversial. One should pursue a way that leads to a more harmonious, and authentic human development, so that it pushes back social exclusion, misunderstandings and oppression, among other issues. And this can be the way for Olympic Education.

Coubertin's (INTERNATIONAL OLYMPIC COMMITTEE, 1997), intentions were targeted particularly at the pedagogic aspects of sports and not, as many may think, at the conquest of marks and the breaking of records.

Sport by itself means nothing if it is not related or linked to Education. Therefore, a proposition of Olympic Education, based on the values of Olympic Philosophy can represent an important pedagogical alternative



to the issue of social inclusion through the sports. The strategies for the development of Olympic Education within social sports programmes/projects should be innovative and meaningful.

The inclusion of themes related to Olympism, the fostering of its recognition as educational means with transversal and interdisciplinary relations, beyond special didactic material in social sports programmes/projects may result in potentially enriching alternatives for the development of learning and the development of human beings. (TODT, 2006).

Yet, how should one promote Olympism through a pedagogical approach? The International Olympic Committee (IOC) has launched an idea that Olympic values, such as excellence, friendship and respect, should be aligned to the Olympic symbols: Olympic Motto, Olympic Torch and the Olympic Rings. (INTERNATIONAL OLYMPIC COMMITTEE, 2007). This may be an important alternative in respect to addressing issues and difficulties imposed by different global social contexts and the countless discussions that tackle the ways of working with the several meanings attributed to Olympism.

Olympic Education in a non-Olympic setting should not prioritise results in sports, but mostly the promotion of Olympic values. This way we would be opening possibilities to achieve education through sports, not only in the building of champions, but through people capable of practicing citizenship.

Olympic Education may become effective as a real process that takes the philosophy of Olympism to everyone through teaching the Olympic ideals. It is believed that based on Olympism, this educational proposition may represent a public policy for social inclusion aimed at the achievement of a better, more just, equal and more fraternal human development through sports.

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WEI SUN

République populaire de Chine

ASSOCIER LES JEUNES À LA PRATIQUE SPORTIVE ET À L'ÉDUCATION OLYMPIQUE

Les jeunes sont l'espoir du Mouvement olympique. Ils ont le pouvoir de contribuer à son développement. Cet article explique comment les jeunes peuvent être davantage associés à la pratique sportive, comment ils peuvent améliorer leurs connaissances sur les Jeux Olympiques et mieux comprendre les bienfaits qu'ils peuvent retirer du sport afin de profiter pleinement de l'avenir du Mouvement olympique.

Sports play an important role in the growth of youth. The Olympic Movement (OM) gives many positive meanings to sports and the education of youngsters. Some suggestions are made to help today's youth understand the physical and mental benefits of sport.

1. TOP-DOWN METHOD

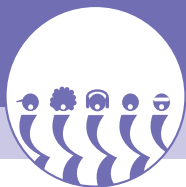
The macroscopic view: The International Olympic Committee (IOC) should establish a general framework of youth Olympic education promotion and then execute a detailed plan. The plan can be set every four years and adjusted according to related developments. For example, the IOC can cooperate with ministries of education in different countries. They can issue Olympic textbooks, combine Olympic Education in physical education classes, use Olympic material in other subjects or hold activities that encourage students to join more sports. All measures should aim to enhance the influence of sports and the Olympic Movement among youth.

No matter what forms will be used the key aim should be to establish a goal, plan and a method of evaluation.

The IOC should set the goal and make the plan systematic and logical.

Evaluation is also important when assessing different measures and improving efficiency. For example, the IOC can collect feedback on 1) the number of students who have studied from Olympic text books; 2) the length of time each student participates in sports each day; 3) the frequency with which they go to watch sport matches; and 4) the sports students like to watch on TV. This type of data can be used to adjust the different measures to make them more relevant and effective.

The microscopic view: We should give young persons a general idea of how sports benefit their life. We must show people the benefits that can be reaped from the harmonious education of the body and mind. It is



also important to use the Olympic Games to show students the benefits of sports through using the examples of elite athletes. Such examples will shape the perspectives of our youth and encourage them to join physical activities. In order to have the best results, it is necessary to combine this with an Olympic Education plan.

2. BOTTOM-UP METHOD

The macroscopic view: Many positive initiatives have been launched to offer information on sports and the The Olympic Games to the public. For example, advertisements, exhibitions, publications, education kits and videos are released to young people. Why not make these initiatives more connected and systematic? A full use of existing resources will be more efficient and will save a lot of time and money.

The microscopic view: A young person usually has had some knowledge of the Olympic Movement or some experience of physical education. If we can seize great feelings and enhance good experiences, they will become more aware of the good that sports bring to them. Mentors are important to our youth, and can be teachers, parents or their friends. It is vitally important that these individuals receive more information and correct knowledge of the Olympic Movement. Books, training plans, Internet and so on can also be adopted to educate more tutors.

I have had the experience of training a class of students on Olympic symbols. What surprised me was that although they knew many of them, they lacked knowledge of their connection, meaning and functions. As their tutor, I let them master the knowledge and understand it based on their own experience. I have twice been a torchbearer and have shared these feelings and experiences with my students. That made them eager to learn more about the Olympic Games. The whole effect was positive as the students developed clearer ideas and became more interested in the Olympic Movement.

3. EXPERIENTIAL LEARNING

Experiential learning is learning by doing, through active participation. This type of learning comes naturally. It is a discovery process, in which learning happens through participation at physical, emotional and intellectual levels. The learners discover their individual feelings. Giving our youth more opportunities to participate in sports is the best way for them to learn. The experience of many famous athletes has demonstrated that sports can make both body and mind strong. This is especially the case when you stick to exercise over a long period of time and experience competition with others. Effective steps should be made to provide students with more opportunities to participate in competitive sports. We should promote sharing the positive experiences of sport while helping young people to create their own sporting experiences.

The elation of winning a game, the disappointment of losing, or the psychological challenges of facing key points in matches are all personal challenges that help to exercise the minds of youth.

Creating a mini "Olympic Games" is one way in which young people can experience sports. This could help the youth to really understand the enjoyment and benefits of sport. The responsibility of tutors is to bridge a young person's known world to the unknown world.

In all, top-down and bottom-up methods should be used together. Experiential learning should be used to allow each young person to experience the joys of sport. The goal should be to promote the concepts that encourage youth to make their bodies stronger while better understanding the advantages of sports. These methods should also build their interest and motivate them to join in physical activities. This is all necessary if we want our youth to play an active role in their communities.

FRANK VAN EEKEREN

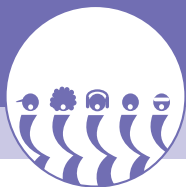
Pays-Bas

SPORT ET DÉVELOPPEMENT

Le sport est aujourd'hui de plus en plus accepté en tant qu'objectif en soi et en tant que moyen d'atteindre des objectifs de développement. Les programmes sportifs peuvent favoriser la santé psychosociale, promouvoir la participation active des enfants (y compris les filles et les enfants handicapés), offrir des espaces de jeu sécurisés aux enfants et servir d'espaces rassurants pour redonner un peu de normalité à la vie d'enfants touchés par un conflit ou une catastrophe.

Néanmoins, il serait naïf de penser que le sport suscite et favorise automatiquement ces effets positifs. Afin de libérer le potentiel positif du sport et d'éviter les impacts négatifs, nous devons connaître et analyser les principes actifs du sport dans un contexte de développement. L'enthousiasme poussé par la politique est une base trop fragile pour que les programmes sportifs et de développement soient de qualité, efficaces et durables. L'identification et l'analyse approfondie des facteurs/processus pouvant être d'un grand soutien dans le sport et le développement de stratégies d'intervention basées sur des preuves sont nécessaires.

Sport, recreation and play are increasingly important elements of development programmes around the world. Sport programmes can support psychosocial health, promote children's (including girls and disabled)



active participation, provide safe spaces for children to play, and serve to restore a sense of normalcy in the lives of children affected by conflict or disaster.

Sport is an arena where people meet, either in active participation or as leaders, officials or spectators. Either way, sport offers an accessible arena where awareness can be raised, positive activities introduced, education offered and healthy habits developed. In countries where HIV/AIDS prevalence rates are high and mainly affect the young and poor, sport provides a valuable means for including stigmatised youth and developing HIV/AIDS information and education activities.

As a most dynamic cultural phenomenon, sport has considerable potential in contributing to education, socialisation and social integration. Practices and policies worldwide have adopted sport programmes as a flexible, accessible and cheap field tool in different types of community building projects.

However less than ten years ago sport was seen as a luxury in developmental cooperation circles and funding sport projects was an extremely low priority on the development agenda (Van Eekeren, 2006). This may be due to ethical considerations in the donor countries that basic conditions (peace) and needs (e.g. food, water, and medical care) should have priority over leisure and pleasure. However, this latter consideration ignores the “potential” of sport as a tool in the pursuit of development goals, and also ignores the reasoning in the recipient countries.

Firstly, this ethical consideration in the donor countries is strongly challenged in statements by international and national organisations, the hundreds of successful projects and the growing involvement of the academic community.

Moreover, the recipient countries expressed, several times, that sport (including all forms of games, sports education and physical education but also high level sports) helps them to take their minds off the hardships all around them. They even consider that the organisation of championships is a good idea because they may have a tremendous impact on the mood and image of the country, boosting not just the reputation of those in power but also the morale of the population at large.

The whole country celebrates at the time of the championships and there is worldwide focus and interest in a country which is normally disregarded or seen in a negative light (Dutch Ministry of Health, Welfare and Sport, 1998).

Today sport is increasingly becoming accepted both as a goal in itself and as a means to achieve developmental goals. World leaders recognised the power of sport and its values at the 2000 UN Millennium

Summit and at the 2002 Special Session on Children. The 2002 outcome document, “A World Fit for Children”, and the “Millennium Development Goals (MDGs)” serve as the primary guideposts for all of UNICEF’s programming.

More than in other development projects, Sport and Development can be viewed through a North-South as well as a South-North perspective. This form of development cooperation may have social returns for Western countries in terms of producing new insights of potential importance to their multicultural challenges (Koenders and Bussemaker, 2008).

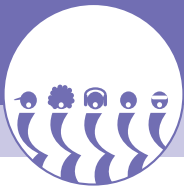
It may also encourage international sport to question itself: “Which values are both explicitly and implicitly propagated in and by current competitive sport? What kind of human behaviour and type of sport is promoted? Which views are given a chance and which are not? What are the criteria for good sport delivery?” (Vanden Auweele, *Ethics in Youth Sport*, 2004).

Although we know sports’ inherent value and its potential to address the well-being of children it would be naive to think that sport automatically elicits and promotes these positive effects. Children are, especially in competitive sport, confronted with a variety of moral and social values, introduced by parents, trainers, sponsors, club management, teachers and psychologists, etc. Differences in scales of values produce differences in thinking and behaviour. Sport must not be allowed to be a facilitator or catalyst for increased egocentrism, abuse, violence and corruption in and around competitions.

Therefore in order to unlock the potential of sport and avoid negative impacts we need to know and analyse the active ingredients of sport delivery in a developmental context. Policy driven enthusiasm is too fragile a basis for the quality, efficiency and sustainability of sport and development programmes. The identification and in-depth analysis of the factors/processes in sport which may be supportive and the development of evidence-based intervention strategies are needed.

Six key questions in the field of sport and development could be asked to fuel the debate with regard to the use of sport in a developmental context.

1. What are the trends and milestones in the systematic approach of Sport and Development issues and what are the challenges for the near future?
2. What are reasonable criteria for the efficient delivery of sport in a developmental context?
3. How can sport contribute to peace, community development and social inclusion?



4. How can sport contribute to risk behaviour (especially HIV/AIDS) prevention projects?
5. How can we monitor and evaluate processes and product effects of sport and development programmes?
6. What is needed to create an efficient collaboration among all stakeholders in sport and development projects (sport associations, NGOs, academics, policy makers, governmental services, etc.)?

CONCLUSION

We think that we offered an inspiring set of critical and challenging ideas and suggestions which will certainly be able to enrich the debate.

Co-written with Yves Vanden Auweele.

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LANKANI WITHANAGE

Sri Lanka

ENCOURAGER L'ACTIVITÉ PHYSIQUE ET PRENDRE SA VIE EN MAIN

Je souhaiterais d'abord m'intéresser aux raisons du déclin de l'activité physique et de la participation sportive chez les jeunes. Je constate que la plupart des jeunes ne participent pas à des activités physiques à l'adolescence.

Le comportement sédentaire des jeunes constitue un autre facteur majeur. Le sport et l'activité physique ont de nombreux effets positifs sur la santé.

Les jeunes améliorent leurs aptitudes naturelles d'expression de leur personnalité, leur confiance en eux et leurs liens sociaux grâce aux activités physiques.

Je soutiens l'idée que les jeux vidéo de sport sont un moyen d'encourager les jeunes à devenir actifs à un certain niveau. Nous devons être extrêmement bien préparés avant de participer à une compétition sportive.

Tous les athlètes aspirent à la perfection, à atteindre leur but malgré la devise « Le plus important n'est pas de gagner mais de participer ».

There are many aspects to the topic of sports and physical activity. Firstly I would like to bring attention to the reasons for the decline in physical activity and sport participation among young people.

I realise that most young people do not take part in physical activities during adolescence and this continues into their adult life. In many countries less than one third of young people actively take part in such activities.

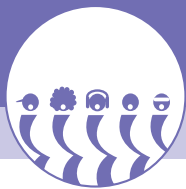
Another major factor is sedentary behaviour among young people. Watching television, using computers, and the excessive use of different modes of transport are all factors in sedentary behaviour. Nowadays, young people spend more time on sedentary activities rather than on outdoor physical activities. As a result high body mass index rates have increased among young people.

It is not surprising that the rate of obesity among the young is so high.

Sport and physical activity have numerous positive health benefits to one's life. The positive effects of physical activity include: the building and maintaining of healthy bones and muscles; improvements in stamina among young people; the promotion of a person's psychological well being; a reduction in the levels of anxiety and depression among young people.

Sport and physical activity also help young people improve their natural self expression skills, self confidence, and social interaction. They also learn fair play. In my view, schools have a unique opportunity to encourage youngsters to take up physical activities. School sport programmes and compulsory physical education programmes are fundamental motivations for students. These programmes could develop into inter-school sports events as well as national sport programmes within the country.

As we know, the first priority for universities is academic success in different fields. However, I hope that governments can implement more facilities of the sport development at universities. Furthermore,



the government should give financial support to build gymnasiums and sport complexes for young people.

Sporting competition can also help young people resist the ills and temptations that are endemic in today's society. However, they must be thoroughly prepared before participating in a sport competition. This allows for an athlete's long term participation in physical activity. All athletes strive for perfection in order to achieve their goals, despite the saying "The most important thing is not to win but to take part."

Athletes have regular physical activity that helps prevent cardiovascular diseases like heart disease, high blood pressure as well as some cancers. Regular physical activity helps to maintain healthy bones and muscles and efficient functioning of the heart and lungs.

In my opinion, the education system can play a major role in the development of sport and play. Governments can introduce new policies that focus on sport education. As well, physical education can be improved through schools by implementing new sport policies all over the country. This will help the majority of students to take part in much needed, regular, physical activity.

There are also lots of sporting values to be promoted through the education system. The education system enhances our quality of life. Sport can be a key role for ensuring the future well-being of the youngsters. It helps to promote self discipline, team work, respect for each other and fair play. Team games build up a sense of friendship and promote a sense of community.

The educational values of sport must be at the centre of the education system. This should be highly useful not only in terms of personal benefits but also social benefits. Sport makes a difference to personal behaviour and can make a difference to the community as a whole.

Participation should be given greater importance than winning in sport. The individuals who are selected for the sporting competition are usually more talented than others in society. These talented athletes get the chance to meet other talented participants in sport competitions like the Olympics where they can show their talents to the world. They all try to show their personal excellence and there is a great deal of competitiveness. The genuine truth is that not everyone can place first in these competitions. Everyone should be happy about being a participant in the event as sports teach you how to win and lose.

Of course, the world of multimedia influences young people in sport. There are advantages as well as disadvantages. One advantage is that it helps public awareness through the broadcasting of these sport events. People get involved in these sports and their events by watch-

ing television programmes and get to know the rules of the sport by observing the players.

One disadvantage is that many youngsters today spend more time watching television, playing video games and surfing the internet. They shift from physical activity to more sedentary activities on account of multimedia. However, I agree with the statement that sporting video games provide a means of encouraging young people to become active at a certain level.

These video games improve hand-eye coordination. The youngsters also develop a passion for these sporting activities through these games. As a result it compels them to apply these video sport activities to real life.

JINGYIN ZENG

Singapour

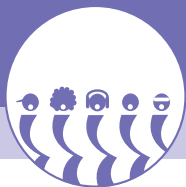
VERS UNE SOCIÉTÉ ACTIVE

Aujourd'hui, l'obésité a augmenté de façon si spectaculaire chez les jeunes qu'elle a été classée comme une épidémie. Dans de nombreux pays comme les États-Unis, le Canada et l'Australie, le taux d'obésité chez les jeunes, les deux sexes confondus, a plus que doublé ces dernières années. Cette tendance est extrêmement inquiétante car elle peut entraîner des conséquences désastreuses, telles que des risques pour la santé et une baisse de la productivité. Des mesures efficaces doivent donc être prises immédiatement pour inverser la tendance.

L'obésité est le résultat d'une multitude de facteurs: les gènes qui jouent sur le risque de prise de poids, une mauvaise alimentation et un mode de vie sédentaire. Parmi ces raisons d'ordre général, seule l'hérédité est prédéterminée et ne peut être modifiée. Le présent article se concentrera donc sur les deux autres.

Today, youth obesity has increased so dramatically that it has been labelled an epidemic. In many countries such as the USA, Canada and Australia, youth obesity rates for both genders have more than doubled in the past few years. This trend is extremely worrying as it can result in dire consequences, such as health risks and a decline in productivity. Thus, effective steps must be taken immediately to reverse the trend.

Obesity is driven by a multitude of factors – genes that influence one's susceptibility to weight gain, an unhealthy diet and a sedentary lifestyle. Of these general reasons stated, only genetic inheritance is predetermined and cannot be changed. This article shall focus on the remaining two.



A sedentary lifestyle results from a lack of exercise as well as the lack of physical activity present in daily life. With regard to the former, youths spend more time in front of the television and computer, and less time exercising. Youths prefer to relax by watching television or surfing the Internet as these activities are not physically strenuous and require minimal energy, thus truly embodying the meaning of “relaxation”.

Also, in daily life, with the rise of modern technology, there is a lack of physical activity, such as walking. Many youths travel by car to destinations instead of walking to take public transport like in the olden days. In addition, with the rise in the of standard of living, many families now hire domestic help to do household chores, which were in the past largely done by youths. Furthermore, in an increasingly competitive society, schools are today placing less emphasis on physical education and quite a number of schools have had their physical education curriculum reduced. This is due to the strong emphasis placed on academics, especially in Asian societies.

Throughout the years, junk food has become more readily available and affordable to youths. Furthermore, the world has seen more aggressive advertising and marketing of junk food. This has caused an increase in the consumption of junk food by youth. Junk food, such as chocolate bars and potato chips, is usually high in fats, sugars and calories, all of which contribute directly to obesity. This unhealthy diet accompanied by a sedentary lifestyle has contributed to the slippery slope to obesity.

To many young people, physical activity is exhausting, an additional burden on top of their many commitments that sap away precious time. Many neglect the benefits of exercising. Thus, in order to motivate them to exercise, a number of things must be done.

Firstly, the family plays an important role in the development of the youth. Parents must educate these youth on the importance and benefits of exercise, such as health benefits, mental strength and increased interaction opportunities with peers. Merely “preaching” is insufficient; parents must set a good example for their children by being a role model and should also exercise with their children. This should be done on a regular basis in order to instil these habits into young people’s daily lives.

Secondly, the school can play a huge part in increasing physical activity among youths. Schools must view physical education (PE) as an important part of the curriculum and give it with the same emphasis as academic subjects. Only then will students take it seriously as well. To do this, schools can conduct PE assessments that are reflected in the students’ report cards and that have bearing on the students’ promotion. Also, PE lessons should be made fun and educational by teaching games such as soccer and tennis instead of having students run rounds, and by teaching the rules and techniques of the said games, as well

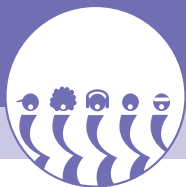
as providing information on sports psychology, injuries and nutrition. Internal competitions could be organised to allow for more opportunity to play sports at a competitive level and to let students have fun in the process. Schools should also provide a variety of sports co-curricular activities that cater to the different interests of the students and encourage their participation alongside their academic participation. At this level, participation must be valued and winning seen as a bonus. Participation indicates interest and effort, which must be sustained while winning is an indication of excellence as a culmination of passion and consistent hard work, which will further promote sports participation and its values in the long term.

Schools should not let go of this opportunity to educate youths on sport. Sport brings with it many values, namely sportsmanship, determination, perseverance, focus, discipline and zest. All of these values are important and teach youths to embrace a life of quality and meaning. These values cannot be taught by the books, but only by experience. Participating in a sport, whether for leisure or at a competitive level, provides youths with an experience that will no doubt nurture and develop their personal values and world views. Through sport, both physical and mental strength are developed – both sides of the coin are taken care of.

The media has the power to shape values and mindsets and has a huge influence on the mindset of youths. The broadcast of sporting events, programmes about sports as well as drama series involving sports can trigger the interest of youths toward sport. However, using sporting video games to encourage young people to become more active is not encouraged as it will not be effective. Since youths can enjoy the game in the comfort in their bedroom, there is a slim possibility they will set foot outdoors to play the game.

Lastly, the government must promote a healthy lifestyle for all through regular campaigns that promote healthy eating and exercising. The construction of more public sporting facilities will also encourage youths to participate in physical activity.

In order to facilitate movement toward a more active society, the various societal structures – family, school, media and government – must recognise their duty, and take up the responsibility to contribute to the progress and success of this movement.

LE SPORT DE COMPÉTITION
EST-IL TOUJOURS ATTRAYANT ?

Nombre de contributions pour ce sous-thème en relation avec le sujet:	76
Nombre de contributions rejetées:	2
Nombre de contributions sur le rugby:	12
Total de contributions pour ce sous-thème:	90

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Le sport de compétition devrait véhiculer certaines valeurs dont le fair-play, l'éthique, le respect mutuel.

23

Les Jeux Olympiques tout comme les Jeux Olympiques de la Jeunesse contribuent à promouvoir le sport de compétition.

23

Le sport de compétition est toujours attrayant car «gagner» constitue son essence et le plaisir qui y est associé. Le sport de compétition est aussi attrayant pour les valeurs positives qu'il développe (confiance en soi, combativité, victoire, leadership, esprit d'équipe). Pour certains, le sport de compétition est également assimilé à une certaine idée de la réussite sociale.

23

Le sport de compétition n'est pas attrayant notamment pour les sacrifices (physiques, sociaux et économiques) à tous les niveaux qu'il demande. Il n'est pas attrayant pour les difficultés rencontrées pour y accéder, pour la marginalisation qu'il engendre et pour l'image négative qu'il représente et qu'il véhicule.

22

La médiatisation d'un sport et donc sa popularité ont logiquement un impact direct sur son attractivité. La popularité d'un sport est une source de motivation pour les jeunes qui veulent ensuite le pratiquer en compétition.

22

Sous l'impulsion du Comité International Olympique (CIO), chaque fédération sportive doit tout mettre en œuvre pour qu'au niveau de la pratique, des règlements, des valeurs et de l'image qu'il véhicule, le sport en lui-même reste toujours attrayant pour les jeunes. Un processus d'adaptation permanent pour rester attrayant doit être mis en œuvre.

15

Les athlètes professionnels doivent prendre conscience qu'ils sont des modèles pour les jeunes et doivent adapter leur comportement en conséquence (fair-play, éthique, exemplarité).

12

Le fait que le système éducatif n'octroie plus au sport la place qu'il devrait avoir au sein même de l'école nuit à la pratique du sport de compétition.

4

Les nouveaux médias tels que les jeux vidéo, considérés parfois comme un «refuge» pour les jeunes fuyant la réalité, nuisent à la pratique du sport.

3

Commentaires:

Bon nombre de contributeurs ont relevé que de nos jours, la décision de s'engager dans le sport de compétition entraîne une marginalisation.

DHURGA KALAYSILVAN

Singapour

LE SPORT DE COMPÉTITION ATTIRE-T-IL TOUJOURS AUTANT ?

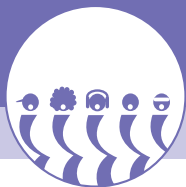
Avant de commencer, j'aimerais définir mon sujet: «Le sport de compétition attire-t-il toujours autant?».

Qu'est-ce qu'un sport de compétition? En général, le sport met en jeu la psychologie et la force mentale des athlètes de tout âge et de tout niveau afin de faire tomber les barrières mentales, de franchir les obstacles et de vaincre leurs peurs. Il leur permet aussi de forger leur mental, leur motivation et leur confiance en eux dans le sport qu'ils pratiquent. Le sport représente un défi que les meilleurs sportifs espèrent relever. Un grand nombre de sports sont vraiment compétitifs.

Toutefois, la question qui se pose ici est de savoir si ce type de sport attire la jeunesse d'aujourd'hui. Si je devais répondre, je resterais neutre. Oui, car certains de mes amis qui sont athlètes auront plus d'expérience que les étudiants au cursus normal.

Par ailleurs, ils développent aussi un sens de la responsabilité et sont fiers de représenter leur propre nation.

Cependant, les athlètes sont-ils capables de supporter de telles pressions et de tels effets? La nouvelle génération sera-t-elle attirée par les sports de compétition en voyant les situations et les pressions auxquelles les athlètes sont confrontés?



Before I begin, I would like to define my topic, “Is competitive sports still appealing?”

What are competitive sports? Generally, sports involve the psychology and the mental toughness of all athletes of all ages and levels to overcome slumps, blocks and fears and also build their mental skills, motivation and self confidence in the sports they are doing. Sports are a challenge that the best sportsmen hope to conquer.

A lot of sports are really competitive, such as hockey, American football, swimming, diving, skateboarding, dirt biking, baseball, basketball, athletics, gymnastics, etc. The list just goes on and on. However, the question here is, are all these kinds of sports appealing to today's youth? If you were to ask me, I would be neutral.

Yes, because I know quite a number of friends who dreamt of going to the Singapore Sports School and in the end managed to get into it as they wished. Most of them say they really do enjoy themselves doing lots of sports to build up their muscles, stamina and also participating in both local and international tournaments most of the time. Definitely, as athletes they will gain more experience when compared to a normal school student.

Moreover, they will also have a sense of responsibility and pride for their own nation as they are representing it. They will definitely feel the pressure as the best athletes from all over the world get together and compete for the same reason and dream. Both the standards and expectations of that particular game or athlete will be extremely high. Athletes have to be well prepared to take in criticism and even failure.

However, are athletes able to take such effects and pressure? On seeing athletes face such situations and pressure, will the new generation be keen on competitive sports?

Many children feel pressured and discomfort in connection with their participation in sports. Generally, adults think that children are exposed to tough pressure because of sports. Parents see others pressuring their children, but do not feel that they themselves do so. A majority of coaches feel that children are exposed to too much pressure in competitive sports. These are the findings of Christian Augustsson, a researcher at Karstad University in Sweden and mental coach for Olympic champion Stefan Holm and European champion Anna Lindberg.

Nevertheless, the study shows that between 5 and 30 per cent of the children experienced some form of negative pressure from their parents and that one child in five felt discomfort connected with their participation in sports and their parents' attitude. This could mean that nearly

75,000 children in Sweden alone feel pressure from their parents every week. “It works if parents have the will of their children in focus,” says Christian Augustsson.

There are studies that show that those who truly excel in sports have never felt pressure, but rather felt support and joy in connection with their participation in sports. “The children sense that the parents want them to achieve more than they are at present, and this creates feelings of insufficiency in them. This is not good, of course, and it can result in them giving up sports altogether. Parents and children want the best for each other but things can still turn out so wrong,” says Christian Augustsson.

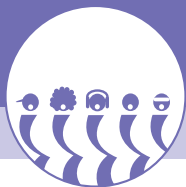
Also, many children drop out of competitive sport in their teen years, never to return. On the other hand, teenagers who take up or remain in competitive sport go on to play sport throughout their lives. With a little encouragement and the right words, teenagers can be helped through this difficult time.

Here are some reasons why children do not really take to competitive sports. Due to a certain league or coach being competitive, a child who is already a reluctant athlete might feel extra-nervous when the coach barks out orders or the league focuses heavily on winning.

Also, children who are not natural athletes or are a little shy might be uncomfortable with the pressure of being on a team. More self-conscious children might also worry about letting their parents, coaches, or teammates down. This is especially true if a child is still working on basic skills and if the league is very competitive.

With such problems and the rapid growth of technology, youth these days prefer to hang out with their friends or spending time watching television, playing computer games and getting themselves hooked to it all day long, surfing the net, playing electronic items such as video game consoles and “plug-in” television games. Hence, technology also plays a part.

Here are some of the reasons regarding the appeal of competitive sports. Based on the physique of the athletes, people are inspired to take up competitive sports, examples include famous stars like Cristiano Ronaldo, Ronaldhino, Anderson, Henry, Robhino and David Beckham for soccer; Michael Jordan, Dwayne Wade, LeBron James, Carmelo Anthony, Tony Parker, Kobe Bryant for basketball; the current fastest runner on this planet, Usain Bolt; the very famous Formula 1 racer Lewis Hamilton (another famous Formula 1 player would be Massa); Maria Sharapova, the Williams sisters, Venus and Serena for women's tennis; Reggie Bush for American football; and Michael Phelps for swimming. The list just keeps going on and on!



Today's youth also aspire to gain fame so that they can sign multi-million dollar contracts. Today, the value of a sportsman is less likely to be measured by performance than their contractual amounts. Of course one cannot underestimate the love for money. As such, competitive sports have become a career instead of just an interest as it was in the past.

Moreover, sportsmen employ agents who work out deals with sponsors to ensure that they are well-paid for their performance. This has led to the branding of certain sports products such as Michael Jordan endorsing a famous sport brand. Another reason is that winning a gold medal in an international sporting event like the Youth Olympic Games, is a guarantee of wealth since sponsorship and advertising deals are always worked out with the winners. The recognition that comes with a gold medal is certainly more rewarding than money.

It has also been sometime since the government built the Singapore Sports School. Students, who are interested in sports and wish to make a career out of that certain sport which they are interested in, may want to attend there. Also, the implementation of the National Physical Fitness Award Scheme (NAPFA) test to ensure that youth keep themselves fit has been pretty useful. The Ministry of Education (MOE) encourages schools to emphasise physical fitness by having at least two lessons of physical education (PE) per week.

In conclusion, the Olympic Movement (OM) encourages athletes from countries all over the world to compete in a single competition, with the same dream and hope that they have come to fight for. It also facilitates the sieving of the best sportsmen and women at this platform.

BRIAN MEYER

États-Unis d'Amérique

LE MANQUE D'INTÉRÊT POUR LE SPORT DE COMPÉTITION

La nature du sport de compétition a changé et son attrait a faibli ces dernières années car les enfants préfèrent jouer aux jeux vidéo plutôt que de sortir et jouer vraiment, sans compter les portraits négatifs du sport dressés par les médias.

In my days growing up in the 1990s, I remember all the athletes I idolised and pretended to be whenever I played any of the sports that I participated in.

Whether it was playing basketball in my driveway with the rim lowered and trying to dunk like Michael Jordan, playing pee-wee football and tackling like Lawrence Taylor, or making backhand stops and leaping throws like Derek Jeter, I was always out competing in sport. Recently

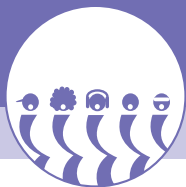
however, children have traded going outside to shoot hoops and play catch with playing sports video games. This technological revolution, along with all of the politics and negative publicity surrounding the world of sport that children see in the media has turned them off playing and competing in sports. Thus, there has been a rise in obesity among the youth population. This trend can be turned around if we reconnect with the children and instil that passion for sports that they used to have.

The appeal of competitive sport should have to do with the ability to be your favourite athlete and have fun playing your favourite sport with your friends. However it has turned into something of a chore for many children. With parents and coaches having a habit of overreacting and getting too involved in the game and stressing the importance of winning, children have lost interest in playing and competing. Children would rather just pick up the controller and control every aspect of the game. Moreover losing can be undone with the press of a button.

It does not help that every time you turn on the TV there is a new story about a prominent sports figure in legal trouble or who has done something to risk their public image. These issues have also affected the thoughts of parents who may no longer want their child associated with certain sports or athletes for fear that they may look up to these troubled athletes or get involved in trouble that seems to exemplify that sport such as steroids in baseball. These are just a few of the problems that youth athletic programmes face as they try to keep the interest of children in competitive sport. In order to keep their interest and keep them participating in competitive sport, these organisations need to reassess those athletes that they may associate themselves with.

As previously stated, there is a lack of motivation from many of these children to compete in sport and to start playing a new sport competitively when they know they may not be successful. This dampens their spirits about playing. Leagues must become more like developmental programmes and clinics, particularly with young age groups, to give children knowledge of the games so that they gain experience and confidence. Professional sport leagues and committees such as the International Olympic Committee (IOC) and National Olympic Committees (NOCs) in various countries need to get involved with these youth leagues and provide support. This support can be in the form of monetary donations to help with the cost of operating leagues, or clinics and programmes that enhance learning and make children want to go play.

As it has been for a fairly long time, the most appealing sports to children are those that they see and hear so much about in the media. The big four (football, baseball, basketball, and hockey), are going to consistently draw the most interest from children because they get the most exposure. With the exception of a select few weeks every



few years when they are in the spotlight for a short amount of time, there is not much real exposure for these sports and athletes in the Olympic Games.

Sports such as swimming, gymnastics, track, and skiing are all popular during the two-week span of the Games, but then seem to disappear until the next set of Games starts up. The exception would be if one of these athletes gains publicity and media time due to a negative incident that occurs outside of this time period. However, I believe that this should be the time for Olympic sports to make their move and really try to draw children harder than ever. With football labour negotiations not going so well and headed for a possible stoppage of play, the steroid era in baseball, referees gambling in basketball, and hockey still struggling to come back from their lockout, kids may really want to look elsewhere in terms of sport.

The Olympic sports should use these issues to show children that these sports are purely about the game and the competition with much less drama and baggage going along with them. The passion for sports that has been somewhat lost in children can be regained with help from the IOC and NOCs and adequate marketing of these sports to children in school settings. One selling point they may want to use is today's economy and the rising cost of college tuition. Why not explore a lesser-known sport with the possibility of succeeding and receiving scholarships for college?

I do believe that the sports of the Olympic Games can be just as successful someday as the other sports if the right plan is set in place. With the popularity of Michael Phelps and his feat at the past Games, as well as the US Women's soccer team and US beach volleyball teams, the marketing has begun but has not reached its full potential.

If and when it does, I believe that the passion for sport will return to the world's youth and their generation can compete without all of the things that have made sport less enjoyable for our generation.

MARGIT RUFF

Hongrie

FICTION ET RÉALITÉ

Le sport de compétition est-il toujours attrayant? Si je devais répondre à cette question en un seul mot, ce serait un « non » catégorique. Et j'ajouterais comme dans les contes: «...et ils vécurent heureux pendant toute leur vie!»

Comme les règles du jeu sont différentes dans la vie réelle, je me dois d'illustrer mon opinion par des faits. Cette opinion m'inquiète mais, à vrai dire, je dois avouer que je serais incapable de conseiller une thérapie adaptée.

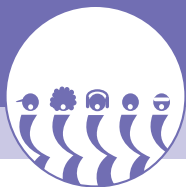
Dans le même temps, je pense qu'il s'agit du but ultime du Congrès olympique: si nous nous unissons, dans l'esprit « olympique », nous serons capables de promouvoir notre cause commune qui est le sport, la croissance du rôle du sport dans l'éducation, la culture, les valeurs de la jeunesse et de l'ensemble de la société.

I would like to approach the question quoted in the title from two aspects. First as a mother who has 4 children (two daughters, 18 and 13, and two sons, 16 and 10), and second as the head of an Olympic fan club organised as an amateur private initiative, where I generally meet young people aged 6 to 25.

I think sport reflects fairly well the processes occurring in society. Sport, is able to generate positive processes in society, and vice versa and the changes taking place in society are inevitably mapped in sport. Thus, as today's society faces a certain value crisis, at least in Europe (let's just not go further than my homeland Hungary), this is also represented in sport, more precisely in the approach of sport in the thinking of youth.

A child enjoys a parlour game not just for the joy of playing the game, but very obviously because, he or she would like to win. This triumph, the fact of being better than the other(s) if only in relation to the game, fulfils a desire to excel by his or her intelligence, cleverness, or at least by fortune. This is a kind of desire we all have inside.

Sport – in addition to the preservation of health, the love of motion, playfulness, the manifestation of the eternal child hidden in all of us – is suitable for achieving excellence. We must not, however, disregard the fact that such excellence has been sought after for centuries through the development of physical and personal features, by establishing a harmony between physical and mental excellence.



The real aim was to excel by reaching “*kalos kai agathos*”, that is the singular balance of beauty and magnanimity. Now, unfortunately, the only ambition is to be striking, to be extraordinary and this can be reached more easily nowadays. In sport, you may be defeated or just not achieve real success in spite of having worked hard, having honestly made every possible effort to win.

Today it is enough to become a so-called star of a reality show (I dare say in most cases with an expressly negative message) to come by money and success without really lifting a finger. It is dubious if this kind of success can or may be compared with valuable sports success, if this type of “career” can or may at all be measured by the calibre of Olympic participation, or an Olympic medal. Obviously not!

However, to answer such a question requires a maturity and immunity to pseudo-values, and that is just what youngsters may be really lacking in!

Today, Baron de Coubertin's slogan has changed : it is not the participating that counts, but winning !

Let me recite another thought-provoking anecdote. I held an “opinion poll” among youngsters, asking them to name an Olympic athlete or champion they would change place with. It turned out that they did not long for that at all. Rather they wanted to change place with “Pandora” (oh, do not think of the mythological figure, they have never even heard of him), but a participant of the current reality show : a porn star.

I think it is not the young to be blamed for that as they are victims. They are, instead, a reflection of this phenomena.

Sport – just like children – has also endured these harmful effects. The pressure to win, the hunt for success by all means, provides a hotbed for the spread of drugs and stimulants.

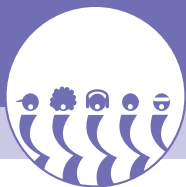
It may be a very naive suggestion, so excuse me. But a mother of four children cannot be anything but an optimist, starting from her own situation and looking ahead into future with extraordinary confidence, and being a bit of an idealist. It would be good to be able to go back to our roots, when a laurel wreath and moral success was the only aim and the culmination of everything!

The President of the IOC said these beautiful sentences in Hungary in 2005 :

“There are winners, and there are champions. Someone who wins the first place is not inevitably a champion. A champion is one who takes part in a competition in the spirit of fair play, without the help of illegal drugs. One who acts this way, who keeps all these in view while taking

part in Olympic games (or any other competition) can be considered a champion, irrespective of his place or rank achieved.”

My wish for you and for all of us is, that the future generation, our children and youth, will strive not for the first place, but rather to be champions! And I do hope that this Congress will be one step forward towards that aim!



LES MANIFESTATIONS SPORTIVES POUR LES JEUNES

Nombre de contributions pour ce sous-thème en relation avec le sujet: 85

Nombre de contributions rejetées :	3
Nombre de contributions sur le rugby :	26
Total de contributions pour ce sous-thème :	114

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Les Jeux Olympiques de la Jeunesse sont un bon moyen de promouvoir auprès des jeunes les valeurs pacifiques, éducatives, sociales et culturelles de l'Olympisme.

53

Les Jeux Olympiques de la Jeunesse sont un bon moyen de promouvoir le côté « fun » du sport. Pour certains contributeurs, les Jeux Olympiques de la Jeunesse devraient d'ailleurs éviter les dérives élitistes et nationalistes des Jeux Olympiques.

36

Le Mouvement olympique devrait organiser d'autres événements sportifs ou non sportifs et développer des programmes en vue de promouvoir à tous les niveaux (local, régional, international) les valeurs pacifiques, éducatives, sociales et culturelles véhiculées par l'Olympisme. Ces initiatives pourraient être menées en partenariat avec d'autres organisations gouvernementales, non gouvernementales, des entreprises privées et publiques.

32

Les Jeux Olympiques de la Jeunesse devraient se démarquer des Jeux Olympiques notamment en offrant un programme plus attrayant pour les jeunes avec de nouveaux sports qui ne sont pas au programme des Jeux Olympiques.

11

Les Jeux Olympiques ne sont pas un événement attrayant pour les jeunes notamment à cause du programme sportif non adapté et de la perte des valeurs entourant l'événement.

5

Les critères actuels de sélection des jeunes qui participeront aux Jeux Olympiques de la Jeunesse devront être revus car ils ne correspondent pas aux principes mêmes des Jeux Olympiques de la Jeunesse. Pour certains, les critères de qualification peuvent même paraître discriminatoires à l'encontre d'une certaine catégorie d'âge.

3

Toutes les Fédérations Internationales de sport devraient s'inspirer des Jeux Olympiques de la Jeunesse. Elles devraient mettre sur pied des événements similaires, pour les jeunes, propres à chaque sport et en relation directe avec les Jeux Olympiques de la Jeunesse.

3

Des études systématiques devraient être entreprises sous la responsabilité du Comité International Olympique (CIO) afin de suivre l'évolution des Jeux Olympiques de la Jeunesse. Des critères de mesure tels que, entre autres, l'impact des Jeux sur les jeunes, l'impact des Jeux sur la pratique sportive dans les différents pays participants, devraient être définis.

2

VALÉRIE AMANT

France

INSPIRER LA JEUNESSE VULNÉRABLE GRÂCE AUX JEUX OLYMPIQUES DE LA JEUNESSE

Ma proposition consiste à organiser des mini-événements dans les pays les plus défavorisés, notamment en Afrique, pour permettre à la jeunesse vulnérable de regarder en direct les Jeux Olympiques de la Jeunesse.

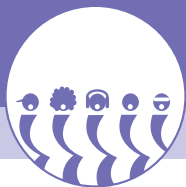
Ces manifestations leur permettraient aussi de s'initier aux sports en compétition. Elles pourraient être organisées directement par les Comités Nationaux Olympiques (CNO) et les fédérations nationales, avec l'aide d'organisations non gouvernementales (ONG) spécialisées dans ce domaine comme Peace and Sport.

Les premiers Jeux Olympiques de la Jeunesse, qui se dérouleront à Singapour en 2010, représentent une opportunité unique d'inspirer la jeunesse du monde entier et de la sensibiliser aux valeurs de l'Olympisme.

Dans l'époque troublée qui est la nôtre, en proie à des changements incessants, où les dangers sont multiples et l'avenir incertain, où les modèles idéologiques s'effondrent, les jeunes sont à la recherche de modèles qui les inspirent, leur insufflent espoir, motivation et détermination.

Les jeunes athlètes qui participeront aux Jeux Olympiques de la Jeunesse auront entre 14 et 18 ans. Quel meilleur modèle peut-on imaginer pour un jeune qu'un adolescent du même âge à qui il peut totalement s'identifier ?

Ceci est particulièrement vrai pour les jeunes vivant dans les zones les plus défavorisées du monde, qu'il s'agisse de pays marqués par les



séquelles de conflits armés, par la pauvreté extrême ou bien par l'absence de cohésion sociale. Dans ces pays, la jeunesse est souvent traumatisée, désabusée et en manque de repères, quand elle n'est pas tout simplement livrée à elle-même. Il existe de nombreux pays, notamment en Afrique, en Asie du Sud-est et en Amérique Latine, où les enfants des rues, les orphelins de guerre ou les ex-enfants soldats se comptent par centaines de milliers, sans réel espoir d'intégration à la société.

Le sport peut occuper une place primordiale dans le système éducatif de ces pays vulnérables. Par les valeurs de tolérance, de partage et de respect qui lui sont inhérentes, le sport permet en effet de favoriser l'intégration sociale, de surmonter les séquelles des conflits et de forger une cohésion nationale. En plus de son pouvoir pédagogique, il est une pratique adaptée à une mise en œuvre simple, rapide et économique.

Très peu d'investissements sont nécessaires dès lors qu'il existe un espace propre aux activités. Le sport constitue ainsi un moyen souple et efficace d'amener ces enfants à l'apprentissage et à la scolarité. Par-delà la seule pratique de l'activité physique, le sport exercé de manière structurée est une école de la vie, qui donne aux jeunes un cadre, des repères, des règles, une envie d'apprendre et de perfectionner. Le sport leur permet de reconstruire un équilibre personnel autour du respect de la règle commune, de redécouvrir le chemin de la citoyenneté et du sentiment de fraternité.

Pour ces laissés-pour-compte, les Jeux Olympiques de la Jeunesse pourraient représenter une source d'inspiration unique, susceptible de changer durablement leur vie.

Mais comment amener les Jeux Olympiques de la Jeunesse à ces communautés vulnérables, qui se trouvent souvent en-dehors de tout système institutionnel ?

L'organisation monégasque Peace and Sport, neutre et apolitique, propose au Comité International Olympique (CIO) de travailler en partenariat avec les CNO, les Fédérations Internationales et les fédérations nationales, les gouvernements et les acteurs locaux (ONG ou associations locales) pour organiser des retransmissions publiques, gratuites et ouvertes à tous, des Jeux Olympiques de la Jeunesse dans ces pays défavorisés.

Ces retransmissions pourraient s'accompagner d'ateliers d'initiation à la pratique des sports montrés en compétition. Dans le prolongement de l'objectif et du mode d'organisation des Jeux Olympiques de la Jeunesse, ces ateliers serviraient également de cadre à une sensibilisation et à une éducation aux valeurs du sport et de l'Olympisme.

Ces opérations de grande envergure s'appuieraient sur les structures locales, existant en milieu urbain et rural, que sont les centres d'accueil

pour les jeunes. Ces centres, généralement gérés par des jeunes eux-mêmes, ne disposent que de peu de moyens pour intégrer des activités sportives à leur action. Notre organisation travaillerait en étroite collaboration avec l'ensemble des acteurs locaux et internationaux pour fournir les compétences et les ressources humaines et matérielles nécessaires.

Peace and Sport, qui travaille déjà en partenariat avec le Mouvement olympique, les gouvernements et les acteurs associatifs locaux dans plusieurs pays fragilisés comme la Colombie, le Burundi et la Côte-d'Ivoire, a déjà mis en place une opération de ce type à Dili, au Timor-Leste, à l'occasion des Jeux Olympiques de Pékin 2008

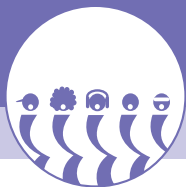
Un écran géant, situé sur la plus grande place de la capitale, permettait de suivre en direct les grandes compétitions et cérémonies officielles des Jeux d'été de la XXIX^e Olympiade. Des milliers de jeunes de la région, soutenus par les « Youth Centres » locaux, ont pu ainsi se rassembler derrière leur équipe nationale, dans un esprit de partage et de liesse. Ils ont eu l'opportunité d'échanger avec les responsables sportifs présents et de se sensibiliser aux valeurs olympiques.

En parallèle, un immense terrain de sports avait été dressé, où six sports olympiques ont fait l'objet, chaque jour, de démonstrations et d'initiations pour les plus jeunes. Supervisées par des entraîneurs et des éducateurs professionnels, issues des principales fédérations nationales, des animations ont permis aux jeunes de découvrir, sur un mode ludique, les règles de chaque sport et d'expérimenter sa pratique. Avant chaque grande compétition, les jeunes participants ont pu apprendre les règles élémentaires à chaque discipline, en faire l'expérience en s'amusant, et encourager les grands champions qui concouraient en même temps qu'eux à Pékin.

Cette manifestation a fait souffler l'esprit olympique au Timor-Leste. Elle a permis également à la population locale de soutenir la petite équipe olympique nationale, contribuant à la stabilisation du pays et à l'émergence d'un sentiment d'identité partagée.

La mise en œuvre de ce programme a été rendue possible essentiellement grâce à l'implication et à la détermination des acteurs sportifs locaux, prouvant que ce type d'activités permet de renforcer l'autonomie du mouvement sportif.

C'est cette expertise que Peace and Sport souhaite mettre au service du Mouvement olympique pour diffuser plus largement les valeurs de l'Olympisme auprès des jeunes vulnérables, tout en contribuant à la popularisation des Jeux Olympiques de la Jeunesse et en ayant un impact social majeur dans les pays qui ont souffert de conflits politiques, religieux ou tribaux.



ELSA KRISTIANSEN

Norvège

ÉVÉNEMENTS SPORTIFS POUR LES JEUNES ET GESTION DES FACTEURS DE STRESS

La manière dont les jeunes athlètes de haut niveau vivent les compétitions importantes est un domaine de recherche encore peu exploré. Le but de cette enquête était d'examiner la manière dont l'équipe olympique norvégienne junior avait vécu et géré le stress lié à la compétition et à l'organisation du Festival Olympique de la Jeunesse Européenne en juillet 2007.

Les participants étaient âgés de 14 à 17 ans et se sont affrontés en handball, athlétisme, natation et judo. Une analyse basée sur des questions précises a révélé que les athlètes avaient rencontré des facteurs de stress liés à la compétition du fait de l'ampleur et de l'enjeu de l'événement. De plus, les aléas de l'organisation ont été exacerbés par les températures très élevées enregistrées lors du Festival (+45 °C).

L'expérience de la compétition de haut niveau était nouvelle pour tous et parfois écrasante pour certains des athlètes les « moins expérimentés ». Pour s'en sortir, ils ont eu recours à des stratégies de gestion du stress parfois cognitives et ont pu compter sur différents types de soutien social.

En conclusion, cette étude souligne l'importance d'un soutien social au service des athlètes de haut niveau adolescents en compétition.

How elite youth athletes experience major competition is a relatively unexplored research field. However, knowledge about this particular group has become highly relevant as the International Olympic Committee (IOC) has decided to continue with Youth Olympic competition.

We have conducted research with youth athletes who participated in the European Youth Olympic Festival (EYOF) in 2007, and we wish to highlight how they coped with the stress attached to a major competition. The present investigation examined how the Norwegian Youth Team (N=29) experienced competitive and organisational stress, and how the youth coped with it during the 2007 EYOF in Belgrade, Serbia.

Participants were aged 14-17 competing in handball, track and field, swimming and judo. We used qualitative methodology (open-ended questionnaires and interviews) in this exploratory investigation designed to yield information on how adolescent athletes perceive stress and the strategies used to cope.

The first purpose was to examine the competitive and organisational stress experienced. In competition, an athlete may face both competitive and organisational stress. Competitive stressors are well understood, but organisational stressors are beginning to be explored (Fletcher, Hanton, & Mellalieu, 2006).

To date, organisational stressors have been found to have the greatest impact of any other single factor of performance (Jones, 2002), exerting a greater influence than competitive issues (Hanton, Fletcher & Coughlan, 2005). As a consequence, organisational stressors (e.g., sport organisation politics, coaches, selection criteria, housing and planning) can disrupt athletic performance (Gould, Guinan, Greenleaf, Medbery, & Peterson, 1999; Woodman and Hardy, 2001).

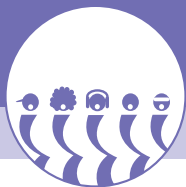
One argument is that organisational stressors are environmentally diverse and temporally unstable compared to competitive stressors (Hanton et al., 2005). As this case illustrates, while it is possible to learn to cope with competitive stressors because they can be predicted one can learn to cope with them, in this case it was the extreme heat that was unexpected and affected how the athletes lived and competed in +45 °C. The extreme heat coloured the entire "Olympic" experience.

The novelty of both the size of the competition and the weather turned out to be the major stressors. Everything was experienced as being bigger, especially the venues, with bigger crowds watching the athletes compete in some of the sports. One of the athletes pointed out that the number of spectators was a stressful aspect of the competition, especially without support from a big team:

"Germany and Russia had these really big teams with lots of athletes, coaches and leaders, and finally they had drums! They made so much noise, and in the midst of that I hear this lone voice: 'Go Norway', it was a bummer."

The data included further comments such as: "One really stressing aspect was to stand in line for breakfast, lunch and dinner. It was hot to stand in the line." This was because of the lack of air conditioning in the Olympic Village. The main concern was to get enough cold water.

In addition to the novel organisational stress, many of the adolescent athletes were overloaded with competitive stress. They had typical performance pressure from themselves and national federations. One was even told that "you have to deserve to be here." This was an added performance pressure. The extra pressure and many novel issues led to lack of concentration, anxiety and loss of self-confidence. As a result, the athletes experienced EYOF as both "immense" and "pretty scary" and some of the more inexperienced athletes found it hard to focus on the task when faced with high calibre competitors. One athlete expressed that it was "hard to plan my own race because of the high



level of my competitors. When would they speed up, and if someone started early, would they make it all the way in?"

In examining the second purpose of this investigation, how the athletes coped with competitive and organisational stressors, it became apparent that the athletes needed to be prepared for the total competitive experience that included organisational stressors, as competitive and organisational stressors frequently occur in combination (Cooper, Dewe, & Driscoll, 2001). The use of cognitive coping strategies were only mentioned in connection with competitive stressors, and the psychological skills training taught to the athletes previously were not particularly helpful when coping with organisational stressors (Woodman & Hardy, 2001).

Both informational and emotional support were mentioned as important coping strategies in order to deal effectively with competitive stress. Coping with competitive stress was in many instances related to the coach-athlete relationship. Several athletes mentioned the coach as being important with comments such as: "My coach was with me, and told me what to do during every step of the warm up; he had previous experience from competitions in such an extreme heat." Those who competed without the presence of their personal coach/specialised coach, found that their absence was stressful as well. Undoubtedly, the coach matters for the athlete with competitive stressors (Pensgaard & Roberts, 2002). Coach support turned out to be important to cope with organisational stressors too. As informational and emotional support seems to matter most with relieving competitive stress, tangible support was also important when coping with organisational stress.

We know that using social support is important among adult athletes; the importance of making social support available for competing elite adolescent athletes is clearly supported when considering the findings of the present study. The adolescents' perception of how they coped with these novel and complex competitive demands was flavoured by their concern about the availability of social support. The Norwegian athletes pointed out that it was a great experience for their potential adult athletic career: "I need to get used to this if I want to stay in this game", as one of them stated after his/her disappointing performance. Hence, Youth Olympic Games is an opportunity for young elite athletes to learn how to cope with "the big time" and mature as an adult elite athlete.

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JAN LIN

Singapour

LES MULTIPLES FACETTES DE L'IMPLICATION DE LA JEUNESSE DANS LE SPORT

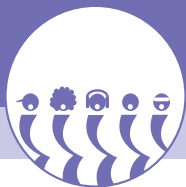
L'inauguration des Jeux Olympiques de la Jeunesse (JOJ) de 2010 à Singapour marquera un tournant dans ce qu'implique la participation de la jeunesse à des manifestations sportives.

Je suis convaincue que le sport est ouvert à tous et je garde l'espoir qu'au travers de manifestations sportives pour les jeunes telles que les JOJ, chacun d'entre eux pourra trouver sa place dans la fraternité sportive.

Je vais partager, suggérer et évoquer plusieurs initiatives sur lesquelles le Comité International Olympique (CIO) et les comités d'organisation des Jeux Olympiques (COJO) peuvent se pencher pour que les manifestations sportives pour les jeunes aient le plus de retombées positives possibles.

Traditionally, one thinks of involvement in sports strictly in terms of being a competitor – at least we spent most of our childhood/youth believing so. With the impending execution of the inaugural YOG in my homeland, Singapore, there is the anticipation that this mentality can be shifted.

What motivates young people to watch and participate in sporting events?



Meaningful involvement. It is about understanding that meaningful involvement in sports stretch beyond the competitive field.

1. Singapore has a youth sports journalism website – *redsports.sg* – that encourages youths to take an active participation in the sporting fraternity as journalists/photojournalists at sports events. Many of these young journalists and photojournalists are non-sports personnel themselves, but many have once upon a time dreamt of being involved in the sporting fraternity from school to national level. The Red Sports website has given youths a platform to be meaningfully involved and to participate in. It is a model that every Olympic host is encouraged to follow.
2. A more common approach would be to give young people the opportunity to volunteer at youth sports events. Bearing in mind that most of the daunting adult sports events impose a minimum age limit for volunteers, youth sports events have the space to reduce the age limit so that young people are able to engage in meaningful participation at the event. The spirit of volunteerism has to be inculcated at a young age and having youth international events that give youth the opportunity to volunteer is definitely the firestarter.

At the end of the day, it is about creating a positive culture where youths identify that everyone can have a meaningful involvement and participation in the sporting fraternity whether as a competitor, volunteer, journalist or photographer. There is a place for everyone in sports.

Through competition, what measures must be taken to respect the physical, mental and social development of a young person? How will the Youth Olympic Games and World Championships develop and mature in the future?

Appropriate media coverage is important. There has to be substantial media coverage and appreciation of the youth sports scene, which is currently lacking. The media has a huge role to play in encouraging participation and affirming youth of their contribution to the sport.

Many young people drop out of sports due to a lack of appreciation, which breeds disillusionment. I propose a combined effort between the IOC and International Federations (IFs) to ensure creative, appealing and appropriate media coverage at YOG and Youth World Championships.

The media, however, needs to take a tactful, responsible and positive approach in handling media coverage of youth sport events. Singapore's Red Sports (*redsports.sg*), which trains and gives youth the authority to report on their youth events may be an ideal model for other countries to adopt. I would propose that the IOC consider nominating a platform of this nature in every IOC nation to ensure that youthful sporting voices are being heard.

Should the Olympic Movement create and organise events for young people, whether sports-related or not? If so, how? If no, why?

I believe that sport has to be the centre of the Olympic Movement, because this is what sets the Olympic Movement apart from various other youth movements in the world. Having said that, I feel that the Olympic Movement can be more creative and innovative in the creation and organisation of sports events for young people.

For instance, while the YOG is definitely a good start, but alongside the main event, the Olympic Movement can consider creating and organising para-events (sports related) such as youth sports journalism camps and youth sports science camps. that will encourage non-athletes to eventually find their place in the sporting fraternity.

SOLEDAD MANTERO

Uruguay

JOJ : UNE NOUVELLE OPPORTUNITÉ POUR UN OLYMPISME AUTHENTIQUE

Bien que l'on considère que les Jeux Olympiques n'aident plus à la promotion des valeurs olympiques, nous sommes convaincus que le Mouvement olympique vient de créer une opportunité unique de rattraper la situation : les Jeux Olympiques de la Jeunesse (JOJ).

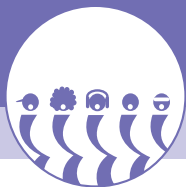
Toutefois, le Comité International Olympique (CIO) a-t-il conscience du potentiel de l'opportunité qu'il a créée ?

Même si des adaptations intéressantes ont été introduites pour les premiers JOJ, il semble qu'en fin de compte, les JOJ soient voués à répéter les traditionnelles erreurs et faiblesses des Jeux Olympiques (JO).

Si nous voulons assurer le respect du développement physique, mental et social des jeunes, nous devons adopter une approche des Jeux Olympiques tout à fait innovante.

Nous voulons que les JOJ soient une manifestation pluridisciplinaire, où le sport est le fil conducteur et où la participation se fait pour le plaisir.

Enfin, nous souhaitons que tous les événements, quelle que soit leur nature, deviennent un moyen créatif de promouvoir les aptitudes aussi bien physiques qu'intellectuelles des jeunes.



We consider that the Olympic Games do not help to promote Olympic Ideals and Olympic Values. But at the same time, we deeply believe that the Olympic Movement itself has created a brilliant opportunity to recover from this situation: the Youth Olympic Games (YOG).

We want to encourage the idea that the YOG is the alternative platform to recover the Fundamental Principles as they are stated in the Olympic Charter: "To place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity."

However, if we carefully read up on the worries expressed by the International Olympic Committee (IOC) in relation to youth and the future of sport then, new doubts arise. Does the IOC realise the potential of the opportunity that is created with the YOG? For what we can see, the answer seems to be, not as it should. It looks like the YOG will end up replicating what we do not like with the Olympic Games (OG), although some interesting adaptations have been included for the first YOG, like mixed-gender teams.

We intend to draw the IOC's attention and contribute with some ideas, questions and answers in order to promote a different approach for future YOG.

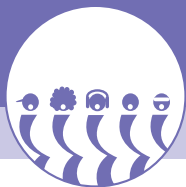
One main IOC concern, is to "keep young people interested in competitive sport". However, one question that should be asked is, "Why should competitive sport be so important for young people?" If you read through the Fundamental Principles you will not find the word competition even once. On the contrary, the words used and permanently repeated are education, culture, solidarity and friendship. Do you really believe that quantitative performance of one individual against others is a measure of personal development and human dignity? The answer for me is "no".

If we want to ensure respect for the physical, mental and social development of young people we need to think totally differently. The question should not be how to adapt the OG to young people. The question should be how to create a new concept of OG to fulfil youth expectations and at the same time the Olympic spirit of "educating youth through sport" and "blending sport with culture and education to create a way of life".

The first reason why young people leave sport practice is because "they are not having fun." Having fun has nothing to do with "adult thinking" in relation to sports. Promoting competence by itself does not seem to be the answer. Let's try to encourage youth to have fun through sport in any possible way they can imagine, and give them the opportunity to do so.

Think about the following ideas, or any others you can imagine. But let's think differently about the YOG:

1. Avoid creating a replica of adult OG "adapted" to youth. This event is a real opportunity to educate youth through sport, blend sport with culture and education to create a way of life. We propose a non-traditional, sociocultural sport event, where sport is the leading theme present in the many different activities. The YOG could be a space where artistic, literary, scientific, philosophic, social and many others expressions could co-exist with sports. Being a multidisciplinary event, all participants must take part in a sport "competition" and in a sociocultural "competition". In this way we are promoting an integral development of young people, capable of showing an interest in sport.
2. We hope that the YOG will not become a place to "discover" future Olympic champions. The YOG should be an event dedicated to all young people who practice sport as part of their integral education, even if they are not considering it as a professional option. We should avoid having the same athletes present in both events the YOG and OG. Young people, who have already participated in the Olympic Games or are preparing themselves for it, should be considered professionals. Professional dedication to sport among YOG participants should be forbidden. And "professional" in this case means any regular monetary contribution in order to support sport practice.
3. Selection should not be based merely on sport performance or universality places. Criteria might include a balanced combination of a participant's expectations, sport performance and sociocultural-scientific motivations. The call should be open to all young members of National Federations, who could nominate themselves as individuals or in groups. They must express the reasons leading them to participate, indicate their own goals (sport and non-sport objectives) in relation to the YOG and in which other activity (beside sport) they intend to participate and how. This expression of interest should be accompanied by a CV showing sports results to evaluate their commitment to sport practice and other personal results showing their interest in art, science and community development, which shows commitment to personal development. NOCs should make their selection based on these proposals.
4. Awards should be given for both sport and non-sport events. Innovative awards should be given for fair play, solidarity, good ideas, personal goals achieved, best marks at national levels, friendship and any other ideas that the youth themselves could propose.
5. Let the youth directly participate in defining the YOG. This call for papers is limited to adult participation. NOCs need to provide new opportunities, especially at the national level, where young people



can express themselves in a real democratic way. Remember that in many countries youth have limited access to the Internet.

We would like to see the YOG as a multidisciplinary event where sport is the leading theme and where participation is just for fun, where sport events of all kinds promote both, physical and intellectual capabilities of young people. We would like to see the YOG as a space where youth capabilities are focused on sport development for a better world.

NAOFUMI MASUMOTO

Japon

LES PROBLÈMES SOULEVÉS PAR LES JOJ

Le Comité International Olympique (CIO) a décidé de créer les Jeux Olympiques de la Jeunesse (JOJ) afin de donner une impulsion à l'activité sportive de la jeunesse dans le monde entier. Les JOJ d'été et d'hiver se tiendront tous les deux ans, la même année que les Jeux Olympiques d'été et d'hiver.

Cette nouvelle compétition des JOJ se caractérise par l'obligation pour tous les jeunes athlètes âgés de 14 à 18 ans, de participer aux programmes culturels et éducatifs.

Je mettrai en évidence les problèmes pouvant surgir du fait que les Jeux Olympiques sont par nature un mouvement éducatif et pacifique. Ces problèmes peuvent être résolus en trois temps : avant, pendant et après les JOJ.

J'espère que nous pourrions partager nos idées sur les problèmes qui pourraient surgir aux quatre coins du monde et que nous réussirons à trouver des solutions pour y remédier au plus vite.

Let us review the anticipated problems before, during, and after the Youth Olympic Games (YOG).

PRE YOG

1. It can be said that the ideology of "winning at all costs" already prevails in elite sport. It is partly caused by the temptation to gain wealth, fame and social status, and so on, after winning medals in the Olympic Games (OG). Consequently, top athletes are inclined to adopt any means of winning, which has meant that the International Olympic Committee (IOC) and the World Anti-Doping Agency (WADA) has not eradicated the doping problem. Unless the climate of elite sport is changed, we will transfer the ideology of "winning at all costs" to the younger generation.

2. The participation of the developing country

According to the International Olympic Committee the main OG and YOG will be held every two years. How about enhancing the participation of developing countries? Unless there is aid from Olympic Solidarity, it will be difficult for the athletes of developing countries to join the YOG.

3. The difference between the sport events

In the case of soccer, for example, the Fédération Internationale de Football Association (FIFA) usually places more focus on the World Cup than the OG. Moreover, FIFA already has the under-seventeen world championship. In this sense, there is no idea of the level of soccer games at the YOG. If the young football players are going to play both Games, their load will be huge as it will include even the selection rounds.

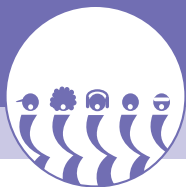
Moreover, in the case of women gymnastics, with the age of athletes being extremely low and the OG and YOG held every two years, this will be a heavy load for the female gymnasts.

4. It will be unfair only for the participants in the YOG to be given the chance to benefit from the Culture and Education Programme (CEP). It is hoped that all young athletes could have a chance to get the educational benefits at the national and regional levels.
5. It will be necessary for the athletes to be prepared for the CEP in each country even when competing at the trial heats and competitions. Unless they have the educational background for Olympism and the Olympic Movement, how can they understand the CEP at the YOG?
6. The torch relay

It can be said that the torch relay is in itself a very good educational opportunity, because it includes a message of peace and a festive atmosphere. There is still no decision about the torch relay at the Singapore Youth Olympic Games (SYOG). Although there were many problems in the case of the 2008 Beijing global torch relay including the politicisation and its interruption in many countries, it will be necessary for the torch relay in the host country to be guaranteed as one of the Olympic education programmes.

7. The Olympic Truce at the United Nations (UN)

There is no information about the UN resolution concerning the Olympic Truce in the SYOG. Because the Olympic Games used to be held as the peaceful sport festival, it is necessary in the case of the YOG to aim for the same ultimate goals. The CEP in the YOG should



include this peace education. What kinds of peace programmes are going to develop in the YOG? The UN has unanimously approved the resolution for the Olympic Truce one year before every Summer and Winter Olympic Games, since 1993. This resolution of this issue depends on the attitude of the IOC, UN and Youth Olympic Games Organising Committee (YOCOG).

DURING THE YOG

1. Athletics event or an educational opportunity?

It will be expected that most athletes will live in the Olympic village according to the athletic way of life. In spite of this atmosphere, will it be possible for athletes to join the CEP? It is probable that the coach and staff of the national teams will not encourage them to join the mandatory CEP.

2. Obligation to join the CEP

If all athletes are obliged to join the CEP, I think this will be unfair for the athletes who have already finished their events and those who still have not competed. What kinds of procedures should be taken for all athletes to join in the exchange programme in order to keep the fairness?

3. OSOC and CEP

What is happening about the plan for the One Country and One School (OSOC) Programme? If the OSOC programme is executed, what kinds of relationships exist between the OSOC in the host country and the CEP in terms of the YOG?

POST YOG

1. What kind of rewards are planned by attendant countries for the medal winners at the YOG? If medallists at the YOG are financially rewarded in the same way as athletes at the OG, it could create a climate of greed and elitism from a younger age, affected by commercialism and the media.
2. What kind of impact will the educational system have on the host city and country, especially in terms of peace and Olympic education? What kind of legacies will be brought back to each country by the young participants, and what kind of message will be transmitted to the rest of the younger generation?
3. How will the top young athletes who win medals at the YOG be treated with respect to the main OG? Would they have some kind of benefits like an exemption of trial heats for the OG?

4. When the young athletes return home, will the educational systems for the young athletes of each country be arranged so as to continue the opportunities given to the YOG participants?

The cultural and educational legacies, which the participants of the YOG would get at the host city, should be shared by the other members of the younger generation in each country. Unless this can be arranged, it would be unfair because only a small number of young athletes could benefit from the YOG.

LAURENCE MUNOZ

France

LE SPORT, UN POUR TOUS, TOUS POUR UN !

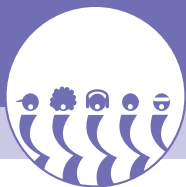
La formation de l'esprit au souci de l'autre et à l'entraide comporte les ressorts d'un formidable bien-être collectif. Donner de soi participe de la construction de l'estime de soi.

Ce ressort est idéal pour contribuer à nourrir en boucle l'intérêt individuel et l'intérêt collectif. Les Jeux Olympiques de la Jeunesse (JOJ) représentent une opportunité idéale. Le principe, en s'appuyant sur les Comités Nationaux Olympiques (CNO), serait de valoriser la participation des jeunes à des missions, sorte de concours des défis sport-solidarité, support de la manifestation afin de mettre en valeur les ressources de tous, particulièrement des pays en voie de développement.

Les jeunes peuvent ainsi faire voyager les bonnes pratiques prisonnières des cultures et parfois des frontières, une occasion pour eux de formation, véritable valeur ajoutée à leur personnalité. Les JOJ doivent combiner des épreuves sportives et de solidarité; un règlement à imaginer qui traduise en acte les valeurs de l'Olympisme développées dans la Charte.

La jeunesse vit ce paradoxe d'être à la fois sûre et incertaine d'incarner l'avenir. L'actualité ne manque pas de leur rappeler les difficultés qu'ils seront amenés à combattre pour continuer de vivre ensemble.

La démocratie, qui semble la forme la plus répandue de gouvernement à travers le monde, même si elle prend des formes variables, révèle aussi ce combat originel qui la constitue: concilier l'intérêt collectif et l'intérêt individuel. L'individualisme ne cesse de mettre en évidence la satisfaction des besoins personnels devant ceux des autres, pas de doute que ce pan-là de la société n'a pas à être encouragé, ses moteurs étant performants. La vision collective de nos sociétés souffre de cette inclination, et on ne saurait ici se résoudre à pencher devant



tel ou tel programme qui y remédierait, au risque de basculer dans un traitement politique inopportun. Pour autant le sport paraît apporter les garanties d'un meilleur être commun.

Les déclarations ne sont ni nouvelles, ni isolées, mais nous tâcherons ici de faire des propositions pour que l'Olympisme puisse construire la jeunesse et qu'en retour celle-ci lui apporte une meilleure consistance face aux défis du nouveau siècle. Sensibles à la justice dès leur plus jeune âge, les jeunes sont ainsi ouverts naturellement à la solidarité. Cette formation de l'esprit au souci de l'autre et à l'entraide comporte les ressorts d'un formidable bien-être collectif.

En effet, donner de soi participe de la construction de l'estime de soi. Les personnes qui se sentent en capacité de s'ouvrir ou d'offrir correspondent à ceux qui se sentent en capacité de donner. C'est pourquoi ce ressort m'apparaît idéal pour contribuer à nourrir à la fois et en boucle l'intérêt individuel et l'intérêt collectif.

Comme de nombreuses fédérations à travers le monde privilégient le sport pour tous, combinant les rôles d'arbitres ou de juges, de joueurs ou d'athlètes, de dirigeants, etc., le Comité International Olympique (CIO), notamment à travers sa commission de la Solidarité, peut développer ses programmes éducatifs à destination des jeunes. Les Jeux Olympiques de la Jeunesse (JOJ) apparaissent comme une opportunité idéale. Le principe, en s'appuyant sur les Comités Nationaux Olympiques (CNO), serait de valoriser la participation des élèves ou étudiants à des missions olympiques.

Des moyens devront être mis en œuvre par les CNO pour mettre en évidence la contribution auprès des magistrats, des directeurs d'établissements scolaires, des dirigeants du mouvement sportif, etc. Un concours des défis sport-solidarité pourrait constituer le contenu support de cette manifestation. D'abord organisés dans chaque pays, ces défis doivent permettre de mettre en valeur les ressources de tous, particulièrement des pays en voie de développement.

C'est aussi une manière de s'interroger sur la manière d'apporter une aide pertinente, utile aux confrères olympiques. Il s'agira sans doute de valoriser la culture, la coutume, les rites et leurs significations afin d'en tirer des enseignements, sans se livrer à l'ethnocentrisme si caractéristique des pays « développés ».

Les jeunes peuvent ainsi faire voyager les grandes idées, les bonnes pratiques prisonnières des cultures et parfois des frontières. Faire valoir que l'Olympisme peut être un vecteur d'éducation, c'est éveiller à la formation de tous tout au long de la vie, dans tous les domaines. Les jeux, et les sports particulièrement, sont porteurs des règles élémentaires du vivre ensemble. Les enfants se rendent très vite compte qu'on ne peut pas jouer sans règle, par exemple. L'injustice est flagrante et le vrai jeu impossible.

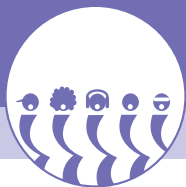
Combinant les aspects de solidarité et de règles communes, les manifestations doivent reposer sur la coopération dans la plus grande hétérogénéité. La valorisation de son exploit – au détriment d'un exploit référent qui serait à atteindre ou à battre – pour élever les principes de victoire sur soi, comme gain substantiel pour envisager l'avenir avec sérénité. Les temps de rencontres nationaux doivent être l'occasion d'une formation pour le jeune, véritable valeur ajoutée à sa personnalité. Se découvrir comme un être qui pense et qui parle, et se constituer ainsi comme citoyen actif dans le monde. Prendre la parole en public, oser exprimer son désaccord, participer à l'organisation de manifestations, mener un projet, connaître le fonctionnement de son pays, etc., autant d'interventions qui permettent de se construire comme citoyen.

Les Comités Nationaux Olympiques pourraient ainsi sélectionner des projets pour une participation aux JOJ. Ces Jeux, qui peuvent comporter des épreuves sportives, doivent comprendre également un volet de solidarité qui peut être amené par la pratique (besoin d'une autre équipe pour comptabiliser des points, points de fair-play, ingéniosité dans l'art de gagner sans tricher...).

À la suite des CNO, le CIO pourrait valoriser les actions engagées à travers la diffusion médiatique, source d'ouverture pour des sponsors à visée humaine, rehaussant le prestige des Jeux Olympiques. Aussi, afin de bien marquer la portée universelle des Jeux, l'idéal serait de combiner des épreuves pas seulement de nature sportive, mais mêlant aussi pour un même individu les exploits individuels et collectifs, avec sa nation et avec d'autres nations, un règlement à imaginer qui traduise en acte les valeurs de l'Olympisme développées dans la Charte.

Cette expérience pourrait être instigatrice de nouvelles formes de récompenses lors des Jeux Olympiques. Un programme collectif, utopique et à développer.

« Quand on rêve seul, ce n'est encore qu'un rêve, quand on rêve à plusieurs, c'est le début de la réalité ». (Don Elder Camara)



PHILANI NONGOGO

Afrique du Sud

AFRIQUE DU SUD ET JEUX OLYMPIQUES DE LA JEUNESSE : DÉFIS ET FORCES

Le Comité International Olympique (CIO) organise actuellement les Jeux Olympiques de la Jeunesse, une manifestation multisportive internationale qui sera inaugurée en 2010 à Singapour pour la saison d'été, à l'instigation du président du CIO, Jacques Rogge. Le 6 juillet 2007, lors de la 119^e session du CIO qui s'est tenue à Guatemala City, les membres du CIO ont approuvé la création des Jeux Olympiques version jeunes.

Cet article évalue les forces de l'Afrique du Sud et les défis que le pays doit relever pour répondre au mandat du CIO. Un effort pour comprendre les objectifs du CIO est entrepris, conceptualisé et contextualisé via l'analyse de la société sud-africaine. De plus, le sport est encouragé dans le contexte des Jeux Olympiques de la Jeunesse (JOJ), ce qui montre une certaine compréhension de la vision du CIO. Bien que le monde soit vaste et varié, les leçons tirées pourraient être inestimables.

Les conclusions sont rapportées et débattues. Elles mettent en lumière les forces du pays et les défis qu'il doit relever dans le cadre du mandat du CIO et peuvent galvaniser une équipe pour les JOJ et au-delà.

Background

The Olympic Games are the greatest sporting festival in the history of mankind (Amusa, 2005: 49). The Games have “contributed in uniting the peoples of the world – serving as a forum for the festival of humanity, friendship, solidarity and peace among civilisations, nations and individuals” (Amusa, 2005: 49; Brennan, 1998: 51).

Yet, their apparent historical dominance by adults (Bassett, 1994:8) somehow marginalises the “critical mass” and the future of the Games: the youth (IOC webpage, 2008). Bassett (1994: 8) argues that “the environment in which children learn to play and participate in sport is largely determined by adults.” It seems that the International Olympic Committee (IOC), through the Youth Olympic Games (YOG) is somehow set to address this issue.

The incumbent Minister of Sport and Recreation South Africa (SRSA), Stofile (2006: 8), writes: “Sport is more than a practical method to entertain participants and spectators.” By 1978, the United Nations

Educational, Scientific and Cultural Organisation (UNESCO) Charter of Physical Education and Sport had declared that “the practice of physical education and sport is a fundamental right for all” (Stofile, 2006: 8).

The child's right to play is enshrined in Article 31 of the Convention of the Rights of the Child (UN, 1997-2003). However, in many parts of the world the ideals advanced in this Convention are limited to rhetoric (Stretch, Bassett and Walter, 1994:3; O'Conner, 1994:2).

Countries should do more to create an environment for all its citizens (mass participation), including children and youth to participate in sport and physical education (“sports for all”). The YOG should be welcomed as it is an important step taken by the IOC to remedy this challenge.

World sport

It seems through the YOG, the IOC acknowledges the challenges that it needs to address at a grassroots levels. The number of Olympic athletes that are caught using drugs is increasing. The level of corruption in world sport may turn out to exist on a scale, which will make sport leaders think about the image crisis they faced during the doping scandals of the 1990s (Play the Game Magazine, 2006:3).

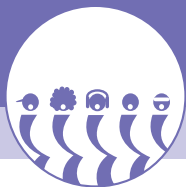
Andersen (2006:6) says, “[L]ike doping, corruption is multi-sport and multi-national. Like doping, corruption must be fought by building international alliances to save sport from itself and to protect society from the detrimental side effects of modern sport.” The IOC's vision of educating young people about the values sport teaches is critical here. It is apparent that world sport is under threat.

The sanctity of sports itself is under attack, especially if its future beneficiaries – the youth, are not only left confused, but made to believe that developments in 21st century world sport are ethical. “The perpetrators of ‘corruption’ steal the future of the youth, and they steal the very idea of sport” (Play the Game Magazine, 2006: 11).

Thus, the YOG are critical in addressing these issues, and galvanising support from the global community to deliver sport from its own evils: corruption, doping among others.

South Africa and the Youth Olympic Games

In this study social issues pertinent to South African life and sport are identified and discussed in relation to their implications to the YOG. Some degree of congruence between literature and data collected is observable. The informants raise similar issues as those identified in literature, particularly regarding the developments in the post-1994 political era.



They raised issues like :

- the lack of participatory experience in international sport events by the youth ;
- the country's state of transition from the long historical sociopolitical and socioeconomic disparities ;
- the rural versus urban development divide ;
- challenges regarding governance and the general lack of synergy between and within relevant stakeholders including government, and
- the education system and the general disregard of PE. This development is not encouraging. There are however significant developments such as : the country's research enterprise ; the country "policy" on sport for peace and social integration ; the emphasis on gender equity and "inclusivity" or mainstreaming sport policies.

Conclusions and Suggestions

The South African sport and school sport in particular, cannot be viewed in isolation from broader international sports development. Since the late 1960s world sports have experienced significant changes. Sport now is a commodity that can be imported and exported across the global boundaries. Sport is now a mega-million enterprise.

These changes have brought positive and negative consequences. The standard of performance has greatly improved yet the proliferation of social issues has continued to threaten the laudable merits of contemporary sport (Amusa and Toriola, 2005 : 393).

In specific terms, this study has demonstrated that there are challenges that South Africa needs to address. This is necessary not only for the sake of the YOG, but for the future of the country, its youth and children. School sport promotion and development programmes require a concerted effort from all the relevant stakeholders.

The future of the YOG and its education component might be difficult to realise in South Africa if drastic measures are not taken promptly. The Olympic Committee should be proactive in engaging its counterparts in the process of educating children and youth about Olympism.

The YOG are a noble idea by the IOC, and thus need to be supported by all countries. Concerted efforts need to be put in place to mobilise all the necessary resources. A lively debate on this matter is critical and should be encouraged by the IOC and the relevant stakeholders. Intensive feasibility studies should be undertaken. South Africa's future as described in this study will be difficult to predict and quantify.

Yet, some light has been shared in terms of the country's future directions concerning school sports and its approach toward the YOG. This study does not claim that the South African situation examined here can be generalised into representing Africa or the global society.

However, in its modest way, it attempts to create a "model" for various countries to adopt and adapt for themselves in relation to the YOG and Olympic Education, thus stimulating more research on this topic across the globe.

DIANELLA PESQUERA

Argentine

INSPIRER LE MONDE

Il est difficile de trouver des moyens de motiver les jeunes. Chaque génération grandit avec une nouvelle préoccupation de société. Les jeunes commencent tôt ou tard par se battre contre les démons (tels que la drogue), et la proportion d'enfants touchés par ces problèmes augmente à la surprise générale d'année en année.

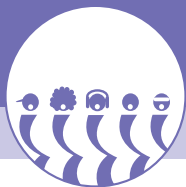
Les écoles et les familles ont les capacités nécessaires pour que leurs enfants évoluent dans un environnement sportif sain. Les écoles pourraient organiser des journées consacrées au sport, des foires du sport, des activités qui non seulement motivent les enfants, mais aussi les informent.

The aim of this contribution is to discuss the relationship between Olympism and youth, and the development of youth sport events.

Olympic activity has always been related to youth, because youth is the most active cell in a society ; they have the strength, stamina and the courage to be part of the Olympic world.

But, everyday it is harder to find this passion and commitment. I believe children nowadays are more drawn to other kinds of activities, which lead to different life choices. Generally, sport is not being taken into consideration as an option. Is it because it requires a lot of sacrifice ? Is it because the road to financial success is harder everyday, meaning that sports are only a waste of time ?

Whatever the reason is, it must change soon. It is known that sports help to prevent diseases such as diabetes, obesity, heart and lung problems, and they also help to develop social skills, which prove to be very useful when growing up. The sports' environment must invite friendship and friendly competition.



It is hard to find ways of motivating young people. Every generation brings a new concern in society. They have to start fighting demons (such as drugs) sooner, and the proportion of children being affected by these problems is surprisingly increasing every year.

Schools and families have the power to initiate kids in a healthy sports environment. Schools could organise sports day, sports fairs and activities that not only encourage kids, but inform them.

It is easier and faster to get certain information, but as it is easy it finally becomes underrated. Young people are generally not well informed in many subjects, sports being one of them. For example how many of you know that in some countries sports are used to win a place at university? Unfortunately it does not happen very often, and it does not happen in many countries.

Children with low resources to reach higher education could use sports to gain a better lifestyle, they could become an inspiration to all those who cannot afford school or university, etc.

Sports should be as reachable as a hospital, or a police station. Sports can be used to promote vacation spots. The benefits of making this happen are endless. It could lead to a general state of wellness, mentally and physically, and not only in young people.

It is important to establish some limits in the practise of sports. Encouraging must not turn into forcing. Competition must be healthy, not overwhelming. It must unify people, not discriminate against them.

The limits must be very well settled regarding physical and mental health. Sports must not create frustrations as this could lead to mental illnesses, and I am sure that causing depression is not the aim of any sport.

People practising sports must be checked by doctors regularly to assure the wellness of the sportsmen. Psychologists should be involved in this too. It is important to keep a balance, it will provide better results.

Young people who practise sports are often socially excluded because of the high commitment they have to their sport. As a young person myself I find this not good. Time must be spent equally in different activities, such as playtime with friends, school, sports and a hobby of their choice, for example. It is really important to keep young people motivated in different areas.

As far as my experience goes, I did have the opportunity to participate in the United States Scholar Athlete/Scholar Artist Games. I was lucky to meet young people with totally different backgrounds, cultures, languages. The most interesting thing was to live with them, to share experiences: sports brought us together. I met deaf children;

youngsters from different religions. It was a very rich experience. After a week sharing with these magnificent boys and girls I started believing that sports could lead to world peace.

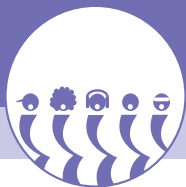
Motivation is the basis. Motivation could lead to anything we want.

Yes, we all think it is difficult and it gets harder. But we can motivate the youth to do sports and fight for a good cause.

What attracts the youth? What would encourage the youth to join a sport? Advertising has proved to have a strong effect on young people. But I think the most effective way is to promote sports events that are family-oriented for starters as well as being oriented to young people who are already engaged in a sport. They could be held on Sundays for example at public schools, or they could be done in city squares. We have to find ways that are appealing, and cheap.

Many people would feel discouraged to do it if a large amount of money was required. Another reason to keep it cheap is that it not only would cost less to the people, it would also cost less to the state if we think long term. This would lead to healthier and happier people. The budget spent on public health could be reduced. Universities would obtain better results from students, it is a fact that sport helps to people think better as brain gets high amounts of oxygen. The levels of obesity and addiction would be reduced among other diseases.

I believe that youth must be encouraged to practise sport in a familiar and healthy environment from the moment they start school. It can produce a better understanding between different people. In fact, sports are the best tool to fight discrimination. I believe that organising fun sports-oriented activities, slightly competitive in a healthy environment could do wonders for modern youth.



MD. BYZIDUR RASHID

Bangladesh

LES MANIFESTATIONS SPORTIVES POUR LES JEUNES

Les manifestations sportives pour la jeunesse sont surtout considérées d'un point de vue artistique. Le rôle joué par les jeunes dans l'organisation de ces événements est un moyen efficace pour évaluer les progrès réalisés par le sport chez les jeunes pour s'approcher des principes fondamentaux du Mouvement olympique.

Tout nouveau développement dans les manifestations sportives pour les jeunes demande un processus collectif dont les bases sont à créer. C'est aux peuples anciens et tribaux que revient le mérite de la découverte des manifestations sportives pour les jeunes dans les zones rurales. Un bon nombre d'entre elles sont toujours d'actualité. Les éléments cupides et corrompus qui sponsorisent de tels événements n'ont pas leur place au sein de l'esprit sportif.

En effet, l'esprit sportif dépasse largement les récompenses dans les compétitions. L'inspiration s'interpose, le sponsoring scelle les deux et l'émotion galvanise l'ensemble du système. L'unité est par conséquent l'élément indispensable à la définition d'une manifestation sportive complète pour la jeunesse.

Youth sport events in a sense have no barrier. The world of youth sport is diverse and colourful and is often a reflection of society in the strengths and weaknesses it exhibits.

The origin and development of youth sport events are as old as human society itself and it is human creativity, which has paved the way for a good number of sport events for youth.

While individuality in youth sports is expected, our social system upholds the concept of cooperation in management of youth sport events. A practical knowledge of the sport must be a precondition when organising youth sport events. Moreover coordination and cooperation is necessary, as is a holistic approach to the sport.

Jealousy and harmful acts have no place in youth sport events. What is needed is an environment that helps promote friendship, brotherhood, good will and peace. There must be controls in place to allow for a positive ambience to flourish. Noise, shouts, claps and cheers should be controlled by the organisers.

Good behaviour from the spectators deserves our appreciation. However, in some cases things do not move as easily or smoothly and sports

officials constantly face a lot of difficulties, especially when incidents turn violent. The fact that such behaviour is found among youth participants is appalling in itself. But the frequency in which these reports now occur is even more damaging.

Any youth sport event must be held to high standards especially in terms of the overall coordination of individuals, finance and other logistical support. Often the success of an international youth sport event is related to the wealth of a country. Planning and spending in youth sports are major factors determining the standard of sports. The rich nations fight for an honour. They drink to and celebrate victory sometimes by spending more and beating drums to display their happiness and prosperity. The poor nations taking part get defeated and play a dismal part in the whole proceedings. They become silent observers and are turned into helpless spectators. Unfortunately, all of this is done in the name of international unity.

International youth sport events also help to increase the level of patriotism among participants. The young are considered front-line patriots. Players from abroad have one thing in common in that they always try to uphold the prestige of their motherland at an international event. This sentiment becomes more acute or intense in a foreign land. This is one way to experience the true meaning of nationalism. Home players surely feel this, but in a different way.

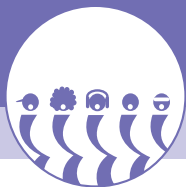
Youth sport events are found in unending numbers in rural areas. On the one hand this is because these areas often have the necessary resources and on the other hand these sports represent a national heritage. However, in some rural areas youth sport events, either for want of care or proper documentation, have not experienced similar success. Those sports that are still in vogue represent a significant aspect of the community's social life. Since time immemorial, innumerable youth sports have been a manifestation of human physical necessities and also an important aspect of culture and civilisation. Youth sports have much to offer in terms of national entity in the way in which they encourage participation and motivate individuals. Moreover, youth sport events help participants develop speed, strength, skill and stamina.

More efforts should be made to increase the level of participation in youth sports events. Youth sport would not have existed if there had been no competition. Youth sports are an ideal model for other life disciplines.

We simply hope that people everywhere treat all cultures with greater generosity and broadmindedness.

We hope people act in a way where they respect each other and do not engage in discrimination, but instead exchange a friendly attitude.

Sports men and women as well as sports fans should work together in a more unified manner.



EMMA ZHANG

Singapour

MANIFESTATIONS SPORTIVES POUR LA JEUNESSE

Le sport fait désormais partie intégrante de notre vie, mais à des degrés divers.

On trouve les athlètes qui s'entraînent en professionnels, les personnes qui se mettent au sport par choix et s'entraînent régulièrement mais moins rigoureusement pour le plaisir, les personnes qui pratiquent un exercice physique pour rester en forme, les élèves et étudiants qui suivent des cours d'éducation physique ou pratiquent des activités sportives extrascolaires, et les personnes qui regardent le sport à la télé, sur les chaînes câblées.

En fait l'idée que j'essaie de faire passer ici est que, qu'on le veuille ou non, nous sommes tous impliqués dans des actions sportives d'une manière ou d'une autre.

Sports have become an integrated part of all our lives, albeit in varying intensities. There are the athletes who train as professionals, people who take up sports due to interest and train on a regular but less rigorous basis for leisure, people who exercise to keep fit, students who have physical education lessons or sports Co-Curricular activities (CCAs), people who watch sports on cable television. Basically the idea I am trying to convey here is that whether we like it or not, we are all part of sporting action, in at least one way or another.

The main motivation for young people to watch and participate in sporting events has to be their interest in the sport. Interest is a strong driving factor for everyone. I am sure that all the players in a school team have interest in the sport they represent, just like athletes in the national team have an interest in the sport which they play. It is the basis of the beginning of sporting lives for most sportsmen. Interest can define how well a sportsperson is, because mindsets control people in diverse intangible ways. Although training and maybe a hint of talent would be necessary for sports, the mind is tremendously fundamental as well. No matter how tough training can be, with passion for the sport, these young people will definitely keep going.

While rigorous training would be natural for sportspeople, let's not forget that we are not robots and that the human body has its limitations. There is only so much training that the body can take. We should not neglect the fact that although competitive sports require a very strong body, anything that pushes beyond the boundaries of an individual's full potential would be pretty absurd. I am not saying that training should be neglected, nor am I suggesting that there should be extremist

policies against rigorous training sessions. As I have already explained, rigorous training is natural for all athletes, because after all, nothing worthwhile is ever easy, and training is vital for success in sports.

However, it is essential to remember that physical training must not go overboard and some measures cannot be overlooked. Water parades and water breaks have to be strongly emphasised, to prevent dehydration from too much water loss. Sportsmen should be forced to get adequate rest. Trainers should also be mindful of the attitude they take toward their trainees. They should ensure not to use crude language, nor to stress their sportsmen to the point of insanity, in ways such as putting them down.

Mutual respect has to be shown to both parties as with every relationship in this world. Personal time should also be allowed to athletes to socialise, because every being needs to let his or her hair loose once in awhile, to ensure their social well-being. They should not be caged because of their sporting commitments.

Youth Olympic Games (YOG) and World Championships will develop in such a way that non-competitive sports (such as floorball) will join the ranks of popular competitive sports (such as volleyball) already available today. This will create more platforms for people who are interested in non-Olympic sports to showcase their talents and to create more recognition and acknowledgements for the sport they represent. Basically it will become more diversified and on an even larger scale, which would be hard in comparison to the current grandeur of the Games, but not impossible.

I feel that the Olympic Movement already has many events for young people. However, they should still continue to have events for the youth as sports are a part of everyone's lives now.

The Youth Olympic Games will deny people at the "A" division level a chance to participate, because of the age limit. It would be ignorant of me to suggest pushing the age limit up, as this would make the Games too lengthy.

They should have more competitions at an international level, although it would not be necessary to make it on such a big scale. This would not deprive them of the chance to play at such competitions and would give them the exposure and experience of a lifetime.



UNE NOUVELLE GESTION DES DROITS SPORTIFS

Nombre de contributions pour ce sous-thème en relation avec le sujet:	9
Nombre de contributions rejetées:	0
Nombre de contributions sur le rugby:	1
Total de contributions pour ce sous-thème:	10

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Compte tenu des évolutions technologiques permanentes et des possibilités de plus en plus grandes offertes par les nouveaux médias, le Comité International Olympique (CIO) devrait régulièrement adapter sa stratégie en ce qui concerne la diffusion des Jeux Olympiques pour satisfaire et toucher un plus large public.

5

Grâce aux possibilités offertes par les nouvelles technologies et par les nouveaux médias, le public devrait pouvoir regarder les Jeux Olympiques et en revoir des séquences où qu'il soit, quand il le désire et sur le format qu'il souhaite (avant, pendant et après l'événement). (Voir également « Comment accroître l'audience en sport ? », p. 681)

5

Compte tenu des évolutions technologiques permanentes et des possibilités de plus en plus grandes offertes par les nouveaux médias, les détenteurs de droits et les diffuseurs doivent adapter leur stratégie de diffusion des Jeux Olympiques pour satisfaire et toucher un plus large public.

2

Compte tenu de la complexité de la gestion des droits sportifs dans le monde des nouveaux médias et des nouvelles technologies, le CIO devrait mettre en place en son sein une structure décisionnelle, opérationnelle, éthique et juridique spécialisée dans le domaine.

1

LORRENCE DUNGCA

États-Unis d'Amérique

LES DROITS SPORTIFS À L'HEURE DU NUMÉRIQUE

L'ère du numérique a totalement révolutionné la façon dont nous regardons les Jeux Olympiques.

Entre les écrans géants et les écrans de téléphone portable, entre une télévision de salon à Bagdad et un bar des sports dans le centre-ville de San Francisco, la vitesse, la taille, le moyen et l'appareil varient de manière exponentielle quand il s'agit de visionner les images des Jeux Olympiques.

Afin de répondre aux attentes d'un public en constante évolution et de parvenir à offrir une approche « à fenêtre multiple (ou à canal multiple) », le Comité International Olympique (CIO) doit prendre en considération la nature des interactions existant entre les contenus sportifs diffusés et les perceptions des publics sportifs du monde entier.

Ainsi, l'heure de la fin de la diffusion en « une seule fenêtre, un seul angle de vue » a sonné. Les détenteurs des droits de ces images les diffusent via un système de plateformes multiples telles que la télévision, le câble, les appareils mobiles et Internet.

Les diffuseurs profitent pleinement de partenariats stratégiques avec les fournisseurs de services de ces appareils de nouvelles technologies.

The digital age has tremendously revolutionised the way we view the Olympic Games. From giant-sized screens to mobile phone screens; from a living room television set in Baghdad to a sports bar in downtown San Francisco – the speed, size, medium, and device vary exponentially when viewing the images of the Olympic Games.

To support the evolving audience expectations and to successfully deliver a “multiple-window (or multi-channel)” approach, the International Olympic Committee (IOC) must take into consideration the nature of interactions between broadcasted sports content and the perceptions of global sports audiences. Each audience interaction must be optimised based upon sports-viewing preferences and the emotional impact of such content. By addressing both of these key elements, the rights-holders of Olympic content can then maximise their broadcast rights investments.

Thus, the “one-window, one-view framework” of broadcasting has become a thing of the past. Without a doubt, the rights-holders of these images have broadcasted them via a multi-platform system such as television, cable, mobile devices and the internet. Broadcasters definitely benefit from strategic partnerships with service providers of these new technological devices.

The trend has spawned a “multi-window” approach in broadcasting a single content. The multi-platform system broadcasting of single content has been transformed into a lucrative prospect. The real challenge



is for rights-holders to account for their potential “royalty” losses when rights-holders broadcast this content via new media devices or technologies through their affiliated third-party partners.

Overall, multiple delivery channel or multimedia broadcast of Olympic events promises more revenue inflow. However, tracking and monitoring of both content use and residual fees (royalties) collected by rights-holders seem both problematic and challenging to account for.

The IOC (as the rights-holder of content) needs to look at the trend in “multi-window” broadcasting approach to protect the integrity and value of its franchises, content, and brands. Furthermore, the IOC must be watchful of future revenue streams as translated in potential royalties that could be collected in a “multi-window” broadcasting approach.

Before rights contracts are to be made and awarded to radio, television and multimedia partners of future Games, the IOC must require them to submit information as to how much income the broadcasting rights from the previous Games had generated for them, and of course, the breakdown of such revenues by media types and devices. In doing so, rights contracts can be tailored to maximise potential royalty-based income for the IOC.

Moreover, new contracts – especially those with “umbrella” or digital package contract – must also include “future-forward” narrative to cover potential new technologies that could emerge beyond the space and time when contracts are awarded and when the actual event begins.

In essence, part of the IOC’s management of sports rights should be a holistic strategy of content distribution that is built on the principles of contractual and accounting transparency; fairness in awarding rights; and content-use protection such as requiring rights-holders to demonstrate technology digital rights management (DRM) capabilities.

Above all, the IOC must require radio, television and multimedia partners to uphold the fundamental missions of the IOC. By-products of originally covered content – when spliced and diced for different marketing and broadcasting verticals – must consistently transmit the IOC’s core values: a message of sportsmanship; the promotion of friendship, hope, and unity through the Games.

The monetary incentives inherent in the IOC franchise must always only be a secondary goal to that of the “Spirit of the Games” (that inspires athletes and audiences around the globe for the improvement of the human condition).

INDRANIL MUKHERJEE

Inde

RÉVOLUTION NUMÉRIQUE: UNE NOUVELLE GESTION DES DROITS SPORTIFS

La gestion des droits sportifs est devenue de plus en plus complexe dans l’ère des Jeux Olympiques modernes.

Gardien des droits de l’événement sportif mondial le plus regardé, le Comité International Olympique (CIO) devrait participer à l’établissement de normes en matière de gouvernance et de structures de gouvernance pour une nouvelle gestion des droits sportifs, en mobilisant un ensemble de parties prenantes qui s’alignent sur la convergence des plateformes médias et l’émergence de nouveaux contenus, notamment des contenus générés par les utilisateurs.

Contrary to popular belief, sports rights management originated from the ancient Olympic Games. Several City States fought for control of the Olympic sanctuary, as evidenced from Pausanias’ ancient papyrus scroll texts. In 668 BC, Pheidon of Argos was ordered by the Pisatans (the town council of Pisa) to capture the Olympic Games sanctuary from the Eleans. On doing this, they controlled the rights to the Games for that year!

Management of sports rights has become much more complex in the era of the Modern Olympic Games. Proliferation of new media, first radio, then television, and later cable television has ensured that Olympic ceremonies and contests are the most watched media events in the world. The 2008 Beijing Olympic Games are estimated to have attracted a global audience of 4 billion viewers, an audience of 840 million viewers within China for the Opening Ceremony alone and broke US television records with 211 million viewers.

The traditional operational model of sports events organisers (such as the International Olympic Committee which organises the Olympic Games), consisted of selling sports rights, including broadcast rights, to the bidders. Successful bidders could then keep track of their ownership (e.g. broadcasting rights) to ensure that their rights were not being misused. All aspects of their rights/intellectual property were protected and leveraged to the best commercial effect, to the mutual benefit of sports events organisers and sports rights-holders.

In recent years, this symbiotic association has been marred by a number of events. In 2008, a national film crew gained access to the Bird’s Nest Olympic Stadium; their objective was to rehearse their national broadcast of the Olympic Games. While the cameramen were inside, they filmed the rehearsal of the entire Olympic Opening Ceremony, which



was then aired on their channel and also displayed on video sharing websites. This continued to be aired on international channels, despite Olympic organisers taking umbrage at the incident.

This latest event represents a small fraction of the challenges that Olympic Games Committees must face with respect to a digital revolution that changes the fundamental nature of the media industry and the sports rights management landscape. While there may be many global challenges that affect management of sports rights in this digital revolution era, major challenges are:

1. Allocation of sports rights to the specific event/activity/content vehicle;
2. Availability of new delivery and viewing media vehicles (such as the internet and mobile phones);
3. Media and rights fragmentation (due to an increase in the number of television, radio and other broadcasting channels);
4. Media content providers expanding the reach of vehicles that deliver cross-border content through global media (for example: web television and video broadcasts on video sharing websites);
5. User-generated content from personalised camera phones and other emerging technology devices;
6. Information tools and technologies to monitor sports rights management, not keeping pace with the variety of sports/content platforms.

The key stakeholders in this era, the sport events organisers such as International Olympic Committee (IOC) and the sports rights asset owners, distributors and broadcasters, need to engage in discussions and communicate new guidelines and governance structures that address the key challenges outlined above.

The International Olympic Committee, as the world's largest sports mega-event organiser, can take a leadership role in addressing sports rights management and establishing governance structures that will not only keep pace, but stay ahead of sports rights abuse issues. From a governance perspective, as the seller of sports rights, the IOC should fundamentally address sports rights-holders' concerns on illegal usage of their sports rights and content.

To enable this to be addressed, the IOC could team up with other sports bodies to implement a sports rights and broadcast monitoring solution that would assess, evaluate and monitor sports rights-holders' use and extension beyond normal rights (usage/abuse). Parallel activities that

would be critical to ensure that the monitoring solutions deliver results to the sports rights-owner are:

- a. The expansion of the powers of the Court of Arbitration for Sport (CAS) to address penalties and guarantees between sports rights-holders;
- b. Usage of new information intelligence and intellectual property technologies such as digital watermarking, cryptography, conditional access, and cross-channel content filtering;
- c. A fundamental re-evaluation of sports rights allocation across content, delivery, viewing media vehicles and any other sports rights allocation mechanism (an objective, for instance, could result in rights management addressing convergent media networks of the future);
- d. An operational mechanism that channels the new power of user-based content and monitors/evaluates user-based content, for a three-way win situation (as the user is the new frontier and "unknown" stakeholder in generating content that may affect the rights of sports rights-holders or the sports event organisers);
- e. The creation of a "Sport Rights Governance Board" comprising members of the IOC, Fédération Internationale de Football Association (FIFA) and other large sporting bodies, within the CAS above, that would create a governance framework to ensure that large-scale and repeat offenders would not be able to extend their abuse of sports rights across multiple events/multiple media;
- f. The involvement of sports rights-holders in using and collaborating to use digital rights software and intelligence framework that would safeguard and protect their mutual interests;
- g. Finally, the involvement of governmental organisations and National Olympic Committees (NOCs) to ensure that unauthorised distribution and abuse of sports rights are also dealt with, and incorporated into local governmental legislation.

Because the digital revolution results in a convergence of media, information technologies, sports content creation and distribution technologies, a similar convergent approach involving all stakeholders, as outlined above, would ensure that sports rights management would be mutually beneficial, in keeping with the Olympic Spirit of mutual understanding in friendship, solidarity and fair play.



COMMENT ACCROÎTRE L'AUDIENCE EN SPORT ?

Nombre de contributions pour ce sous-thème en relation avec le sujet: **86**

Nombre de contributions rejetées:	0
Nombre de contributions sur le rugby:	5
Total de contributions pour ce sous-thème:	91

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Des moyens plus importants devraient être mis en œuvre pour que le public ait accès d'une manière centralisée (plateforme) non seulement à des séquences des Jeux Olympiques («TV olympique») mais également à des informations multilingues de qualité concernant les athlètes, les sports au programme, les sites, l'événement. De nombreux contributeurs regrettent que les commentaires des Jeux Olympiques à la télévision ne soient pas meilleurs.

50

En ce qui concerne la diffusion des Jeux Olympiques et compte tenu des évolutions technologiques permanentes et des possibilités de plus en plus grandes offertes par les nouveaux médias, le Comité International Olympique (CIO) devrait adapter sa stratégie Internet par marché et de manière régulière. De nombreux contributeurs ont évoqué les aléas des coupures publicitaires intempestives à la télévision durant les compétitions et le côté sélectif des chaînes en matière de retransmission qui poussent le public vers d'autres médias (Internet) pour regarder l'événement en continu.

46

Grâce aux possibilités offertes par les nouvelles technologies et par les nouveaux médias, le public devrait pouvoir regarder en tout temps les Jeux Olympiques et en revoir des séquences où qu'il soit, quand il le désire et sur le format qu'il souhaite (avant, pendant et après l'événement). (Voir également «Une nouvelle gestion des droits sportifs», p. 678)

39

Grâce aux possibilités offertes par les nouvelles technologies et par les nouveaux médias, le CIO doit mettre à la disposition du public une plateforme virtuelle favorisant l'interactivité et la créativité afin que les internautes puissent s'approprier l'événement. Le public qui ne peut être présent physiquement à l'événement devrait pouvoir y participer à travers les communautés et le monde virtuels. Certains contributeurs ont évoqué la possibilité de créer un site de paris en ligne placé sous le contrôle du CIO.

23

Le CIO devrait utiliser Internet pour promouvoir et diffuser les images des sports qui sont moins exposés par les médias traditionnels.

21

Le CIO devrait développer des partenariats (avec des organisations gouvernementales et non gouvernementales, des entreprises privées et publiques) afin que les Jeux Olympiques puissent être regardés par les plus démunis (multiplication des écrans dans les villes, dans les zones publiques, dans les transports en commun) aussi bien dans les pays développés que dans les pays pauvres et les pays en développement.

14

Au sein même de la ville et du pays qui accueillent les Jeux Olympiques, des initiatives devraient être menées afin de faire participer le plus grand nombre de citoyens grâce aux nouvelles technologies et aux nouveaux médias.

11

Le CIO devrait s'assurer que la diffusion des Jeux Olympiques via Internet soit systématiquement accompagnée de contenus et de programmes visant à promouvoir les valeurs pacifiques, éducatives et culturelles de l'Olympisme.

9

Au sein même des sites olympiques, des initiatives devraient être menées afin d'offrir la possibilité aux spectateurs de recevoir et de partager un plus grand nombre d'informations grâce aux nouvelles technologies et aux nouveaux médias.

2



EVEREN BROWN

États-Unis d'Amérique

INTERACTIVITÉ ET JEUX OLYMPIQUES

Le rôle des médias a radicalement changé ces dix dernières années. Comment le Mouvement olympique peut-il rendre les diffusions plus interactives afin d'attirer un nouveau vivier de fans/spectateurs ?

Les médias traditionnels doivent être complétés par :

- 1. des diffusions en temps réel ;**
- 2. la possibilité de sélectionner les vidéos ;**
- 3. des diffusions à la demande ;**
- 4. de nouvelles technologies afin de faire naître un sentiment d'appartenance.**

L'objectif est d'ajouter de nouvelles technologies et de nouveaux débouchés qui coexistent et se complètent les uns les autres.

The role of the media has changed dramatically in the last decade and the Olympic Movement needs to keep up with the latest developments in order to maintain its position as a premier world event. Fans/viewers will no longer wait for traditional channels to deliver the Games to them. They also want to be involved with some form of interactivity. Let's look at some options available to the International Olympic Committee to accomplish this.

Traditional broadcasts have been sent via tape delay to respective home countries, but true fans want to watch the Games live. Even if it means staying up all night to watch their team compete, they will do it. The internet offers a portal to make this happen. While it challenges television broadcasters' rights, it is inevitable that final scores and even images will leak out to general public via the internet anyway. It is time to make real-time broadcasts available to true fans who really want to follow their team.

Selective viewing: fans/viewers are no longer content to sit through several different sports programmes just to see their team for a minute or two. Traditional broadcasts put multiple sports together in evening-long "review" programmes. Again, the true fan wants to see the entire competition of their favourite sport, not just a series of "highlight" video clips of competition selected by the media for its impact on a general viewing audience. By making specific sports programming available for constant, uninterrupted viewing, it will get more people interested in following that sport. They will be able to see and follow every happening and probably devote more time to watching, rather than just seeing a

few minutes of nightly highlights and then using their remote control to move on to other programmes.

By providing a form of selective broadcast options, you also open a new form of advertising/sponsorship options that were not available before. You can target these "sport-specific" viewers with ads that apply to that demographic. In reality nothing is lost, and more viewers are gained in the end.

By offering more programming, more viewers will tune in for longer periods of time to see what they want to see, rather than what someone thinks they should see.

On-demand broadcasts: by offering internet users this option, people can also decide when it is best for them to watch the Games and not be at the mercy of a broadcast channel. Again, more people will find this option attractive and it will allow them to enjoy the Games on their schedule.

Giving fans/viewers the options to call up and watch their favourite highlights, will put them in the "broadcast booth" to call the shots on what they want see and enjoy the most. This will be the ultimate in interactivity.

The content is already there. With the international broadcasters feed from every sport, from the start to finish of every event, most of this footage is never used. During the Games it is broadcast within the Games venues, but the general public never has a chance to see this uninterrupted footage. It is already paid for as well. This would allow this footage to be seen and enjoyed by true fans. Nothing would be wasted!

Other technologies need to be employed to add even more interactivity to engage and hold the viewer's interest.

Virtual reality imaging is one form of "you-are-there" programming that could be offered. For a younger generation it has the air of a video game with the immediacy of participating in the Games. Not everyone in the world can attend the Games in person. So the question becomes: how do you put the viewer in the stadium seat? With current technology, there are many ways.

Even 3-D is an option that needs to be explored. The younger the viewer, the more open they are to this technology. The Olympic Games need to engage youth and get them involved in the movement. They will grow up to be lifelong fans if this is nurtured at an early age. By employing these cutting edge technologies, the Games will come alive for all to see.

Don't forget cell phone options as well! This growing area of communications offers another portal to deliver the Games experience to an audience on the go.



We live in a world of immediacy and many of these ideas are geared to make that possible. People no longer want to wait. They want to know now. With the drama of the Games unfolding, with suspense building, the audience wants to see it now.

No one within the Olympic Movement is taking full advantage of the technology available. The International Olympic Committee needs to find someone with a true love of the Games to start work on the new model. It has to start with people who are interested and not just corporations seeking to expand their reach. Technology needs a human touch in order to make it successful.

The goal is to find ways that allow new technology to deliver an incredible Games experience and at the same time coexist and compliment traditional broadcasting. It is possible. It will take work to make it happen and make all of the prospective parties happy – most importantly, the fan/viewer!

DAVID FETTEROLL

Grande-Bretagne

COUVERTURE DE MASSE CONTRE QUALITÉ

La prolifération des plateformes médias apportera-t-elle de plus grandes audiences aux sports ? La qualité et la variété de ce qui sera diffusé seront-elles définitivement perdues ?

While the Olympic Movement needs to have mass appeal and coverage, this should not be its sole aim in the digital age. There is a danger that with mass coverage and greater audiences there will be poor quality of coverage over many different types of media, the material will be repetitive as it concentrates on the same sports, and the same shots and interviews will be shown. The danger of mass coverage is that it is based on celebrities and individuals and as a result fails to concentrate on the competition as a whole or the sport itself. Mass coverage relies on sports that are already popular and decisions are financially driven. This can be to the detriment of sports that have a great history but are not as photogenic and as a consequence this can lead to the destruction of Olympic values. Mass coverage is also linked to the question of rights and advertising, without which media organisations could not afford to cover all sports.

Mass coverage also has another danger. Live streaming of a sport can be useful but without good commentary, context and information the audience sees only attractive pictures or meaningless actions. Moreover, the wider audience may see some sports only during the Olympic Games. There is a danger that with modern media, sport that is shown

in clips is often taken out of its wider context. The danger is also that choices are made on the basis of celebrity status, sporting disasters or failures and that the results or medallists are not even mentioned. It is too often assumed that a viewer's attention span is less than a few seconds and the way forward is to dumb the whole thing down and turn it into some live computer game.

I would suggest that the issue at the centre of the digital revolution debate should be the quality of coverage and how this can and should be managed. In the long term, sporting audiences will increase and become appreciative of the content rather than being mere sporting illiterates who see the spectacle and do not understand the Games.

Good quality coverage should be educational. It should teach people, new to the sport, to understand the skill, dedication and courage of the competitors, the rules of the event and so on. It should inspire people to take up the sport or to support the event in the future. It should promote the values of the Olympic Games and the wider benefits of sport for all.

Good quality sports coverage must tell the story of the sport and of the competition and perhaps the story of a competitor. It needs to explain the rules so that the viewer may understand the language and event better. It needs to be unbiased. For this to happen, each sport needs time and it also needs commentators who know their sport and have the ability to explain the event as well as put the sport in some context. Ideally good quality coverage should also look at the wider context of the Olympic Movement linking it to past Games.

There is a need for an integrated media response to the Olympic Games and resources need to be given to all forms of media to educate, inform and to entertain. The Olympic Movement needs to support new technologies and media platforms by creating opportunities for organisations to offer websites featuring the skills of each sport, the training required, the history of the Movement and so on.

New communication systems offer great opportunities but also have great dangers. Merely increasing the size of the audience means that more popular sports get preferential treatment, when in reality they have their own World Championships or tournaments. With multiple media platforms these sports will have the interest of a wider audience and the less attractive sports will be merely second rate participants. If we have the same sports broadcasted through the, many different media platforms, then we lose the wealth of the Olympic moments generated each day in many different sports as well as the whole purpose of watching the Olympic Games.

I do not profess to be an expert but I just enjoy watching the Games. I believe that many young people do not watch the Olympic Games



because they have not grown up in an environment where they watch whole events unfold, share the despair and the glory of sporting individuals and are amazed at their skill, or witness friendship and fair play. They have been fed a media diet of television and internet clips, which show only part of any event. It is essential that production quality is retained even at the expense of multiple platforms and financial considerations, in order that all can see, learn and enjoy the sports of the Olympic Games.

ROB HOITT

États-Unis d'Amérique

LA DIFFUSION VIA INTERNET POUR ACCROÎTRE L'AUDIENCE

Ce texte analyse la façon dont le Comité International Olympique (CIO) pourrait s'associer avec des diffuseurs du monde entier afin de concevoir un produit Internet qui serait à la disposition de tous les citoyens, dans tous les pays, sur demande.

As all countries do not operate in the same time zones, the viewership of global sporting events (like the Olympic Games) is limited, as not everyone can watch these events as they occur. As a result, several countries resort to broadcasting limited segments of these sporting events at times when their viewers are most likely to watch. For example, during the Beijing Olympic Games, average citizens in the Americas were generally asleep when the Games were officially opened. In North America, The Canadian Broadcasting Corporation (CBC) and the American National Broadcasting Company (NBC), for example, aired the events most likely to capture the widest viewership on tape delay. While the coverage was substantial, the composition of the broadcasts was ultimately the decision of the networks and not the viewer. (In the United States, NBC did allocate several of its premier pay channels to show additional events. However, these premier channels were not accessible to all Americans.)

The great equaliser is the internet. As individual choices of sports vary, it would be desirable if the IOC catered to fans of all the sports offered by the Olympic and Paralympic Games. Internet-based streaming media can allow a citizen of virtually any country to select live or stored feeds of the sport of their choice in a secure format. For example, a fan of Greco-Roman wrestling could watch a match either as it happens, or at a more convenient time. (In the USA, the average viewer did not get to see any of the wrestling competitions as they were aired on NBC's premium channels.)

The Tour de France is another sporting event that also has global appeal. The Tour is videotaped by France 3 who then offers two distinct "feeds" to the rest of the world. One feed contains a commentary in French

that is produced by France 3. The second allows for commentary to be added in other languages for rebroadcast to the rest of the world. Such a feed could be utilised for a global streaming internet service.

As networks would want to air a unique premier product, an arrangement could be made to allow television broadcasters to offer exclusive access to high definition content. In return for this a roster could be devised whereby international broadcasters could provide programming with commentary back to the IOC for streaming over the internet. (For example, NBC, CBC, the British Broadcasting Corporation and Australian Broadcasting Corporation could all be asked to provide a portion of the English language feeds that the IOC could offer via streaming.) For those countries where demand for the Games is high, but whose language is not as widely spoken, sponsorship deals could be developed with networks who cater to these languages.

By design, the internet product would need to be of a lower definition format to make internet streaming easier. This would cater to the high global demand for the Olympic product, while encouraging viewers to also watch the higher quality programming offered by their local television networks.

As the internet gains wider global acceptance, substantial opportunities exist for the International Olympic Committee not only to widen their overall audience but also to satisfy the global demand for the "Olympic product." Leveraging streaming tools would enable all the citizens of the world to enjoy and support the Olympic athletes not only when the events occur, but whenever they wish. This would offer the potential of greatly expanding the global Olympic audience.

EDWARD KENT

Australie

UN PLUS GRAND ATTRAIT GRÂCE AUX CONTENUS INTERACTIFS

Alors que l'audience des Jeux Olympiques la plus forte se concentre dans le fuseau horaire des États-Unis, le phénomène pourrait réellement s'étendre à l'échelle mondiale par le biais d'approches interactives habiles.

Les Jeux pourraient toucher un public plus large et plus varié en autorisant la diffusion par des chaînes de vidéos à la demande, en permettant la visualisation en direct et en continu (streaming) sur Internet, en fournissant un service de téléchargement/d'abonnement de vidéos pour des manifestations sportives et en mettant à disposition des ressources éducatives et ludiques interactives de qualité sur Internet.



Offrir l'accès à des services de première qualité moyennant un prix minime et ouvrir un accès gratuit à des services plus basiques permettraient à chacun de vivre l'expérience des Jeux « à sa manière ».

It is well-known world-wide that the Olympic Games are held at times which suit the host country while also trying to cater to the huge US audience. While this has had some success, sports fans in other countries find it difficult to tune in to their favourite sporting events at the Olympic Games and, as such, are excluded from having the enjoyment and satisfaction that the Games stand for. In order to maintain the global spirit of the Games, and to avoid ostracising non-US nations, multimedia presentations of the Games need to be more accessible in terms of televised sequences, streaming media on the internet and video downloads.

In order to become more accessible on television around the world, US television executives need to recognise that the world is a sphere and that different parts of the world operate in different time zones. However, they should also be assured that their audiences, just like any audiences around the world, are going to be given the best Olympic experience each time. Part of this involves intelligent timing and programming of the main events within the television schedule. However, the International Olympic Committee (IOC) should ensure that all televising corporations undertake a programming course, which would maximise viewing potential, even if it is recorded and played back at a later time in the day. With the advent of digital television becoming a global phenomenon, at least one channel should be dedicated to televising events from the Games, live and uninterrupted by commercials. Subsequent channels could deal with groups of sporting events, such as water sports, track and field sports, and they should be telecast live with repeated programming later in the day. This is one way of ensuring television audiences worldwide are not excluded from the Games due to time zone differences.

By making it mandatory for televising countries to have a globally accessible website from which live streaming video of the day's events can be streamed to users' computer systems, the Games would take on a whole new dimension. To maintain the spirit of the event, these live streaming events could be accessible totally free of charge, or, for a nominal charge, viewers could have clearer definition viewing of the events right there on their personal computer (PC). To counteract any lag that may occur from heavy world-wide streaming of the events, they should be available on each participating nation's own domain, hosted through the televising corporation's web spaces. While this has been tested in some countries around the world, it has not been very successful in as far as the television corporations do not always allow such access to the programming. By incorporating this as a requirement of the contract, the IOC would ensure a fairer and more modern approach to spreading the spirit of the Games in the cyber world.

A further addition to live streaming of content over the internet is having video downloads available for sporting events, or sequences of events. A video download (or Video on demand (VOD) cast) is a small video that is available through the internet for downloading, or sent directly via email to subscribers' email accounts. I believe this would be the magic key to unlocking the potential of the internet for the Olympic Games and would allow lovers of all sports, as well as casual viewers of the Games itself, to have, for the first time in Games history, unrestricted means of catching all the action. One such example could be a "highlights of the day", which many television channels seem to produce for television anyway and would require one further step by allowing it to be downloaded directly from the website. Others, such as the swimming events, could be subscribed to, and daily VOD casts of events could be made available and/or distributed via email subscription list. This method would ensure the Games remain accessible to all, world-wide, and would generate more interest in attending live events if and when the opportunity arises.

As such, the Olympic Games needs to have a more active and interactive presence on the internet in order to ensure Generations Y and Z, and those yet to come, continue to show interest in and learn from the Olympic Movement. Educational programmes and "mini-sites" should be accessible in the host languages world-wide with interactive games, quizzes and mini-lessons being made available. Once again, this could be generated quite cheaply utilising resources that already exist and it could be further enhanced by nominal charges for usage of such extra features as games, sound bytes and so on. This would ensure that the multi-tasking nature of the next generations is considered and catered for in order to capture bigger and wider audiences.

Technology is the way of the future for the Olympic Games. It takes creating something that viewers actually want to generate greater interest in the product and interactive content is one such way of providing that. By ensuring all the above opportunities are available globally, the IOC is ensuring that the Games are being preserved and enhanced for the future.

JAN LIN

Singapour

AUDIENCE ET DIFFUSION DES VALEURS OLYMPIQUES VIA LES MÉDIAS NUMÉRIQUES

L'accessibilité mondiale et la communication à double sens caractérisent la plateforme des médias numériques et la différencient des autres plateformes.



À mon sens, le Comité International Olympique (CIO) devrait investir dans les médias numériques car il s'agit de la clé pour accroître de manière exponentielle la taille du public sportif et diffuser les valeurs olympiques au sein de ce public.

Je propose deux solutions de médias numériques qui permettraient d'atteindre cet objectif : 1. l'élaboration d'une plateforme numérique d'informations pour chaque sport olympique et 2. un espace blog dédié à chaque participant.

The digital revolution opens up a world that transcends time and space. In many ways, the appropriate and responsible use of digital media in sports would encourage the Olympic values of cross-border friendship, respect and excellence among members of the Olympic audience.

What digital media such as the internet can offer to sports audiences that traditional media (television, newspaper, etc.) cannot is to provide a two-way, consistent and continuous platform from one edition of the Games to the next, which is what I propose will serve to immensely increase audience sizes.

First, I'd like to encourage the International Olympic Committee (IOC) to set aside a nominal budget for the development of digital media content for each Olympic sport. The IOC can work with the International Federations (IFs) of each Olympic sport to individually create/nominate a digital media provider (i.e. independent news website) that will provide consistent exposure of the sport from one edition of the Olympic Games to the next.

It is inherently meaningless for spectators to only have access to news of the sport during the Olympic period via the various means of traditional media. It takes away the value and meaning of the process (and the progress), but instead shifts the focus to only the Games' results and less on the preparation efforts of each Olympic participant.

Think *soccernet.com* for soccer or *badzine.info* for badminton. The reason why soccer is the world's most followed sport (and badminton is arguably second) is simply because of the accessibility of the sport to its spectators through the digital media platform. Audiences look forward to the World Cup from one edition to the next because there is a deep sense of familiarity, awareness and anticipation created through the digital media platform.

Increasing the accessibility of each sport helps to increase the audience size of each sport and thus, indirectly increases the Olympic audience size. It gives more value and meaning for audiences to follow the Games if they have been given a platform to consistently follow the progress of Olympic participants.

Digital media helps to build a virtual community of viewers for the respective Olympic sport and allows their voices to be heard, be it through comments on the news stories, discussion forums, etc. Building a strong virtual community of viewers in each sport is the way to increase overall audience size in the Olympic Games.

Through this process, friendships are formed, respect is earned through the debating, sharing and understanding of different perspectives towards a sport. This helps to build sporting audiences with a deep understanding of the sport and to nurture a spirit of excellence. In this way, I believe that Olympic values should and can be embraced by audiences as well.

In terms of Games-related content, another digital media initiative I would propose is for Olympic representatives to each be given a blogging space where they are encouraged to reflect on their Games experience. Reflection is a powerful tool for athletes during their competitive years.

A digital space like this also creates a personal touch and forges a connection between the athlete and the audience, which will also encourage a closer following of the Olympic Games.

This initiative allows athletes' voices to be heard, while viewers also gain insights to the athletes' pre and post event thoughts, giving viewers the opportunity to interact with them through this medium.

All these initiatives remind sports audiences that athletes are only human after all, and just like everyone, they have untold stories waiting to be heard.

JARRED MYERS

Afrique du Sud

QUAND LE MESSAGE APPORTE LA BONNE NOUVELLE

Dans les pays en développement, plusieurs millions de personnes, un public sportif potentiel, n'attendent que d'être sollicitées et la majorité d'entre elles figurent parmi les plus pauvres sur la planète. J'ai deux grandes propositions.

La première serait de convaincre les compagnies de téléphonie mobile, déjà présentes dans les pays en développement, de sponsoriser des écrans géants qui retransmettraient différents événements sportifs et qui seraient alimentés par l'énergie solaire, très répandue dans la plupart de ces pays.



Ma deuxième proposition serait d'encourager les médias à sponsoriser par le biais d'abonnements SMS gratuits recensant des informations sur des manifestations sportives. Les souscriptions seraient récompensées par l'attribution d'un crédit prépayé. De cette manière, des millions de personnes parmi les plus pauvres au monde, qui n'ont pas accès à l'eau courante, pourraient, au son d'un bip dans leur poche, savoir si leur équipe a remporté la médaille.

Potential sports audiences can be divided between developed and developing countries. In developed countries people either constitute sports audiences or not, but the cause is not a lack of funds or technology but a lack of interest. This market can be targeted via new digital mediums such as 3G phones, new model telephones, etc. This is an ongoing challenge, which is constantly evolving and media companies and technology houses are "on the ball".

The real challenge in my opinion is targeting developing countries. These countries have a growing middle class who are itching to spend some of their new found wealth on modern gadgets, and as such will organically develop into sports audiences provided the media plays their natural role in enticing them to watch.

However the ultimate prize in developing markets does not lie in the burgeoning middle class, but rather in the millions of citizens in the "dollar-a-day" economic bracket. The real question is how do you capture an audience that can't afford a pea let alone a personal computer (PC) ?

Based on my travels in sub-saharan Africa, I noticed an endless supply of people going nowhere with not much to do. If there were a television around I have no doubt they would be staring at it. All these countries have major mobile-telecoms companies present who advertise wherever possible.

I have two proposals which are independent of each other and target two different economic segments of developing countries, the subsistence population whose goal is merely trying to survive and one step up, the population who are able to afford mobile phones.

Regarding my first proposal targeting the lowest common denominator I suggest that mobile telecom companies sponsor large screen televisions which will be supported by solar power, which is abundant in these areas. Since sport is a common interest among the masses, the mere access to such a medium will attract vast audiences. The sponsor will benefit from additional marketing coverage and the population will automatically become avid sports viewers.

My second proposal targeting a slightly higher economic bracket concerns the ubiquitousness of cellular phones in developing countries. A

small minority will be able to afford 3G phones supporting video but this is of little use since local telecom infrastructures generally do not support these features. What is supported by the most basic mobile phones is the standard SMS text message. I propose that a simple service offering free subscriptions to information on sporting events such as match results, teams, upcoming events etc. be advertised on prepaid mobile phone vouchers offering free subscriptions with various incentives such as competitions awarding air-time vouchers, I believe a revenue stream to support such a venture can be provided via advertising in these text messages. Through such efforts, millions of unbanked impoverished individuals will be reached and exposed to a world of sport which they never new existed.

There are many forms of new digital media, which in theory could target this mass audience, but the economic reality combined with the structural limitations provides few options. I believe that through innovative use of the digital mediums currently available, great strides can be achieved in growing sports audiences amongst the worlds poorest and as a pleasant side effect bring a smile to the face of millions of people every time they hear a beep in their pocket and they realise their team just won.

ELSHADAI NEGASH

Éthiopie

PLUS DE STRATÉGIES TERRITORIALES, PLUS D'AUDIENCE : LA SOLUTION

Nous voyons de nombreux sports se disputer le même public et le même temps d'antenne et c'est, je pense, une stratégie qui a montré ses limites pour attirer le public aux compétitions.

L'avenir est à mon sens d'augmenter la couverture territoriale et de voir les pays en développement en Afrique, en Asie, en Amérique du Sud et aux Caraïbes comme des partenaires afin de toucher un public plus important et mieux informé.

After the 2008 Beijing Games turned out some of the biggest audiences in history, many are led to believe that the size of the global sports audience has perhaps reached its limit. Far from it.

Less than 10% of people in developing countries viewed a whole or some part of not-free-to-air Olympic coverage on their television screens. Even fewer people used new technologies like the internet to get their Olympic Games news and information. With such a spectre hanging in the balance, can the Olympic Games be called a global sporting event ?



My opinion is that the International Olympic Committee (IOC) and other world sport governing bodies should look further than short-term rights and territory-sharing agreements when trying to increase the size of sports audiences. It has now come time for these bodies to seek out longer and bigger partnerships with the governing bodies of infrastructure and regional broadcasting unions in order to reach out to more territories.

It is of course easier said than done. Many developing countries have problems with access and connectivity to new technologies. Most infrastructures are still in the developing stage, while there is a lack of consensus on behalf of sport governing bodies in these countries on how to use new technologies in order to increase the size of sports audiences.

Therefore, the IOC must seek such partnerships with organisations like the International Telecommunications Union (ITU) to implement sport-driven technology projects. It must also work with technology providers to tie sports news with the advent of technology.

In addition, the IOC must also invest in links with the national broadcasters of developing countries by providing training to both administrators and crew on the importance of their role in the increasing of sports audiences. It must implement a step-by-step strategy to first provide free-to-air coverage of the Games and then help boost their capacity so that they can be in a position to pay for the services themselves.

ALFONSO NOAIN

Espagne

CRÉER DE NOUVEAUX CONTENUS ET CANAUX DE DIFFUSION POUR LES AUDIENCES SPORTIVES

Les nouvelles technologies se sont imposées et sont devenues indispensables dans notre vie de tous les jours. L'audience de toutes les manifestations sportives a, par conséquent, évolué. Cette évolution requiert aujourd'hui que les contenus sportifs soient adaptés à ces nouveaux médias. Internet et la téléphonie mobile, et parfois la combinaison des deux, sont, selon de nombreux experts, sur le point d'éliminer l'audience stable que les médias TV ont toujours connu jusqu'ici.

Afin d'augmenter les niveaux d'audience pour les Jeux Olympiques, le CIO devra s'adapter en fonction de ces nouvelles plateformes, non seulement en négociant des droits avec les nouveaux partenaires commerciaux, mais également en adaptant la manière de communiquer avec le public. Ces spectateurs qui ont atteint le point de saturation en raison de tous les sports

diffusés et se sont habitués à avoir le contrôle sur les contenus, exigent à présent de la qualité, de la flexibilité et souhaitent avoir à leur disposition toutes les informations utiles au moment où l'épreuve/la manifestation se déroule.

Of all media, television has been the one to have mostly contributed in the diffusion, popularisation and development of Olympic sport. And among all different mass communication media, television is the one, which not only constitutes a powerful information tool, but also provides a great deal of entertainment in a way that neither the radio, nor any of the written media of communication can. Since the early rise of commercial television in the United States in the 1950s, sports has had a presence on the small screen through the retransmission of games, championships, festivals and sports exhibitions of all kinds. Consequently, television has, since its early beginnings, helped to promote interest in and the development of sports (Greendorfer 1981).

Olympic sports and the television are co-dependent; sports become increasingly popular thanks to television while the television finds sports a simple and affordable way of boosting audience levels. Television media are interested primarily in increasing spectator levels which in turn allows for higher margins on advertising spot sales. Sports, therefore, plays a key role when it comes to broadcast scheduling and that is because sports "speak" a universal language and its rules and rituals are easily recognisable.

As we all know, words, which are the written means of communication through press or the radio, are substituted by images on the big screen. And what better way to communicate than to see actual images of the body in movement. It is for this reason, that sports retransmission needs few words and are immediately within reach of any type of audience, cultivated or not, rich or poor. However, technology has advanced exponentially in the last ten years, especially in civilised societies, where internet penetration and mobile telephony have skyrocketed. These two new platforms (or the plausible combination of the two) is the primary threat to the so-far stable and profitable television audience of the Olympic Games. Little is known about the behavioural patterns of those new-platform users other than that they differ and that they rely heavily on interactivity and independence when it comes to choosing when and how content will be viewed.

At the same time, the different actors of the "non-Olympic sporting industry" have converted their structures into potent image rights administrators. On the one hand they can be seen as a complementary aspect in support of Olympic sport and on the other they run the risk of overtaking the actual Olympic Games by provoking audience saturation.

It is my belief that the IOC should be at the forefront of technology and must focus on the following three points of action:



THE RAPID INCORPORATION OF NEW PLATFORMS

The internet is no longer thought of as a “potential” channel. It has become a powerful reality which, despite the global advertising crisis, still thrives on account of an increasing number of advertisers. Economies of scale allows for a segmentation of the target audience and consequently specific targeting of advertising campaigns. The internet allows for interactivity with the target audience, while simultaneously addressing scheduling problems by offering viewers programmes and retransmissions à la carte. Likewise, the content of this platform makes it even more attractive to individuals. This fact should be considered by broadcasters since an attractive retransmission on television does not necessarily translate in the same way on the internet.

EMPATHY TOWARDS THE NEW TYPOLOGY OF AUDIENCES

Our new users of new technologies need to be in control. They are accustomed to interacting with and deciding on how and when they view content on the net. The instant messaging tools through the PC or the mobile have allowed one to participate and do precisely that. According to a report by PriceWaterHouseCoopers (PWC) on future leisure time behavioural patterns, it is argued that television through mobile devices will be the medium with the highest penetration rates in the next ten years, estimated to be above 20%. Should the contents be properly adapted and the spectator be given the chance to interact with and have access to data that amplify as well as enrich the broadcast experience, then the objective of obtaining new audiences will be achieved.

SIGN OFF ON GLOBAL DEALS

As argued by sociologist Klaus Heinemann (2006), these deals must go hand-in-hand with local partner agreements in order to bring premium versions of the content and to allow sports audiences some freedom of choice. One of the peculiarities of these new channels and audiences is the inexistence of socio-geo-political barriers which, more often than not, impinge on broadcasting rights. The internet does not have frontiers and this is how it is perceived and demanded by its users and potential audiences.

It is my belief, that basic content should be negotiated with the most number of global partners possible in order to maintain the universality of the Games and more importantly, to avoid losing out on such an enormous audience potential. A good example to illustrate my point would be the parallelism between the traditional press and its appearance on the net. Initially, around 1999 or 2000 when the first digital news editions made their appearance on the net, it was debated whether they should be free and whether these new portals would end up taking over traditional press. Nowadays, no one disputes the fact that the digital news

portals work beautifully with high income coming from advertising and that at the end of the day they complement traditional paper press.

IVÁN DE JESÚS PÉREZ GUEVARA

Mexique

CRÉATION DE LA CHAÎNE OLYMPIQUE

La télévision et les Jeux Olympiques ont toujours évolué et travaillé ensemble, main dans la main.

Une des manières d'augmenter la taille de l'audience sportive et le nombre de personnes intéressées par le Mouvement olympique serait de créer une chaîne olympique, une chaîne de télévision mondiale présente dans toutes les régions du monde.

La chaîne olympique serait utilisée comme moteur pour diffuser les valeurs olympiques, le sport, l'art, la culture, l'histoire, pour rendre accessible une variété d'événements à une audience la plus large possible et pour pouvoir l'initier à la philosophie de vie olympique.

Durant les Jeux Olympiques, des spectateurs des quatre coins du monde affluent pour suivre les épreuves sportives. Grâce à la chaîne olympique, des gens originaires de nombreux pays différents seraient rassemblés pour vivre un instant magique, pour inspirer d'autres personnes et pour transmettre le message olympique.

CREATION OF THE OLYMPIC CHANNEL

Throughout its history the Olympic Games have needed to meet the high expectations of people worldwide. Athletes, media, partners, National Olympic Committees (NOCs), International Federations (IFs) and Organising Committees for the Olympic Games (OCOGs) work every day to ensure that the Olympic Games are a big event. But the world population is involved only every four years during the period of the Olympic Games.

One way to increase the size of the sport audience and the people interested in the Olympic Movement is to create “The Olympic Channel”, a global television channel that would be present in every region of the world.

Television has always worked hand-in-hand with the Olympic Games and this partnership is necessary for the future of the Movement.



The Olympic Channel can be used to spread Olympic Values, Sport, Art, Culture, History and a variety of events to a majority of people and attract them to the Olympic philosophy of life.

Why can't the Olympic Movement have its own channel, if music, fashion, cuisine and even some religions have their own? The Olympic Games have showed us the highest audience levels in television history. The Olympic Channel will be a success!

BENEFITS OF AN OLYMPIC CHANNEL

An Olympic Channel would have many benefits including :

- An increase in the size of the sport audience ;
- A spread of Olympic values ;
- The ability to spread messages of good will (health, environment, peace, etc.) ;
- Raising the interest of sport among young people ;
- Economic profits for the International Olympic Committee (IOC) through sponsorship and television rights ;
- The control of Olympic images and videos ;
- The participation of a variety of television companies all around the world ;
- The participation of NOCs, IFs and OCOGs ;
- The development of more and new television technology ;
- The participation of Olympic Partners.

PROGRAMMING

- **IOC events** : The IOC can broadcast meetings, sessions, congresses, press conferences and events for example.
- **News items** about the IOC, sports, NOCs and IFs.
- **Future Olympic Games** : OCOGs can put on shows about their organisation, events and venues.
- **Sport events** organised by IFs.
- **History, art and culture** : This can include television shows about Olympic history, past games, Olympic moments, movies and documentaries for example with the help of the Olympic Television Archive Bureau (OTAB). Television shows about all matters involving culture and art with the help of the Olympic Museum.
- **Information on athletes, their coaches as well as biographies and profiles of important people.**

- **Programmes on healthy living** : This can include television shows about how to have a better lifestyle through exercise and, other nutritional advice.
- Shows that educate viewers on the rules, equipment and how sports on the Olympic Programme are played.
- **Open programmes** : This would include a variety of television shows created by television companies from around the world.
- **Publicity from Olympic partners.** Through its openness to world brands this channel will have a high audience level in a greater number of countries.

MANAGEMENT

The management of the Olympic Channel must be exclusively that of the IOC in order to guarantee independence. It should be controlled by an established department or bureau.

PARTICIPATION

Television companies that hold television rights to the Olympic Games could be afraid to lose the exclusivity of their television rights. But it is important to consider that they will definitely keep their television rights during the Games as is now the case. That does not have to change.

"The Olympic Channel" will not transmit the Olympic Games. This is exclusively the right of the television companies. "The Olympic Channel" will instead transmit television shows and specials.

All television companies around the world will be invited to participate in the selection of a variety of programmes to be shown internationally or in their own regions and countries.

At the Olympic Games people from around the world congregate to participate in the sporting events. Through "The Olympic Channel" people from a lot of different countries will come together to make magic, inspire other people and spread the Olympic message.

COVERAGE

The signal of the Olympic Channel must get to the most possible countries on earth.

With the help of television cable companies "The Olympic Channel" signal will reach television sets.



This universal access is a fundamental principle of the Olympic Movement. It must look for ways to put in practice this important principle.

The internet is also an important way to guarantee a higher audience level.

The official languages should be English and French but the channel should also include local languages and translations.

I am an Olympic fan. I try to live my life in accordance with the Olympic ideals and values. I believe that the Olympic Games are more than a sports event and that they can change the world. I have been excited about every single Olympic Games I can remember especially since I started watching them on television. And I am sure that I am not the only one. I am sure that there are thousands of people who exist who are hungry for the Olympic Games.

The television is the most important method of communication even in this digital age. Unfortunately programmes exist that poison the mind of the viewers. It is time that the Olympic Movement helps to develop new educational programming and increases the sports audiences at the same time.

This is a project that all people involved in the Olympic Movement will contribute to and will have lots of benefits for everyone. But the most important is the value and good will attached to this project.

ALEXANDER ZOLOTAREV

Fédération de Russie

LES AUDIENCES OLYMPIQUES DANS LE MONDE INTERCONNECTÉ

Dans le monde interconnecté, le média numérique peut augmenter la taille des audiences tout en offrant aux téléspectateurs et aux internautes un meilleur accès aux différents événements qui se déroulent lors des Jeux Olympiques. Comment peut-on y parvenir ?

La réponse tient dans la nature et la diversification du contenu. Ce qu'il faut, c'est donner aux téléspectateurs et internautes (qui sont de plus en plus exigeants) plus de détails à l'intérieur même du contenu relatif aux Jeux Olympiques. Cependant, je pense que l'accent ne doit pas seulement être mis sur l'augmentation du nombre de vidéos des Jeux en streaming (lecture

continue) disponibles sur Internet qui fonctionnent à sens unique. Il faut aussi inciter l'internaute à créer des communautés virtuelles autour de divers aspects des Jeux Olympiques.

De plus, cela générerait un certain retour d'information qui permettrait aux représentants du Comité International Olympique (CIO) de cibler plus spécifiquement certaines audiences et d'adapter les contenus et la manière dont ils sont diffusés aux exigences de ces audiences et groupes.

We live in a wired world. As the media keeps developing and digital technologies have recently become even more influential, it's important to keep pace with those changes. It is vital to offer effective ways of diversifying content in order to reach a larger and more effectively targeted audience. The digital revolution also led to audience segmentation.

Television still plays the role of leading global transmitter and broadcaster (cause of the still existing digital divide in the global scale). However, web channels have become so strong that they can't be ignored anymore. When Queen Elizabeth II first gave her Christmas address via the specialised Royal Family video sharing website at the end of 2007 (exactly 50 years after her Majesty's first televised Christmas broadcast in 1957), it was a symbolic sign that new media practices should be in the forefront.

The demand for online videos is swiftly increasing, and the IOC took the right decision in launching an online channel to broadcast the Beijing Olympic Games and signing a deal with a major video sharing website to stream the huge event video. As known, a major search engine streamed only three hours each day, and outside of the United States (in order not to conflict with the rights of the National Broadcasting Company (NBC) to air live Olympic content).

In figuring out the best scheme for broadcasting the Games, the IOC has a pivotal challenge of meeting the goals, strategies and demands of Olympic Sponsors. But as the IOC found a way for the fair combination of NBC and search engine streaming, it has made Olympic highlights accessible to wider audiences. It was an important step forward, but ahead there is still a long path to go. And it will be thrilling.

It's no question that the digital media can increase audience sizes as well as give television viewers and internet users greater access to the different events that take place during the Olympic Games. How is it done? The answer is in the essence of content and content diversification. It's important to provide the television and web viewers (who are getting more and more sophisticated) with more detailed, insider Olympic-related content, which will build up the reputation of the Games as a premier event.



However, I think that the focus point should be not just in relying more on the one-way online video streaming of the Games, but on attracting the internet users to shape virtual communities around the various aspects of the Olympic Games. This is more important than generating certain feedback, which would enable the IOC representatives to more specifically aim at certain audiences and adjust the content and distribution methods to the demands of those audiences and groups.

As all traditional existing media channels – print, television and radio – converge, it has become obvious that in the digital age, web users are not just content consumers. They are content producers. And this is the key point which should be considered when thinking about and shaping the successful future of the Olympic Games and the Olympic Movement in the new media era. Let's take a look at other, adjacent industries.

In business fields, the companies which figured out how to attract the communities and involve them in the process of producing goods and services earlier than others were much more successful. In the mass culture and entertainment industry, giants like Warner Brothers have realised the significance of interacting with the fan communities. New video editions of Star Wars provoked fans to generate additional thematic content and play with the characters and plot knocks, creating videos, sketches and music around their favourite movie.

And it is notable that at first, Warner Bros. didn't welcome those user-generated products, concerned about the value of the original movies and the rights issue. But they gradually started appreciating those, and realised that user-generated content does not diminish, but on the contrary, enhances the value of the original works, and helps market the product, spreading the word, and turning Star Wars into an everlasting classic. J.K. Rowling's Harry Potter saga attracted so much attention and further plot developments created by internet users, that dozens of new volumes about Harry Potter could be published.

Both traditional and new media is aimed at covering any social performance or trend – either at the hyper-local level (say, covering life in a small community in the suburbs of Leon), the city-wide level (say, the jazz-club scene in Zurich), the national level (say, the rise in production of Swiss chocolate in Switzerland) or the global level (say, the prospect of introducing solar energy worldwide).

The Olympic Games are such a significant event that in this case the media is oriented towards covering news at all levels: local (say, infrastructure changes in the city which hosts the Olympic Games), national (the enthusiasm of the whole country in the preparation of the Games) and global (all the nationalities setting records and competing for medals, and the impact of the Olympic Games on the world).

As the Olympic Games, by their nature, connect with so many different traits and social groups, it provides a great opportunity to experiment in exciting ways with bringing the message to diversified communities. In effect, the list of possible communities is actually endless. A community is being built for instance around every Olympic sport. And there are thousands of avid fans and tech-advanced web users who are willing to create content and comment on it. Eager to move forward and promote Olympic values.

Olympic Games fans are all around. The Olympic Games are designated to bring out the best of the country which hosts them, and provide a great reason for nations to compete with each other in a noble contest. Sochi is hosting the Olympic Winter Games in 2014, and everybody in Russia is very excited about the event.



LA COMMUNICATION AVEC LES DIVERSES PARTIES PRENANTES À L'ÈRE DU NUMÉRIQUE

Nombre de contributions pour ce sous-thème en relation avec le sujet:	86
Nombre de contributions rejetées:	0
Nombre de contributions sur le rugby:	5
Total de contributions pour ce sous-thème:	91

Idées mentionnées par les contributeurs

NOMBRE DE CONTRIBUTEURS QUI ONT MENTIONNÉ CETTE IDÉE

Grâce aux possibilités offertes par les nouvelles technologies et par les nouveaux médias, le Comité International Olympique (CIO) devrait engager des moyens plus importants en termes de communication en créant un réseau mondial autour des Jeux Olympiques. Ce réseau permettra au CIO de diffuser des messages de manière plus efficace, plus ciblée, et de garder un contact permanent avec les membres de son réseau.

8

Grâce aux possibilités offertes par les nouvelles technologies et par les nouveaux médias, le CIO doit mettre à la disposition du public une plateforme virtuelle où les internautes peuvent s'approprier les Jeux Olympiques, inter-réagir, créer, jouer, tout en étant sensibilisés aux valeurs olympiques.

4

Le CIO doit veiller à ce que les médias traditionnels qui ont toujours soutenu les Jeux Olympiques soient associés à la révolution numérique et parviennent à suivre cette évolution irréversible.

2

Des moyens plus importants devraient être mis en œuvre pour que le public ait accès d'une manière centralisée (plateforme) non seulement à des séquences des Jeux Olympiques («Archives olympiques numérisées») mais également à des informations et des commentaires multilingues de qualité. (Mise à disposition de l'information en tout temps)

2

En partenariat avec toutes les parties prenantes, à savoir les Comités Nationaux Olympiques (CNO), les Fédérations Internationales (FI) et le comité d'organisation des Jeux Olympiques (COJO), le CIO devrait veiller à rationaliser les efforts et les investissements en ce qui concerne le système d'information des Jeux Olympiques afin qu'il soit utilisable d'une édition des Jeux à l'autre et que son évolution au niveau des fonctionnalités du système mais également au niveau du contenu soit permanente.

1

ROY PANAGIOTOPOULOU

Grèce

NOUVEAUX MÉDIAS ET NOUVEAUX DÉFIS POUR LE MOUVEMENT OLYMPIQUE

Les nouveaux services de télécommunication et de communication interactive diversifient et multiplient les possibilités de participation active des citoyens, ce qui influence le recrutement et le fonctionnement du Mouvement olympique.

Les nouveaux services sont convergents et complémentaires et offrent aux utilisateurs différentes opportunités de communication, d'information et de divertissement, qu'ils soient chez eux ou en déplacement.

Ces services sont plus ergonomiques, flexibles et pluralistes tout en étant plus complexes et peuvent conduire à une saturation et à une perte de contrôle sur la diffusion des valeurs olympiques. En outre, la nouvelle stratégie de négociation des droits de diffusion risque d'accroître la segmentation qui est aussi engendrée par les couvertures médiatiques nationales.

Le Mouvement olympique pourrait tirer profit des avantages des nouvelles plateformes médiatiques en créant un réseau d'institutions éducatives olympiques, en développant de nouveaux contenus audiovisuels et programmes éducatifs, en renforçant la participation et en évitant la segmentation; et ce, en ne se focalisant pas uniquement sur la télévision et en développant la notion de moyen d'information public.

The recent changes in the communication landscape are multifaceted and its speed of development has caused a profound reorganisation of the sector. New media services diversify and multiply the possibilities for active citizen participation. It is obvious that these new conditions influence directly the recruitment and functioning of the Olympic Movement.

We will focus on two dimensions: a) the changing technological context and the emerging opportunities for broadcasting sports and the Olympic Games through these new media platforms, and b) the transformations in terms of a societal context, its impact on the Olympic Movement and the necessary steps to keep pace with the fast-changing communication environment.

Over the last decade, following the digitalisation of television signals, we have witnessed the emergence of new broadcasting methods: digital terrestrial television (DTT), personal mobile television (PMT), 3G mobile telephony, internet protocol television (IPTV) and a wider use



of high definition (HD) images. Additionally, the widespread use of the internet has become inevitable for the coordination of emerging new media platforms that expand information and communication opportunities and enable the transmission of audiovisual services fast and at low costs.

The new forms of interactive communication through text (blogs, chats, wikis, social networking, citizen journalism, etc.) or video streaming (on video sharing websites, etc.) are empowering users by offering new fields of interaction and direct involvement in various social areas and activities. The new services are converging and complementary, offering users new diversified opportunities for communication, information and entertainment from a fixed place or while the person is on the move.

However, there is a tendency for content to multiply and for there to be a repeat of information. The new media options are more user-friendly, flexible and pluralistic in terms of information sources but at the same time more complex and, up until now, not fully developed.

The contribution of new media in the sporting sphere is important because the number of sports channels and consequently sports coverage will increase. Furthermore, 3G mobile telephony makes it possible to watch television and Video on Demand (VOD), while the person is on the move, a service highly sought after by sports fans who like to have access to archive information, images, reports, interviews, round-ups, etc. at sports venues or while on the move.

The increased demand in sports content boosts the commercialisation and globalisation of sports. These new facilities beg the question: will the internet become the essential medium for sports, to a point where it surpasses television viewership? There is no doubt that television programmes concerning the Olympic Games are still the most watched programmes. Olympic telecast remains the only television programme that can capture not just a national but a global audience for over two weeks and is one of the few programmes that brings the whole family together. The Beijing 2008 Games viewership records boasted an international audience of 4.7 billion people.

For this reason television dominance is not threatened at the moment. But the multiple options offered by new media and the coordination of services through the internet, helps to increase the importance of the web as a production and distribution medium.

The commentaries on the Olympic Games have gradually shifted to highly emotional reporting focusing on the dominance of the nation and the promotion of national interest, with little attention being given to other sporting events and athletes. The dominance of the nations, when seen through the eyes of the media, shows the extent to which sports constitutes a part of a nation's fabric. This runs counter to the

Olympic values of equality, friendship, brotherhood and international acceptance. This presents a serious problem for the cohesion of the Olympic Movement, the dissemination of Olympic values and the ideological framework of the Games, which distinguishes them from other international sports competitions.

Over the last 25 years of Olympic Games organisation we have witnessed a continuous implementation of new technologies, new marketing approaches and a considerable increase in broadcasting rights fees. The recently-adopted negotiation strategy for broadcasting rights fees follows a territory-to-territory approach, which treats the different media platforms separately and does not give priority to public media.

This segmentation of Olympic content may cause serious problems for many countries that cannot afford to pay the costly fees. As a result they will be unable to broadcast a varied menu of athletic competitions. Additionally, segmentation threatens the possibilities of connecting people and giving them the opportunity to participate in various Olympic activities.

There are multiple possibilities for the transmission of Olympic audiovisual content that offers diversity and flexibility in consumption and entrepreneurial exploitation. At the same time this can lead to saturation and to a loss of control concerning the dissemination of Olympic values. Furthermore, the financial and monetary crisis is expected to slow down the rate at which the public adopts new technological devices. Therefore, commercialisation and costly broadcasting fees may have a negative impact on Olympic Games attendance.

The Olympic Movement should benefit from the advantages provided by new media platforms. They can do this by creating a network of institutions offering Olympic education. Precisely it could focus on:

- Ensuring the widest possible access to Olympic content, by all media platforms, to all nations for free;
- Encouraging interactive media use and online dialogue through a communication network among International and National Olympic Academies, Study Centres, etc.;
- Enlarging and putting particular emphasis on people's participation possibilities during the pre-Games period;
- Enriching educational programmes with new audiovisual material, updated databases (not only for sports), course curricula to meet the needs of many upcoming professions that deal with sports and the Olympic Games as well as the use of a full range of new media facilities to develop their expertise (e.g. sportscasters, technical personnel, documentation and computer specialists, etc.);



- Stressing the importance of restricting nationalistic media coverage by promoting Olympic values.

The future global development of the Olympic Games should not only focus on television images but on trying to explore and develop the concept of public media.

TANYA ZBINDEN

Grèce

LE NOUVEAU RÉSEAU SOCIAL OLYMPIQUE VIRTUEL

La famille olympique est complexe par essence et a donc besoin d'un moyen de communication efficace. Les nouvelles technologies ont aidé le Mouvement olympique à gagner en cohésion et en sensibilisation du public.

Néanmoins, une nouvelle tendance est apparue au sein de ces nouvelles technologies et pourrait pousser l'Olympisme encore plus loin et vers une meilleure qualité: les communautés virtuelles. Le Comité International Olympique (CIO) pourrait par exemple utiliser certaines des communautés virtuelles les plus populaires pour promulguer le Mouvement olympique et ses réseaux sociaux auxquels les athlètes, entraîneurs, directeurs, sponsors et autorités publiques pourraient avoir accès, un accès à tous les contenus d'intérêt commun.

Après avoir identifié les risques sécuritaires et les contenus inappropriés qui peuvent surgir dans ce genre de réseaux, cet outil pourrait amener une plus grande cohésion entre les éléments, offrir de nouvelles opportunités en termes de connaissance et d'interaction, surtout pour les athlètes et les membres en général des pays disposant de ressources plus faibles.

Due to traditional, as well as logistical complexity, the Olympic Games are celebrated every four years. For the majority of athletes and the various components of the Olympic family, these four years represent a long period during which communication among stakeholders is limited to coincidental reunions in non-Olympic competitions.

Training, sports commitments and the actual physical distance, mean that the lives of the many members of the Olympic family are detached and relationships become distant with no concrete forums where everyone can exchange concerns. However, new technologies have introduced new and varied ways of keeping in touch. In addition to traditional e-mail or the internet, a new trend has emerged, which will certainly become indispensable in the future – virtual communities.

A virtual community is a platform through which individuals from all over the world can communicate, doing away with the physical barriers of distance. Navigating through the virtual community's portal, members of virtual communities interact, fulfil their common needs, and share a common denominator – that of belonging to a group that is alive and evolving by the day. Though socialising is the principal virtue, people also join these communities to exchange information as well as to seek and share advice and experiences.

The main advantage of these communities lies in the cohesion of the members, brought together by their common interests or attitudes, in combination with the low maintenance costs of the actual net and the immediacy of information transmission. The Olympic family can integrate all its members through such a network to share information related to competitions, records, scores, training techniques, health advice, useful contacts, as well as job opportunities related to sports.

One of these communities could also focus on athletes. Nonetheless, a number of different levels of integration and subgroups could be created, making it more manageable and attractive to all levels of the Olympic Movement. Furthermore, fans should also be able to have access to all these different levels of the Olympic Movement. As a result, the latter would not only promote its cause but would also create a loyal clientele – especially among the younger generations – for all Olympic products.

In the book “Manual de redes sociales en internet” (an online social networking guide), by consultant Mar Monsoriu, it is argued that this type of network has been around for more than ten years but it has only been in the last two years that they have actually been of use to people. This is mainly due to the rapid technological advancement and improvement of various tools, which makes them more attractive and user-friendly.

The consultant also brings attention to the potential risks of some of those networks, especially when it comes to validating the real identity of their members. It is for this reason that the Olympic social network should be extremely thorough with security in order to achieve its objectives. That settled, there are scores of advantages and opportunities. For one, athletes will be able to have direct and immediate access to information perfectly suited to their needs and interests.

The feeling of belonging will increase through this community tool, as all athletes around the globe will be able to form part of it and either read all about a fellow athlete's career and ambitions or learn about their personal tastes through one click. Moreover, for those in non-sports related areas of the Olympic Movement, the virtual community provides a structured approach for interaction and provides an environment where a number of different languages are present.



And we should not forget the fans. When they are brought a step closer to their sporting heroes, there is a meaningful interaction through these live communities. A number of successful cases exists, such as that of the Spanish Basketball Federation (FEB) who, after having won the Gold medal at the Beijing 2008 Olympic Games, initiated the *www.clubfeb.es* portal, targeting 10-18 year-olds. It provided an opportunity for its members to interact, the common dominator being the Spanish Basketball Federation. Having a young target audience, the portal uses a didactic approach in presenting information, while serving as a launching pad for the ever-growing interest in basketball in Spain. Through games, contests and debates, young fans gain access to information on their favourite players and they all unite in their passion for this sport.

I have tried to look up a number of sportsmen and leaders of the Olympic Movement in the most popular virtual communities with no success. That leads me to believe that a number of these Olympic personalities are not aware of these virtual communities or of the potential advantages they hold. Perhaps these existing communities do not appeal to their interests or alternatively the range of interests is too vast for their liking. Nowadays however, virtual communities such as social network websites have become a media phenomenon and most youngsters subscribe to one or more of these sites.

The business development possibilities are endless and the Olympic Movement cannot remain a bystander. It is perhaps in this instance where the use of the colloquial expression “you snooze, you lose” can be applied. The Olympic Movement should join the social virtual movement and create its space with its members.

It is also necessary to manage all the elements and contents of these communities in order to avoid banality and to ensure that it stays on target with its objectives. Sports are lagging behind and the Olympic Movement should take the lead. Especially for those members with fewer material means, the virtual Olympic community can become a tool of cohesion and democratisation of the Olympic spirit, offering new possibilities for intellectual development and growth.

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COMMENTAIRES GÉNÉRAUX

Les contributions de l'administration sont mises à votre disposition pour votre information. Ce travail a été mené sous l'égide du directeur général du CIO qui a demandé aux départements de l'administration de contribuer au Congrès en fonction de leurs domaines de compétences respectifs.

De plus, dans le CD annexé à cet ouvrage, le lecteur a également la possibilité de prendre connaissance de diverses études supervisées par différents départements du CIO durant ces deux dernières années en prélude au Congrès. Tous ces documents sont reproduits dans leur format original.

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PROTECTION DE LA SANTÉ LORS DE L'ENTRAÎNEMENT
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MÉDICAL ET SCIENTIFIQUE

BLESSURES DANS LE SPORT AUX JEUX OLYMPIQUES
DE 2008 ET 2010

Le Comité International Olympique (CIO) met de plus en plus l'accent sur la protection de la santé des athlètes et la prévention des blessures. La fréquence, la gravité et les conséquences à long terme des blessures sur les athlètes sont peu connues. Comme on l'a vu par le passé, une évaluation normalisée des blessures dans le sport donne non seulement d'importantes informations épidémiologiques, mais aussi des conseils en matière de prévention des blessures et la possibilité de suivre l'évolution à long terme de la fréquence et des circonstances des blessures.

La présente étude avait pour objectif d'analyser la fréquence, les caractéristiques et les causes des blessures subies lors des compétitions et/ou de l'entraînement pendant les Jeux Olympiques de 2008 à Beijing.

Notre objectif ultime est non seulement de prévenir les blessures et les maladies aux Jeux Olympiques, mais aussi de fournir aux Comités Nationaux Olympiques (CNO) et aux Fédérations Internationales (FI) des informations complètes sur les facteurs de risques, les mécanismes des blessures ainsi que les programmes de prévention bien éprouvés et efficaces afin de protéger nos athlètes.

CONTEXT

The Olympic Games are the largest world sports event with over 10,000 participating athletes from more than 200 countries. The International Olympic Committee (IOC) is increasingly emphasising the protection of athletes' health and the prevention of injuries. Knowledge of the injury incidence, seriousness and long term consequences in athletes is limited. Standardised assessment of sports injuries provides not only important epidemiological information, but also directions for injury prevention, and the opportunity for monitoring long-term changes in the frequency and circumstances of injury.

CHALLENGES AND OPPORTUNITIES

During the 2004 Olympic Games in Athens, the incidence and characteristics of injuries in all eight team sports tournaments (football,

handball, basketball, field hockey, baseball, softball, water polo and volleyball) were recorded using an injury surveillance system established in football and handball. Since compliance with the procedure was excellent and the quality of the data obtained high, the injury surveillance system was modified to be applicable for both individual and team sports. The IOC injury surveillance system proved feasible and useful for individual sports in a pilot study during the 11th World Championship in Athletics.

The aim of the study was to analyse the frequency, characteristics and causes of injuries sustained in competitions and/or training during the 2008 Olympic Games in Beijing. The results from Beijing will be presented and the challenges and opportunities for an expansion of this study looking at injuries and diseases during the 2010 Vancouver Games will be presented.

Scope: Prospective recording of injuries in Beijing and injuries and diseases in Vancouver.

Setting: The 2008 Olympic Games in Beijing, China and the 2010 Olympic Games in Vancouver, Canada.

Participants: In Beijing, national team physicians or the Chief Medical Officers from 92 national teams comprising 9,672 athletes (88%); all physicians from the medical stations at the Olympic venues and from the polyclinic in the Olympic Village. In Vancouver, all national teams covering 100% of the athletes.

Main outcome measures: Frequency, characteristics and causes of injuries, and for Vancouver, injuries and diseases.

Results from Beijing: 1,055 injuries were reported, resulting in an incidence of 96.1 injuries per 1,000 registered athletes. Half of the injuries (49.6%) were expected to prevent the athlete from participating in competition or training. The most prevalent diagnoses were ankle sprains and thigh strains. The majority (72.5%) of injuries were incurred in competition. One-third of the injuries were caused by contact with another athlete, followed by overuse (22%) and non-contact incidents (20%). Injuries were reported from all sports, but their incidence and characteristics varied substantially. In relation to the number of registered athletes, the risk of incurring an injury was highest in football, taekwondo, hockey, handball, weightlifting and boxing (all >15% of the athletes), and lowest for sailing, canoe/kayak, rowing, synchronised swimming, diving, fencing and swimming. In Vancouver, we will collect data on all diseases as well as injuries, to get a comprehensive understanding of the health issues affecting Olympic athletes.

Possible solutions: The data indicates that the injury surveillance system covered almost all of the participating athletes in Beijing, and the



results highlight areas of high risk for sports injury such as the in-competition period, the ankle and thigh, and specific sports. The identification of these factors should stimulate future research and subsequent policy change to prevent injury in elite athletes. Our ultimate aim is to prevent injuries and diseases at the Olympic level, but also to provide the NOCs and IFs with comprehensive data on risk factors, mechanisms of injury and successful and well tested prevention programmes to protect our athletes from injuries and diseases.

MÉDICAL ET SCIENTIFIQUE

EXAMEN DE SANTÉ: UN MOYEN DE PROTÉGER L'ATHLÈTE

Le Comité International Olympique (CIO) met de plus en plus l'accent sur la protection de la santé des athlètes et la prévention des blessures. En mars 2009, le Comité International Olympique a créé un groupe d'experts pour discuter de l'examen actuel de santé pratiqué avant la participation, afin de donner des recommandations pour un examen pratique de pré-participation pour les athlètes d'élite et de définir les besoins pour les recherches futures.

La présentation met en avant les preuves actuelles d'efficacité de cet examen dans le domaine de la cardiologie, des conditions médicales non cardiologiques, des blessures à la tête, des blessures dentaires, des blessures musculaires et des questions spécifiques relatives aux femmes. Des recommandations sont également émises en faveur de recherches supplémentaires dans ce domaine.

CONTEXT

The Olympic Games are the largest world sports event, with over 10,000 participating athletes from more than 200 countries. The International Olympic Committee (IOC) is increasingly emphasising the protection of athletes' health and the prevention of injuries. In March 2009, the International Olympic Committee assembled an expert group to discuss the current state of the pre-participation health evaluation aiming to provide recommendations for a practical Pre-Participation Health Examination (PPHE) for the elite athlete, as well as to outline the need for further research.

CHALLENGES AND OPPORTUNITIES

Recent advances in this field relate to: 1) data on sudden cardiac death and other non-cardiac medical problems, and the detection of risk factors and groups; 2) a consensus conference on head injuries; 3) data

on eating disorders; 4) data on risk factors for musculoskeletal injuries. This contribution addresses each of these advances in more detail after a discussion on the purpose of a PPHE and the evidence we have supporting the different components of the PPHE.

Scope: Consensus conference with worldwide experts in March 2009.

Process: Elite athletes in general

Main outcome measures: Evidence for a pre-participation examination of elite athletes and a proposal for an examination procedure.

Results: In a narrow sense, the main purpose of the PPHE is to screen for injuries or medical conditions that may place an athlete at risk for safe participation. Athletes may be affected by conditions that do not have overt symptoms and that can be detected only by periodic health evaluations. One example is cardiovascular abnormalities. These are typically silent until a potentially fatal arrhythmia occurs, but may be detected through a thorough cardiovascular examination.

The PPHE may serve purposes other than just screening athletes for future health problems. One obvious goal is to ensure that current health problems are managed appropriately and, ultimately, to determine whether an athlete is medically cleared to engage in a particular sport or event. Even elite athletes with easy access to medical care do not always seek medical attention for injuries or diseases, despite having significant symptoms.

Some silent conditions are common and, although not severe from a health perspective, may influence sports performance. An example of this is mild iron deficiency, which is common in female athletes. Periodic health evaluations and ongoing monitoring represent an opportunity to diagnose and manage such conditions. They also provide an opportunity to identify conditions that are barriers to performance. An example is astigmatism, which can be detected in a simple test of visual acuity. Another important function of periodic health evaluations is that they allow the athlete an opportunity to establish a relationship with the health personnel who will be involved in providing continuing care.

Finally, the PPHE also represents an opportunity to look for characteristics which may put the athlete at risk for future injury or disease. However, there is limited direct evidence to suggest that it is possible to predict future outcomes based on the PPHE. Nevertheless, there is evidence in some areas, such as injury risk factor assessment (as shown in the new IOC Handbook by Bahr and Engebretsen on injury prevention), which holds future promise and warrants investigation related to the PPHE. Depending on the sport and the age, ethnic origin and gender of the athlete, it may be prudent to include an assessment of specific risk factors in the PPHE.



Possible solutions: This contribution outlines current evidence for the effectiveness of a PPHE in cardiology, non-cardiac medical conditions, head injuries, dental injuries, musculoskeletal injuries and issues specific to women, as well as recommendations for further research in this field.

MÉDICAL ET SCIENTIFIQUE

UNE DOSE DE PRÉVENTION ?

La prévention des blessures dans le sport est-elle importante ? Une étude menée au sein de l'Association anglaise de football a montré que le risque général auquel sont confrontés les athlètes professionnels atteint un niveau inacceptable – environ mille fois plus élevé pour les footballeurs professionnels que pour des postes à hauts risques dans l'industrie.

La participation au sport est importante du point de vue de la santé publique. Il ne fait aucun doute que la pratique d'une activité physique régulière réduit d'une manière générale le risque de mortalité prématurée, et en particulier les maladies coronariennes, l'hypertension, le cancer du colon, l'obésité et les diabètes sucrés. La question est de savoir si les bienfaits du sport pour la santé l'emportent sur les risques de blessures et d'incapacité à long terme, notamment chez les athlètes d'élite.

Depuis 2007, le Comité International Olympique (CIO) élabore divers programmes pour la prévention des blessures et des maladies dans le sport de haut niveau mais aussi de loisir. Cette contribution souligne les divers projets du CIO dans ce nouveau domaine.

CONTEXT

At a time when there is an abundance of medical meetings, journals and papers, some might argue that the last thing we need is yet another field of research. What would justify such an emphasis on a new and developing research field in medicine such as prevention of injuries and diseases in high level athletes? [1] First, it must ask important questions not answered by others. Second, the new research field should have the potential to create truly new knowledge, lead to new ways of thinking and lay the foundation for improved health for our patients. Third, research results from the new field should be publishable in respected journals, recognised and cited by peers, presentable at high quality meetings and fundable on a competitive grant review basis.

CHALLENGES AND OPPORTUNITIES

First, is injury prevention important? Epidemiological studies show that out of all injuries seen by a physician in Scandinavia, one in six is sustained during sporting activity. [2] Among children, every third hospital-treated injury is the result of sports participation. A research group within the English Football Association found that the overall risk to professional athletes is unacceptably high – approximately 1,000 times higher among professional football players than for high-risk industrial occupations. [3]

The second issue relates to the potential for new ideas and improved health. When we started the Oslo Sports Trauma Research Centre in May 2000, a PubMed search revealed that out of 10,691 papers on athletic injury, there were only six randomised controlled trials (RCTs) on sports injury prevention. However, a similar search of the literature now reveals that sports injury prevention research is emerging as a new field in medicine. While the number of papers on athletic injuries has increased by 26% over the last five years, clinical studies and RCTs related to sports injury prevention have doubled.

Sports participation is also important from a public health perspective. There is no longer any doubt that regular physical activity reduces the risk of premature mortality in general, and of coronary heart disease, hypertension, colon cancer, obesity, and diabetes mellitus in particular. The question is whether the health benefits of sports participation outweigh the risk of injury and long-term disability, especially in high-level athletes. Sama et al. [4] have studied the incidence of chronic disease and life expectancy of former male world-class athletes from Finland in endurance sports, power sports and team sports. The overall life expectancy was longer in the high-level athlete compared to a reference group (75.6 versus 69.9 years). The same group also showed that the rate of hospitalisation was lower for endurance sports and power sports compared to the reference group. [5] [6] This resulted from a lower rate of hospital care for heart disease, respiratory disease and cancer. However, the athletes were more likely to have been hospitalised for musculoskeletal disorders. Thus, the evidence suggests that although sports participation is beneficial, injuries are a significant side effect. To promote physical activity effectively, we have to deal professionally with the health problems of the active patient. This involves not only providing effective care for the injured patient, but also developing and promoting injury prevention measures actively.

POSSIBLE SOLUTIONS

Since 2007 the International Olympic Committee (IOC) has been developing various programmes for the prevention of injuries and diseases



in high-level and recreational sports. This development is occurring with the cooperation of International Federations (IFs) such as the Fédération Internationale de Football Association (FIFA), the International Handball Federation (IHF), International Association of Athletics Federations (IAAF) and the Fédération Internationale de Natation (FINA) as well as renowned research institutions worldwide. The Medical and Science Department of the IOC is currently developing research in the prevention field with several major institutions to focus on research, education and implementation of the new knowledge to all National Olympic Committees (NOCs) around the world. Furthermore, special issues of the British Journal of Sports Medicine under the IOC's leadership will help disperse new knowledge to the scientific community, which again will help IFs and NOCs to apply new knowledge to the practical athlete. The IOC will have yearly Advanced Team Physician Meetings to educate our colleagues, and a major conference every three years, where researchers from around the world will meet to discuss challenges and new results in the field of prevention of injuries and diseases. The IOC will continue the extensive publication of the Olympic Encyclopaedia and the more practical and very popular Olympic Handbook in Sports Medicine. Every year, at least two consensus conferences will be held on pre-participation exams and on age determination in young athletes. The results of these conferences will be disseminated to all NOCs and IFs. Finally, the IOC will develop an injury and disease surveillance system for the Olympic Games – the first successfully conducted in Beijing.

Through these initiatives, The IOC will increasingly emphasise the protection of the athletes' health and the prevention of injuries.

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LA VIE SOCIALE ET PROFESSIONNELLE DES ATHLÈTES PENDANT ET APRÈS LE SPORT DE HAUT NIVEAU

SPORTS

AIDER LES ATHLÈTES À RÉALISER LEUR POTENTIEL DANS LE SPORT ET EN DEHORS PENDANT ET APRÈS LEUR CARRIÈRE SPORTIVE

Au fil des ans, le monde du sport a créé des programmes de détection de talents exigeant de longues heures d'entraînement, souvent dès le plus jeune âge.

Les athlètes d'élite d'aujourd'hui sont tenus de faire des choix concernant le temps qu'ils consacrent à leurs études et à leur développement professionnel, qu'ils sacrifient souvent au sport, se retrouvant ainsi, une fois leur carrière sportive terminée, sans la formation ni les connaissances élémentaires susceptibles de leur être utiles dans un emploi en dehors du sport.

C'est pourquoi le Comité International Olympique (CIO) estime que le monde du sport porte une responsabilité à l'égard des athlètes d'élite et qu'il devrait les aider et les soutenir dans leur développement holistique. Il travaille à l'heure actuelle à l'élaboration d'un programme allant dans ce sens, épaulant non seulement les athlètes mais aussi la famille olympique et ses partenaires dans cette mission.

The increasing professionalisation and globalisation of elite sport means that athletes are required to make choices regarding the amount of time dedicated to educational and professional development pursuits. In order to achieve their sporting goals in the Olympic arena, athletes often sacrifice their educational or professional development aspirations. Many athletes leave elite sport without the education, training or life-skills which may assist them in an occupation or profession outside sport. This typically leaves many athletes unprepared for retirement from their professional sporting career. While the majority of their non-sporting peers have already established themselves in careers, retired athletes may find themselves as beginners in the occupational world, with no tangible means of entry into an alternative occupation or profession.

Furthermore, the involvement in elite sport does not often facilitate the accomplishment of developmental tasks that athletes require later in life. Issues associated with moving from elite sport into an alternative working environment are strongly linked to the extent to which the athlete has been prepared for this shift. Therefore, it is widely accepted that the sports world needs to better support athletes to enable them

to have a balanced life through their sports career, and to provide them with the tools and resources that will better prepare them for their transition into life after sport.

The International Olympic Committee (IOC) recognises the issues and challenges associated with being an elite athlete, and has indicated a desire to take a socially responsible stance in assisting and supporting athletes in their holistic development. It believes that the Olympic Movement should increase its focus and expand the global programmes offered.

The IOC vision is to develop a programme that will provide career, education, and life-skill services to athletes with a global perspective :

1. RAISE AWARENESS

The IOC must act as a thought leader, ensuring that the following messages are spread among the Olympic family and stakeholders :

- The sports movement has a responsibility towards its elite athletes.
- The sports world needs to better support elite athletes to enable them to manage and integrate the various aspects of life during their sports career.
- The sports world needs to provide elite athletes with tools and resources to better prepare them for a life after their sports career.
- A network of partners and concerned stakeholders needs to be established and best practises shared in order to support the sports world in this mission.

2. TRAIN THE TRAINER/PROVIDE SUPPORT TO IOC STAKEHOLDERS

The National Olympic Committees (NOCs) and National Federations (NFs) are the usual link between the IOC and the athletes, as they are in charge of preparing the Olympic teams in their territories. Nevertheless, in many countries, other national bodies may be in charge of supporting the athletes, be it the sports ministries or other specific entities, or even private bodies working with NOCs.

The International Federations (IFs) can also provide support to athletes, especially in sports where an elite competition circuit is in place, resulting in athletes coming together on the sports field for part of the year.

The intention of this programme is to raise awareness and provide education about athletes' needs in all the bodies concerned. It will include seminars on athletes' needs and on creating an athlete support programme, toolkits and best practice sharing.



3. ACT AS A SHARING PLATFORM

The IOC will develop a process and programme to collect and share information in all of the three identified key areas :

- Education
- Life skills
- Employment

Communication among all stakeholders (including NOCs, IFs, but also recognised organisations or commercial entities) and with athletes and their entourage will be established via an interactive information platform that can be based both on line and in print. This platform will include the necessary information for athletes to undertake education, vocational and personal development opportunities while pursuing and achieving excellence in sport. Such an approach will ensure that athletes have a balanced life during and after their sporting career.



COMMENT FAIRE POUR QUE LES JEUX DEMEURENT UNE MANIFESTATION DE PREMIER PLAN ?

JEUX OLYMPIQUES

CRITÈRES DE RÉUSSITE POUR LES JEUX OLYMPIQUES

La réussite peut être définie comme la réalisation d'objectifs prédéterminés et repose sur un certain niveau de satisfaction. La mesure dans laquelle l'objectif est atteint peut être évaluée selon des intérêts et points de vue individuels. Il en est de même avec les diverses parties prenantes aux Jeux : il existe une multitude de points de vue différents quant à ce qui constitue le succès des Jeux.

Le succès des Jeux n'est pas directement déterminé par l'investissement financier. Le niveau d'investissement devrait toutefois être reflété de manière adéquate dans la qualité des services fournis. Par ailleurs, une gestion efficace des attentes de la clientèle et des parties prenantes nécessite un engagement approprié auprès de chacun des groupes concernés afin d'aligner leurs attentes sur ce que les organisateurs des Jeux peuvent raisonnablement offrir.

La satisfaction des parties prenantes et les niveaux de consommation médias sont des indicateurs importants pour déterminer le succès des Jeux. Enfin, le succès des Jeux est mesuré par le nombre et la qualité des villes candidates à l'organisation de l'événement, par les sports demandant à intégrer le programme olympique et par les générations de fans qui continuent d'être inspirées par les Jeux et leurs athlètes.

INTRODUCTION

“Success” can be broadly defined as the achievement of some pre-determined project goals, typically based on some measure of satisfaction. This implies that assessing success is subjective and can differ for each individual and/or perspective according to their different needs, goals and expectations. In a large and complex “project” such as the organisation of the Olympic Games, success or failure can be expressed through a number of different perspectives.

THE GAMES CLIENTS' PERSPECTIVE

Success criteria for Games clients (e.g. press, spectators, the Olympic family, etc.) typically consist of the following :

1. Excellent operations and high levels of service quality

Olympic clients are both numerous and very diverse in their needs and expectations. Client satisfaction is partially achieved through excellent, flawless and high quality Games operations, which must be perfectly planned, rehearsed and executed.

2. Unique and relevant Games experiences

What sets the Games apart from other sports events is their ability to create unique and inspiring experiences for those involved. In addition to the delivery of quality services, the Games need to provide clients with an experience, which cannot be provided elsewhere.

THE HOST CITY/REGION/NATION PERSPECTIVE

The Host City/region/nation have different objectives for the Games, and typically judge the success of the Games on the following criteria.

1. Effective and efficient management of the project

The effective and efficient management of the Games from project inception to dissolution is a key determinant of success. Venues need to be built on time, on budget and according to high quality standards. Integration of Games operations is consistently a key challenge of Games organisation, and failure to manage this can add significantly to costs.

2. Games legacies

The success of an edition of the Olympic Games can also be determined by their ability to act as a catalyst for change by providing positive long-term legacies. Legacies are typically grouped into the following categories :

- **Sporting legacies :** Sporting legacies of the Games include the development and promotion of sport in the Host City, region and country, through the post-Games use of venues, attracting other sporting events or developing grassroots schemes after the Games have ended.
- **Social/cultural/political legacies :** These legacies encompass the practices by which society is governed and organised as well as by the behavioural changes and changes in attitude that can occur after staging the Games, including health, individual freedoms, education, security, cultural pride and volunteerism.
- **Environmental legacies :** The Games have the ability to raise environmental awareness and energise environmental programmes before, during and after the Games.



- **Economic legacies:** These legacies encompass the investments made in both Olympic and general infrastructure, the operations and management of the Games themselves and the wider impacts on spending and revenues directly or indirectly generated by the Games.
- **Urban Legacies:** The construction of venues typically represents a fraction of the total infrastructure spending for the Games. Investments in new or improved transport infrastructure are often accelerated as a result of the Games and typically benefit city inhabitants for many years after.

3. Host nation performance at the Games

The performance of the host nation at the Games, especially in terms of medals, is often regarded as an important determinant of success for the host nation. Home success often contributes to creating a new and refreshed national pride and confidence in the country as well as creating a platform for longer-term elite sports development in that country.

THE IOC'S PERSPECTIVE

The Games remain the main tool for the International Olympic Committee (IOC) to disseminate Olympic values to the world, ensuring that Olympism is kept alive for future generations. The IOC also considers the following as determinants of Games success:

- **Promotion of Olympic values:** As a window to Olympism, the Olympic Games represent a one-off opportunity to promote the Olympic values of friendship, excellence and respect and demonstrate the universality of sport. It is also important that the Games are kept drug-free in order to protect the integrity of sport, the Games and the Olympic Movement.
- **Enhanced reputation:** The reputation of the Olympic Movement is directly linked to the image and experience of the Games. A key measure of success for the IOC is whether the image and reputation of the Games have been enhanced after each edition.
- **Secure funding to support the Olympic Movement:** The Games need to be financially successful in order for the IOC to re-distribute revenues to fund the Olympic Movement.
- **Ability to inspire:** The Games must be the way through which sport is positioned in the wider world, inspiring and motivating people to bring sport into their modern-day lifestyles.
- **Sustainability of the Games as an event:** The Games represent the key asset, which the IOC and the Olympic Movement need to achieve

their goals. Each Games edition must therefore provide legacies to the Olympic Movement in order to safeguard the staging of the Games for generations to come.

THE GENERAL PUBLIC'S PERSPECTIVE

Although the IOC is the legal owner of the Games, the Games will survive only if the general public perceives them as a “social good”, with the benefits of hosting the Games outweighing the investment and resources required both to stage the Games and to manage the post-Games legacy. The general public are different from other Games clients as they do not receive physical services from the Games but represent a broad and influential stakeholder group. The television “product” is still the main channel through this audience, is reached although new digital platforms are changing the way in which the wider public experiences the Games.

CONCLUSIONS

The success criteria for the Games are manifold, and all aspects must be taken into account by the IOC. Success is not necessarily determined by the degree of financial investment but more by where funds have been correctly prioritised and allocated. However, the investment made in the Games should be reflected in the quality of services to be delivered.

The challenge for Games organisers lies in the ability to meet the quality expectations for the event, given the immense challenge of staging a multi-sports event such as the Games. A mismatch often occurs between expectations and the reality of what can be provided. This highlights the importance of engaging stakeholders and managing expectations. The IOC needs to be seen as credible in terms of what it can realistically deliver through the Games to ensure that expectations for the Games are not blown out of proportion.

Key indicators of success are the size of the audience who consume the Games and the level of satisfaction derived by stakeholders. However, the success of the Games is arguably measured by the number and calibre of cities bidding for the right and privilege to host the event; the number and type of sports wishing to be included within the Olympic Programme; and the renewal of generations of fans who continue to be inspired by the Games and the performance of athletes.



JEUX OLYMPIQUES

ÉVOLUTION DE LA FAÇON DONT LE CIO GÈRE LES JEUX

Le Comité International Olympique (CIO) a la responsabilité ultime de veiller à la réussite des Jeux. Aussi a-t-il mis en place un système de gestion en collaboration avec les organisateurs pour assurer le succès de la manifestation. La méthode du CIO a considérablement évolué au fil des ans. Aujourd'hui, elle doit relever les défis suivants :

- **Contrôle ou souplesse : capacité du CIO à contrôler les secteurs à risque, tout en offrant aux organisateurs la souplesse nécessaire à la mise sur pied de Jeux uniques, leur permettant d'atteindre leurs objectifs. Il faut exercer un contrôle accru sur la taille, le coût et la complexité des Jeux.**
- **Rôle multiple : en renforçant son contrôle sur les opérations, le CIO augmente sa responsabilité ainsi que son exposition aux risques en termes de réputation.**
- **Assistance aux organisateurs des Jeux : la complexité croissante de l'organisation et la multiplication des attentes de la part des partenaires imposent des exigences toujours plus grandes vis-à-vis du programme de transfert des connaissances.**
- **Au-delà de l'organisation des Jeux : la façon dont le CIO gère les Jeux doit aller au-delà de l'organisation de la manifestation et donner une idée précise de l'héritage qui sera légué à la région et au pays hôtes.**

PREAMBLE

As the guardian and the owner of the Olympic Games, the IOC has the responsibility for the Games' success. The IOC's involvement starts during the bid phase, and continues with its involvement in Games preparation through to the staging of the Games and to the final evaluation of each edition. The last decade has seen significant positive developments in the IOC's ability to effectively manage the delivery of the Games, with only minor problems/issues to report. However, increased levels of sophistication from delivery partners, a dynamic global context, greater complexity, shifts in traditional consumer models and raised stakeholder expectations present a different set of challenges and opportunities for the IOC.

CONTROL VERSUS FLEXIBILITY IN THE GAMES FRAMEWORK

The IOC has established a comprehensive framework to "control" the Games through the establishment of detailed contractual requirements, which Games organisers must adhere to. However, the IOC needs to strike a balance between maintaining necessary control over the Games to ensure the interests of the Olympic Movement are satisfied and allowing sufficient flexibility for Games organisers to innovate the Games and develop a product that meets their own objectives. The IOC needs to understand and control areas where significant risk exists, while still offering Games organisers the creativity to develop in other areas.

MULTI-FACETED ROLE OF THE IOC

Facilitated through the development of various coordination and monitoring tools, the IOC has the ability to effectively track the progress of the preparation of each Games. This has enabled the IOC to have greater visibility and clarity on the progress of Games preparations, providing a useful early warning system for potential problems, difficulties and issues requiring resolution.

This supervisory role is just one of the "hats" the IOC wears. The IOC acts as "lead partner", providing management support, technical expertise and guidance to Games organisers. The IOC is a key "stakeholder", having input into or approval of a decision made by another party, and also as a "client", being the recipient of services. The IOC also acts as "operator" for several tasks, which are considered critical and strategic for the smooth running of the Games (e.g. the provision of broadcasting services through the creation of Olympic Broadcasting Services – OBS). As the IOC takes greater responsibility for the delivery of the Games, it is able to reduce the risk in operational delivery but this, in turn, increases the IOC's reputational risk and responsibility.

The IOC is publicly perceived as having ultimate responsibility for the Games, and as the principal permanent entity in the Games system, is arguably in the best position to capitalise on the experience and knowledge over time. As the level of investment and expenditure required for the Games is increasing, there is a strong argument for the IOC to take greater control over its core asset.

ASSISTING GAMES ORGANISERS : FROM EDUCATION TO EMPOWERMENT

Games organisers should not have to "re-invent the wheel" and should be encouraged to learn from previous experience. The IOC launched the Olympic Games Knowledge Management (OGKM) in 2000 to transfer knowledge from the Games, which has since developed into an integrated platform of activities providing valuable assistance to future Games organisers.



However, Games organisers have become more sophisticated and are demanding richer, more targeted knowledge and information. Furthermore, there is growing pressure to extend these activities (currently limited to just Olympic Committees for the Olympic Games (OCOGs) and bid cities) to other stakeholders, including government partners, sponsors and International Federations.

Given this multiplicity of needs, the question remains as to what extent the IOC has a responsibility and the capacity to meet the demands of these different stakeholders (balancing risk reduction with the investment required to satisfy these additional needs). While Games organisers should be encouraged to avoid re-inventing the wheel, this must not stifle the ability to develop and innovate new methods and approaches. Managing the exponential growth of knowledge and information captured from previous Games and narrowing the time lag between when information is captured and when it can be made available are two of the more practical challenges.

GAMES EVALUATION – A CONTINUOUS CYCLE OF IMPROVEMENT

A key element of the IOC's Games management approach is the Games evaluation process designed to assess the lessons learned from each Games to determine how the framework for future Games needs to evolve. Stakeholders play an important role in this process, contributing their feedback following each Games edition in addition to the surveys commissioned by the IOC. While recommendations are often focused on the operational and technical levels, Games evaluation should also identify wider strategic or cross-Games themes. Greater efforts can be made towards stronger stakeholder engagement and to making them active participants in strategic reflections.

CONCLUSION

The processes, activities and tools that the IOC has employed to manage the Games have had a positive impact on the way the Games have been delivered over the past decade, and have allowed the IOC to better understand the complexity of the project while effectively managing the main risks associated with the staging of the Games.

A balance needs to be struck between maintaining sufficient control of the end product while allowing enough flexibility to allow Games organisers to develop a product that meets their own objectives. The IOC therefore needs to determine what can be transferred to Games organisers and where the IOC needs to have greater control over delivery.

The relationships between our partners are becoming increasingly complex for the IOC to manage. In addition to the OCOGs (and partners), the IOC needs also to manage the issues between National Olympic Committees (NOCs), International Federations (IFs), broadcasters, marketing

partners, etc. There is a need to define the relationships between the IOC and these entities, clarify the roles of each, and to understand what role the IOC plays as the intermediary.

The scope of the IOC's Games management approach must extend beyond the preparation and delivery of the Games. The IOC needs to be able to better manage the cost, scale and complexity of the Games as well as developing a shared vision on the legacy of the Games for the Host City/region/nation.

JEUX OLYMPIQUES

LE PRINCIPE DE LA GESTION DES JEUX À 360°

Les récentes éditions des Jeux ont largement montré l'excellence des opérations et la cohérence du « produit » olympique. Toutefois, l'approche actuelle de gestion est centrée sur les aspects techniques et manque de perspective holistique et unifiée. Le Comité International Olympique (CIO) doit pouvoir mieux comprendre l'ensemble et effectuer un positionnement stratégique à long terme. Il a besoin d'anticiper les tendances globales ayant un impact sur le développement du « produit » olympique.

Le principe de la gestion des Jeux à 360° repose sur six « pôles » gérés par l'administration du CIO en fonction de thèmes clés liés aux Jeux. Ces pôles dynamiques visent à développer la capacité d'apprentissage du CIO et à tirer de précieux enseignements pour établir une stratégie. Cette approche à 360° ouvre une fenêtre sur le contexte plus large, et aborde les difficultés et perspectives externes pouvant avoir un impact sur les Jeux futurs. Cette approche devrait être adoptée non seulement par le CIO, mais aussi par les parties prenantes à la réalisation des Jeux. La gestion des Jeux à 360° ne représente donc pas seulement une structure de gestion, mais aussi une conception d'organisation assurant la pérennité des Jeux en tant que manifestation de premier plan.

PREAMBLE

The organisation of an edition of the Olympic Games is considered as one of the most complex achievements in modern peace-time history. Despite this, and as recent editions have proved, the operational excellence of the Games has for the most part been achieved with minimal disruptive incidents. Excellence in delivery and consistency of the Olympic "product" and "experience" should always be a target for further improvement. However, the success of the Games extends beyond delivering excellent and consistent Games operations to ensuring that



the Games remain relevant to and well positioned for a wider audience, in particular for young people.

To keep the Games inspiring and engaging, the International Olympic Committee (IOC), with the support and contribution of all of its stakeholders, must be able to innovate and address the less tangible factors that contribute to the Games' success. These intangible elements cannot be adequately expressed through the documents, processes and activities which form part of the IOC's current Games management toolkit. Rather, a Games management "philosophy" is required that is designed to stop the Games product from "freezing" in its current form, and instead encourages innovation and new developments. The IOC and its stakeholders should assume joint responsibility to keep innovating and ensure the Games are relevant, well positioned and remain a premier event.

ANTICIPATION, INTELLIGENCE AND PROACTIVITY IN AN EVER-CHANGING WORLD

The Games of today take place against a volatile and dynamic global backdrop. Games organisers must be proactive in understanding this, and the impact it has on our core product. New opportunities and risks will arise which will impact the way the Games are to be consumed in the future. The increasing influence of the media and the resulting scrutiny of the general public are intensifying the spotlight on the Games and, in turn, the IOC, as our stakeholders become ever more conscious about the world they inhabit. The IOC must develop the capability to recognise and understand these wider trends and put in place drivers to ensure that the Games remain relevant in today's society.

By developing the IOC's intelligence capability and harnessing the support of all Olympic stakeholders to accurately foresee and understand the major trends, the IOC can proactively influence how the Games should be "consumed" in the future. Access to reliable and accurate analysis and assessment is central to effective decision-making and defining the right strategic vision for the future. Also sharing our insights with our stakeholders can only help the Olympic Movement to develop the most efficient model to achieve our shared goals.

THE MISSING PIECE IN THE IOC'S EXISTING GAMES MANAGEMENT APPROACH

The current Games management approach has evolved such that the IOC can now understand the complexity of Games organisation while being able to effectively manage the technical and operational aspects. In turn, the level of knowledge and expertise has increased dramatically among our delivery partners, thereby minimising many of the operational risks. The existing portfolio of Games management tools should

continue to improve and evolve over time to meet the latest challenges that will impact the Games.

However, given the IOC's increased ability to track and manage the project to the nth degree, breaking up the Games into their component parts and functions, there is a danger of the IOC losing the "big picture" for the Games. The current approach risks creating a silo-based culture in Games management and promoting a lack of integration, consistently cited as a recurring weakness in Games organisation. The IOC must be able to manage all aspects of the project from a more holistic perspective.

BUSINESS AS UNUSUAL – THE INTRODUCTION OF 360° COMMUNITIES

Modern organisations in today's context must adapt by learning, sharing and innovating together. This is typically done through the establishment of "communities" or "think-tanks", which provide insight and guidance to the rest of the organisation. Communities can therefore form the backbone of the education and intelligence of the organisation, and should complement the existing project management approaches employed elsewhere within the organisation.

Applying this concept to the Olympic Games context, the 360° Games management approach was developed to support the existing Games management approach and tools by providing the "eyes" to better understand the key strategic issues affecting the Games. In practical terms, this is being achieved through the establishment of six cross-departmental and cross-functional "communities" within the IOC Administration:

1. The Olympic Product and Experience Community
2. The Client Services Community
3. The Venues and Infrastructure Community
4. The Image, Context and Reputation Community
5. The Games Operations Community
6. The Commercial and Finance Community

As the communities mature and develop, the expectation is that their networks will be widened to incorporate Olympic stakeholders in order to better leverage the knowledge networks around the Games.

CONCLUSIONS – 360° GAMES MANAGEMENT IS A PHILOSOPHY

External forces will reshape how the Games will be perceived and experienced in the future. The underlying principle behind the 360° Games management approach is to anticipate and systematically address these external risks and opportunities to determine where the Games need to adapt.



An important goal of the 360° approach is breaking down the silo mentality. The structures created through the establishment of communities ensure that IOC functions do not work in isolation but allow for knowledge and information transfer to improve the cross-functional integration and knowledge around the Games.

Games stakeholders are demanding inspiring, unique and differentiated Games experiences through a variety of “touch points” and channels. Through the Games, the IOC has the ability to create compelling and coherent value propositions to each of our different stakeholders. Their insights and needs, together with their complete alignment with our cause, are core to the Games’ future success. This requires a significant attitude shift, both internally within the IOC but also with our stakeholders, and therefore needs to be supported at every level within our organisation.

The role of the IOC as leader in this philosophy should not be underestimated. 360° Games management is more than just a management structure – it represents an important philosophy to be promoted by the IOC to all stakeholders to ensure that the Games are managed effectively and remain at the pinnacle of world sport.

JEUX OLYMPIQUES

RÔLE DE LA DURABILITÉ

Le XXI^e siècle se caractérise par une sensibilisation sans cesse croissante, au sein de la société, des entreprises et des gouvernements, à l'importance et à la nécessité de modèles de consommation durables et d'une plus grande responsabilité sociale dans le milieu des affaires. Peu d'événements catalyseurs de changement peuvent rivaliser avec les Jeux Olympiques et leur influence sur la scène internationale. Les Jeux offrent une plateforme idéale pour promouvoir des questions d'intérêt général. L'intégration des principes de durabilité dans le concept, la planification et l'organisation des Jeux est quant à elle essentielle si l'on veut que les Jeux demeurent une manifestation de premier plan.

INTRODUCTION

As we are well aware, the 21st century is witnessing an ever-growing awareness in society, corporate businesses and governments of the importance of and need for sustainable human consumption patterns and for increased social responsibility in the corporate world. How can we meet the needs of a larger world population? How can hunger

and poverty be reduced? How can we preserve and maintain the environment and natural resource base? How can we reduce our carbon footprint and fight or mitigate the risks resulting from global warming? These are some of the key questions concerning our future, which a visionary man and a humanist like Pierre de Coubertin would certainly have in mind, were he alive today.

Global warming is arguably one of the most pressing challenges the world is facing today. This has a direct impact on the Olympic Games, since changes in weather and climatic patterns are having direct effects on snowfall and availability in the world's winter resorts. Such implications, although long-term, call for immediate action and advocacy by the International Olympic Committee (IOC). The platform offered by the Games is indeed an ideal stage to promote more sustainable behavioural or business patterns in the host communities and beyond.

INTEGRATING SUSTAINABILITY – A NECESSITY

Since the early 1990s, the Olympic Movement has progressively taken the environment and, more recently, sustainability into account and been proactive in these areas. The environment being recognised as the third pillar of the Olympic Movement, the publication of the Olympic Movement's Agenda 21 and the creation of the biannual IOC-United Nations Environment Programme (UNEP) World Conferences on Sport and Environment attest to this. In the field of advocacy, too, the IOC has launched a number of programmes and activities that contribute to raising awareness about the importance of sustainable development in sport.

In reality, sustainability lies at the core of the Olympic values: it is part of our DNA. As indicated in the Olympic Charter, one of the missions and roles of the Olympic Movement is to “encourage and support a responsible concern for environmental issues and to promote sustainable development in sport and to require that the Olympic Games are held accordingly”. The closing ceremony of the Olympic Games should not be seen as the conclusion of the Olympic project, but as the starting point of proactive and responsible management of the Olympic legacy for years to come.

MAIN RECOMMENDATIONS

There are few catalysts for change that can rival the global influence of the Olympic Games. The platform offered by the Games is an ideal stage to promote relevant global issues, and today no issue is more relevant than the need for sustainable human consumption patterns and increased social responsibility. Therefore, the integration of sustainability principles into Games design, planning, staging and Olympic legacy management is vital to keep the Games as a premier event and achieve the following objectives:



- The foundations of the Games must encompass concern for the world's resources, its people, and its future to illustrate the credibility of the IOC, for it to remain a leader in sport. The complexity and rapid pace of sustainability means that guiding principles must further define standards for each delivery partner, while allowing for flexibility and interpretation of the latest knowledge.
- The IOC should monitor in a proactive manner the major changes in societal and business practices and be equipped to analyse and adopt them, if deemed relevant, rapidly and efficiently. Such sustainability intelligence will help the IOC to lead by example and to take quick decisions, as well as to advocate for more sustainable living patterns.
- By recognising the environment as the third pillar of the Olympic Movement, accomplishments such as Agenda 21, IOC – UNEP partnerships and leading best practices from Vancouver and London have been made possible. What is important is to share our knowledge.
- The IOC should use the Vancouver and London measures and innovations as best examples and proactively disseminate them among future Organising Committees. It is important that, when applying such practices, the IOC ensures that future Organising Committees for the Olympic Games (OCOGs) and their partners adapt them to their own local context and conditions. Opportunities, as well as risks, are not the same everywhere.
- The Youth Olympic Games in particular must adhere to these principles and embed sustainability into their event management from concept to dissolution to legacy management in the Host Cities, as young people are the best ambassadors for a more sustainable lifestyle.
- It is essential that the sustainability initiatives of the Games are linked with the Host City's own legacy objectives, and that the IOC oversees such initiatives during an extended official Games monitoring period of five years post-Games, and, when appropriate, involves other parties and partners to assist during this time.
 - It should be examined whether the IOC needs to take a more active part in monitoring some aspects of the legacy while other areas could be monitored by external parties (e.g. UNEP).
 - Best practices and recommendations from past Olympic cities should be collected and proactively shared within the Olympic Movement and with bid cities and future organisers. This could become a powerful tool to keep the Olympic flame alight and the Olympic spirit alive within each Host City and community.
- The reputation and image of the IOC will be compromised should it fail to proactively communicate and clarify its sustainability

objectives and activities, with the ensured support of senior executives, to the public at large. Simultaneously, managing expectations of what the Games can feasibly achieve is critical in order to set realistic goals and address the appropriate sustainability challenges in a Host City and region. The Games cannot and will not solve all sustainability challenges the Host City/region is facing. But they will help and contribute to a better world through sport, the sharing of Olympic values and the adoption of more sustainable behavioural and business practices.

SPORTS

LE PROGRAMME OLYMPIQUE AU CŒUR DU SUCCÈS DES JEUX

Le programme olympique est au cœur des Jeux Olympiques. Chaque sport au programme possède son lot de traditions et son histoire faite de héros et d'événements spectaculaires. Chaque sport fait de son histoire un tremplin mais sa capacité d'évolution est la condition de sa survie. Les Jeux évoluent en fonction des sports inscrits au programme olympique. Ce sont les sports qui rendent les Jeux au goût du jour, attrayants et populaires, et ils en retirent des bénéfices à leur tour.

Les composantes du Mouvement olympique, en particulier le Comité International Olympique (CIO) et les Fédérations Internationales (FI), ont tout intérêt à veiller à l'évolution du programme. Pour assurer cette évolution, il convient d'identifier les moyens appropriés à disposition, en tenant compte des critères définis par la Charte olympique pour la composition du programme.

The diversity of the world's cultures and sporting interests is reflected in the make-up of the Olympic Programme. Be it the anticipation before a game begins or the moment of golden silence before the start of a race. The sound of a bobsleigh as it hurtles down the track or the sound when a boxer lands a combination. The speed of a slapshot or the sight of runners in unison. The roar of the crowd or the final whistle: it is these very moments and the associated emotions that attract so many to the Games.

Through a well balanced Programme, the Games are appealing and pertinent, and the International Olympic Committee is aware that, to remain as such, the Movement must today anticipate the sports trends of tomorrow. Universality of interest through diversity is the recipe that must be preserved in the future.

The Games must also remain manageable, and there is a need to maintain a number of qualitative perimeters to control their growth and



complexity. With this in mind, we can envision the following means to maintain the balance between tradition and evolution :

1. the inclusion and/or exclusion of sports ;
2. the inclusion and/or exclusion of disciplines and events ;
3. the increase and/or decrease of quota allocation ;
4. the evolution of format ;
5. the evolution of sport presentation.

Means one to three, as described in the Olympic Charter, follow a well established process, with limited opportunity for rapid evolution. In a rapidly changing environment, one could question the Programme's flexibility and adaptability, or lack thereof. For the future, it is recommended that, when considering the inclusion and/or exclusion of sports, disciplines and events, a systematic assessment based on qualitative parameters should also be used to determine the added value of each request. The work would be done in collaboration with both internal and external stakeholders, all experts in their respective domains.

When deciding on the inclusion and/or exclusion of sports, disciplines and events, the International Olympic Committee must be fully informed about the impact they may have on the aura, appeal, perception and attractiveness of the Olympic Games.

Surveys and research studies should be used to better understand the perception of each sport both within the Olympic Movement and globally. With such an assessment in place, the International Olympic Committee (IOC) can better guarantee that the individual pieces – sports, disciplines and events – together form a coherent, attractive and complete whole.

Means four and five offer the flexibility for change, and can evolve continuously without following a pre-determined process. Most International Federations constantly strive to increase their audience, and many have had to drastically change their format to do so, for both television and stadium spectators. For the same purpose, many have changed the way in which their sport is presented, and most have been successful in their attempt. In the future, the International Olympic Committee and the International Federations, in cooperation with Olympic Games Organising Committees, must after each Games systematically review the format and presentation of each sport, determining the strengths and weaknesses of each sport and making recommendations for the future. The views of broadcasters and the public are of paramount importance, and consultation through targeted surveys should take place to capture their feedback and suggestions.

This work will require a strong partnership between stakeholders, and must be based on creativity, flexibility and trust. At the same time,

in order to safeguard a sport's achievements to date, all suggested changes must be respectful of its history and tradition. It is through this partnership that the most suitable and tailored recipe will be found.

It is important to recognise that the nature of each sport is essentially different, and the use of the above toolkit will differ for each of the 33 sports currently on the programme of the Games of the Olympiad and the Olympic Winter Games. With the objective of increasing the appeal of the Games through the growing attraction of their components, there is no reason for this virtuous circle not to be widely embraced.

SPORTS

LES JEUX OLYMPIQUES : EXPÉRIENCE UNIQUE, SOUVENIRS UNIVERSELS

Dans le domaine événementiel, tous les participants, qu'ils soient partenaires commerciaux, spectateurs ou athlètes, sont à la recherche d'émotions fortes, synonymes d'expériences uniques. Ce qui est vrai pour toute compétition sportive l'est encore plus dans le cadre des Jeux Olympiques (JO), dont l'histoire, les héros, les joies et les drames véhiculés par chaque édition sont autant de souvenirs universels.

Pour rester cet événement que chacun attend tous les quatre ans, il est essentiel non seulement que les JO s'inscrivent dans une continuité historique, mais aussi qu'ils évoluent régulièrement afin de demeurer contemporains. Pour le Mouvement olympique, cela doit être une motivation permanente, une recherche constante d'améliorations au fil des Jeux.

Tous les deux ans, alternativement entre l'été et l'hiver, une très grande partie du monde vit au rythme sportif des JO. Quel que soit le contexte politique, économique ou culturel dans lequel on vit, les Jeux sont, comme tous les grands événements marquants, une référence à laquelle chacun peut rattacher des souvenirs ou des émotions. Ces références temporelles fortes et universelles sont rares. Elles le deviennent d'autant plus que les événements se multiplient et se font concurrence.

Dans ce contexte et malgré le succès de la manifestation, les partenaires du Mouvement olympique la comparent de plus en plus à d'autres « investissements » potentiels. Les sponsors et les télévisions continueront sans aucun doute leur association avec les JO, mais l'enjeu se situe au niveau des volumes engagés. Cette problématique est la même pour les spectateurs et téléspectateurs qui se voient offrir une multitude d'opportunités.



Pour demeurer au plus haut niveau, pour que l'athlète olympique continue d'être source d'inspiration, pour que les athlètes aient toujours comme rêve ultime de devenir des olympiens, pour que les JO restent la manifestation à laquelle on souhaite assister ou s'associer, un ensemble de moyens d'action doivent être mis en œuvre.

1. L'ÉVOLUTION DES PRODUITS

Le programme sportif demeure bien évidemment le cœur de l'événement. Un processus est en place pour le faire évoluer de façon régulière. Au-delà du contenu même du programme olympique, il est important de considérer également « la mise en scène » des différents sports : la présentation du BMX sera différente du judo, la production télévisée du ski cross bien différente du patinage de vitesse. Il est dans l'intérêt du Comité International Olympique (CIO), des Fédérations Internationales (FI) et des Comités Nationaux Olympiques (CNO) de chercher le meilleur positionnement possible pour chacune des épreuves afin de toucher tous les publics.

Ce travail sur la forme autant que sur le fond doit aussi se faire dans le cadre de l'Olympiade culturelle, du relais de la flamme, des cérémonies, ainsi que des activités urbaines. Ce sont ces activités-là qui distinguent les Jeux Olympiques de tout autre événement sportif. Cette association puissante du sport, de la culture et de l'éducation est une donnée essentielle du succès des Jeux ; c'est au travers de la coloration donnée à ces activités que se façonne l'image de chaque édition des Jeux et, par conséquent, la perception dans la durée de ce que sont les Jeux Olympiques.

Il sera particulièrement intéressant d'observer l'effet qu'auront les Jeux de Londres sur les jeunes sachant que l'environnement de la marque et de nombreuses activités ont été pensés en grande partie par rapport à ce public cible.

2. LE NIVEAU DE SERVICE

S'il est difficile d'admettre que les niveaux de service sont en progression constante, cette évolution reflète cependant d'une part la nécessité d'aligner les prestations aux investissements engagés par les différents acteurs et, d'autre part, le besoin de rester en avance, voire à niveau avec ce qui se fait ailleurs. Qu'on le veuille ou non, même si les JO sont uniques, la satisfaction se mesure autant de façon absolue que relative.

Aux Jeux, les attentes reposent sur la notion d'excellence, il ne peut y avoir de « second best ». Sur ce plan, les Jeux sont autant victimes de leur succès que liés aux valeurs fondamentales de l'Olympisme. Comment dès lors satisfaire les attentes sans perdre la course effrénée à l'augmentation des niveaux de service ?

Non seulement il faut pousser plus loin le travail d'analyse de l'expérience et des attentes de nos partenaires commencé avec la séance bilan, mais il faut aussi en parallèle continuer à renforcer la logique de partenariat pour définir des axes d'amélioration sans pour autant créer de surenchère. La notion de partenariat est fondamentale, car elle implique la compréhension réciproque des enjeux et des objectifs.

Et puis finalement, il faut probablement relancer le travail en profondeur qui avait été effectué dans le cadre de l'étude des Jeux. Depuis cette étude, quatre éditions des Jeux ont eu lieu et l'état de la science a passablement évolué. Il est nécessaire de se reposer des questions de fond sur les nouvelles tendances à adopter ou non et de redéfinir quels sont les fondamentaux.

3. LE BENCHMARKING (ANALYSE COMPARATIVE)

Pour mesurer dynamiquement nos forces et faiblesses, nous devons de façon systématique recourir au benchmarking des autres événements, qu'ils soient culturels ou sportifs. Sans forcément copier ce qui se fait ailleurs, il est souvent utile de pouvoir se laisser inspirer par les autres. Il serait certainement opportun pour le CIO de travailler en réseau avec l'ensemble des organisations sportives et culturelles pour constituer une base de référence événementielle utile à tous.

4. IMAGE, STYLE DE VIE ET VALEURS

Comme mentionné dans le cadre de l'évolution des produits, si le contenu reste fondamental, le contenant l'est de plus en plus. Le CIO et les acteurs du Mouvement olympique présentent une image et, par conséquent, l'expression d'un style de vie classique, fondé sur le respect de certaines traditions. C'est probablement ce qui contribue au succès du sport institutionnalisé.

Dans le même temps, il faut se poser la question de la pertinence de cette image dans un environnement qui se redéfinit en permanence et où les valeurs évoluent. Dans le cadre des Jeux Olympiques, tout ce qui concourt à forger l'image de notre organisation devrait être revu en fonction de ce que nous souhaitons incarner.

5. LA GESTION COORDONNÉE DES MOYENS

Dans le cadre de la réflexion sur l'expérience globale pour les participants, il est essentiel qu'aux acteurs institutionnels se joignent les autres acteurs du Mouvement olympique, en particulier les sponsors et sociétés détentrices de droits.

Pour le « consommateur » des Jeux Olympiques, l'expérience passe par l'exploit sportif, mais bien d'autres éléments interviennent comme la publicité d'un sponsor associé aux Jeux Olympiques. Il est dès lors



primordial que toutes les actions soient coordonnées pour atteindre des objectifs préalablement définis. Dans un événement d'une telle ampleur, toute intervention influence l'image, l'ambiance, l'atmosphère ; en d'autres termes le cadre global de la consommation.

Entre le Mouvement olympique et ses partenaires, les moyens d'action sont considérables. Mais, il faut agir de façon coordonnée afin de renforcer l'impact de nos activités. Pour cela, le CIO doit être à même de fournir une vision et des lignes directrices claires à l'ensemble du Mouvement olympique.

CONCLUSION

Dans l'ensemble des domaines évoqués ci-dessus, le CIO a engagé de nombreuses initiatives. À l'avenir, il est recommandé d'approcher ces activités de façon globale, coordonnée et en intégrant les partenaires du Mouvement olympique.

L'objectif central de la réflexion doit rester la volonté de permettre à tous les participants aux Jeux Olympiques de vivre une expérience unique.



LES VALEURS OLYMPIQUES

COOPÉRATION INTERNATIONALE ET DÉVELOPPEMENT

PROMOTION DES VALEURS OLYMPIQUES AUX JEUX ET AU-DELÀ

La question qui se pose de plus en plus ces derniers temps est de savoir s'il existe réellement une différence entre les valeurs olympiques et les valeurs humaines dites « normales » auxquelles chacun d'entre nous adhère. Le Mouvement olympique n'a bien évidemment pas inventé les valeurs que sont l'amitié, le fair-play et l'excellence. Il les a simplement adoptées, parmi tant d'autres.

Dans cette contribution, l'auteur, à la limite de l'ironie, avance que la difficulté pour expliquer comment le Mouvement olympique devait promouvoir ces valeurs humaines en se les appropriant est rattrapée par des questions sur l'Olympisme lui-même. Toutefois, des institutions adoptent un ensemble de valeurs. Celles citées ci-dessus correspondent exactement au Comité International Olympique (CIO) et à sa raison d'être. Les valeurs olympiques sont nées pour durer. Elles continueront à définir les différences de comportement essentiellement entre les sportifs.

The term "Olympism" has become so ingrained in the Olympic Movement's lexicon that it is difficult today to understand anyone asking the simple question "What is Olympism?" Yet as the International Olympic Committee (IOC)'s foot soldiers all so "aggressively" fan out to preach the goodness of Olympism as the cure, certainly not the panacea, of some, if not most, of the ills that afflict society today, more and more people are asking the question.

"Olympism", one IOC fixture dared to explain, "is more than just sports!" Needless to say, that spurs further debate among sports purists who would rather the whole concept was explained by the "mere" fact that in the Olympic Movement sport was underpinned by "Olympic values".

The debate goes on and on. But the fact is that Olympic values, a term that over the past six years has experienced steady ascendance, are no more or less than the very human values that parents, peers and general society espouse. The key difference may be the fact that Olympic values are human values delivered on the back of sport. And the IOC, to be exact, is built on this belief. The founding document, the Olympic Charter, crafted by six noblemen around a table with Pierre de

Coubertin as the first among equals, was completed and published in 1894. Reading it, one will understand the reasons why the IOC is special and justified in claiming near-ownership of a set of special human values as its own invention.

The soul of the Olympic Charter is the Fundamental Principles of Olympism: nine carefully worded dictates that have withstood the test of time. In short, the Founding Fathers decided that the goal of the IOC was to place sport at the service of harmonious development of man "with a view to promoting a peaceful society concerned with the preservation of human dignity".

Thus, while sport is the core business of the Olympic Movement it can only be Olympic sport if it is underpinned by a set of core values. Promotion of environmental care, gender equality, excellence, fair play, human development, peace, education, humanitarian actions and, generally, support for the achievement of the United Nations Millennium Development Goals, have become the interpretive tangibles of the Olympic values that, between the Games in particular, have come to define Olympism.

As the IOC President, Dr Jacques Rogge, has often been quoted as saying, while sport is not qualified to address all the ills afflicting society, it still has the moral obligation to support the efforts of the community.

The children of poor families in Bouane, Mozambique, the refugees in Nepal, Bangladesh, Georgia and Serbia would put a different spin on the President's contention. Sport, and the Olympic Movement in particular, have been the world to them. The Olympic Movement has seen to their schooling, was present with medicines when election violence wrecked communities in Kenya, helped to fund a women's cooperative and put clothes on the back of tens of thousands of their suffering fellow people.

The Olympic Values Education Programme, a project that delivers to very young people an understanding and appreciation of respect, friendship, excellence, fair play and the sheer joy of effort, is being rolled out across the world by the IOC. From Abidjan to Zimbabwe in Africa; to millions of young people in India and Jordan; to countries in the Oceania region and elsewhere, young people are learning the meaning of Olympic values.

The People's Republic of China may have delivered the most impressive Olympic Games in recent history. But little has been said about its Olympic education programme, which was so huge the numbers can only make sense in China: 400,000,000 young people participated in a programme that will certainly have contributed to changes for betterment in their lives.



EXHIBITION IN THE OLYMPIC VILLAGE

Admittedly, mostly those that have been touched by the goodness of Olympism and its values can testify to the fact that the Olympic values are a continuum for daily survival. Little is circulated about the IOC's support for the worldwide campaign against the HIV and AIDS pandemic; its support for the United Nations (UN)'s School Feeding Programme; or its support for the suffering people of Darfur – in Darfur itself and across the border in Chad.

Last year at the Olympic Games, an innovative idea to put on display some of the IOC's actions paid off massively. While the athletes gave to the clothes collection campaign "Giving is Winning", they also learnt how, between the Games, they could continue being involved. An exhibition in the Village went a long way to educating visitors that the IOC's programmes were not just limited to the window of opportunity that is provided by the Games. The clothes collection at the Games was merely the culmination of a process that had started more than a year earlier.

Olympic values have their ardent disciples, not least the African marathon champions, products of humble backgrounds whose lives, and those of their communities, have been changed for the better by their involvement in sport. That change has affected the whole persona of those that sport has touched – their attitudes to life, respect for self and others, and appreciation of education.

The IOC can continue to lead in this regard, if only because, without these values, the IOC would not have a reason to be.

DIRECTION GÉNÉRALE

JOURNÉE OLYMPIQUE : UNE CHANCE POUR CHACUN DE SE MOBILISER

Le Comité International Olympique (CIO) est régulièrement confronté aux problèmes suivants :

- **Comment faire pour que le grand public participe activement au Mouvement olympique, au-delà du spectacle télévisé que représentent les Jeux ?**
- **Comment mettre en pratique, au-delà des compétitions sportives de haut niveau, la devise qui affirme que « le plus important est de participer » ?**
- **Comment promouvoir et faire vivre l'Olympisme entre deux éditions des Jeux ?**
- **Comment maintenir l'intérêt des jeunes générations pour l'Olympisme ?**

La Journée olympique, « célébration mondiale de l'Olympisme chaque année le 23 juin », répond à ces différents défis.

La Journée olympique a fêté ses 60 ans l'année passée ! C'est l'occasion rêvée pour revoir le concept.

En tirant parti du prestige d'une manifestation existante, qui a déjà fait ses preuves, le CIO peut se réapproprier une partie de son identité, « sa philosophie de la vie ».

L'objectif consiste à renforcer la Journée olympique en termes de concept, de symbolisme et d'impact (en influençant toutes les parties prenantes).

THE OPPORTUNITY

The International Olympic Committee (IOC) is regularly confronted with the following issues :

- How to make the general public participate actively in the Olympic Movement, beyond the television spectacle that the Games represent ?
- How to put into practice, beyond high-level sports competitions, the motto "the important thing is to take part ?"
- How to promote and bring Olympism alive between two editions of the Games ?
- How to maintain the young generations' interest in Olympism ?

Olympic Day, a "Worldwide celebration of Olympism on 23 June each year", responds to these various issues, by offering the possibility to everyone, and young people in particular :

- to give rise to, or prolong their Olympic experience ;
- to become involved rather than being merely a spectator of Olympism ; and
- to learn about the universal nature of the Olympic Movement.

Olympic Day turned 60 last year ! This anniversary is a good opportunity to review the concept, by benefiting from the already long experience of the National Olympic Committees (NOCs).

CONTEXT

On 23 June 1894, the participants in the International Athletics Congress in Paris voted unanimously to re-establish the Olympic Games as proposed by Pierre de Coubertin.

In 1947, IOC member Dr J. Gruss proposed to celebrate this day by organising a World Olympic Day. In 1948, the 42nd IOC Session in



St Moritz approved the programme for a World Olympic Day, which was held for the first time by nine NOCs. IOC President J. Sigfrid Edström requested the NOCs to organise the World Olympic Day:

“At its last Session... the IOC has decided to ask the National Olympic Committees to organize – if possible in June each year, and for the first time in 1948, one World Olympic Day.

“That day is especially meant to be an agent of propaganda in favour of Olympism. [...]

“Organisation: The organization belongs entirely to the National Olympic Committees. It will be done following their possibilities and spirit of each country. That day should not be organized only in the main towns of the country, but also in the smaller ones and even in the villages. Very important is, that the youth of the country is interested in that organization and also the schools. The members of the IOC will be invited and the radio should give its help.”

In the 1978 edition of the Olympic Charter, the IOC for the first time recommended that all National Olympic Committees (NOCs) organise an Olympic Day to promote the Olympic Movement:

“It is recommended that NOCs regularly organise (if possible each year) an Olympic Day intended to promote the Olympic Movement.”

The idea of enhancing the celebration by organising events for a whole week was added to the 1990 version of the Olympic Charter:

“It is recommended that NOCs regularly organise – if possible each year – an Olympic Day or Week intended to promote the Olympic Movement.”

The concept of an Olympic Day Run (ODR) was launched in 1987 by the IOC Sport for All Commission. It was intended by the Commission as a way to encourage NOCs to celebrate Olympic Day. The first Olympic Day Run was held in the same year, over a distance of 10 km, with 45 participating NOCs.

Since then, this part of the Olympic Charter has not been modified. And now more than two-thirds of the NOCs hold an Olympic Day Run on a yearly basis.

It is a good time to review the Olympic Day concept to maximise its impact on the general public and on young people in particular.

By taking on the leadership of an existing event, which has already proved itself, the IOC can re-appropriate part of its identity, “the philosophy of life”.

POSSIBLE WAY FORWARD

The objective is to strengthen Olympic Day in terms of concept, symbolism and impact. More concretely, this would mean:

- returning to a wider concept of Olympic Day, beyond the Olympic Day Run;
- clearly positioning Olympic Day as an Olympic-branded product of which the IOC is the franchiser;
- promoting Olympic Day as a yearly event that actively engages the general public, and young people in particular;
- leveraging all Olympic stakeholders to increase the impact of the event.

The reviewed concept of Olympic Day could be based on three pillars:

- **Move: run and more**
 - Maintain and strengthen the Olympic Day Run.
 - Underline the special meaning of Olympic Day in order for the Olympic Day Run to be more than just another popular run (Olympic branding, President’s message, use of promotional campaign, etc.).
 - Encourage the general public to undertake any action to be more physically active on Olympic Day.
- **Learn: Olympic education**
 - Use Olympic Day for participants, particularly young people, to learn about Olympic values and the social benefits of Olympism.
- **Discover: practise new sports**
 - Use Olympic Day as an introduction to the practice of organised sport, either by watching a competition or by being introduced to a sport.

The IOC would need to invest in its franchiser role by:

- Strengthening resources within the IOC to drive Olympic Day expertise, organising best practice sharing among NOCs, developing a strong visual identity for the event and helping NOCs leverage the media, digital media in particular;
- Reviewing financing of the event, maintaining the current amount allocated by Olympic Solidarity and looking at new creative ways to enhance financial support.

All Olympic constituents and stakeholders will be encouraged to take part under the leadership of the NOCs. It will be necessary to:

- Leverage the OCOGs as a driving force by turning Olympic Day into a milestone for them in the lead-up to the Games;



Have all Olympic stakeholders support the NOCs in the field and promote the event among the general public. Indeed, in addition to the OCOGs and Youth Olympic Games Organising Committees (YOGOCs), International Federations, recognised federations and organisations, rights holders and sponsors, Olympians and Youth Olympic Games (YOG) athletes, United Nations (UN) agencies, volunteers, Olympic Museums and academies all have something to contribute to Olympic Day – in terms of both content and specific competencies!

DIRECTION GÉNÉRALE

L'ENJEU DE LA PROCHAINE DÉCENNIE POUR LE MOUVEMENT OLYMPIQUE : PASSER DE « CITIUS, ALTIUS, FORTIUS »

À LA DEVISE « LE SPORT AU SERVICE D'UN MONDE MEILLEUR »

Après avoir consacré les dernières décennies à garantir son financement et son autonomie et à renforcer la place des Jeux Olympiques comme le plus grand événement sportif mondial, le prochain défi du Mouvement olympique est de passer de la devise «Citius, Altius, Fortius» à la suivante: «le sport au service d'un monde meilleur».

Le Comité International Olympique (CIO) est déjà actif dans de très nombreux domaines.

Mais quelle proportion du grand public est consciente de toutes ses activités? Des études récentes montrent que la plupart des individus n'en ont aucune idée.

Le CIO doit donc trouver des manières d'augmenter l'impact de ces nombreuses initiatives en cours pour mieux faire connaître le deuxième volet de sa mission: promouvoir le sport et ses bienfaits dans le monde grâce aux revenus générés par les Jeux Olympiques.

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Le CIO est déjà actif dans de très nombreux domaines au travers des dispositifs suivants:

- De nombreuses commissions organisent des conférences mondiales et des remises de prix: commission du sport pour tous, commission pour la culture et l'éducation olympique, commission femme et

sport, commission de la Solidarité Olympique, etc.

- La Solidarité Olympique encourage les Comités Nationaux Olympiques (CNO) à contribuer, à travers ses programmes quadriennaux, à la promotion des valeurs olympiques: sport et environnement, femme et sport, culture et éducation, etc.
- Le CIO a des accords avec la plupart des agences de l'Organisation des Nations Unies (ONU) pour coopérer sur le terrain à des projets concrets.
- Plusieurs grands programmes ont été lancés par le CIO récemment: Programme d'éducation aux valeurs olympiques (PEVO), Sports pour l'espoir, etc.

Mais quelle proportion du grand public est consciente de toutes ses activités? Des études récentes montrent que la plupart des individus n'en ont aucune idée.

Or nous avons vu lors des Jeux de Beijing que le succès des Jeux Olympiques impose de nouvelles responsabilités au CIO. Même si les attentes placées dans le Mouvement olympique peuvent parfois paraître disproportionnées, c'est la rançon inévitable du succès et le CIO ne pourra pas y échapper.

Par ailleurs, les résultats des enquêtes menées pendant les derniers Jeux de Beijing montrent bien que le grand public, s'il associe les Jeux Olympiques aux valeurs d'excellence, d'effort et de compétition, associe aux anneaux les cinq continents ainsi que les notions d'unité et d'amitié.

Le CIO doit donc trouver des manières d'augmenter l'impact de ces nombreuses initiatives en cours pour mieux faire connaître le deuxième volet de sa mission: promouvoir le sport et ses bienfaits dans le monde grâce aux revenus générés par les Jeux Olympiques.

L'audience record des Jeux Olympiques est sans doute le meilleur moyen de communiquer au grand public ce que le Mouvement olympique met en œuvre entre deux événements pour promouvoir le sport et ses valeurs sur le terrain et ainsi faire adhérer un plus grand nombre de personnes aux bienfaits du sport.

Le CIO pourrait également prendre des mesures concrètes à court terme et sans incidence financière majeure pour augmenter l'impact d'initiatives qui sont aujourd'hui encore trop fragmentées. À savoir:

- clarifier les domaines dans lesquels le CIO souhaite être actif (promotion du sport et de l'activité physique, etc.) et ceux dans lesquels il ne le souhaite pas (humanitaire pur, etc.);



- modifier le format des conférences mondiales pour en faire des plateformes de communication qui relaient les messages du Mouvement olympique auprès d'une audience élargie et diversifiée (médias, décideurs, athlètes, etc.);
- réactiver la Journée olympique pour donner l'occasion à tout un chacun de s'engager activement, au moins une fois par an, dans l'Olympisme localement et activer cette journée pour communiquer grâce à des messages forts «les bénéfices de l'activité physique et du sport»;
- encourager le partage des bonnes pratiques au travers d'outils collaboratifs;
- rendre publics au travers des nouveaux médias et des relais d'opinions les grands programmes en cours.

Mettre en place ces mesures nécessitera un minimum de coordination et, sans aucun doute, soit le recrutement de quelques collaborateurs, soit le redéploiement de certaines activités au sein du CIO. Mais la portée de ces mesures reste modeste au regard des revenus du CIO.

D'autres mesures pourraient être envisagées à plus long terme.

- Structurer les contrats avec les sponsors de telle manière que ceux-ci contribuent au financement des Jeux Olympiques mais aussi des programmes de promotion du sport et des valeurs entre les Jeux.
- Renforcer l'obligation pour les diffuseurs ayant droit de promouvoir les valeurs olympiques entre deux éditions des Jeux ou au moins dans les six mois avant les Jeux.

Ces mesures paraissent nécessaires afin de conserver leur valeur aux anneaux olympiques, qui sont le symbole non seulement d'un événement sportif planétaire exceptionnel, mais aussi d'un mouvement mondial permanent extrêmement puissant.

JEUX OLYMPIQUES

DES VALEURS ENRICHISSANTES QUI NE SONT PAS AXÉES SUR LES PERFORMANCES

Rempporter l'or ou monter sur le podium est le rêve de nombreux athlètes qui participent aux Jeux Olympiques. Cela étant, si les Jeux se résumaient à donner naissance à des champions, ils perdraient leur caractère unique aussi bien aux yeux des athlètes que du public. Ce à quoi renvoie le message olympique va bien

au-delà de la victoire. Il s'agit de transcender ses limites physiques et mentales, de devenir des «êtres humains meilleurs» grâce au sport, en partageant et en véhiculant les valeurs olympiques. Chaque édition des Jeux regorge d'histoires captivantes de sacrifice, d'amitié, de fair-play, mais on ne les connaît que trop peu car bien souvent l'accent est mis sur les seules performances. L'ère des médias numériques offre une occasion unique de concrétiser cette vision, car ces médias possèdent le potentiel extraordinaire de favoriser le dialogue avec notre public pour partager et vivre les valeurs olympiques.

INTRODUCTION

"The important thing in life is not the triumph but the struggle, the essential thing is not to have conquered but to have fought well."

Pierre de Coubertin

This contribution explores whether the International Olympic Committee (IOC) and the Olympic Movement should reward deeds and performance other than victory and pure sports achievement.

Considering de Coubertin's famous quote above, the answer to this question appears to be a clear YES!

Quite obviously, winning gold or standing on the podium is the dream of many athletes competing in the Olympic Games. However, for a majority of them, a medal will remain out of reach. What all athletes have in common, though, is the joy and pride of becoming an Olympian. Through their participation, athletes should come out of the Games slightly different and may – or should – become ambassadors of the Olympic Movement. To do that, much emphasis must be put on guaranteeing the best possible conditions for the athletes to perform at Games time, but also to share, learn and exchange with other participants from other parts of the world. The Games must serve as an enlightenment for all participants. The journey of all athletes to the Games, both through the preparation/qualification phase and at Games time, must be a life-changing experience.

MORE THAN WINNING GOLD

If the Olympic Games were just about winning gold and being a champion, the uniqueness of the Games' product and experience as an athletes as well as for the public in general would be lost. The Games would look just like any other major sporting event: a quest for success and performance.

While excellence will remain a strong value associated with the Games (i.e. "striving to be the best"), the Olympic message clearly signifies something beyond victory. It's about transcending physical and mental



boundaries and becoming “better human beings” through sport, sharing and showing values such as respect, friendship and fair play, and learning about oneself and other people, countries and cultures. The message of the Olympic Movement is a message of peace and better understanding between people, nations, cultures and religions. Social harmony should be a fundamental output of Olympism – and the Olympic Games should contribute to this goal.

At Games time, however, the world’s media and the fans’ eyes are all focused on the Games’ stars and on the high performers. Quite naturally, one looks for the amazing deeds such as Michael Phelps’ eight gold medals or Usain Bolt’s three world records in Beijing. However, the public is also moved by amazing stories of athletes who overcame all odds to reach the podium or simply to be able to compete, and attracted a lot of compassion for their special achievements. This is a testament to the Games’ diversity and universality at the same time. Competing at the Games is in itself an extraordinary performance, and participation should hence be rewarded too. Similarly, the idea of rewarding participation in cultural programmes at the Youth Olympic Games is enhancing the uniqueness of our brand and values.

Rewarding victory only and promoting medal tables may just reinforce differences and inequalities between nations – against our principle of universality. Instead, it is much more positive to insist on the number of nations competing, the growing number of countries winning medals and increasing gender equality. In this context, the importance given to the recognition of personal bests and national records may need to be addressed too.

COMMUNICATING ALTERNATIVE STORIES AND SPECIAL ACHIEVEMENTS

The above implies many things from a communications perspective. The IOC, Organising Committees for the Olympic Games (OCOGs), National Olympic Committees (NOCs), International Federations (IFs), but also broadcasters and the press should all concur in making each participant a proud hero and by looking beyond the seconds, metres or rankings. Powerful stories of sheer sacrifice, friendship and fair play happen at each edition of the Games, but are poorly communicated because the focus is all too often on pure performance.

While the Games will remain the most visible, attractive and inspiring tip of the iceberg, we should not forget that they essentially remain an instrument at the service of Olympism, a tool to achieve more than simply organising a major event. The Games – and sport in general – are a powerful platform and catalyst, not only for the Host City and region but also for the IOC and the Olympic Movement to spread their message of hope and harmony. More should be done as a consequence in order to “spread the gospel” and share some extraordinary moments of the Games.

USING THE POWER OF NEW MEDIA

The coming of age of digital media is a great opportunity to materialise this vision. Web platforms with interactive tools now allow us to better connect with our audience and with young people in general. A more direct and engaging relationship can be built with the public. The “consumer” does not simply stay behind his television set but can become an active player in choosing his favourite content, sharing it with friends, commenting, posting his own images, etc. Web 2.0 has the extraordinary potential to turn passive viewers into active players and to reach out deeper into our audience by engaging them to share and experience the Olympic values. The potential exists, hence, to showcase some extraordinary deeds at Games time and beyond the constraints of the Games’ 16 day period. More possibilities exist to “use” top athletes as ambassadors by connecting them with their fan base, in the lead-up to the Games and after the Games. It is now possible to envisage, in parallel with the traditional medal ceremonies, an online contest for the “best” athletes or other Games participants in categories such as courage, friendship, fair play, etc. Such possibilities exist, and the IOC and the Olympic Movement must explore them.

JEUX OLYMPIQUES

VALEURS OLYMPIQUES ET PROGRAMMES CULTURELS ET ÉDUCATIFS

L’intégration de la culture, de l’éducation et du sport était au centre de la vision de Pierre de Coubertin. La commercialisation accrue et le sport spectacle aux Jeux ont eu toutefois tendance à éclipser cet aspect.

Les programmes culturels et éducatifs sont pourtant, grâce à l’attrait et à la portée des Jeux, d’excellents véhicules pour promouvoir les valeurs olympiques. Le Comité International Olympique (CIO) a besoin de définir plus précisément sa vision et de communiquer aux organisateurs un cahier des charges plus complet pour aider les organisateurs dans ce domaine et améliorer l’impact de ces programmes.

Les organisateurs devraient profiter de la période de préparation pour développer ces activités en vue de toucher l’ensemble de la nation hôte et susciter l’intérêt pour les Jeux. Il importe de concevoir des programmes culturels au contenu divers et équilibré, englobant différentes formes d’expression artistique et permettant d’exprimer la culture sportive du pays.



Par ailleurs, les partenariats commerciaux associés au financement des activités culturelles et éducatives doivent dépasser le cadre traditionnel des Jeux. Il faut développer une vision commune à toutes les parties prenantes et offrir des modèles de financement appropriés à tous les organisateurs des Jeux.

1. PREAMBLE

“Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of the body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal fundamental ethical principles.”

Olympic Charter, Fundamental Principles of Olympism, Clause 1

Friendship, excellence and respect are just some of the many positive values and principles associated with the notion of Olympism. Cultural and educational programmes and activities, combined with sport, can promote these values using the appeal and reach of the Olympic Games. Such activities set the Games apart from other sporting events and provide a unique experience. The Olympic Games represent the main focal point through which the Movement uses such programmes to promote these values in today's society.

2. CHALLENGES FACING CULTURE AND EDUCATION PROGRAMMES IN THE MODERN GAMES ERA

The IOC considers culture and education programmes to be key elements of the Olympic “product”, and this is reflected in the way these themes have been integrated into the bid process and the subsequent advances made by the recent Games bids in their culture and education plans. Despite this commitment, culture and education programmes typically suffer from the following problems:

- a. Positioning in relation to other Games activities: Games organisers have typically not regarded such programmes as a priority. Additionally, media and marketing organisations fail to understand the connection between sport and these activities, and therefore attribute little value to promoting them.
- b. Poor integration with the development of other Games programmes: Difficulties have been experienced in integrating culture and education activities with other Games programmes. This results in programmes being perceived to be disconnected from the main event.
- c. Difficulties in securing funding: Such programmes have been subject to budget cuts in the past. The problem is exacerbated by existing marketing strategies and media structures, which add to the difficulty Games organisers face in raising adequate funds for such programmes, and restrict what funds can be generated from the private sector.
- d. Narrow programme content: Such programmes have suffered from old-fashioned conceptions and narrow interpretations about culture within the Olympic context. Past programmes have tended to focus on traditional forms of art, with little youth appeal or connection to sport.
- e. Difficulties in evaluating the impacts: Because of the largely intangible nature of the impacts of such programmes, it is notoriously difficult to measure their effects post-Games.

3. OPPORTUNITIES FOR THE FUTURE

The following opportunities exist in developing successful culture and education programmes:

a. Pre-Games

- Generate support: Culture and education programmes can be effective promotional tools in generating public support for the Games and supporting the “story” of a Host City from the bidding process through to the Closing Ceremony.
- Partnership opportunities: There are opportunities to form partnerships with other organisations with similar goals and philosophies to assist in developing culture and education activities.
- Geographical reach and time constraints: The pre-Games period represents a significant opportunity to develop culture and education activities and provides the potential for wider geographical reach of the Games (i.e. beyond the Host City). During the Games period, activities should be limited and closely targeted, as the main focus during Games time is on the sports competitions and ceremonies.

b. Games time

- Extending the reach of Olympism: Culture and education activities can be used to engage both the youth audience and other demographic groups that are traditionally not interested in sport.
- Promoting diversity and universality: Olympic culture and education programmes can help in understanding the Host City/nation and promote greater cultural awareness.



c. Post-Games

- Realise the creative and educational legacies : Such programmes can be used to promote a city's artistic and cultural capacities, investing in the city's culture and educational services and showcasing a country's heritage and diversity, and can be used to change the perception of a city/nation, which may be stereotyped.
- Securing social legacies for the Host City/region/nation : The Games provide an opportunity to encourage cultural exchange, open citizens' eyes beyond national borders and leave a meaningful legacy on the psyche of the host population.

4. CONCLUSIONS & RECOMMENDATIONS

Culture and education activities allow a city/region/nation to express their energy, flair and joy in hosting the Games. These programmes typically have greater freedom and flexibility than other Games-related activities, and have the potential to generate genuine social benefits. They are ideal vehicles through which to promote the Olympic values. Given that these values are part of our *raison d'être*, they need to be considered as part of the core "business" of the Games.

Culture and education activities also strengthen the ownership of the Games by the local community. This promotes greater diversity and support for local initiatives, and provides an opportunity to involve local communities in the decision-making around the Games. These programmes also enhance the potential for sustainable legacies beyond the Games by empowering local groups and increasing local pride.

In order to work towards a more holistic vision of sport, culture and education, the following recommendations are proposed :

- The IOC needs to develop a better defined cultural strategy and provide Games organisers with a more comprehensive brief as to what should be delivered.
- Culture and education plans should be monitored more closely, and the impacts of such programmes need to be measured and assessed.
- Stronger efforts are needed by Games organisers to associate culture and education activities with the wider Games celebration, in both the way programmes are developed and how they are communicated.
- Consideration needs to be given as to how a Host City/region/nation can express its own individual sporting culture.

- The content of culture and education programmes should be balanced and must appeal to a wide range of audiences. With the use of new digital technologies, the reach of culture and education programmes can be extended to a much wider audience.
- Strategic partnerships and alliances that share our fundamental principles to help achieve joint goals should be leveraged. It is necessary that all Olympic stakeholders understand this vision and are fully aligned. Ways of adapting current marketing and media structures in order to secure adequate funding for culture and education activities should be explored.



L'UNIVERSALITÉ ET LES PAYS EN DÉVELOPPEMENT

COOPÉRATION INTERNATIONALE ET DÉVELOPPEMENT

FEMME ET SPORT

Il y a trois mille ans, il était politiquement correct d'exclure les femmes des Jeux Olympiques de la Grèce antique. Sans perdre cela de vue, les Grecs n'étaient pourtant pas les seuls à montrer un tel sexisme envers leurs moitiés, c'était une pratique dans l'air du temps, une coutume qui a existé jusqu'à hanter l'ère moderne. Aujourd'hui, les deux sexes ont vu la nécessité d'évoluer et de s'améliorer avec le temps.

Le sport olympique est victime de cette ère ancienne. Même si beaucoup d'actions ont été entreprises pour effacer du Mouvement olympique ce sombre aspect de son histoire, les vieilles habitudes ont la vie dure. C'est donc afin de relever ce défi que le Comité International Olympique (CIO) a créé la commission femme et sport pour promouvoir la parité dans le sport.

GAME OF NUMBERS

The IOC policy on gender inclusiveness engaged gears the moment Flor Isava-Fonseca took the oath at the 84th International Olympic Committee (IOC) Session in 1981. This action coincided with the ascendancy of the women's liberation movement. They may have celebrated it as a blow against male chauvinism in the IOC. In truth it was a natural evolution of an organisation.

A tipping point it was. But it was only the beginning of a long road that today has seen the phenomenal rise in the numbers of women participants in just about all sports. The drive to modernise the IOC into a 21st century organisation that responds to the needs of its diverse constituency and the demands of the international community at large is an immense task. This task is made even more difficult given that it has become a struggle to satisfy one half of humanity.

Generally speaking, the setting of goals is an intricate process that needs the expertise of special knowledge and, in the case of even presidential occupations, an agreement on the set targets upon which one is evaluated at the end of the day. Not so in the IOC. If the promotion of women, with everything it means, was "the be-all and end-all", (as it is to some), the evaluation of an incumbent administration would be judged solely by the numbers of women it promoted (or voted) to senior decision-making positions throughout the Olympic Movement system.

Yet while the numbers game in this respect is good enough, it is far from being accepted as a measure of performance for the IOC. The male dominance issue within the organisation is as enconced as it is reflective of the real situation out there. Granted, it is not good enough to point to others in answering critics.

There is indeed some progress on the issue, even if IOC membership numbers do not support this assertion. The fact is that the gender equality topic has become an important issue across the Olympic Movement's agenda. The Centennial Olympic Congress in 1994 made ground-breaking decisions:

- 1995: Creation of the Women and Sport working group, which became a fully-fledged Commission in 2004;
- 1996: Amendment of the Olympic Charter to reflect the new direction;
- 1996: Adoption of the decision that at least 10% of all the offices in all decision-making structures should be held by women, with this to increase to 20% by 31 December 2005.

When the current President took office in 2001, one of his first decisions was to turn the working group on women and sport into a full-blown Women and Sport Commission and, with Olympic Solidarity, to make more resources available to train women in competitive sport, administration and coaching. The numbers across the Olympic Movement are more persuasive than they are in the IOC.

Women's participation reached new heights in Beijing. International Federations genuinely did their best to boost women's numbers and National Olympic Committees (NOCs) pitched in with administrators, flag bearers and chefs de mission.

APPRECIATING THE ATHLETES

Sadly, the most unappreciated contributors to the success of the agenda are Olympic athletes themselves. Ever since the athletes were given the opportunity to elect their peers to the IOC, and eventually to the Executive Board, participants in the Olympic Games have elected both men and women to the IOC with impressive consistency. Indeed, of ten women who have been elected as members of the IOC since 2001, six of them, that is 60%, have been athlete nominees.

THE NUMBERS DOUBLE

The Chairperson of the IOC Women and Sport Commission, Ms Anita DeFrantz, gave startling numbers on 5 March when she presided over the annual Women and Sport Awards. The number of female participants in the Olympic Games since Atlanta 1996 has doubled!



Upon coming into office, the current administration set itself a number of targets, among which were:

- a. to reduce the cost of the Games;
- b. to control the size of the Games.

These decisions were bound to make it difficult to increase the number of female participants. This however challenged the International Federations (IFs) to be innovative in seeking solutions to the problem. A number of them have done so by juggling their events to achieve the increases.

This innovation was evident in Beijing. Swimming, football, hockey and handball managed to increase the number of their women participants by tweaking the list of events, eliminating some men's events and introducing women's events. Cycling and athletics introduced the BMX event and women's 3000m steeplechase respectively. Fencing added team foil and team sabre events to boost the numbers.

WINNING THE GAME

The question is at what exact point will the IOC or IOC Administration be judged to have achieved gender equality? There can be no set answer because, if anything, there is no agreed measurement of the success factor. The line-in-the-sand analogy comes alive here.

First, for some, a clear 50-50 split in gender representation within the IOC Executive Board would suffice. Others would like to see parity extended to IOC membership and the Olympic Movement as a whole. Yet each one of the entities that make up the Olympic Movement is a stand-alone structure operating in and under different environments.

WHERE TO FROM HERE?

The year after the Olympic Games triggers the normal round of the four-yearly circle of elections across virtually the whole Olympic Movement. The returns are impressive as it is, and Africa appears to be holding its own again, electing more women to senior positions in NOCs and setting the pace for other continents. The numbers will not be in until the end of 2009.

Just two years ago, Olympic Solidarity and the Department of International Cooperation and Development took a decision to tweak their continental women and sport seminars and turn them into full-blown training forums in administration. So far, hundreds of women in Africa, the Americas, Asia, Oceania and Europe have undergone training in their own continents, and in their own countries or at special gatherings in Lausanne.

It is working, if the overall numbers are to be taken as a measurement of success. Something IS happening out there. But, yes, but more can and should be done.

COOPÉRATION INTERNATIONALE ET DÉVELOPPEMENT

QUEL RÔLE LE MOUVEMENT OLYMPIQUE JOUE-T-IL DANS LE DÉVELOPPEMENT AU NIVEAU INTERNATIONAL ?

Cette question n'a cessé d'être posée au fil des années afin de déterminer si le Mouvement olympique a un rôle à jouer dans le développement au niveau international. La réponse pourrait ne pas être aussi évidente qu'on ne le pense. D'aucuns pensent en effet que le Mouvement olympique est une organisation sportive et devrait donc se concentrer sur ce pour quoi elle a été « créée ».

La pensée la plus charitable avance que la mobilisation en faveur du développement au niveau international est un élément important qui ne devrait pas avoir la priorité sur l'organisation des Jeux Olympiques et le sport. De même, cette mobilisation ne devrait pas demander la même attention. À travers cette contribution, nous souhaitons que l'engagement du Mouvement olympique envers le développement au niveau mondial soit sérieusement pris en compte.

Several years ago a young, enthusiastic gentleman stunned a public gathering by declaring that his developing country was keen on bidding for the Olympic Games in 2016. The guffaws could be heard, not just across the continent but across the oceans as well. The international media lampooned him, and his own people were angry that his not-so-well-thought-out pronouncement had done great damage to the country's pride.

I didn't think so. Ever since the Olympic Games were created, a cause has always been at their centre. It was peace in the Ancient Greek tradition of ekecheria, which ran for a consecutive 293 Olympic Games over 1,200 years, making it the longest-running recorded agreement in human history. In 1894, it was education and culture. The Olympic Charter, although it has been amended over the years, has never changed its character. This defining instrument of Olympism has continued to place sport at the centre of human development.

The question is more about the definition of "development" than whether the Olympic Movement should be involved. To answer this, one must



go back to the character of the Olympic Movement itself. This is a civic organisation of immense influence, particularly among the young. It generates wealth and touches the hearts of billions of people around the world.

Eighty per cent of the people that are touched by the Olympic Games, the flagship of Olympism, are poor. Yet, with the exception of South Africa and the Maghreb countries, none of the African or the majority of other developing countries have the capacity to contribute to the coffers of the Olympic Movement.

The International Olympic Committee (IOC)'s distribution of the funds it collects from Olympic Games franchises is well documented. That distribution may be meant more to promote sport. But these resources are more than ever before being applied to transversal activities that are making a difference to the very livelihoods of communities across the world. By the same token, the responsibilities of sportspersons to their communities and their nations, and the attendant pressures to deliver, are therefore growing.

The responsibility of this influential organisation can therefore not be to sport alone if it is to continue living up to its founding principles. As a civic organisation, founded on the principles of good causes, the Olympic Movement has an obligation to contribute to the socio-economic development of society.

A start has already been made with the adoption of the Millennium Development Goals (MDGs) as a cause. The eight MDGs form a perfect gateway for Olympic Movement involvement. By redefining what it is already doing, the IOC is contributing to achieving the MDGs.

For the uninitiated, here are the MDGs:

1. Eradicate extreme hunger and poverty: Halve, between 1990 and 2015, the proportion of people whose income is less than USD 1 a day.
2. Achieve universal primary education: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary education.
3. Promote gender equality and promote women: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015.
4. Reduce child mortality: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate.

5. Improve maternal health: Reduce by three-quarters the maternal mortality ratio.
6. Combat HIV/AIDS, malaria and other diseases: Have halted by 2015 and begun to reverse the spread of HIV/AIDS.
7. Ensure environmental sustainability: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.
8. Develop a global partnership for development: Address the special needs of least developed countries, landlocked countries and small island developing nations.

The IOC and much of the Olympic Movement have already been contributing to the above in more ways than one. Formal acknowledgement, dynamic policies and the planned allocation of more resources will transform the Olympic Movement into a true partner for development. Further engagement with the United Nations (UN) and UN agencies may appear to some as compromising the movement's autonomy. Yet there can be no straddling the line in responding to the call to action in the fight against hunger, poverty, ignorance and disease, among others.

The oft-repeated mantra is that the Olympic Games are good for the host country, provided they are not allowed to grow too big, costs are controlled and white elephant structures are banished from construction plans. That is correct. And, according to the argument above, they are also good for non-host countries and could even be great for developing countries.

So why was the laughter so loud when the young gentleman declared his wish to see his Third World country bid for the Games? They were good for Sydney. Barcelona and Athens built great infrastructures to last for generations, despite the fact that Greece was the smallest nation ever to host the modern Olympic Games.

China, a giant in every respect, needed the Games to affirm its rise as an economic powerhouse; to assert its desire to be the gentle giant of the region and the world at large; and to turn the page on its dubious distinction as home to 16 of the world's 20 most polluted cities.

Yes, the Games would be great for Third World nations. What is needed is for the developing countries to come up with innovative ideas on how they could effectively host great Games. Only two countries in Africa can do so entirely within their borders. But the modern Olympic Games are rarely held in just one city. The triangular distance between Nairobi, Dar es Salaam and Harare is no greater than the triangular distance between Beijing, Qingdao and Hong Kong.



Africa and other developing countries do need the Games...as hosts. However, the developing countries may be the ones who have to learn more about, and accept the concept of, development through sport. The African Union is making a good start with its new approach to sports development on the continent. It is the total transformation of thought that is required, a revolution no less.



L'AUTONOMIE DU MOUVEMENT OLYMPIQUE

RELATIONS AVEC LES COMITÉS NATIONAUX OLYMPIQUES

AUTONOMIE DU MOUVEMENT OLYMPIQUE ET SPORTIF

On constate aujourd'hui une imbrication croissante des entités du Mouvement olympique et des cadres législatifs dans lesquelles elles s'inscrivent.

Pour préserver son autonomie et ainsi exercer son rôle social de transmission des valeurs universelles du sport, le Mouvement doit répondre à deux grands défis: garantir son unité d'action face au non-respect de son autonomie et mettre en pratique des normes communes de bonne gouvernance.

INTRODUCTION

Depuis le XIX^e siècle, la place du Mouvement olympique et sportif dans la société et vis-à-vis du système législatif établi a considérablement évolué, passant d'une situation de cohabitation sans interaction (XIX^e) à une imbrication partielle (XX^e). Aujourd'hui, l'enjeu pour le Mouvement olympique et sportif est de parvenir à une intégration non seulement avec la société dans laquelle il s'inscrit, mais aussi avec le système législatif établi, sans mettre en péril son autonomie.

LE CONCEPT D'AUTONOMIE DANS LE MOUVEMENT OLYMPIQUE

Le mot « autonomie » se rapporte au droit à l'autorégulation et à l'auto-gouvernement. Par conséquent, il désigne également le principe de non-ingérence de forces externes dans les affaires internes d'un tiers.

Dans le contexte du Mouvement olympique et sportif, l'autonomie ne se rapporte pas uniquement à l'ingérence politique, mais également à d'autres problèmes potentiels tels que le dopage ou la pression des médias, sponsors, diffuseurs, agents, etc., qui nuisent à la capacité du Mouvement à agir de manière autonome.

Le sport est une école de vie universelle qui peut unir le monde autour de valeurs communes par-delà toute considération de race, de religion, de politique, de sexe ou autre. De ce fait, l'autonomie est une nécessité pour le Mouvement olympique et sportif, car elle garantit la préservation des valeurs du sport, l'intégrité des compétitions, la motivation et la participation des volontaires, l'éducation des jeunes et la contribution au bien-être de tous, femmes, hommes et enfants, contribuant ainsi à sa crédibilité et à sa légitimité. Seul un Mouvement autonome, c'est-

à-dire autorégulé et autogouverné hors de toute ingérence, peut être le garant d'une « philosophie de vie exaltant en un ensemble équilibré les qualités du corps, de la volonté et de l'esprit » (principes fondamentaux de l'Olympisme, art. 1).

Cependant, si l'autonomie est une nécessité, elle se mérite. En d'autres termes, le Mouvement olympique devrait améliorer son aptitude à réagir aux difficultés liées à la préservation de son autonomie et à prévenir les ingérences. Le respect de normes de bonne gouvernance par toutes les entités du Mouvement est un élément essentiel pour aspirer à un statut d'autonomie et en garantir le respect.

Le développement du sport passe par la coopération entre les entités du Mouvement olympique et les autorités gouvernementales qui jouent un rôle fondamental dans ce domaine. Aujourd'hui, pratiquement tous les Comités Nationaux Olympiques (CNO) ont des relations (quelle que soit leur nature) avec leur gouvernement. Le soutien au sport fait partie des obligations des gouvernements et n'engendre pas forcément une situation de dépendance ou une violation de l'autonomie. Dans de nombreux domaines, le sport compte régulièrement sur les actions du gouvernement pour favoriser le développement, la santé physique, les infrastructures et l'éducation.

Dans un tel contexte et du point de vue des partenaires extérieurs, gouvernementaux en particulier, le respect de l'autonomie signifie le respect des structures du Mouvement olympique et sportif. Les autorités publiques ne doivent en aucune façon intervenir ou s'ingérer dans les affaires internes de ces structures (notamment le CNO ou les fédérations sportives nationales). Les opérations internes, les procédures de fonctionnement, les mécanismes de prise de décision, la conduite des réunions, les modalités d'élection, etc. relèvent de la compétence propre de ces structures et doivent être définis dans leurs propres statuts conformément aux règles applicables dans chaque pays et aux règles des instances sportives internationales auxquelles elles sont affiliées.

Grâce à l'application de normes de bonne gouvernance d'une part et au respect total de l'autonomie du Mouvement de l'autre, la nécessité pour les entités du Mouvement de coopérer avec les instances gouvernementales se traduit par une contribution importante au développement du sport dans le monde.

LES DÉFIS POUR LE MOUVEMENT OLYMPIQUE

Le premier défi qui se pose au Mouvement olympique et sportif est celui de son unité d'action face aux ingérences. Trois éléments sont garants d'une telle unité :

- une bonne connaissance des problèmes et ingérences à tous les niveaux du Mouvement – Comité International Olympique (CIO), CNO, Fédérations Internationales (FI) et fédérations nationales (FN) ;



- une communication efficace entre le CIO, les CNO, les FI et les FN ;
- la capacité d'analyser conjointement les problèmes posés à l'autonomie et de décider conjointement des réponses à y apporter.

Ces trois éléments ont été identifiés au cours des deux séminaires (2006 et 2008) sur l'autonomie du Mouvement olympique et sportif et tous les participants se sont accordés sur la nécessité de les développer. À ce jour, un système a été défini et des moyens mis en œuvre pour améliorer la communication au sein du Mouvement. Il existe une réelle volonté politique de traiter dans un avenir proche les autres éléments.

Le second défi est celui de la bonne gouvernance. Comme évoqué ci-dessus, la définition de directives communes en termes de gouvernance constitue le principal moyen de garantir leur application par toutes les entités du Mouvement olympique et sportif, et l'autonomie de ce dernier. En effet, dans la plupart des cas de violation de l'autonomie, les faiblesses dans la mise en œuvre de normes de bonne gouvernance par l'entité concernée sont exploitées, si ce n'est invoquées, pour justifier l'ingérence.

Ce défi, identifié par les participants au premier séminaire sur l'autonomie déjà et formalisé lors du deuxième séminaire dans le document préliminaire «Principes universels de base de bonne gouvernance du Mouvement olympique et sportif», sera développé dans le cadre du Congrès olympique (sous-thème «La bonne gouvernance et l'éthique»).



LA BONNE GOUVERNANCE ET L'ÉTHIQUE

AUDIT INTERNE – ÉTHIQUE – RELATIONS AVEC LES COMITÉS NATIONAUX OLYMPIQUES – SPORTS

BONNE GOUVERNANCE ET ÉTHIQUE

Le but de ce texte est de rappeler ce qui existe en termes de bonne gouvernance et d'éthique au sein du Mouvement olympique, afin de mettre à jour les problèmes actuels et les tendances perçues et ainsi envisager un début de réponse possible pour le Congrès.

BACKGROUND

The notions of good governance and ethics are not new for the Olympic Movement, and various texts grouping together the principles and their implementation already exist:

- The Olympic Charter, Fundamental Principles of Olympism (1,4 and 5);
- The International Olympic Committee (IOC) Code of Ethics (including the Resources section), which contains the fundamental principles of ethics and good governance (Resources section);
- Recommendations of the IOC 2000 Commission approved by the 110th IOC Session in Lausanne (Transparency; recommendations 44 to 48); and
- Experts' texts, approved by the 2nd Seminar on the Autonomy of the Olympic Movement in Lausanne in February 2008 (Basic Universal Principles of Good Governance of the Olympic and Sports Movement), which is quite detailed on good governance.

In addition, at international level there are various texts on good governance and ethics.

PERSPECTIVE AND ISSUES

The Olympic Charter is imperative for all the members of the Olympic Movement; although Rule 26 is devoted to the independence and autonomy of sports administration, each International Federation (IF) must comply with the Olympic Charter; in the same way the National Olympic Committees (NOCs) must promote the fundamental principles and values of Olympism in their country, in conformity with the

Olympic Charter (Rule 28); finally, any person or recognised organisation belonging to the Olympic Movement is linked by the Olympic Charter (Rule 1).

The Code of Ethics is imperative at all times and in any circumstances, not only for the IOC members and staff, but also for all the NOCs, Organising Committees for the Olympic Games (OCOGs) and cities wishing to organise the Olympic Games. It also applies during the period of the Olympic Games to the Games participants, particularly the Olympic sport International Federations (IFs).

The Code of Ethics is therefore not restrictive for the Olympic sport IFs outside the period of the Games, or for the other IFs and recognised organisations.

The Seminar on autonomy showed the desire of the IFs to see minimum rules on ethics and good governance respected by the whole Olympic Movement. Similarly, a large number of NOCs expressed their desire to establish internal bodies and rules concerning ethics and good governance for their internal relations.

The IOC Ethics Commission supports this measure and encourages each entity of the Olympic Movement to establish the necessary bodies and texts. It offers, if necessary, to help draw up minimum standard criteria, particularly for the creation and functioning of bodies responsible for respecting ethical norms and good governance (cf. the contribution of the Ethics Commission).

The issue of training and raising awareness of the notions of ethics and good governance is essential. The principles of ethics and good governance are universal, but nonetheless require an explanation adapted to various cultures and traditions.

BEGINNING OF POSSIBLE ANSWERS

The Congress could:

- Recall its respect for the ethical principles and good governance included in the IOC Code of Ethics and approve the experts' text "Basic Universal Principles of Good Governance of the Olympic and Sports Movement" as a basis for application;
- Recall the IOC 2000 recommendations concerning the need for transparency on the use of funds paid from the Olympic Games revenues (possibly strengthen the standardisation in the method of reporting on this issue);
- Entrust the ad hoc entities of the IOC (Ethics, Audit) with the task of helping with implementation by the members of the Olympic



Movement through the creation or updating of standards (on request and/or within a deadline);

- Entrust the ad hoc entities of the IOC (Ethics, Audit, Solidarity) with the task of helping to put in place specific training in the fields of good governance and ethics; and

Consider including the aspect of respecting the rules of good governance and ethics in the general framework of the Olympic Programme review procedure.



LES RELATIONS ENTRE LE MOUVEMENT OLYMPIQUE ET SES DIVERSES PARTIES PRENANTES

COOPÉRATION INTERNATIONALE ET DÉVELOPPEMENT

APPRÉCIATION DES RELATIONS ENTRE LE CIO ET LE SYSTÈME ONUSIEN

En 1920, le fondateur des Jeux Olympiques modernes, le baron Pierre de Coubertin, a lancé l'idée de travailler avec la communauté civile internationale lorsqu'il a salué la naissance de la Société des Nations (futurs Nations Unies en 1948), avec une lettre adressée au premier président de l'Assemblée générale, le Belge Paul Hymans.

Pierre de Coubertin a en effet écrit: «Le Comité International Olympique (CIO), dont le siège est à Lausanne et qui assemble les représentants de 35 nationalités du monde ne saurait laisser s'installer dans son proche voisinage (Genève) celle qu'il est en droit de nommer sa grande sœur sans lui offrir ses hommages et ses vœux.»

Deux ans plus tard, Pierre de Coubertin et un membre de l'organisation syndicale des travailleurs, Albert Thomas, qui sera le premier directeur général du Bureau International du Travail, ont signé un protocole d'accord pour que les deux organisations travaillent ensemble pour le bien de l'humanité en utilisant le sport comme véhicule pour la santé des travailleurs, la paix et la compréhension universelles.

Today, the immediate past President of the International Olympic Committee (IOC) and the current President have signed memoranda of understanding with almost all United Nations (UN) agencies, thereby broadening the trend set by Coubertin, pledging to pool resources in order to serve the international community, in particular young people and economically marginalised societies.

Relations between the IOC and the UN system started in earnest and on a wider scale in early 1990s, thanks to a UN Security Council resolution that sought to impose all-encompassing sanctions against former Yugoslavia by banning the participation of its athletes in the 1992 Olympic Games in Barcelona. The positive reaction to this was the rebirth of the ancient Olympic Truce and the beginning of the biennial consideration and adoption of the now traditional resolution "Building a peaceful and better world through sport and the Olympic ideal" by the UN General Assembly.

Coubertin's idea of welcoming the birth of the "sister organisation", with which to do business in promoting human development, education and leisure through sport for all, is now being realised.

Today, an internal evaluation aimed at reviewing the relationship between the IOC and the UN has just been completed by the IOC. It shows that, more than ever before, the resources that the IOC is devoting to humanitarian actions, education, sport for peace and development are being channelled through to those that are in need by means of the UN System and the Red Cross Movement.

Examples

- World Food Programme: The IOC is supporting the agency's child feeding programme and also providing sports equipment to schools in Africa and Asia. Further expansion is being planned.
- United Nations High Commissioner for Refugees (UNHCR): For many years, the IOC has been supporting UNHCR's education and sports programmes in refugee camps across the world. The IOC's popular "Giving is Winning" project, in which participants in the Olympic Games in Athens and Beijing and the staff of the IOC donated tens of thousands of items of sports and casual wear, has benefited people of all ages in refugee camps in Africa, Asia and Europe.
- United Nations Environment Programme (UNEP): The agency has become the depository of environmental expertise for the Olympic Movement, particularly in the organisation of the Olympic Games. Since adopting the environment as the third dimension of Olympism more than ten years ago, alongside sport and culture, the IOC has championed environmental care. With the advent of Agenda 21, each Olympic Games must adhere to set environmental standards that are put in place with the help of UNEP.
- UN Peacekeeping Missions: The IOC has developed and/or supported education and national reconciliation projects in post-conflict societies. Successful projects have been undertaken with the peacekeeping missions in the Democratic Republic of Congo, Liberia and Haiti. The highly effective projects in Liberia and Haiti were also fully supported by the governments of the two countries, who appreciated the value of sport as a vehicle for national healing, national dialogue and the mobilisation of young people and the community for development.
- Food and Agricultural Organisation: An innovative FAO project to motivate rural communities and their young inhabitants to spur higher agricultural productivity using sport were championed in many developing countries. The IOC fully supported this project by providing funding for sports equipment.



- United Nations Children's Fund (UNICEF): In addition to the direct working relationship that exists, the IOC has been instrumental in encouraging sponsors to support some projects that are being run on a worldwide basis. Rwanda is a beneficiary of such exemplary action. The IOC and UNICEF have over the years worked together to raise HIV/AIDS awareness. The IOC has allowed UNICEF to raise funds on the back of the Olympic Games. In addition, a project that the agency has launched in an African country to resettle and re-educate former child soldiers will also be an Olympic Games initiative.
- United Nations Human Settlements Programme: UN-HABITAT is the most recent of the UN agencies to sign a Memorandum of Understanding (MoU) with the IOC. Projects are already being validated by the two organisations that will help address the problems of young people in inner cities in economically marginalised societies. Five countries across three continents (Africa, Asia and the Americas) have initially been identified.
- The Joint United Nations Programme on HIV/AIDS (UNAIDS): The sport and HIV/AIDS toolkit has become a leading publication of the Olympic Movement. The toolkit has already been published in English, French, Russian, Mandarin, Swahili and Portuguese. A Spanish version is in the pipeline. UNAIDS and the IOC have over the years worked together, using sport to help the international campaign against the pandemic. UNAIDS runs advocacy programmes for athletes at Olympic Games. The IOC funds the education-through-sport programmes on HIV and AIDS.
- The Red Cross Movement: The movement is the IOC partner of choice in delivering humanitarian aid. For example, an area of activity has been domestic disaster relief and emergency assistance to victims of natural disasters around the world. The IOC has funded projects to rehabilitate war and land mine victims and the clearing of land mines in some countries so that young people and children can play safely.

These are just some of the many projects and programmes that the IOC and UN agencies have collaborated on.

Equally important is the relationship between the IOC and the UN itself, and the IOC and the Office of the Special Adviser to the UN Secretary General on Sport for Peace and Development. Relations between the IOC and the UN have blossomed since the era of Boutros Boutros Ghali and then Kofi Annan. Mr Ban Ki-Moon has taken the relationship to new heights.

In their role as Secretary General, these leading figures understood the value of sport to development; the immense reach that organised sport has to influence society for the good; and its potential in the delivery of

the UN's message of peace and development. IOC Presidents have been accorded the honour of addressing the UN General Assembly. Upon his retirement, Mr Boutros Ghali was for many years a member of the International Olympic Truce Foundation Board. Both Mr Annan and Mr Ban have met the IOC President and discussed relations between the two institutions and how they could reinforce them.

Two international conventions related to sport and the IOC have been driven by UN agencies. In 1981, the World Intellectual Property Organisation (WIPO) adopted the Nairobi Treaty on the Protection of the Olympic Symbol. To date, 80 UN member countries have ratified the convention. The sport-inspired International Convention Against Doping in Sport, driven by the United Nations Educational, Scientific and Cultural Organization (UNESCO), has been ratified by more than 100 countries. The World Anti-Doping Agency, a collaboration between the Olympic Movement and governments worldwide, is the final product of the IOC's original concept of an integrated approach to fighting the scourge of doping in sport.

An evaluation of the relationship between the IOC and the UN agencies and the Red Cross movement shows that there is inherent value in their continuation. It is not surprising, therefore, that the IOC is looking into possibly strengthening the relationship by providing more resources for efforts, education and post-conflict projects in particular.

ÉTHIQUE - RELATIONS AVEC LES COMITÉS NATIONAUX OLYMPIQUES - SPORTS

RELATIONS ENTRE LE MOUVEMENT OLYMPIQUE ET SES PARTIES PRENANTES

Une fois l'interdépendance entre les principaux protagonistes du Mouvement olympique reconnue, deux défis se présentent: la nécessité de porter une plus grande attention aux besoins des différents partenaires ainsi que les conséquences pour chacun d'entre eux des décisions prises et le renforcement nécessaire de la crédibilité et de l'autonomie financière par l'adoption d'une approche souple dans l'utilisation des fonds olympiques. Le développement d'outils fondés sur Internet (3Net) semble essentiel afin de permettre une meilleure communication interne.

CONTEXT

1. Identifying the interdependence of the various protagonists within the Olympic Movement is nothing new, but this capillarity seems



to have become a more sensitive subject in this age of new communication methods.

Some examples :

- Athletes are linked to the International Federations (IFs) and National Federations (NFs) for the practice of their sport, the National Olympic Committees (NOCs) for their participation in the Olympic Games, and are answerable to the IOC for their best sports practice during the Olympic Games ;
 - IFs/NOCs : the NFs are the point where two major players in the Olympic Movement meet, as the IFs are the associations of NFs of the same sport, and the NOCs are composed of the NFs of Olympic and other sports.
2. Every decision by the IOC (as with the World Anti-Doping Agency, WADA) has an impact on the IFs and NOCs, and thus on the NFs and the athletes (criteria for the Olympic Games).
 3. In financial terms, the IOC's allocation of Olympic Games revenues to the IFs and NOCs has a direct impact on the whole chain of sports organisations, and ultimately on the athletes. This allocation naturally leads to the question of feedback on how the funds allocated are used, and thus of communication between the IOC and its partners. This reveals different forms of governance in different organisations.

The use of the funds for sporting purposes by the various partners strengthens their autonomy and credibility vis-à-vis external partners (governments, sponsors and the media).

ANALYSIS AND CHALLENGES

This issue raises two types of challenges for the IOC :

1. Regarding the effects of interdependence, there is a need to :
 - better manage the needs of its partners and better understand the impact of its choices on these partners : The IOC must improve its knowledge and better communicate the needs of its partners (IFs, NOCs and the athletes), and also increase the use of impact studies (e.g. on the cost of increasing the number of doping controls) ;
 - as soon as possible, establish criteria for assessing the effectiveness of the measures taken, in collaboration with the different partners ;
 - delimit the scope of the IOC's activity (ad hoc offers of assistance or global "turnkey" services) when considering the needs of its partners ;

- strengthen the interface between the main protagonists, IFs/NOCs/IOC, especially in order to increase the transparency and effectiveness of the activities within the Olympic Movement.
2. Regarding the issues linked to Olympic revenues, there is a need to :
 - strengthen the relations between the various protagonists based on good governance ethics (see sub-theme "Good governance and ethics") ;
 - adopt a flexible approach to the use of Olympic funds, taking into account the specific characteristics of the partners, in order to preserve their autonomy ; establish a general minimum standards framework, which can be applied to all situations (standard framework to be adapted to each institution) and a global analysis of the use of Olympic funds.

DESIRED MESSAGES

1. Create a consultation process among the various partners on the different projects via the internet (3Net) ; and
 - include, upstream of decisions, the notion of an impact study, and, as a consequence, the means of assessing the effectiveness of decisions.
2. Create a common framework of good governance (minimum standards), which all the partners must respect and apply, particularly as regards the use of Olympic funds.

SPORTS

FÉDÉRATIONS ET ORGANISATIONS RECONNUES : ÉVOLUTION DES RELATIONS ENTRE LE CIO ET SES PARTENAIRES

La reconnaissance de fédérations, d'organisations ou encore d'événements représente un acte important pour le Comité International Olympique (CIO) afin d'élargir la famille olympique, d'assurer le respect des valeurs du sport et de renforcer les entités en phase avec les principes de la Charte olympique. Les retombées ou avantages ainsi que les attentes, tant du côté du CIO que de celui de l'entité s'étant vu octroyer ce statut, sont différentes. Qu'il s'agisse d'être pris en considération pour le programme olympique, de recevoir une assistance financière pour des projets de développement ou de bénéficier d'un transfert de connaissances, les fédérations et organisations reconnues sont à la recherche de prestations différenciées.



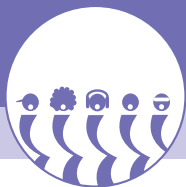
Les retombées dont peut bénéficier une fédération sportive font que, par exemple, son rang de fédération reconnue par le CIO lui ouvre de nouvelles perspectives telles que : débouchés en termes de parrainage, assistance financière des gouvernements, possibilité d'obtenir le patronage du CIO pour certains événements et d'utiliser les anneaux olympiques (dans des conditions précises), participation aux réunions/événements du Mouvement olympique, stature d'une entité en phase avec les critères olympiques, sans oublier bien sûr, la possibilité d'accéder au programme des Jeux Olympiques.

Pour le CIO, les retombées d'une reconnaissance sont plutôt indirectes et rejaillissent sur l'ensemble du monde sportif via deux axes principaux : la reconnaissance permet, d'une part, d'encourager ces nouveaux partenaires à rechercher l'excellence et, d'autre part, d'agrandir le cercle des membres de la famille olympique avec, en corollaire, davantage d'entités en phase avec les principes de la Charte olympique. En effet, les critères définis par le CIO contribuent à rehausser le niveau des fédérations qui s'engagent à adapter leurs critères de gouvernance, à renforcer la lutte contre le dopage ou l'importance donnée aux athlètes par exemple. En outre, durant les premières années de reconnaissance (statut provisoire), le CIO peut fixer certains objectifs à atteindre en vue de consolider certaines valeurs. Octroyer la reconnaissance permet également au CIO de bénéficier de retombées positives en termes d'image.

Pour les Fédérations Internationales (FI) reconnues (dont la diversité s'étend du jeu d'esprit jusqu'à l'activité physique pure), les objectifs, les besoins et l'utilisation de la reconnaissance du CIO sont différents. Certaines peuvent prétendre accéder au programme olympique alors que d'autres se satisfont de la reconnaissance. Cependant, le système actuel conduit à un traitement identique (soutien financier, transfert de connaissances, etc.) alors que nous constatons que ces fédérations ont des objectifs et des attentes différentes. Tant les besoins spécifiques (patronage, transfert de connaissances, coaching ou encore assistance financière) que les rôles respectifs des organisations faitières – Association des Fédérations Internationales des sports olympiques d'été (ASOIF), Association of the International Olympic Winter Sports Federations (AIOWF), Association of the IOC Recognised International Sports Federations (ARISF), Association Générale des Fédérations Internationales de Sports (AGFIS) – sont à étudier. Les résultats nous montreront peut-être qu'une dizaine de FI reconnues détiennent un potentiel et/ou une valeur ajoutée pour le programme olympique tandis que pour les autres, dont la reconnaissance atteste de leur adhésion aux valeurs olympiques, nous pourrions imaginer des prestations différenciées avec, pour une quinzaine d'entre elles, des conseils et un transfert de connaissances alors qu'une dizaine obtiendraient un soutien financier plus important.

En conclusion, il revient au CIO de s'adapter à un monde du sport en évolution, à des besoins des FI différents ou encore aux objectifs

ciblés (programme olympique par exemple) de nos partenaires, tout en conservant ce label (reconnaissance du CIO) correspondant à des valeurs et des normes importantes pour le monde du sport. Travaillons encore davantage ensemble et assistons-les au travers d'une approche sur mesure avec des prestations différenciées, tant pour les organisations que pour les fédérations.



VERS UNE SOCIÉTÉ ACTIVE

DIRECTION GÉNÉRALE

LE MONDE DES MULTIMÉDIAS

Les multimédias électroniques (télévision, Internet, jeux vidéo, téléphones portables, etc.) offrent un moyen de communication et de divertissement sans précédent. La révolution numérique est déjà une réalité dans les pays développés et avance rapidement dans les économies en transition. Mais il existe toujours un fossé numérique qui exclut certains pays en développement.

Dans les pays développés, le temps passé devant des écrans (à regarder la télévision, à jouer aux jeux vidéo ou à utiliser un ordinateur) est l'activité journalière de loisirs numéro un. En outre, le développement récent du jeu actif (jeu nécessitant des mouvements) a permis aux jeunes s'y adonnant de dépenser plus d'énergie que pour les autres jeux ou lorsqu'ils regardent la télévision, mais beaucoup moins que dans la pratique traditionnelle d'un sport.

Comment tirer parti des multimédias pour éveiller l'intérêt des jeunes pour le sport? Existe-t-il un moyen de pousser les jeunes, en particulier ceux qui sont inactifs, à pratiquer un sport par le biais de la télévision, d'Internet ou des jeux vidéo?

CONTEXT

Electronic multimedia (television, internet, video games, cell phones, etc.) offers unprecedented new means of communications and entertainment. The digital revolution is moving fast, but not at the same pace everywhere. In 2008, China surpassed the United States in terms of internet users (260 compared with 220 million), but its web penetration remained low (22 per cent). The potential for growth is therefore still impressive.

The digital revolution is already a reality in the developed countries, and is growing fast in economies in transition. But there is still a digital divide, which excludes some developing countries.

In developed countries, "screen time" (watching television, playing video games and using the computer) is the number one leisure-time activity in terms of time spent per day. But grouping all young people under the label of "couch potato" would unfairly stigmatise many of them. Indeed, the children at risk are the 20-30% who watch more than four hours of television in daylight hours, as well as those who do not participate in physical activity.

In addition, the recent development of active gaming (gaming requiring movement) means that young people playing these games spend more energy than on other games or while viewing television, although not as much as in traditional sports practice.

CHALLENGES AND OPPORTUNITIES

How to take advantage of multimedia to raise interest in sport:

- Raise awareness of the benefits of practising sport;
- Educate on the rules of competitive sports;
- Inspire through athletes (In 2008, a worldwide study conducted by Sponsorship Intelligence for the IOC stated that 72% of people agreed that performances by Olympic athletes encourage children to participate in sport. However, there is no evidence that this translates into concrete and sustained sports practice).

Beyond the interest in sport, is there a way to engage young people – especially inactive ones – through television, internet or video games in the practice of sport?

POSSIBLE SOLUTIONS

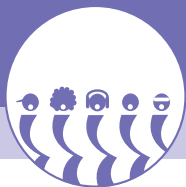
There are many ways of being sedentary (television viewing, computer games, internet surfing, etc.). Some young people will be particularly sedentary by spending many hours at a screen, and this may be accompanied by little or no physical activity, and no time outside.

Based on current evidence, it would be prudent to recommend that young people do not spend too long at a screen, break up their sedentary time, and seek opportunities to be physically active as often as possible.

Nevertheless, multimedia does provide opportunities to encourage physical activity via interactive websites, mobile phone prompts and active games. The Olympic Movement should consider the world of multimedia as an opportunity rather than as a threat.

The Olympic Movement could look at ways to leverage broadcasting partnerships to develop short television programmes in between Games that would be showed to a young audience in a format appealing to them and that would provide a new way to rediscover sport.

The Olympic Movement could also leverage the relatively new phenomena of "advergaming" (i.e. using video games to advertise a product or an organisation). Existing partners in this field could help us develop actions to encourage physical activity or promote for instance the Youth Olympic Games (e.g. banner at the beginning of the video game).



Within the video games market, active gaming has become very popular, mainly due to the success of the Wii device. Research shows that energy expenditure is at least 51 % greater during active gaming than during sedentary gaming. With the development of 3D technologies in active gaming, this energy expenditure is likely to further increase.

Currently we have no evidence on participation rates in active computer games, nor on the duration and adherence of participation. And it is currently difficult to measure, beyond the possible positive impact on physical fitness, the impact of these video games on the level of enjoyment and positive emotions.

Unlike the correlation between watching sport on television and sports practice, some recent surveys argue that the correlation between video gaming and sports practice is positive, although usually quite small. But we do not know if current participants are those already interested and active in sports and physical activity.

We are entering a new era concerning multimedia use and physical activity where much needs to be learnt.

Hence the necessity for the IOC to conduct further research, leveraging its existing partnerships. More research needs to be done in this specific field to measure frequency and duration as well as adherence to active gaming.

In addition, the success of online gaming could be a way for the Olympic Movement to promote interactivity between communities who share the same interest.

The Olympic Movement should study both the evolution of multimedia and the opportunity it offers sport, as well as partner with multimedia specialists to conduct experiments.

DIRECTION GÉNÉRALE

SPORT ET ACTIVITÉ PHYSIQUE : QUEL EST LE VÉRITABLE ENJEU ?

Ces dernières décennies, l'activité physique, qui était auparavant une partie naturelle et incontournable de notre mode de vie quotidien, a diminué suite à la modernisation et à l'urbanisation. De plus, le temps passé assis, que ce soit dans les transports, au bureau ou à la maison, s'est accru. Cette tendance s'est vérifiée aussi bien dans les pays développés que dans les pays en développement. Les jeunes présentent une tendance particulière à des baisses d'activité physique significatives à l'adolescence.

En parallèle, la pratique d'un sport, qui est l'une des manifestations de l'activité physique, est restée stable ou a augmenté. Mais cette pratique ne saurait compenser la hausse du comportement sédentaire des individus.

Autre problème: la polarisation entre les enfants actifs et inactifs, d'ordinaire engendrée par les inégalités sociales. D'où le besoin d'inciter les enfants les plus inactifs à pratiquer une activité physique ou un sport.

CONTEXT

Physical activity, which used to be an inevitable and natural part of our daily lifestyle, has decreased as a result of modernisation and urbanisation over the past decades. In addition, time spent sitting, be it in transport, in the office or at home, has increased. This trend has been observed both in developed and developing countries.

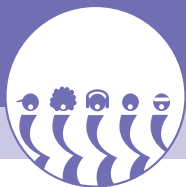
Young people are particularly prone to significant declines in activity levels in adolescence. Data from European countries and the United States suggest that as many as 50 % of youngsters, especially girls, are insufficiently active as per World Health Organization (WHO) recommended guidelines. These guidelines, adopted by many countries in the world, suggest that young people should engage in at least 60 minutes of moderate to vigorous physical activity each day.

In parallel, sports participation, which is one manifestation of physical activity, has remained stable or increased. Eight out of nine countries for which time-trend data are available show an increase in regular sports participation. But, this participation in sport may not compensate for the increase in sedentary behaviour. High levels of physical activity and sedentary behaviour are likely to coexist in the lifestyle of a young person (e.g. watch television after playing sport), hence the effort to reduce sedentary behaviour may be independent of effort to increase physical activity and sport. In other words, different strategies may be needed to increase physical activity and reduce sedentary behaviour.

An additional problem is the polarisation between active and inactive children, usually driven by social inequalities. Young people active in sport are becoming more active (intensification), while those who were rather inactive are becoming less active. This implies that some statistics will be misleading if they do not show the distribution of figures.

CHALLENGES AND OPPORTUNITIES

Evidence supports the positive role of physical activity in the prevention and management of weight and related health issues in children and adolescents such as obesity, type-2 diabetes and cardiovascular diseases. Along with unhealthy diets and tobacco, physical inactivity



is a modifiable risk factor of chronic diseases. These are becoming an even more important problem for society than communicable diseases. Chronic diseases account for 60% of all deaths worldwide. And, contrary to popular belief, these chronic diseases are not diseases of high income countries: 80% of deaths from chronic diseases were reported in low and middle income countries in 2005. Total deaths from chronic disease are projected to increase by a further 17 per cent over the next 10 years, while deaths from infectious diseases, maternal and perinatal conditions and nutritional deficiencies combined are expected to decline.

In addition, young people practising sport and other physical activities, compared to those not involved, tend to show higher levels of fitness and health as well as better social, psychological and physiological benefits. For example, studies show that young people who participate in sport, or are physically active in other ways, tend to have higher levels of confidence, a stronger self-image, better cognitive functioning, and lower levels of depression.

Hence there is a necessity to engage the most inactive children in physical activity and sport.

POSSIBLE SOLUTIONS

Despite the magnitude of the challenges, there is a lack of consistent, continuous and worldwide monitoring of young people's physical activity levels and sports participation. In order to better follow worldwide trends, the International Olympic Committee (IOC) should contribute with other stakeholders such as the United Nations (UN) to setting up a surveillance system to systematically monitor young people's physical activity levels and sports participation worldwide. That would allow us to gain a better insight into this complex issue.

The Olympic Movement could also promote the guidelines on physical activity for young people and the benefits of practising sport, both during Games time and in between the Olympic Games. More specifically, this could mean:

- Incorporating these messages into its communications strategy (e.g. leveraging world conferences and digital media);
- Participating in worldwide promotional campaigns in partnership with other international organisations (e.g. the WHO);
- Leveraging its events to pass on the information: Olympic Games, Youth Olympic Games, Olympic Day;
- Leveraging Olympians and Youth Olympic Games (YOG) athletes as ambassadors in order to strengthen the message towards young people.

In addition, the Olympic Movement could continue to reward, but more visibly, the efforts of National Olympic Committees and International Federations as well as Organising Committees for the Olympic Games (OCOGs) (in the lead-up to the Games and as a legacy) in promoting inclusive programmes engaging inactive children in sport and physical activity, acknowledging their role in helping to apply the physical activity guidelines for young people. To support these programmes, the IOC could leverage the Olympic Solidarity programmes, as well as the IF Olympic development fund.

In Host Cities, the IOC could encourage the organising committee to engage with the local authorities to seek new ways to improve urban conditions for practising sport and physical activity (e.g. biking to school).

DIRECTION GÉNÉRALE

SPORT ET ÉDUCATION

En 2005, les Nations Unies ont estimé que 90% des enfants sont allés à l'école primaire dans le monde.

Le deuxième sondage sur l'éducation à l'école au niveau mondial conclut que, depuis 2000, l'éducation physique à l'école a gardé son caractère obligatoire ou est devenue obligatoire dans une grande majorité de pays. Aussi, pour bon nombre de jeunes dans le monde, cette activité physique est l'unique garantie de faire du sport une fois par semaine.

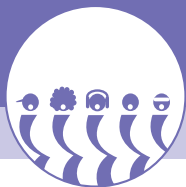
Néanmoins, la loi sur l'éducation physique n'est pas respectée dans de nombreux endroits du monde. Dans l'ensemble, la tendance est à la réduction du temps consacré à l'éducation physique pendant la période 2000-2007.

Outre le nombre d'heures, la qualité de l'éducation physique est également importante. Le défi est donc de trouver le juste milieu entre l'accent mis sur la forme physique et l'utilisation du sport comme moyen de développement de la personnalité et de l'apprentissage social et cognitif.

CONTEXT

In 2005 the United Nations estimated that 90% of children went to primary school worldwide.

The second worldwide survey of school education concludes that, since 2000, school physical education has retained its mandatory status or has become compulsory in a large majority of countries.



Therefore, for a majority of young people worldwide, physical education is the only guaranteed weekly engagement in physical activity.

Physical education for young people of school age is that phase of education, which aims through a balanced and coherent range of physical activities, to contribute to the optimum development of an individual's potential, including growth and development, and physical and psychosocial competencies.

In 2007, the European Parliament went further in its "Resolution on the Role of Sport in Education", considering that physical education was "the only school subject, which seeks to prepare children for a healthy lifestyle and focuses on their overall physical and mental development, as well as imparting important social values such as fairness, self-discipline, solidarity, team spirit, tolerance and fair play".

CHALLENGES AND OPPORTUNITIES

Although school physical education has retained its mandatory status or has become compulsory in a large majority of countries, legislation on physical education is not respected in many parts of the world. Overall, there was a trend of reducing the amount of time allocated to physical education during the period 2000-2007.

- If we take the example of Asia, where 61 % of the world's young people live, we can observe that three quarters of Asian countries have nationally prescribed physical education curricula. However, the legislated time allocated to physical education is respected only in a third of these countries. Also, a majority of Asian countries report below average or inadequate physical education facilities and equipment.
- In Africa, there is a general shortage of facilities, equipment and adequately trained personnel. Physical education also has a low status, often being considered non-educational or non-productive.
- In Latin America, many countries have made physical education a compulsory subject for elementary and middle schools only recently. However, time-table allocation – for which there are no legal prescriptions – remains low.
- In Europe, physical education is a legal requirement in all European Union countries, although in one-fifth of the countries there are no nationally prescribed curricula. A new trend in increased use of flexible schedules and optional courses means that the pupil or the school administration gets some degree of autonomy in shaping the school agenda. Unfortunately, it is mostly the pupils who are already physically active in their spare time who choose extra optional physical education classes.

- The United States and Canada separate themselves from most other parts of the world as they do not regulate physical education on a national level. As a result there are big local and regional differences in physical education time allocation within the two countries.

Apart from the number of hours, the quality of physical education is also important.

- Indeed, physical education classes offered by schools often may not meet the appropriate level of physical activity for children and adolescents. Research in the USA has suggested that in some cases, as little as 10% of physical education lesson time is actually spent in vigorous activity, with over 60% spent in a sedentary fashion. The challenge is therefore to find the appropriate balance between focusing on physical fitness and using sport as a means of developing personality and attitudes, social and cognitive learning.
- Physical education also needs to offer institutionalised sport as well as informal sports, which are becoming more and more attractive to young people.
- As most physical education classes reward physical performance only, rather than self-improvement, they tend to put less talented children off sport.

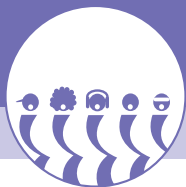
POSSIBLE SOLUTIONS

In order to foster adequate physical education, the Olympic Movement should :

- Continue to advocate physical education both in terms of quantity and quality ;
- Promote inclusive physical education classes where rewards would be based not only on absolute physical performance, but also on relative performance and involvement ;
- Look at ways in which it could help governments develop extracurricular activities to supplement physical activity carried out in formal physical education classes (e.g. increased coordination between parents, physical education teachers and sport clubs).

More concretely, this would mean :

- Organising the exchange of best practice sharing among National Olympic Committees (NOCs) and developing a toolkit for them to gain an insight into this matter as well as providing them with a network of experts ;
- Developing a promotional campaign to promote quality physical education with common denominators that can be applied regardless



of culture. This campaign should put emphasis on “Olympic education” using sport to develop and enhance a sense of competition and an active lifestyle at the same time. This toolkit could be used by International Federations (IFs) and NOCs (and, where appropriate, by National Olympic Academies) to lobby locally and would therefore help leverage the entire Olympic network;

- The IOC itself could partner with United Nations Educational, Scientific and Cultural Organization (UNESCO) to develop a monitoring mechanism to report on progress and reward efforts.

SPORTS

LE SPORT POUR TOUS : AU-DELÀ DU CONGRÈS, UN RÔLE NOUVEAU POUR LE CIO

Le sport est un facteur de développement social et un acteur capital dans l'amélioration de la santé et du bien-être des populations. Pratiquer une activité sportive devient un besoin face aux problèmes de santé des populations et au surpoids chez les jeunes. Le Comité International Olympique (CIO) dispose de plusieurs outils visant à promouvoir le sport pour tous et l'importance du sport en général, le Congrès étant une vitrine des activités de la famille olympique en la matière. Au-delà de ce Congrès, le CIO doit saisir l'occasion de se positionner en tant qu'organisme fédérateur des activités et acteurs existants dans ce domaine. À travers une stratégie globale, son rôle est de permettre la diffusion et l'accès aux informations à un plus large public.

Encourager le sport pour tous, c'est encourager une société active et dynamique ainsi que la pratique du sport accessible à toutes les catégories de population. Le sport pour tous est un droit de l'homme et représente un véritable enjeu pour la famille olympique pour les deux raisons suivantes : le sport et l'Olympisme contribuent au fonctionnement et au développement harmonieux de la société ; le sport est également générateur d'activités et pourvoit la base de l'élite du sport.

Le CIO dispose aujourd'hui de différents moyens de promotion du sport pour tous. Le Congrès mondial du sport pour tous est organisé tous les deux ans depuis 1986. Il s'agit d'une plateforme pour l'échange d'expériences et de bonnes pratiques entre les différents acteurs de la famille olympique, les organisations sportives et organisations de sport pour tous, le monde universitaire et les partenaires institutionnels. Par ailleurs, chaque année, la commission du sport pour tous du CIO attribue un patronage financier ou moral à des manifestations de sport pour tous organisées par les Comités Nationaux Olympiques (CNO).

Au moment de négocier un tournant important dans son approche du sport pour tous, le CIO doit se donner les moyens de faire évoluer les outils dont il dispose et intégrer ses actions dans une stratégie globale.

PISTES D'ÉVOLUTION ET STRATÉGIE DU SPORT POUR TOUS

Le rôle du CIO n'est pas d'être un gestionnaire d'actions directes, mais de faciliter l'accès des différents acteurs aux activités existantes, de mettre en avant les bonnes pratiques et de soutenir des projets de qualité. Afin de développer ce rôle de catalyseur, le CIO doit réformer ses moyens d'action et étendre ses activités à d'autres domaines.

LE CONGRÈS CIO DU SPORT POUR TOUS

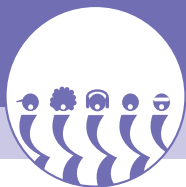
Pour assurer la qualité du contenu de ce Congrès, trois types de public devraient être visés : la famille olympique avec les organisations sportives et organisations de sport pour tous, le monde universitaire avec les chercheurs notamment et les partenaires institutionnels avec les pouvoirs publics, organisations internationales, agences onusiennes et organisations non gouvernementales (ONG). L'enjeu est tout particulier pour les membres de la famille olympique qui souhaitent tirer du Congrès des exemples pratiques de projets mis en place dans le domaine du sport pour tous ainsi que des pistes d'action applicables à leur environnement.

Selon les enseignements tirés des éditions précédentes du Congrès, le format de celui-ci doit contenir davantage d'échanges directs. Le Congrès pourrait de fait être divisé en sessions plénières, par thème, avec des orateurs principaux. Les participants devraient ensuite pouvoir se rencontrer dans des ateliers de travail, des tables rondes et autour d'études de cas.

Pour assurer la pertinence du contenu, le CIO doit s'approprier ce Congrès de manière plus claire dans les termes comme dans son organisation. Celle-ci devrait être assurée par le CIO en collaboration avec un comité d'organisation local, chargé des aspects logistiques et culturels. Le comité de coordination du Congrès serait composé des différents partenaires représentant les agences des Nations Unies (dont l'Organisation mondiale de la Santé (OMS), partenaire du Congrès de longue date), l'Association Générale des Fédérations Internationales de Sports (AGFIS), les CNO, des organisations de sport pour tous, et aurait pour mission d'apporter son expertise pour assurer la qualité et la pertinence du contenu du Congrès.

LE RÔLE DES ATHLÈTES

Actuellement, il n'existe pas assez de passerelles entre les athlètes de haut niveau et les personnes qui pratiquent le « sport de masse ». On peut réfléchir à l'idée de créer un lien avec les athlètes, qui mettraient



leur expérience et leur notoriété au service de la promotion du sport pour tous, en encourageant par exemple les jeunes à pratiquer une activité physique. Les athlètes ont un rôle clé à jouer dans la promotion du sport et du sport pour tous.

LE PATRONAGE

Le patronage doit soutenir des activités avec des objectifs clairs, en ligne avec la stratégie du CIO en matière de sport pour tous.

Les directives du patronage de la commission du sport pour tous devraient être plus précises et révisées pour permettre à un plus vaste panel d'acteurs de soumettre des projets. Par exemple, les Fédérations Internationales (FI) et les fédérations reconnues devraient être encouragées à développer des activités de sport pour tous au travers du programme de développement des FI.

Par ailleurs, pour plus de cohérence, cette activité doit être alignée sur le cycle du Congrès, c'est-à-dire tous les deux ans. On peut envisager que les meilleures initiatives ayant reçu un patronage viennent présenter leurs résultats au Congrès suivant, amenant ainsi une dimension plus pratique à celui-ci et démontrant le suivi effectué.

WEB ET PUBLICATIONS

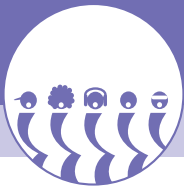
À l'exception du Congrès, il n'existe pas à ce jour de moyen suffisamment connu par les Fédérations, CNO, chercheurs et organismes pour partager leurs activités et résultats en matière de sport pour tous. Dans cette optique, une section sport pour tous sur le site du CIO serait un outil multimédia essentiel pour favoriser les échanges entre experts et acteurs sur le terrain.

Cette plateforme abriterait également les actes et la déclaration finale du Congrès du sport pour tous. Le site même des organisateurs du Congrès, complémentaire de celui du CIO, contiendrait les informations nécessaires pour les participants.

Pour atteindre les objectifs cités précédemment, la commission du sport pour tous est l'organe consultatif et expert en la matière. Elle a pour rôle de tracer les lignes directrices de la stratégie du sport pour tous. Cette dernière devrait être redéfinie après 25 ans d'activités du CIO dans le domaine. En suivant les directives et recommandations formulées à chaque édition du Congrès, la commission doit également s'assurer que tous les moyens à disposition sont mis en œuvre.

Afin de jouer un rôle plus déterminant dans le sport pour tous, le CIO devrait faire fructifier les connaissances acquises et mettre en place des outils intégrés qui permettront d'aller dans cette direction. En se positionnant comme catalyseur au service du réseau existant et en

soutenant de nouvelles initiatives de qualité, le CIO peut contribuer à la mise en place d'un cercle vertueux et cohérent entre les différentes activités et tous les acteurs.



LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

DIRECTION GÉNÉRALE

LE SPORT DE COMPÉTITION EST-IL TOUJOURS ATTRAYANT ?

La notion de compétition et de sport de compétition en particulier est toujours d'actualité auprès du jeune public. Mais le sport de compétition prend de nouvelles formes car il existe aujourd'hui davantage de moyens de concourir.

Les carrières sportives des jeunes sont composées de phases et de transitions telles que l'initiation, le développement, la maîtrise et la fin. À l'heure actuelle, les jeunes, garçons et filles, commencent le sport organisé à l'âge de 3-5 ans et le pic de participation au sport est atteint entre 11 et 14 ans. Renoncer au sport fait partie intégrante de la carrière sportive des jeunes.

Le défi est double :

D'une part, comme de nouvelles formes de compétition sont apparues, certaines d'entre elles sont en dehors des organisations sportives établies, qui doivent alors se placer et voir comment tirer parti de la situation.

D'autre part, une fois que les jeunes pratiquent le sport de compétition, le défi consiste à les retenir en travaillant sur les facteurs qui expliquent pourquoi la fréquentation des clubs de sport diminue avec l'âge.

CONTEXT

The notion of competition and competitive sport in particular remains relevant among young people.

Reasons for joining in with competitive sport are diverse :

- Performance and victory (even though “competition” does not necessarily mean “quest for winning”)
- Interacting with peers (a driving force for kids, as they often want to be recognised as a member of their community)
- Fun/Excitement/Pleasure (motivation not only for grassroots athletes but also for elite athletes)
- Self-improvement (regardless of level)

But competitive sport is taking new forms as there are many more ways of competing nowadays : as competitors (against others versus

against self), as organisers (clubs, brands, cities, people together), and content (pure sports event or entertainment event mixing sport with music), etc.

Sports careers of young people are composed of phases and transition such as initiation, development, mastery and termination. Nowadays boys and girls enter organised sport between the ages of 3-5, sport participation peaks at 11-14 and from that time on young people tend to fluctuate between different sports. Dropping out of sport has become an integral part of young people's sports career. This drop can be explained by several reasons :

- Perceived lack of time (young athletes competing at a high level often spend between 15 and 35 hours a week practising sport)
- Lack of success – when the young athlete realises that he or she will not reach the highest level or see much improvement, he or she might choose to opt out of competitive sport
- Too much pressure (e.g. from parents, coaches) and focus on winning
- Lack of enjoyment, at an age during which tastes change and new entertainment possibilities are offered
- Young people with early specialisation are more likely to drop out
- Chronic injuries
- Difficulties with the social environment (e.g. coaches, team-mates)

CHALLENGES AND OPPORTUNITIES

The challenge is twofold : to attract and to retain young people in competition.

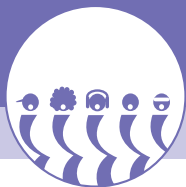
On one hand, as new forms of competition are developing, some of them are outside the established sports organisations, which have to position themselves and see how they can take advantage of the situation to remain relevant in the future.

On the other hand, once young people are practising competitive sport, the challenge is to retain them by working on the factors that explain why attendance in clubs decreases with age.

POSSIBLE SOLUTIONS

Dropping out from sports competition could be mitigated by several actions.

First, there is a necessity to adapt the competition offerings to the demand and in particular a necessity to promote in addition to winning criteria more inclusive competition (rewarding positive behaviours, efforts and personal improvement). Values associated with individual performance are much more relevant for young people engaged in high-level competition than for other young people. For these young



people practising competition at a lower level, the performance should not destroy the pleasant character of sport. The Olympic Movement definitely has a role to play to foster competition accessible to everyone, by supporting a broader meaning of victory that would reward every child and not only the best performing one.

Second, training should respect the need of young people to cope with psycho-social dilemmas (detachment from parental home, building up circle of peers, establishing one's own value system, forming one's identity) as well as biological development. Premature specialisation is very often counter productive. From a survey that was conducted among sports champions and medal winners, it appears that four per cent had succeeded in a sport that they had been practising from an early age. The other 96 % had not made their final choice of sport until after puberty. Coaches have a role to play in encouraging the diversity of sports, and suggest for instance complementary sports. The IOC should promote the benefits of practising various sports to coaches through its Olympic Solidarity courses. Also the International Olympic Committee (IOC) should encourage, when possible, institutional solutions to address the dilemma between sport and training (e.g. elite sport school).

Third, age categories should be aligned with biological development. The difference between biological age and calendar age can be as much as four years. Hence, children with accelerated growth have better physical development and a better physical performance capacity than children of the same age who are late developers. Children who are born during the months of January and February usually become champions simply because they are older. Late developers are given little or no opportunities, and because of this may become less motivated and perhaps drop out altogether as a result. The Olympic Movement should encourage competition between children of similar development to avoid mismatches and injuries. One possible solution could be to conduct tests among children and teenagers before the sports season starts to assess their biological age (weight, height, endurance, strength) in order to reorganise homogeneous categories.

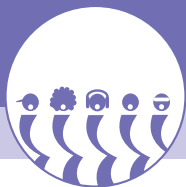
In addition, there are specific considerations for elite child athletes in order for sport to remain pleasurable and fulfilling. According to the IOC:

- More scientific research should be done to better identify the parameters of training the elite child athlete and communicated effectively to the coach, athlete, parents, sports governing bodies and the scientific community.
- The International Federations and national sports governing bodies should:
 - develop illness and injury surveillance programmes;
 - monitor the volume and intensity of training and competition regimens;

- ensure the quality of coaching and adult leadership;
- comply with the World Anti-Doping Code.

- Parents/guardians should develop a strong support system to ensure a balanced lifestyle including proper nutrition, adequate sleep, academic development, psychological well-being and opportunities for socialisation. This will require parent education programmes.
- Coaches, parents, sports administrators, the media and other significant parties should engage in monitoring the amount of training and competitive stress on the elite child athlete.

The Olympic Movement has to make sure these recommendations are widely enforced in order for sports competition to remain not only relevant, but also attractive for young people and their parents. To encourage this, the IOC, as a catalyst for collaboration, could open an online platform where stakeholders could upload and share their best practices.



LES MANIFESTATIONS SPORTIVES POUR LES JEUNES

JEUX OLYMPIQUES

LES ÉVÉNEMENTS SPORTIFS POUR LES JEUNES : TROIS TYPOLOGIES

Contribution avec la participation du Professeur Lardinoit de l'École Supérieure des Sciences Économiques et Sociales (ESSEC)

Trois types d'événements ont été étudiés :

- 1. Les événements multisportifs internationaux : leur logique de cohésion est liée à une unité géographique, communautaire, ethnique ou religieuse.**
- 2. Les événements multisportifs nationaux : ils servent notamment à la détection et à la préparation des athlètes tandis que d'autres ont des objectifs de santé publique.**
- 3. Les événements sportifs populaires : sans objectif de compétition, le sport s'ouvre à des publics jeunes notamment et porte sur des pratiques physiques faciles à adopter (course à pied, roller, bicyclette).**

Dans le cadre de cette étude, 24 événements ont fait chacun l'objet d'une analyse détaillée. En comparant ces types d'événements avec les Jeux Olympiques de la Jeunesse (JOJ), il apparaît que l'événement du Comité International Olympique (CIO) bénéficie d'attributs sans concurrence. En effet, les JOJ bénéficient de l'aura des Jeux Olympiques (JO), d'un concept original et d'un réseau de 205 Comités Nationaux Olympiques (CNO). L'étude confirme le rôle potentiel de « catalyseur » des JOJ afin de pérenniser, voire d'encourager l'organisation de tels événements.

CONTEXTE

La création des JOJ, dont la première édition se tiendra à Singapour en 2010, est une compétition internationale multisportive ouverte à des jeunes athlètes de 14 à 18 ans et qui associe le sport à la culture et à l'éducation.

L'orientation résolument jeune de cette manifestation a amené le CIO à étudier – afin de s'informer – différentes manifestations existantes en prenant deux angles d'analyse :

1. Recenser et étudier les manifestations sportives auxquelles participent de jeunes athlètes ;
2. Recenser et étudier les manifestations sportives qui, de par leur concept, souhaitent séduire des publics jeunes.¹

Pour cette étude, le CIO a retenu trois grands types d'événements :

1. Les Jeux multisportifs internationaux pour les jeunes : sur le même segment que les JOJ, leurs logiques de cohésion offrent un angle d'analyse intéressant.
2. Les Jeux multisportifs nationaux pour les jeunes : des pays/CNO organisent parfois sur leur territoire des jeux sportifs qui fédèrent un grand nombre de jeunes.
3. Les événements sportifs populaires : ils cherchent à attirer le plus grand nombre de participants notamment chez les jeunes.

LES JEUX MULTISPORTIFS INTERNATIONAUX POUR LES JEUNES

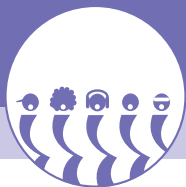
Des événements multisportifs et internationaux sont régulièrement organisés. Ils permettent la détection et la préparation de jeunes athlètes. Ils permettent également de récompenser des athlètes qui ne pourraient pas espérer l'emporter dans les grandes compétitions internationales. La plupart de ces manifestations ont une portée limitée, d'où une collecte d'informations difficile. À noter que dans la plupart des cas, ces compétitions sont la déclinaison junior de manifestations seniors déjà existantes (X Games, Jeux du Commonwealth, etc.).

Leurs logiques de cohésion sont multiples. Elles peuvent être géographiques (Festival olympique de la jeunesse européenne), ethniques (North American Indigenous Games, Arab School Games), communautaires (Jeux internationaux des écoliers, Youth Commonwealth) ou religieuses (Maccabi Youth Games). Le sport sert alors à pérenniser les réseaux existants et à renforcer le poids d'organisations politiques, économiques, etc.

D'autres manifestations s'emploient davantage à séduire les jeunes en tant que (télé)spectateurs. C'est le cas des X Games créés par la chaîne de télévision ESPN et qui se déclinent par continent et par classe d'âge (X Games et Junior X Games). Si le concept marketing est abouti, les audiences et les pays participants restent essentiellement concentrés dans les pays industrialisés.

L'Olympic Council of Asia (OCA), à travers les Jeux Asiatiques de plage ou les Jeux Asiatiques en salle, cherche à atteindre ce même public.

Parmi ces événements, une minorité comprend une composante éducative et culturelle. Celle-ci est souvent synonyme de programmes de prévention contre le dopage tandis que la dimension culturelle s'inspire davantage des symboles olympiques. L'Australian Youth Olympic



Festival (AYOF) est un exemple intéressant car il mêle sport et éducation (même si c'est limité) en associant des champions accomplis à son organisation.

Enfin, il est à souligner que la création des JOJ a créé un nouvel essor pour les Jeux qui mobilisent la jeunesse. Citons l'exemple de l'OCA qui inaugure en 2009 les Youth Asian Games – Jeux Asiatiques de la Jeunesse (déclinaison des Jeux Asiatiques).

LES JEUX MULTISPORTIFS NATIONAUX POUR LES JEUNES

Ces Jeux ont été très développés notamment sous l'impulsion des pays de l'Est. Ainsi, même si cette compétition était ouverte à tous les âges et à tous les statuts, les Spartakiades en ex-URSS servaient à la détection et la préparation des athlètes pour les Jeux Olympiques (JO), avec plus de 20 millions de participants par édition.

En France, les Jeux de l'Avenir (créés dans les années 1980) rassemblaient en 1993, lors de leur dernière édition, 2 millions de participants. Cette manifestation, faute de soutien et faute de trouver sa place dans le calendrier sportif, fut abandonnée.

Quant au CNO coréen, il a organisé en 2008 la 89^e édition de son festival sportif annuel (20 000 participants).

Le CNO du Brésil, avec ses « Schools Olympics », organise sur tout le territoire des compétitions sportives où sont engagées des écoles (40 000 participants). Les « Schools Olympic Days » du Qatar (16 000 participants) ont une démarche un peu différente. Créé pour lutter contre les maladies cardio-vasculaires et contre l'obésité, cet événement a une forte dimension éducative.

Les JOJ offrent une complémentarité à ces événements (à condition que ces derniers ne soient pas discriminatoires) en leur offrant un lien avec une manifestation de plus grande dimension. Certains imaginent déjà à long terme que la sélection aux JOJ puisse passer par ce genre de manifestation.

LES ÉVÉNEMENTS SPORTIFS POPULAIRES

Sans réel objectif de compétition, le sport loisir ou découverte tente également de séduire les publics jeunes. La course de la Journée olympique reste l'un des événements phares au niveau international. Facilement déclinable par les CNO, cette course rassemble chaque année plusieurs centaines de milliers de participants dans de nombreux pays.

Enfin, des courses populaires à pied ou en vélo proposent des distances adaptées et un format souple où la recherche de la performance n'est pas un objectif. De la même façon, les « slow-ups » se sont multipliés

ces dernières années dans de nombreuses villes : un réseau routier souvent en milieu urbain est fermé à la circulation automobile et ouvert à la bicyclette ou aux rollers.

CONCLUSION

À l'échelle internationale, aucun événement sportif jeune n'a les attributs des JOJ et une logique de cohésion aussi puissante que l'Olympisme.

Le programme sportif des JOJ est également un atout car les critères de qualification font qu'il sera possible pour un grand nombre de pays de remporter des médailles et donc de consolider leur travail sur leurs territoires respectifs.

Quant au concept, avec son programme culturel et éducatif, il est original et n'a pas d'égal. Reste que le succès des JOJ dépendra de la capacité de l'événement à atteindre les populations jeunes de la façon la plus large possible. L'utilisation des nouvelles technologies orientées jeunes et des médias numériques est donc à privilégier.

À plus long terme, l'effet catalyseur des JOJ pour ces événements est largement envisageable car cet événement inspire déjà des programmes existants et des projets en développement.

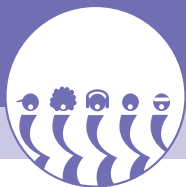
1. Sur les points 1 et 2, cette contribution s'appuie sur une étude réalisée en 2007 par le département du CIO chargé des relations avec les CNO (Nicolas Chamerois), mise à jour par l'ESSEC en 2009 et qui porte sur 24 événements internationaux ou nationaux.

JEUX OLYMPIQUES

LES JOJ, QUELLE PERCEPTION DE L'ÉVÉNEMENT PAR LES JEUNES ?

Les Jeux Olympiques de la Jeunesse (JOJ) sont un nouvel événement international mêlant sport, culture et éducation. Cette dimension originale lance de nombreux défis au Comité International Olympique (CIO) vis-à-vis des jeunes, dont ceux de les inciter à la pratique sportive et de les encourager à jouer un rôle actif dans leurs communautés. Des études liées au sport et aux JOJ ont été menées auprès de différents groupes de jeunes en Belgique, en France et au Brésil afin de mieux connaître leur comportement et de tester plusieurs idées.

La création des JOJ est unanimement appréciée par les jeunes qui comptent pour la plupart s'y intéresser. La composante éducative et culturelle a reçu par ailleurs un accueil favorable.



Source d'inspiration pour les jeunes, les champions auront leur rôle à jouer. Quant aux canaux de communication, il se confirme que les médias numériques doivent être privilégiés car ils sont plébiscités par les jeunes et permettront de fédérer l'ensemble des communautés.

Cette contribution se base sur les résultats d'études qualitatives menées par Mlle Stéphanie Noguès et Prof. Damien Lebas de l'École Supérieure des Sciences Économiques et Sociales (ESSEC) pour le CIO ainsi que par le Comité Interfédéral Belge auprès d'experts (dirigeants, entraîneurs, olympiens) et de panels de populations jeunes (12 à 25 ans), sportives ou non sportives en Belgique, au Brésil et en France.

CONTEXTE

En 2010 à Singapour se tiendront les premiers JOJ. Ils ont pour mission « d'encourager les jeunes du monde entier à faire du sport, à adopter et à vivre en accord avec les valeurs olympiques ».

Cette manifestation vise, autour des valeurs olympiques, à éduquer, mobiliser et inciter les jeunes athlètes à jouer un rôle actif dans leurs communautés respectives. Cette dimension novatrice présente de nouveaux enjeux et défis.

Le premier enjeu est de taille puisqu'il s'agit d'offrir aux meilleurs jeunes athlètes du monde une compétition sportive du plus haut niveau international. L'expérience acquise lors des Jeux Olympiques (JO) permettra sans nul doute au CIO et au Singapore Youth Olympic Games Organising Committee (SYOGOC) de relever ce défi.

Deux autres défis majeurs doivent aussi être relevés :

- Assurer la réussite du programme éducatif et culturel : si celui-ci remporte l'adhésion de tous, les JOJ rempliront leur mission d'éducation par le sport et seront l'occasion de mobiliser les jeunes sportifs autour d'une vision et de projets communs.
- Convaincre et inciter les jeunes du monde entier à s'intéresser au sport, au monde sportif et olympique et à adopter ses valeurs.

À cette fin, mieux connaître les comportements et réactions des jeunes vis-à-vis d'un tel événement est un élément clé alors que les JOJ sont encore dans leur phase de développement.

LES JEUNES ET LES MANIFESTATIONS SPORTIVES

Les Jeux Olympiques sont l'un des rares événements sportifs cités en référence chez les 12-25 ans, sportifs ou non. Ils ont une aura mythique notamment au travers des champions qui s'y illustrent. L'olympien

et le champion accompli demeurent à ce titre source d'inspiration et d'admiration.

Enseignement pour les JOJ : les jeunes connaissent tous les JO. Les JOJ, même s'ils ont une saveur différente, doivent donc utiliser la symbolique olympique car elle est connue et reconnue par les jeunes.

De par leur palmarès et leur attitude, les champions sont source d'inspiration et trouvent un écho particulier auprès de la jeunesse. La mise en avant de modèles tels qu'envisagés par le CIO est un projet à poursuivre.

LES JEUNES ET LES JOJ – PROGRAMME DES COMPÉTITIONS SPORTIVES

En cette phase de développement, les communautés jeunes ont globalement peu de connaissances sur les JOJ. Lors de la présentation du concept, la création des JOJ est néanmoins unanimement appréciée par les jeunes, qui comptent pour la plupart s'y intéresser.

L'aspect sportif des JOJ véhicule un intérêt certain, notamment dans la tranche d'âge des 16-19 ans et chez les jeunes sportifs de haut niveau. Ceux-ci ont déjà un « formatage JO », ils regrettent l'absence de records et le fait que la couverture médiatique (notamment par les canaux traditionnels) risque d'être relativement faible, contrairement aux JO. Néanmoins, la plupart des jeunes interrogés se disent prêts à aller chercher les informations sur Internet et à suivre, si cela était possible, les compétitions en direct via ce média.

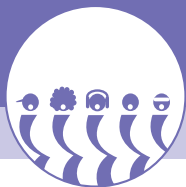
À noter que, dans la classe d'âge des 20-25 ans, certains souhaitent que des athlètes handicapés participent aussi à cet événement.

Enseignement pour les JOJ : il y a de fortes chances que l'on retrouve le « formatage JO » chez les jeunes athlètes présents aux premiers JOJ. Il est donc important de communiquer en amont vers ces jeunes pour leur expliquer la philosophie de l'événement, au-delà du simple aspect de la compétition sportive.

Concernant les canaux de communication et de promotion de l'événement, les médias numériques sont incontournables et doivent être privilégiés pour connecter les jeunes aux JOJ.

LES JEUNES ET LES JOJ – LE PROGRAMME CULTUREL ET ÉDUCATIF

La composante éducative est globalement bien reçue, la plupart estimant que ces informations seront utiles aux jeunes des différents pays. La présentation des cinq thèmes (Thème 1 : Olympisme ; Thème 2 : Développement des compétences ; Thème 3 : Bien-être et mode de vie sain ;



Thème 4 : Responsabilité sociale ; Thème 5 : Expression) du Programme culturel et éducatif (PCE) reçoit quant à elle un accueil plutôt favorable. Les plus jeunes sont les moins intéressés alors que les 20-25 ans trouvent les thèmes pertinents, malgré leur connotation un peu scolaire.

Quant aux sportifs de haut niveau, ils estiment que ce concept est une bonne idée, mais que cela ne doit pas être imposé.

Les JOJ doivent aussi être l'occasion de faire l'éloge de la diversité, d'aller à la rencontre des cultures et d'échanger avec le maximum de personnes.

Enseignement pour les JOJ : le CIO et SYOGOC ont anticipé le fait que le PCE risquait d'être perçu comme scolaire. Un effort particulier est déjà entrepris s'agissant du PCE afin de le rendre attrayant, adapté et motivant pour les jeunes athlètes.

De même, les études confirment qu'une atmosphère festive et unique doit être créée autour des JOJ car elle est également un facteur prépondérant de succès. Enfin, les programmes pour les participants non athlètes mis en œuvre par le CIO trouvent ici tout leur intérêt. Les jeunes ambassadeurs ont notamment pour mission de faire découvrir le PCE aux jeunes athlètes et d'éviter qu'ils se focalisent uniquement sur leurs compétitions respectives.

Quant aux jeunes reporters, ils font partie des contributeurs qui mettront en lumière le parcours de ces jeunes athlètes venus de 205 pays et témoigneront de cette expérience unique.

LES JOJ ET LES VALEURS OLYMPIQUES

Pierre angulaire des JOJ, les valeurs olympiques sous-tendent le programme culturel et éducatif en 2010.

L'articulation du PCE autour des valeurs doit faire l'objet d'une communication soignée. Non pas que la jeunesse ne soit pas sensible à ces valeurs, bien au contraire, mais parce que ces valeurs peuvent être perçues comme théoriques, abstraites ou trop moralisatrices.

Les tests de perception montrent que les jeunes sont davantage sensibles et réceptifs aux « attitudes », à savoir des comportements concrets, qu'illustrent bien – a priori – les champions.

Enseignement pour les JOJ : le PCE étant fondé sur les valeurs olympiques, le message a plus de chances d'être compris, assimilé et adopté par les jeunes athlètes s'il est traduit en termes « d'attitudes ». La grande majorité des champions ont la « Olympic Attitude » et sont donc les meilleurs vecteurs de communication auprès des jeunes. De nou-

veau, le projet de modèles (olympiens et autres personnalités) apparaît comme incontournable dans le déroulement des JOJ.



UNE NOUVELLE GESTION DES DROITS SPORTIFS

SERVICES DE TÉLÉVISION ET DE MARKETING

UNE NOUVELLE GESTION DES DROITS SPORTIFS

Le marché et Beijing 2008 ont confirmé les principes de base des droits de diffusion des Jeux Olympiques selon «l'approche globale» de la distribution territoriale et de l'exclusivité. En effet, ces principes ne seront pas modifiés lors des futures négociations de droits. La révolution numérique a rendu possible à tout moment des Jeux Olympiques de toucher le public, et le principe de convergence a permis que les droits soient offerts sur la base des contenus plutôt que des plateformes. Cela contribue à donner de la valeur aux droits et, dans le même temps, offre au public une expérience utilisateurs améliorée. On s'attend à ce que Londres mette en avant un modèle économiquement profitable et à toute épreuve. La révolution numérique lance également un certain nombre de défis parmi lesquels les droits négociés bien trop tôt, le piratage et le conflit d'intérêts entre nos parties prenantes et le principe de convergence, ce qui implique que le Comité International Olympique (CIO) ait besoin de définir des lignes directrices claires et de protéger la structure des droits actuels, comme il l'a brillamment fait à Beijing.

RIGHTS MANAGEMENT

The digital revolution has shown its impact on Olympic Games broadcast rights management through previous instances, but most predominantly in Beijing in 2008.

The market and the Beijing 2008 Games have confirmed the basic principles of Olympic Games broadcast rights based on territorial distribution and exclusivity, which will remain intact for future rights negotiations.

But the digital revolution has brought changes in how broadcast rights are being offered. The principle of convergence, where television, the internet and mobile platforms overlap with each other, has made us change the offering of rights packages from a platform basis (television, radio, internet and mobile) to a content-specific one (live, delay, highlights, video on demand (VOD) or news).

Finally, Beijing 2008 has brought to an end the myth whereby digital media had been considered to have a cannibalising effect on television.

BROADCASTING THROUGH THE DIGITAL REVOLUTION

The digital revolution first touched upon Olympic Games broadcasting in Athens 2004. Eight territories experienced online video of the Games.

Four years later, Beijing 2008 surpassed all expectations in terms of the digital media offering to reach all territories. Beijing 2008 reached a global consumption level of Olympic Games broadcast across all platforms, with an extensive online offering including live as well as VOD coverage.

To reach such worldwide exploitation, the International Olympic Committee (IOC) launched its internet channel, "Beijing 2008" on a video sharing platform. It served video highlights from the Games to 78 territories (across Africa, Asia and the Middle East), demonstrating (to the market) that the IOC could effectively produce and deliver footage to Olympic fans directly. The channel received over 21 million video views during the period of the Games and contributed to limiting online piracy.

London 2012 is certainly expected to set an example in terms of a proven and profitable commercial model being reached on digital media broadcasting of the Olympic Games.

BENEFITS OF THE DIGITAL REVOLUTION FOR THE IOC

Digital media, in particular the internet, enable full exploitation of an Olympic Games broadcast. Each moment (Olympic Broadcasting Services (OBS) alone produced 5,000 hours of video for Beijing) can now be made available to the public, while television alone could show barely 10% of what was produced.

Such a revolution brings with it rising opportunities for monetisation of Olympic Games content.

New content delivery platforms and mediums, combined with growing consumption trends, also enhance the number of potential clients interested in Olympic Games broadcast rights. This increased interest in Olympic rights is expected to enhance the value of these rights.

The digital revolution gives users the power to experience content on their own terms based on platform, device, time, location and of course choice.

The latest technology developments also enable the merging of data and video, resulting in more user participation around features like user generated content (UGC), blogging, text commentary, forums, surveys, etc.



All these features extend to take this enhanced user experience outside Games time through the dissemination of Olympic archives and the activation of Olympic-specific communities: athletes, volunteers, collectors and spectators.

Although we strongly believe that the benefits outnumber the threats, the digital revolution comes with a few challenges.

CHALLENGES OF THE DIGITAL REVOLUTION

The biggest challenge that we face currently is that of piracy of video content.

This includes content captured from official broadcasts as well as that taken by participants and spectators within Olympic venues, a process made easy by powerful and affordable video capturing devices. Simultaneous development has happened in terms of platforms (e.g. video sharing websites) that can now deliver such content (live or on-demand) to massive audiences free of charge.

Piracy can seriously harm the exclusive rights of our broadcast partners and, in return, decrease the value of such rights. This challenge gets more provocative when rights-owners do not exploit their rights on digital media platforms, or do so but on a non-live basis, thus depriving viewers of the official broadcast, resulting in their heading for such piracy destinations.

As confirmed during Beijing 2008, the best way to fight piracy is to maximise the presence of live broadcast and VOD content on official platforms.

Furthermore, the IOC's Media Monitoring Programme during Beijing 2008 demonstrated that collaborative efforts with infringers such as video sharing websites were effective, preventing over 19,000 video infringements (just on the video sharing website in question). Such monitoring efforts should be considered for outside the Games period, and to ensure that rights-holders fully exploit content as per their agreements with the IOC.

Considering the rapid changes and developments that are the main ingredient of this digital revolution, selling broadcast rights up to 10 years in advance of the Games poses a challenge in terms of rights valuation, packaging as well as actual exploitation. As mentioned earlier, the change from platform-wise distribution to content-wise rights distribution should enable us to meet this challenge.

Finally, video has become the centre point of all organisations and their communication strategies, making it tough to draw boundaries at times

between broadcasters, (Non-Rights Holding Broadcast Organisations, or RHBs) media organisations, sponsors and even Organising Committees for the Olympic Games (OCOGs). This can cause overlaps and conflicts between our partners.

The IOC should develop collaborative strategy and play a key role as a facilitator linking various parties and initiatives to favour synergies and ensure that certain boundaries are ascertained and their proper roles are taken up by each entity.

GOING FORWARD WITH SPORTS RIGHTS MANAGEMENT

As proven during Beijing 2008, we emphasise that the basic principles of territorial exclusivity will remain valid in the future.

The digital revolution has strengthened the "Gatekeeper" approach of rights-selling to maximise rights exploitation and limit the impacts of the rapidly evolving media landscape. It has also provided us with different opportunities to create a win-win environment with our RHBs to reach out for maximum audience and provide new revenue streams.

Developments to consider for the future include :

- Extending the broadcast rights package to data and related services ;
- Production synergies through OBS ;
- Exploitation of promotional opportunities collectively ;
- Alliances with major Internet or telecom players to enable a presence on popular platforms.

A very important recommendation consists of extending Olympic resonance outside Games time. A collaborative strategy with our partners combined with an activation strategy for a presence on different social community platforms (e.g. social network sites, video sharing sites) is needed to reach new and desired audiences. Olympic specific communities combined with Olympic archives are our two main assets to develop an Olympic presence outside the Games as well as to adapt to users' expectations and evolving behaviours.

CONCLUSION

The digital revolution brings us a basket full of opportunities and challenges, to keep up with current trends and audiences. We need to grab the opportunities and meet the challenges through our collective efforts, to convert those challenges into positive scenarios and be where the users are through the Olympic Games and values and content offering of the Olympic Movement. It is certainly our way to reach out to young people and enhance our experience with the Olympic audience.



COMMENT ACCROÎTRE L'AUDIENCE EN SPORT ?

SERVICES DE TÉLÉVISION ET DE MARKETING

COMMENT ACCROÎTRE L'AUDIENCE EN SPORT ?

Aujourd'hui, les spectateurs présents dans les stades, le public du pays hôte, les personnes qui regardent les Jeux depuis chez elles ainsi que le public « mobile » en dehors de chez lui représentent toutes les formes existantes de public des Jeux Olympiques. Afin d'optimiser notre portée sur ce public, nous devons nous mobiliser pour susciter leur intérêt pendant les Jeux et hors période de Jeux, en leur offrant ce qu'ils souhaitent, à savoir consulter le contenu olympique où et quand ils le désirent, par le biais de leur plateforme préférée.

Cela signifie que pour la période des Jeux, le choix d'une diffusion améliorée et de vidéos à la demande de chaque moment olympique sur toutes les plateformes médias concernant les partenaires et parties prenantes olympiques est le meilleur moyen d'attirer le public. En outre, les archives olympiques et les communautés qui traitent des athlètes, volontaires, collectionneurs et spectateurs sont de solides moyens pour combler l'espace entre deux éditions des Jeux et permettre une interaction continue avec le public, servant les intérêts de nos parties prenantes tout en restant pertinents par rapport aux attentes des utilisateurs par le biais des moyens que propose la technologie numérique.

TYPES OF AUDIENCES

While we proceed with ways to increase the Olympic Games audience, we need to recognise the different types of audiences that constitute the Olympic Movement target audience.

Firstly, we need to consider the spectators. The latest technological advances make it possible to enhance the in-stadium experience through interactive devices and applications. These provide the personalised coverage, close-ups of the sporting action as well as related data like athlete bios, trivia, weather, ticketing and seating plans/information, schedule, etc. amongst other possibilities.

Secondly, we must take into consideration the audience of the Host City and country, who share the pride and honour of hosting the Games. The live sites with their festive atmosphere can enhance the nature and reach of Olympic-related events, including broadcasting of the events.

Next is the largest audience, the people watching in their homes (or at work). As mentioned earlier, an enhanced viewing experience is the demand that we should be addressing with simultaneous coverage on television as well as digital media platforms. This is further supported by the fact that audiences could be provided with data and statistics related to the broadcast with graphics and telemetry features. Current trends show that interactivity and engaging features, like virtual reality, gaming and community interaction with participants and other fans across the globe, take the user's experience to a completely different level and, as a result, boost audience figures.

Today's viewer is of different nature: he or she has a mobile screen on which sporting events can be viewed. With the support of our broadcast partners we look forward to reaching this audience through the latest technology mechanisms and being where the users are.

Finally, the above-mentioned types of audience should be considered to engage with casual people or people with no interest in sport, since the Olympic Games go beyond sport.

INCREASE SPORTS AUDIENCES DURING THE GAMES

During Games time, we face two challenges: 1) maximising our audience reach and 2) limiting piracy. To ensure that we achieve this target through our broadcast partners, we are looking at live transmission of every produced moment of the Games broadcast – i.e. all sports action during the Games being available to the audience for their consumption on a live as well as an on-demand basis across every platform encompassing our motto of reaching audience where they are – be it television, online, mobile or via any new medium that emerges tomorrow.

Viewers of the digital revolution demand more than video, and the nature of the Olympic Games enables them to have more data like athlete bios, results, interactive features, sports background information, trivia and other interactive features that can be fed along with plain video and commentary, and which fit perfectly with the characteristics of digital media platforms.

Another important aspect is that of search, which is a growing phenomenon and a basic necessity of the usage pattern across these platforms. Ultimately, the audience should be able to easily find, select and watch any sporting action of their choice on any platform at any place or point in time.

In order to achieve these objectives of maximum reach, it is becoming essential that synergies using market standards be developed between our broadcast partners, other stakeholders and digital media players on a global or territorial scale. It is obvious to re-emphasise the concept of reaching out to the audience where they are – be it via video sharing



websites, social networking sites, search engines and web service providers or through press agency wires. The broadcast partners should enable the audience to reach their official platforms through all these destinations.

It is also key that we develop common collaborative strategies on production and content delivery by using the same production channel and service provider for more than one partner to provide the best level of services at lower costs.

The official website of the Olympic Games during Games time certainly acts as one-stop-shop of information regarding the Olympic Games. It should act as a cross-promotional channel for the global reach of our audience to their local broadcast and deliver a more personalised experience. To develop such a meaningful website to users, it is important that its management be reviewed with roles and responsibilities looked at with a legacy perspective, consistent with past and future Games, and integrating our partners more actively.

Re-emphasising the concept of the International Olympic Committee (IOC) acting as facilitator is very important. We must develop synergies with experts in each skill involved in the creation of a sound Olympic Digital Media ecosystem. While embracing the digital revolution, it is equally important for the Olympic Movement that we remain flexible enough (i.e. limiting exclusivity) to accept new partners and services in this framework.

INCREASE SPORTS AUDIENCES OUTSIDE GAMES TIME

We should all be clear that it is of utmost importance to communicate to the Olympic Movement audience outside the Games-time period. We should keep them engaged because we have the extraordinary means to keep their interest and fill this wide gap between the Games.

The digital revolution provides us with the biggest potential with mutual benefits for all our partners. Our Games-time initiatives and investments will be of real worth when we associate these with our outside Games-time initiatives.

Olympic archives in the form of still and video images, along with massive text-based data including results and athlete biographies, provide us with an advanced start for this task. We need to exploit this mammoth resource at our disposal to engage with our desired audience. As we exploit this opportunity, it is also essential to have our presence on digital media platforms, acknowledging communities encompassing the athletes, volunteers, collectors and spectators. We should be developing a "social networking" strategy involving Olympic Movement stakeholders, with a presence on various platforms, on both official and popular websites.

An important factor of success for all these initiatives embracing the digital revolution is that we stay relevant to the users' expectations and their consumption behaviours, and even more so with the youth audience, which drives these trends.

To meet this challenge we need to partner with major digital media players, and develop synergies through common initiatives with our partners/rights-holding broadcasters (RHBS) that often reach a massive audience to promote Olympic values and content.

CONCLUSION

The digital revolution provides us with the means to reach out and engage with the audience where they are and on their terms, through live or on-demand video combined with data and search features. Further, we have mammoth resources in the form of Olympic archives and communities. With these resources combined with digital media platforms and the synergies of our stakeholders, we are best placed to exploit this unique treasure to attract not only the youth audience but even non-sport fans, just waiting to be engaged with the Olympic Movement, especially outside the Games.



LA COMMUNICATION AVEC LES DIVERSES PARTIES PRENANTES À L'ÈRE DU NUMÉRIQUE

COMMUNICATION

STRATÉGIE DE COMMUNICATION INTÉGRÉE

Depuis le dernier Congrès, l'évolution de la technologie numérique a permis de changer le paysage des médias du tout au tout. Les médias numériques ont eu un effet important sur la communication au sein du Mouvement olympique. Ce bref document traite de la stratégie de communication intégrée du Comité International Olympique (CIO), de la manière dont cette dernière a évolué ces dernières années et dans quelle mesure la révolution numérique l'affectera à l'avenir.

INTRODUCTION

Since the last Olympic Congress, the evolution of digital technology has changed the media landscape beyond recognition. As an illustration of this change, organisations such as video sharing websites, social networking sites and search engines have gone from virtual unknowns to become household names in one “cycle” of the Olympic Games – from Athens in 2004 to Beijing in 2008.

Digital media have had a profound effect on communications within the Olympic Movement. This short paper looks at the International Olympic Committee (IOC)'s communications strategy and how the digital media revolution will affect it in the future.

THE INTEGRATED COMMUNICATIONS STRATEGY

The IOC's communications activities are organised as part of an “integrated communications strategy” (see supporting document).

The long-term strategy was approved at the end of 2006, and is fundamentally based on:

- The vision and goals set by the IOC President;
- The events managed by the Olympic Movement (including the Olympic Games, the Congress and the Youth Olympic Games);
- The Olympic values and principles.

The strategy aims to provide an integrated approach across all Olympic Movement partners and IOC departments, coordinating communications activities for maximum effect when communicating with stakeholders, the media and the public.

The backbone of the strategy is a strong positioning of the IOC, based on clear evidence (research, positions, activities and projects), which drive communications activities.

The communication goals were fixed through an internal validation process across the Olympic Movement and its stakeholders.

The communication goals are as follows:

- Lead and educate about issues relevant to sport
- Unify and use the voices of the Olympic Movement
- Demonstrate the Olympic values and the inclusiveness of the Olympic Movement
- Find ways to make a greater impact in the developed and developing world
- Win and maintain the youth audience and their interest in sport
- Broaden the communications framework by greater use of digital media

THE USE OF DIGITAL MEDIA

The final goal of “broadening the communications framework by greater use of digital media” has never been more relevant than it is today. The Beijing 2008 Olympic Games were the first truly digital Games, harnessing the power and potential of digital technology. The digital revolution provides us with a whole new range of opportunities for the dissemination of Olympic content and values.

The “consumption” of media, particularly digital media, across the globe is greater than it has ever been. The media landscape is also more fragmented than ever – with people increasingly choosing when and how to consume the media they want. Through the use of online platforms (e.g. blogs, social networking and online video streaming), sports organisations, the media and the public are communicating more and faster than ever before.

The Olympic Movement must use these opportunities to ensure that we continue to engage our stakeholders, from the media to the public, to organisations within the Olympic Movement, to deliver our messages as part of the integrated communications strategy.

THE IOC'S DIGITAL CHANNELS

The IOC's website www.olympic.org has taken on an increasingly important role in the communication, operation and promotion of the Olympic Movement and its events. In the framework of the integrated communications strategy, the website is the key platform for all digital media projects. It acts as the reference on Olympism, the Olympic Movement, the Olympic Games and the Olympic Museum, and as the “hub” for everything related to the Olympic Movement.



In 2008, the official IOC website and other Olympic Movement sites attracted record levels of traffic, with *www.olympic.org* receiving more visits in the first week of the Games than it had done for the whole of the Athens 2004 Olympic Games.

With regard to media, the IOC's website continues to be an important means of communicating in 2009. In addition to online information (e.g. press releases and publications), the IOC is able to provide "broadcast quality" audiovisual material (e.g. interviews with key Olympic figures) in a timely fashion.

In order to reflect the increasing importance of digital media as a communications tool, the IOC will redesign and re-launch *www.olympic.org*, its official website in mid-2009, better addressing its target audience (the general public, with a focus on young people), and will continue to propose an integrated means of communication for the Olympic Movement under a single web address.

Furthermore, the IOC is looking beyond *www.olympic.org* to engage with its audience and stakeholders, in particular the general public. For example, a dedicated video channel was launched on a video sharing service to broadcast video highlights from the Beijing Games to those territories where digital video-on-demand rights had not been sold. The channel continues to receive substantial amounts of traffic, proving the efficiency of such initiatives in terms of reach.

In order to develop closer collaboration between the various organisations in the Olympic family, the IOC is developing an extranet platform, which will offer relevant services to all its stakeholders. In the future, the IOC could expand this platform to offer shared services between stakeholders, such as Organising Committees for the Olympic Games (OCOGs), and facilitate access to our archive assets.

THE "SOCIAL NETWORKING" PHENOMENON

Social networking is perhaps the most notable phenomenon of the digital revolution. The concept of a "global, digital village" has never been more real.

There is an important opportunity for sports organisations to communicate with their stakeholders, be it athletes, volunteers, collectors or spectators, through social media networks. The opportunity is perhaps most notable when taking into consideration communications activities outside Games time, particularly those activities which focus on young people.

COORDINATION ACROSS THE OLYMPIC MOVEMENT

In addition to the IOC's digital strategy, most organisations within the Olympic Movement, from National Olympic Committees (NOCs) to

OCOGs, and from sponsors to broadcasters, are investing heavily in sophisticated digital media initiatives.

All digital developments are coordinated at the IOC within the 3Net (Internet, Extranet, Intranet) programme.

It is important that the IOC reviews the coordination of, and collaboration between, the various digital media initiatives to ensure that the Olympic Movement maximises these opportunities for the good of the Movement as a whole. The IOC should set up a framework to capitalise on the interest and traffic generated during the Games, for the benefit of future OCOGs and the longer-term development of the Olympic Movement on line.

The "integrated communications strategy" has never been more important.

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