OLYMPIC
SOLIDARITY

SPORT ADMINISTRATION MANUAL

OLYMPIC
SOLIDARITY

SPORT ADMINISTRATION MANUAL

FOREWORDS

THOMAS BACH

SHEIKH AHMAD
AL-FAHAD AL-SABAH

It is a pleasure to welcome you, the participants, to the Olympic Solidarity Sport Administrators Course.

The educational programmes for sport administrators offered by Olympic Solidarity are extremely important for the development of sport. This was clear from the Olympic Agenda 2020 discussions that strongly recommended the need to adopt and further strengthen the principles of good governance of sport organisations, in order to manage the challenges of modern sport.

The Sport Administrators Courses provide valuable opportunities for local communities to discuss the essentials of good governance for sport organisations, the values and principles of ethical sport, and the characteristics and achievements of the Olympic Movement. The courses also spread the principles of effective sport administration.

As participants in these courses, you are critical to ensuring that sport is managed effectively and ethically in your communities. This is a most important responsibility.

Thank you for showing the initiative to become better sport administrators and leaders. I wish all of you the very best in your future work for sport and the Olympic Movement.

Thomas Bach
IOC President

For more than three decades, Olympic Solidarity has provided programming and resources to the NOCs to support the development of athletes, coaches, administrators and sport leaders.

The very first of these programmes, undertaken in the early 1980s, supported the training of sport administrators, particularly those from developing countries. Since this need continues to be such a very high priority, Olympic Solidarity now supports three distinct levels of education for sport leaders – Sport Administrators Courses, Advanced Sport Management Courses and the Executive Masters in Sport Organisation Management (MEMOS).

This Sport Administration Manual provides curriculum content for the Sport Administrators Courses. It has been revised several times over the past 30 years, and indeed this current edition has been thoroughly modernised to reflect recent developments in the Olympic Movement and the issues currently facing sport.

Each year, more than 3,000 participants from approximately 40 NOCs take these courses. This requires an enormous amount of planning, effort and cooperation from the teams who prepare the educational materials, organise the courses and teach the classes. I want to thank all of them for their efforts, and to thank all of you, the participants, for your initiative and interest in becoming better sport leaders.

Sheikh Ahmad Al-Fahad Al-Sabah
Chair, Olympic Solidarity Commission

CONTENTS

ABOUT THIS MANUAL

The Sport Administration Manual is the base textbook for the Sport Administrators Courses, organised by National Olympic Committees (NOCs) under the auspices of Olympic Solidarity. Olympic Solidarity is proud to provide all the participants attending a course with a printed copy of the manual, which is also available electronically.

SPORT ADMINISTRATION MANUAL
The Sport Administration Manual was first produced in 1986, and has since been revised and republished on a regular basis. This current edition, published in 2018, has been substantially updated to reflect current knowledge, practices and challenges of sport administration within the Olympic Movement.

SPORT ADMINISTRATORS COURSES
Olympic Solidarity's Sport Administrators Courses help sport administrators of NOCs, National Federations (NFs) and other bodies responsible for the development of sport in their countries to work more effectively, efficiently and happily within the Olympic and sport movements. Combining sport-specific guidance with general advice on subjects such as sport administration, athlete development, promoting the Olympic values and other topics of interest, the courses are suitable for elected officials, volunteer administrators, paid staff and everyone else involved in sport administration around the world, whether for NOCs, NFs or local sport organisations.

The Sport Administrators Courses are an essential part of Olympic Solidarity's management training strategy, and are an essential tool for anyone involved in managing, administering and organising sport and sport organisations. We hope this manual will benefit local and national sport administrators throughout the Olympic Movement.

ADVANCED SPORT MANAGEMENT COURSES AND MEMOS
In addition to these courses, Olympic Solidarity has developed the Advanced Sport Management Courses, which allow participants to explore in more detail six key management areas: governance, managing strategically, human resources, finance, marketing and event organisation. These courses are based on the Managing Olympic Sport Organisations manual, which was first produced in 2007 and is due to be revised and republished in 2018.

The highest level of training available through Olympic Solidarity is MEMOS (Executive Masters in Sport Organisations Management). MEMOS is supported by Olympic Solidarity through scholarships awarded to NOC-supported participants.

PROMOTING WOMEN SPORT ADMINISTRATORS
In order to build up the base of women sport administrators and, eventually, to contribute to achieving gender equality in the top decision-making bodies of the Olympic Movement, Olympic Solidarity strongly encourages NOCs to promote women sport administrators by providing them with professional training opportunities through all Olympic Solidarity training programmes.

ABOUT THIS MANUAL
The Sport Administration Manual is divided into five distinct sections:

Section 1: Principles, Structure and Leadership of the Olympic Movement
How the International Olympic Committee (IOC) governs the Olympic Movement around the world, with particular assistance from NOCs and International Federations (IFs).
📖 **Page 8**

Section 2: The Games
The past, present and future of the Olympic Games, along with information on other major multi-sport events around the world.
📖 **Page 36**

Section 3: Athletes at the Heart of the Olympic Movement
Information on anti-doping, sport science and medicine, commercialisation, social media, technology and many other issues affecting athletes today.
📖 **Page 56**

Section 4: Promoting the Olympic Values and Sport
Guidance on how every member of the Olympic Movement can respect, follow and promote the Olympic values, both in sport and in wider society.
📖 **Page 106**

Section 5: Management
Detailed guidance on how to manage sport organisations of all types and sizes, covering everything from time management to planning a Games mission.
📖 **Page 164**

Each section is subdivided into units dedicated to a specific topic relating to the section theme. The manual ends with a number of appendices that provide useful lists and statistics relating to NOCs, IFs, the Olympic Games and other major Games around the world.

KEY
We have used a number of symbols throughout the manual.

📖 Links to related content elsewhere in the manual.

🌐 Links to other related content, in print or online.

🔑 Definitions of key concepts covered in a particular unit.

❓ Questions relating to the material covered in each unit – a useful starting point for discussion.

📷 Image captions.

📷 The Opening Ceremony of the Olympic Winter Games PyeongChang 2018.

1

PRINCIPLES, STRUCTURE AND LEADERSHIP OF THE OLYMPIC MOVEMENT

The **International Olympic Committee (IOC)** acts as a catalyst for collaboration among all constituent organisations of the Olympic Movement, including **National Olympic Committees (NOCs)**, **International Federations (IFs)**, **Organising Committees for the Olympic Games (OCOGs)**, **Worldwide Olympic Partners**, **Rights-Holding Broadcasters (RHBs)** and **IOC-Recognised Organisations**.

Section I covers the development of the IOC and the foundations of Olympism. It gives an overview of the structure of the Olympic Movement, and details how the IOC functions and governs both itself and the Olympic Movement.

008

UNIT 1

THE LEADERSHIP OF THE OLYMPIC MOVEMENT

A. WHAT IS THE OLYMPIC MOVEMENT?
B. OLYMPIC AGENDA 2020
C. PARTNERSHIPS BEYOND SPORT

A. WHAT IS THE OLYMPIC MOVEMENT?

The Olympic Movement is the worldwide movement of individuals and organisations who are inspired by the values of Olympism. Led by the International Olympic Committee (IOC), the Olympic Movement spans the five continents and brings together the world's best athletes at the Olympic Games. Its symbol is five interlaced rings.
🌐 www.olympic.org/the-ioc/leading-the-olympic-movement

The three main constituents of the Olympic Movement are:

- **The IOC,** the supreme authority of the Olympic Movement. 📖 **Unit 3**

- **National Olympic Committees (NOCs),** which promote the Olympic Movement in their respective countries. 📖 **Unit 4**

- **International Federations (IFs),** which govern the various Olympic sports. 📖 **Unit 5**

The Olympic Movement also encompasses the Organising Committees of the Olympic Games (OCOGs); national associations, clubs and persons belonging to the IFs and NOCs, particularly the athletes; plus judges, referees, coaches and other sport officials and technicians.

> "OLYMPISM IS MORE THAN A CONCEPT FOR SPORT. IT IS A PHILOSOPHY OF LIFE."
>
> **THOMAS BACH, IOC PRESIDENT, 2013**

📷 The Olympic Movement spans the five continents and brings together the world's best athletes at the Olympic Games.
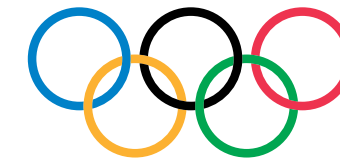
OLYMPISM IS A PHILOSOPHY OF LIFE THAT PLACES SPORT AT THE SERVICE OF HUMANKIND

VISION	BUILDING A BETTER WORLD THROUGH SPORT

VALUES	EXCELLENCE	RESPECT	FRIENDSHIP

MISSIONS
- ENSURE THE UNIQUENESS AND THE REGULAR CELEBRATION OF THE OLYMPIC GAMES
- PUT ATHLETES AT THE HEART OF THE OLYMPIC MOVEMENT
- PROMOTE SPORT AND THE OLYMPIC VALUES IN SOCIETY, WITH A FOCUS ON YOUNG PEOPLE

WORKING PRINCIPLES	UNIVERSALITY AND SOLIDARITY	UNITY IN DIVERSITY	AUTONOMY AND GOOD GOVERNANCE	SUSTAINABILITY

010

011

SECTION I
UNIT I: THE LEADERSHIP OF THE OLYMPIC MOVEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT I: THE LEADERSHIP OF THE OLYMPIC MOVEMENT

B. OLYMPIC AGENDA 2020

"THE 40 DETAILED RECOMMENDATIONS [OF OLYMPIC AGENDA 2020] ARE LIKE INDIVIDUAL PIECES OF A JIGSAW PUZZLE, WHICH WHEN PUT TOGETHER GIVE US A CLEAR PICTURE OF WHAT THE FUTURE OF THE OLYMPIC MOVEMENT WILL LOOK LIKE."

OLYMPIC AGENDA 2020 (INTRODUCTION), 2014

Olympic Agenda 2020 is the strategic roadmap for the future of the Olympic Movement. Its development started in December 2013, when newly elected IOC President Thomas Bach began his commitment to make the IOC more relevant and successful. After a year of consultation with Olympic Movement stakeholders, external experts and the public, Olympic Agenda 2020 was unanimously approved at the 127th IOC Session in December 2014. Its recommendations are currently being implemented.

Some key areas addressed by Olympic Agenda 2020 include:

• changing the Candidature Process, inviting potential Candidate Cities to present projects that fit their sporting, economic, social and environmental long-term planning needs;
• reducing bidding costs for the Games;
• moving from a sport-based to an event-based programme;
• strengthening non-discrimination of sexual orientation by modifying the 6th Fundamental Principle of Olympism in the Olympic Charter (2017);
• launching the Olympic Channel to provide a year-round media platform for sports and athletes;
• strengthening the principles of good governance and ethics to changing demands; and
• emphasising that athletes remain at the centre of all 40 proposals, with the protection of clean athletes at the heart of the IOC's philosophy.

Olympic Agenda 2020 is the strategic roadmap for the future of the Olympic Movement.

Which Olympic Agenda 2020 recommendations are most relevant to you, your sport and your community? How would you act on them?

How could the IOC, Olympic Solidarity or other organisations help you, your sport or your NOC to implement the recommendations?

⊕ www.olympic.org/olympic-agenda-2020

OLYMPIC AGENDA 2020

AGREED AT THE 127TH IOC SESSION IN MONACO, 8-9 DECEMBER 2014

40,000
PUBLIC SUBMISSIONS OVER ONE YEAR

1,200
IDEAS GENERATED DURING THE PROCESS

14
IOC WORKING GROUPS DISCUSSED THE PROPOSALS

THE OLYMPIC AGENDA 2020 RECOMMENDATIONS

1. Shape the bidding process as an invitation
2. Evaluate bid cities by assessing key opportunities and risks
3. Reduce the cost of bidding
4. Include sustainability in all aspects of the Olympic Games
5. Include sustainability within the Olympic Movement's daily operations
6. Cooperate closely with other sports event organisers
7. Strengthen relationships with organisations managing sport for people with different abilities
8. Forge relationships with professional leagues
9. Set a framework for the Olympic programme
10. Move from a sport-based to an event-based programme
11. Foster gender equality
12. Reduce the cost and reinforce the flexibility of Olympic Games management
13. Maximise synergies with Olympic Movement stakeholders
14. Strengthen the 6th Fundamental Principle of Olympism
15. Change the philosophy to protecting clean athletes
16. Leverage the IOC USD 20 million fund to protect clean athletes
17. Honour clean athletes
18. Strengthen support to athletes
19. Launch an Olympic Channel
20. Enter into strategic partnerships
21. Strengthen IOC advocacy capacity
22. Spread Olympic values-based education
23. Engage with communities
24. Evaluate the Sport for Hope programme
25. Review Youth Olympic Games positioning
26. Further blend sport and culture
27. Comply with basic principles of good governance
28. Support autonomy
29. Increase transparency
30. Strengthen the IOC Ethics Commission independence
31. Ensure compliance
32. Strengthen ethics
33. Further involve sponsors in "Olympism in Action" programmes
34. Develop a global licensing programme
35. Foster TOP sponsors' engagement with NOCs
36. Extend access to the Olympic brand for non-commercial use
37. Address IOC membership age limit
38. Implement a targeted recruitment process
39. Foster dialogue with society and within the Olympic Movement
40. Review scope and composition of IOC commissions

012

013

SECTION I
UNIT I: THE LEADERSHIP OF THE OLYMPIC MOVEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT I: THE LEADERSHIP OF THE OLYMPIC MOVEMENT

C. PARTNERSHIPS BEYOND SPORT

Ban Ki-moon (left), then UN Secretary-General, and Thomas Bach, IOC President.

"OLYMPIC PRINCIPLES ARE UNITED NATIONS PRINCIPLES."

BAN KI-MOON, THEN UN SECRETARY-GENERAL, 2009

The United Nations (UN) has long recognised the contribution of sport to both social development and peace. Collaboration between the IOC and the UN has played a central role in spreading the acceptance of sport as a means to promote development and peace.

In recent years, a few historical milestones have significantly reinforced the partnership between the IOC and the UN. The partnership dates back to 1922, when the IOC and the International Labour Organization (ILO) established an institutional cooperation.

In 1993, the UN General Assembly approved a UN Resolution that further solidified IOC-UN cooperation with the decision to revive the Olympic Truce. Entitled "Building a peaceful and better world through sport and the Olympic ideal", the UN Resolution calls upon UN Member States to observe the Olympic Truce before every edition of the Games, and to cooperate with the IOC and the International Paralympic Committee (IPC) in their efforts to use sport as a tool to promote peace, dialogue and reconciliation in areas of conflict.

In 2009, the UN General Assembly granted the IOC Permanent Observer status. The IOC can now be directly involved in the UN Agenda and can both attend and take the floor at UN General Assembly meetings, which

🌐 **www.olympic.org/cooperation-with-the-un**
🌐 **www.un.org/sustainabledevelopment/sustainable-development-goals**

United Nations (UN)
The United Nations is an international organisation founded in 1945 to maintain international peace and security, develop friendly relations among nations and achieve international co-operation in solving international problems. The **UN General Assembly** is its main deliberative, policymaking and representative organ. A **UN Resolution** is a formal expression of the opinion or will of the UN.
🌐 www.un.org

Olympic Truce
The Olympic Truce is inspired by the truce that operated at the ancient Games, which guaranteed that athletes, artists and others could travel to and from the Games in safety. Through today's Olympic Truce, the IOC aims to mobilise youth for the promotion of the Olympic ideals; use sport to establish contacts between communities in conflict; offer humanitarian support in countries at war; and create a window of opportunities for dialogue and reconciliation.
🌐 www.olympic.org/olympic-truce

gives it the opportunity to promote sport at a new level.

In April 2014, the UN and the IOC signed an agreement aimed at strengthening collaboration between the two organisations, which underlined that the IOC and the UN "share the same values of contributing to a better and peaceful world through sport". It was then announced that IOC Honorary President Jacques Rogge had been appointed as the Special Envoy of the Secretary-General for Youth Refugees and Sport.

In 2015, in a historic moment for sport and the Olympic Movement, sport was officially recognised by the UN as an "important enabler" of sustainable development, and included in the UN's Agenda 2030. The IOC believes in the potential of sport to help achieve a number of the 17 Sustainable Development Goals (SDGs) established by UN Agenda 2030, with a particular focus on five SDGs:

How could your sport or NOC help in achieving any of these five Sustainable Development Goals?

- **Goal 3:** Ensure healthy lives and promote well-being for all at all ages
  Regular exercise is one of the best ways to prevent illness and disease, and sport helps to significantly reduce healthcare costs, increase productivity and contribute to mental health.

- **Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
  Physical education and sport can contribute to increasing school attendance and improving learning performance while promoting a broad spectrum of life skills and values.

- **Goal 5:** Achieve gender equality and empower all women and girls
  Sport can help to enhance girls' and women's health and well-being, foster self-esteem, facilitate social inclusion and integration, and challenge gender norms.

- **Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
  Sport can promote social inclusion, build trust and foster a culture of peace between groups in conflict.

- **Goal 17:** Strengthen the means of implementation and revitalise the global partnership for sustainable development
  The sport sector is a powerful and active member of civil society and can maximise the achievements of the SDGs.

SECTION I
UNIT I: THE LEADERSHIP OF THE OLYMPIC MOVEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT I: THE LEADERSHIP OF THE OLYMPIC MOVEMENT

UNIT 2
THE FOUNDATIONS OF THE OLYMPIC MOVEMENT

A. WHO WAS PIERRE DE COUBERTIN?
B. WHAT WERE HIS INSPIRATIONS?
C. THE 1894 CONGRESS ON THE REVIVAL OF THE OLYMPIC GAMES
D. THE OLYMPIC CHARTER
E. THE FUNDAMENTAL PRINCIPLES OF OLYMPISM

A. WHO WAS PIERRE DE COUBERTIN?

Pierre de Frédy, Baron de Coubertin, was born in Paris on 1 January 1863. Very early in life, he showed an interest in literature, history, sociology and the problems of education. After studying at a Jesuit college, he attended the French Military Academy and law school, but abandoned both to concentrate on his vision of educational reform and his dream to revive the Olympic Games in a modern form.

De Coubertin went on to establish the Olympic Movement, the IOC and the Olympic Games, and created the Olympic Charter, the protocol for the Opening and Closing Ceremonies, the Olympic oath, the Olympic rings and the Olympic flag. He served as the IOC President from 1896 until 1925, and then as the Honorary President of the Olympic Games until his death on 2 September 1937.

De Coubertin was buried in Lausanne, Switzerland – but in accordance with his last wishes, his heart was buried at Olympia, Greece, in a marble monument that commemorates his dedication to the Olympic ideal and spirit.

Baron Pierre de Coubertin (centre) and some of his fellow IOC Members in the early 20th century.

⊕ Pierre de Coubertin – Olympic Memoirs (IOC, Lausanne, 1997)

016

017

SECTION I
UNIT 2: THE FOUNDATIONS OF THE OLYMPIC MOVEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL
SECTION I
UNIT 2: THE FOUNDATIONS OF THE OLYMPIC MOVEMENT

B. WHAT WERE HIS INSPIRATIONS?

Pierre de Coubertin's ideas on educational reform and his dream to revive the Olympic Games show that he was a man of his time, influenced by the world and events taking place around him. In his own words, "When reviving the Olympics, I did not look near myself but far into the distance. I wanted to give back to today's world in a sustainable way, an ancient institution, the principles of which were becoming relevant again."

He had several inspirations for the modern Olympic Games.

PHYSICAL FITNESS IN FRANCE

One of the early influences on de Coubertin's passionate pursuit of educational reform through sport was his view that his fellow countrymen were particularly unfit. He felt this lack of fitness had directly contributed to France's humiliating defeat in the Franco-Prussian War of 1871, and that steps needed to be taken to remedy the situation.

SPORT IN ENGLISH PUBLIC SCHOOLS

De Coubertin travelled widely to study educational systems in different countries – but he was most impressed by his visit to Rugby School in England during the 1880s and the work he attributed to its headmaster, Dr Thomas Arnold. He saw that sports were a fundamental and structured part of the curriculum at British boys' schools, and that the boys excelled in athletic proficiency.

Equally important to de Coubertin was the English educators' concept of the "Christian gentleman", a concept that imbued sport with moral and social values.

THE ANCIENT OLYMPIC GAMES

Like many people in Europe during the 19th century, de Coubertin became caught up in the excitement generated by the archaeological discoveries made at Olympia, where the ancient Olympic Games had been held for roughly 1,000 years. These ancient Games had been part-religious celebration, in honour of the Greek god Zeus, and part-sport competition. De Coubertin saw the potential for a revival, but one to which he would add the educational values of 19th-century sport.

In 776 BC, the ancient Olympic Games included only one sport event, a foot race. By 600 BC, the Games had grown, but it lasted just five days and included only equestrian events, a pentathlon, boxing, wrestling, pankration (a combination of boxing and wrestling) and several foot races. It was clear to de Coubertin that the sport programme would need to be adapted for the modern era.

The ceremony and protocol of the ancient Games resonated with de Coubertin. He took the ritual of the athletes' oath as his inspiration for a modern version, the Olympic oath, which was introduced at the Olympic Games Antwerp 1920. However, other elements of de Coubertin's Olympic Games were purely modern. At the ancient Olympic Games, the winner of an event received a crown of olive leaves, but at the modern Games, the winner received a medal. By the third edition of the modern Games, the top three finishers all received medals.

Another important distinction concerned the competitors. In contrast to the ancient Games, where originally only men and boys who were both free and Greek could take part, de Coubertin wanted the modern Games to be an international sport festival. And while women were excluded from competing at the ancient Olympic Games (apart from equestrian events, where a woman, as the owner of a horse, could be declared a winner), women were allowed to compete in the modern Olympic Games from 1900 onwards.

OTHER "OLYMPIC" GAMES

De Coubertin was not alone in his vision to revive the Olympic Games. Long before the rediscovery and excavations of the site in ancient Olympia, other national "Olympic" events had been staged around the world, such as Robert Dover's Olympick Games and Dr William Penny Brookes' Much Wenlock Olympian Games in England, the Ramlösa Olympic Games in Sweden, the Zappeion Olympiad in Greece and the Montreal Olympic Games in Canada. But it was de Coubertin who led the way, turning his vision of an international sport festival into the modern Olympic Games.

📷
The first modern Olympic Games took place in 1896 in Athens.
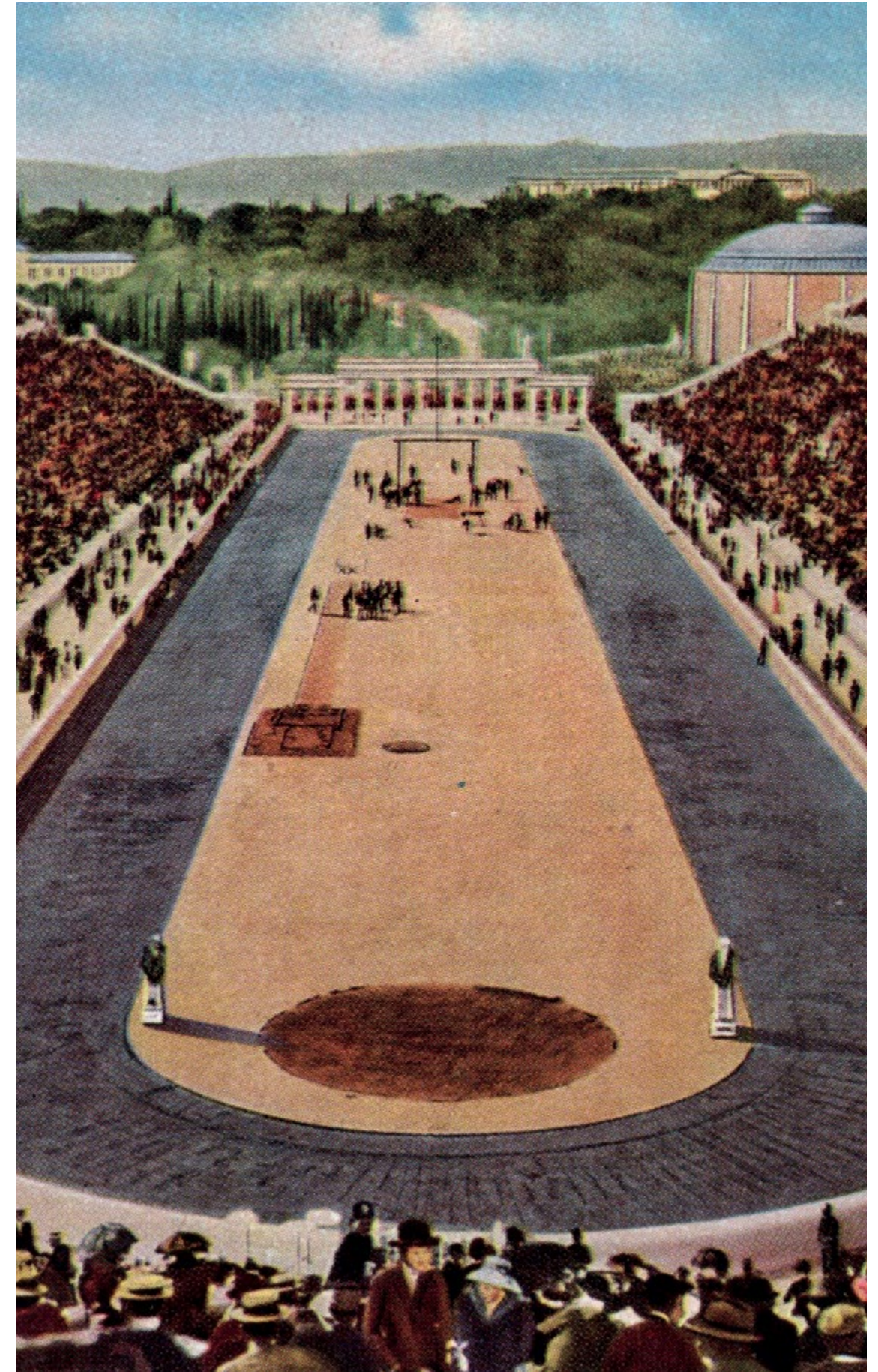
❓
Do you think Pierre de Coubertin's vision is still relevant today?

018

019

SECTION I
UNIT 2: THE FOUNDATIONS OF THE OLYMPIC MOVEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT 2: THE FOUNDATIONS OF THE OLYMPIC MOVEMENT

The Olympic Charter has undergone many changes since it was first published in 1908.

C. THE 1894 CONGRESS ON THE REVIVAL OF THE OLYMPIC GAMES

The original invitation to what became the inaugural Olympic Congress, sent by de Coubertin in his capacity as secretary general of the Union of French Sports Associations, was entitled "Reflections on and Propagation of the Principles of Amateurism". However, by the time the official invitation cards were sent in advance of the event, which began at the Sorbonne in Paris, France on 16 June 1894, the meeting was described as a "Congress on the Revival of the Olympic Games".

The event was originally planned by de Coubertin as a meeting to study amateurism. However, by the time the delegates gathered at the Sorbonne in Paris in June 1894, he had modified the programme and renamed the meeting. The Congress served principally as a stage for de Coubertin to propose his idea for the launch of the modern Olympic Games and the creation of the IOC. A total of 79 delegates from 12 countries came to Paris and gave their support to the idea. On 23 June 1894, de Coubertin's proposal to revive the Olympic Games was passed by the delegates, the plan that the Games should take place every four years in a different location was accepted, and Athens was selected to host the first edition of the modern Games in 1896.

The delegates also gave their approval for the establishment of an International Committee of the Olympic Games, later renamed the International Olympic Committee (IOC), with de Coubertin given a free hand to choose the Members. The Olympic Movement was born.

D. THE OLYMPIC CHARTER

"THE OLYMPIC CHARTER IS THE CODIFICATION OF THE FUNDAMENTAL PRINCIPLES OF OLYMPISM, RULES AND BYE-LAWS ADOPTED BY THE INTERNATIONAL OLYMPIC COMMITTEE. IT GOVERNS THE ORGANISATION, ACTION AND OPERATION OF THE OLYMPIC MOVEMENT AND SETS FORTH THE CONDITIONS FOR THE CELEBRATION OF THE OLYMPIC GAMES."

OLYMPIC CHARTER (INTRODUCTION), 2017

The IOC first published a Charter in 1908, but it was not until 1978 that the title "Olympic Charter" was used for the document. The first edition was short and simple, but the rules have since been expanded and modified to deal with the growth and evolving complexity of the Olympic Movement and the Olympic Games. Today, the Olympic Charter includes rules that define the relationship of the IFs and the NOCs to the Olympic Movement, as well as addressing such essential elements as the Olympic Games host city selection process, the eligibility code for the Games, the make-up of the Olympic programme and the rules for dispute arbitration.

What can be done in your country to promote a better understanding of the Olympic Movement?

⊕ www.olympic.org/documents

020

021

SECTION I
UNIT 2: THE FOUNDATIONS OF THE OLYMPIC MOVEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT 2: THE FOUNDATIONS OF THE OLYMPIC MOVEMENT
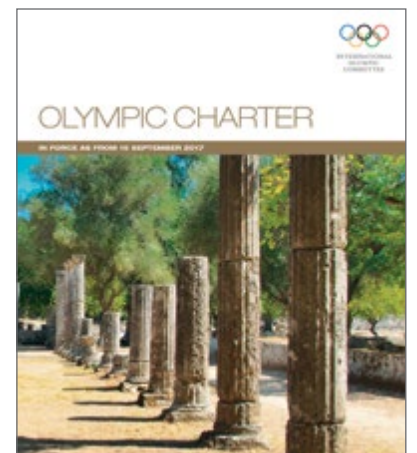
E. THE FUNDAMENTAL PRINCIPLES OF OLYMPISM

Modern Olympism has evolved over time as the Olympic Movement has grown and developed. Olympism is now defined in the Fundamental Principles of the Olympic Charter (2017):

1. Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.

2. The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.

3. The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.

4. The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.

5. Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.

6. The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.

7. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.

📷 The Olympic flame burns next to the statue of Pierre de Coubertin at the Olympic Museum in Lausanne, Switzerland.

? How could you use the Olympic motto "Citius, Altius, Fortius" to inspire athletes in your country?

How can you encourage young people to strive hard to achieve their goal? What role can sport play in this?

How many of the seven Fundamental Principles of Olympism did you know before reading this page?

SYMBOLS OF THE OLYMPIC MOVEMENT

The Olympic Movement is recognised around the world by the Olympic rings and flag, the Olympic motto, the Olympic Anthem, and the Olympic flame and torch. As per Rule 7.4 of the Olympic Charter (2017), all rights to these Olympic properties "belong exclusively to the IOC, including but not limited to their use for any profit-making, commercial or advertising purposes. The IOC may license all or part of its rights on terms and conditions set forth by the IOC Executive Board".
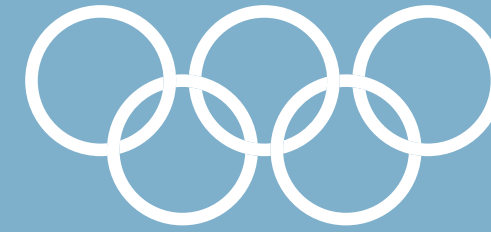
THE OLYMPIC RINGS AND THE OLYMPIC FLAG

Officially called the Olympic symbol but also known as the Olympic rings, the symbol of the five interlaced rings "expresses the activity of the Olympic Movement and represents the union of the five continents and the meeting of athletes from throughout the world at the Olympic Games" (Olympic Charter, Rule 8). The Olympic flag, which features the Olympic symbol centred on a white background, was designed by Pierre de Coubertin and was first introduced at the 1914 Olympic Congress. The colours de Coubertin selected for the rings and the white background correspond to colours found in the various national flags at the time.

THE OLYMPIC MOTTO

The Olympic motto, introduced in 1894, is "Citius, Altius, Fortius", three Latin words that mean "Faster, Higher, Stronger". De Coubertin borrowed the motto from his friend Henri Didon, a Dominican priest and teacher.

THE OLYMPIC ANTHEM

With music by Spiros Samaras and words by Kostis Palamas, the Olympic Anthem was originally composed for the Olympic Games Athens 1896, the first modern Games. It has been played at each edition of the Olympic Winter and Summer Games since 1960.

"Immortal spirit of antiquity,
Father of the true, beautiful and good,
Descend, appear, shed over us thy light
Upon this ground and under this sky
Which has first witnessed thy unperishable fame.

Give life and animation to those noble games!
Throw wreaths of fadeless flowers to the victors
In the race and in the strife!
Create in our breasts, hearts of steel!

In thy light, plains, mountains and seas
Shine in a roseate hue and form a vast temple
To which all nations throng to adore thee,
Oh immortal spirit of antiquity!"

THE OLYMPIC FLAME AND THE OLYMPIC TORCH

The Olympic flame is kindled in Olympia, Greece under the authority of the IOC. Although a symbolic fire was used as early as 1928, the Olympic flame's modern history began 80 years ago. Inspired by torch races held in ancient Greece, the Organising Committee for the Olympic Games Berlin 1936 suggested that a flame should be lit in Olympia and transported to Berlin in what would be the first Olympic torch relay.

The Olympic flame has a slightly different historical timeline for the Olympic Winter Games. A symbolic fire was first used at the Olympic Winter Games Garmisch-Partenkirchen 1936, but it was not until 28 years later that an Olympic flame was lit in Olympia for the Olympic Winter Games Innsbruck 1964, establishing a tradition that continues to this day.

📷 **The Olympic Symbols, The Olympic Flame and Torch Relay, The Olympic Games in Antiquity (Educational Factsheets – The Olympic Museum)**

022

SECTION I
UNIT 2: THE FOUNDATIONS OF THE OLYMPIC MOVEMENT

SPORT ADMINISTRATION MANUAL

023

SPORT ADMINISTRATION MANUAL

UNIT 3

THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

A. WHAT IS THE IOC?
B. GOVERNANCE
C. ADMINISTRATION
D. OLYMPIC SOLIDARITY
E. THE OLYMPIC CHANNEL

A. WHAT IS THE IOC?

The IOC is an international non-governmental, non-profit organisation and the supreme authority of the Olympic Movement. Founded in 1894 as the International Committee of the Olympic Games, it was later renamed the International Olympic Committee (IOC). Its official languages are French and English.

The IOC's activities extend beyond merely ensuring the regular celebration of the Olympic Games: it also encompasses the development

of competitive sport and sport for all, supports women's involvement in sport, encourages various measures that protect athletes and takes the lead in the fight against doping and cheating.

The IOC also promotes fair play, peace, non-discrimination, sustainable development, culture, education and positive legacies for Olympic host cities and countries, while also protecting and strengthening the unity of the Olympic Movement.

The IOC protects and strengthens the unity of the Olympic Movement.

"THE MISSION OF THE IOC IS TO PROMOTE OLYMPISM THROUGHOUT THE WORLD AND TO LEAD THE OLYMPIC MOVEMENT."

OLYMPIC CHARTER (RULE 2), 2017

How do you see the Olympic Movement affecting your sport organisation and NOC?

⊕ www.olympic.org

IOC GOVERNANCE BODIES

SESSION

The Session is the general meeting of the Members of the IOC. It is the IOC's supreme organ. Its decisions are final. An ordinary Session is held every year.

EXECUTIVE BOARD AND PRESIDENT

The IOC Executive Board assumes the general overall responsibility for the administration of the IOC and the management of its affairs. The President represents the IOC and presides over all its activities. The President convenes the IOC Executive Board meetings.

COMMISSIONS

The IOC's commissions advise the President, Executive Board and Session. There are also Coordination Commissions for each edition of the Olympic Games, as well as an Evaluation Commission for Candidate Cities.

| Ethics Commission | Finance Commission | Audit Committee | Functional Commissions |

IOC ADMINISTRATION

The administration of the IOC is the responsibility of the Director General, who runs it with the assistance of the directors of various departments and programmes.

COMPLIANCE OFFICES

| Internal Audit | Ethics and Compliance Office |

B. GOVERNANCE

IOC MEMBERS

"MEMBERS OF THE IOC REPRESENT AND PROMOTE THE INTERESTS OF THE IOC AND OF THE OLYMPIC MOVEMENT IN THEIR COUNTRIES AND IN THE ORGANISATIONS OF THE OLYMPIC MOVEMENT IN WHICH THEY SERVE."
OLYMPIC CHARTER (RULE 16.1)

The very first IOC Members were appointed by Pierre de Coubertin, but all IOC Members are now elected by the IOC Session to ensure independence. Members are elected for an eight-year term, renewable by re-election, with an age limit fixed, with a few exceptions, at 70 for all Members elected since the IOC reforms in 1999. (Those elected before the reforms may serve as Members until they reach 80 years of age.)

024

025

SECTION I
UNIT 3: THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT 3: THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

At any one time, the IOC has a maximum of 115 Members. This total includes maximum allocations of 70 individuals, 15 active athletes, 15 NOC representatives and 15 IF representatives, but does not include Honorary Members (in April 2018, there were 41), Honour Members and the Honorary President.

IOC PRESIDENT

"THE PRESIDENT REPRESENTS THE IOC AND PRESIDES OVER ALL ITS ACTIVITIES."
OLYMPIC CHARTER (RULE 20.2)

The IOC President is elected to serve an eight-year term by an absolute majority of IOC Members convened at a Session, with the possibility of an additional four-year term if approved by the Session at the end of the first term.

IOC EXECUTIVE BOARD

"THE IOC EXECUTIVE BOARD ASSUMES THE GENERAL OVERALL RESPONSIBILITY FOR THE ADMINISTRATION OF THE IOC AND THE MANAGEMENT OF ITS AFFAIRS."
OLYMPIC CHARTER (RULE 19.3)

The IOC Executive Board today consists of the IOC President plus four vice-presidents and 10 additional members, elected by the IOC Session

to serve a maximum of two successive four-year terms, and typically meets about four times per year. Its duties include broad responsibilities, such as ensuring the observance of the Olympic Charter, and specific tasks, such as supervising the procedures for the acceptance and selection of Candidate Cities to host the Games. Executive Board reports and recommendations must ultimately be approved by the Session.

SESSION

"THE SESSION IS THE GENERAL MEETING OF THE MEMBERS OF THE IOC. IT IS THE IOC'S SUPREME ORGAN. ITS DECISIONS ARE FINAL. AN ORDINARY SESSION IS HELD ONCE A YEAR. EXTRAORDINARY SESSIONS MAY BE CONVENED BY THE PRESIDENT OR UPON THE WRITTEN REQUEST OF AT LEAST ONE THIRD OF THE MEMBERS."
OLYMPIC CHARTER (RULE 18.1)

Meeting at least once a year, the Session has responsibility for adopting Olympic Charter amendments, electing the IOC President, IOC Members and the Executive Board, expelling Members and selecting the host city for each edition of the Olympic Games. The Session may decide to delegate its powers to the Executive Board.

IOC President Thomas Bach speaks during the Closing Ceremony on Day 16 of the Olympic Games Rio 2016.

Meeting at least once a year, the Session has responsibility for electing IOC Members.

CONGRESS

Congress provides a rare opportunity for the entire Olympic Family – IOC Members, NOC and IF representatives, the Organising Committees of the Olympic Games (OCOGs), athletes, coaches, the media, sponsors and other stakeholders – to meet and discuss issues of importance to the entire Olympic Movement. The most recent Congress was held in Copenhagen in 2009.

COMMISSIONS

"IOC COMMISSIONS MAY BE CREATED FOR THE PURPOSE OF ADVISING THE SESSION, THE IOC EXECUTIVE BOARD OR THE PRESIDENT."
OLYMPIC CHARTER (RULE 20.2)

The IOC President establishes commissions and working groups to study specialised subjects and make recommendations. Commission members typically include IOC Members, NOC and IF representatives, athletes, technical experts, advisers and sport specialists. In early 2017, the IOC had 26 commissions, including:

- **The Athletes' Commission** serves as a link between athletes and the IOC, ensuring that the athletes' viewpoint remains at the heart of Olympic Movement decisions. The Athletes' Commission submits proposals, recommendations and reports to the IOC Executive Board or the IOC Session, and develops toolkits, guidelines and projects to support athletes on and off the field of play. Members of the Athletes' Commission are represented on all other IOC commissions.
  ⊕ www.olympic.org/
  athletes-commission

- **The Legal Affairs Commission** advises the IOC on juridical issues by providing opinions on draft amendments to the Olympic Charter, considering actions or defences concerning the IOC, carrying out legal studies on issues that may affect the IOC, and performing other tasks of a legal nature.
  ⊕ www.olympic.org/
  legal-affairs

- **The Finance Commission** provides advice and recommendations on financial matters. It ensures that the IOC and all its subsidiaries have an efficient and transparent budgeting and financial control process, and that the financial policies and procedures approved by the IOC Executive Board are respected. The Finance Commission recommends strategies for financial investments, and also reviews completed financial statements before they are submitted to the IOC Executive Board and IOC Session for approval.
  ⊕ www.olympic.org/
  finance-commission

- **The Medical and Scientific Commission** advises the IOC on matters relating to the safety and health of athletes. It supervises the provision of healthcare and anti-doping activities during the Olympic Games and promotes the principles of respect for both medical and sport ethics and equality for all competing athletes.
  ⊕ www.olympic.org/medical-and-scientific-commission

- **The Women in Sport Commission** advises the IOC on the development and implementation of the IOC women and sport strategy and policy. Among its many activities, the commission promotes sport as a tool for gender equality and empowerment, raises awareness of harassment and abuse in sport, and supports the education and development of girls and women wishing to be involved and provide leadership in the Olympic Movement.
  ⊕ www.olympic.org/
  women-in-sport-commission

Does your sport organisation or NOC have "commissions" with specific roles, like the IOC commissions? If so, what are their roles and how well do they function?

SECTION 1
UNIT 3: THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 1
UNIT 3: THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

C. ADMINISTRATION

Under the authority of the IOC President, the Director General runs the IOC administration with the assistance of the directors of various departments.

IOC staff prepare, implement and follow up on the decisions taken by the Session, the IOC Executive Board and the IOC President, prepare and follow up on the work of the various IOC Commissions, and liaise regularly with the IFs, NOCs and OCOGs. They coordinate the preparation of all Olympic Games, as well as organising and preparing for other Olympic events. The administration also circulates information within the Olympic Movement and gives advice to Candidate Cities wishing to stage the Games.

IOC HEADQUARTERS
After 21 years in Paris, Pierre de Coubertin moved the IOC's headquarters to Lausanne,

Switzerland in 1915. The IOC President's office is in the Château de Vidy, which was also home to the IOC administrative offices from 1968 until the opening of Olympic House in 1986.

In 2017, the IOC began constructing a new headquarters in Lausanne to house the entire IOC administration, which currently occupies multiple sites.

THE OLYMPIC MUSEUM
The first Olympic Museum opened in 1915, when it occupied just a single room in the Casino de Montbenon in Lausanne. Over time, the collection expanded, before the construction of a permanent museum began in 1988 at Ouchy, in Lausanne. The present-day museum opened in 1993, with the primary objective of letting people discover the Olympic Movement through the stories of the athletes, creators, builders, artists and volunteers involved in it.
🌐 **www.olympic.org/museum**

📷
Olympic House, the IOC's new headquarters building, which opens in 2019..

❓

Is there a sport museum in your country? If not, how would you try to develop one?

Why is it important to promote your Olympic history and traditions?

D. OLYMPIC SOLIDARITY

"THE AIM OF OLYMPIC SOLIDARITY IS TO ORGANISE ASSISTANCE TO NOCS, IN PARTICULAR THOSE WHICH HAVE THE GREATEST NEED OF IT. THIS ASSISTANCE TAKES THE FORM OF PROGRAMMES ELABORATED JOINTLY BY THE IOC AND THE NOCS, WITH THE TECHNICAL ASSISTANCE OF THE IFS, IF NECESSARY."

OLYMPIC CHARTER (RULE 5), 2017

Olympic Solidarity has its roots in the Committee for International Olympic Aid, which was established in 1962 to provide support to Asian and African countries that had just obtained their independence. In 1971, the committee merged with a similar body set up by the Permanent General Assembly of National Olympic Committees, the predecessor of the Association of National Olympic Committees (ANOC), to form the Committee for Olympic Solidarity. Then in 1981, the Olympic Solidarity Commission assumed its current form. Although funding became available in 1972, the amount was limited.

From the Olympic Games Los Angeles 1984 onwards, the increased levels of income generated by television rights made it possible to administer the income according to distribution parameters established by the IOC.
🌐 **www.olympic.org/olympic-solidarity**

Olympic Solidarity helps NOCs to fulfil their mission and responsibility towards the Olympic Movement. The support is channelled through programmes that promote the Fundamental Principles of Olympism by providing support for athlete preparation, improving coaches' technical level, strengthening NOCs' administrative structures and helping NOCs to promote the Olympic values.

OPERATIONAL STRUCTURE AND FUNDING
The Olympic Solidarity Commission is chaired by Sheikh Ahmad Al-Fahad Al-Sabah and is composed of individual members appointed by the IOC

President. The commission is responsible for defining the main directions and courses of action, and managing the activities of Olympic Solidarity, by approving programmes and their related budgets, and by monitoring their implementation.

The commission relies on the Olympic Solidarity international office in Lausanne to implement, execute, monitor and coordinate all its decisions. The office is responsible for all operational aspects of the implementation of the plans, and collaborates with the five continental associations of NOCs and ANOC.

The total Olympic Solidarity budget for 2017-2020 is USD 509 million, a 16 per cent increase compared to the 2013-2016 plan. The sole source of funding for Olympic Solidarity's operations and programmes is the NOCs' share of the revenue from the sale of Olympic Games broadcast rights.

PROGRAMMES
Since 2001, Olympic Solidarity has been offering NOCs programmes at world and continental levels, and also manages the IOC Subsidies for Participation in Olympic Games programme. For 2017-2020, the 21 World Programmes managed for NOCs by Olympic Solidarity fall within five main areas:

Athletes
These programmes offer NOCs assistance adapted to the level of their athletes and the type of competitions for which they are preparing. Olympic Solidarity wants to ensure that all NOCs can send

SECTION I
UNIT 3: THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT 3: THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

qualified athletes to the Games, helping to continue to guarantee the Games' universality. These programmes also aim to provide equal training conditions to athletes of all levels, including young athletes and refugee athletes, and to offer educational opportunities to assist Olympians with successful post-athletic career transition.

Coaches
High-quality supervision and training plays a vital role in athletes' preparation. The three programmes offered in this area support the training of coaches at various levels, in groups or individually, and provide support to reinforce the national sport system for Olympic sports.

NOC management and knowledge sharing
These programmes help NOCs fulfil their missions in the best possible way through direct financial assistance and support for projects aimed at strengthening their management. The programmes also offer several training opportunities to sport administrators, and facilitate exchanges of information and experiences between NOCs.

Promotion of the Olympic values
In line with the IOC's general policies and the NOCs' mission to promote the Fundamental Principles of Olympism, Olympic Solidarity helps NOCs to play a key role at grassroots level within their respective communities. It suggests ways to bring Olympism and the Olympic values to life in fields as diverse as the protection of athletes' health, sustainability, gender equality and Olympic education, as well as preserving national Olympic and sport heritage.

Forums and special projects
These programmes aim to provide specific training opportunities to targeted groups of NOCs, promoting concepts and ideas to them and

responding to NOCs' special requests as a result of extraordinary or unexpected circumstances.

In addition to the World Programmes, Continental Programmes offer NOCs access to technical, financial and administrative assistance that addresses their specific needs and priorities. They complement the World Programmes in accordance with the particular needs and specificities of each continent.

IOC subsidies aim to help NOCs to participate in the Olympic Games in order to achieve two different but complementary wider goals: to help foster the universal spirit of the Games by guaranteeing the participation of all NOCs, and to provide financial contributions to NOCs that play a key role in ensuring the success of the Games.

A GLOBAL PARTNERSHIP
Thanks to the contribution and support of a global network of partners – continental associations, IFs, ANOC, NOCs, IOC commissions, high-level training centres, universities and other experts – Olympic Solidarity is able to continue its mission of assisting NOCs in the best possible conditions.

OLYMPIC SOLIDARITY

? **Does your sport organisation or NOC benefit from Olympic Solidarity programmes? If so, in what ways?**

Olympic Solidarity awards many scholarships to deserving athletes around the world, helping them to prepare for and qualify for the Games. For the Olympic Games Rio 2016:

1,547 INDIVIDUAL SCHOLARSHIPS WERE AWARDED

815 SCHOLARSHIP HOLDERS FROM **171** NOCS QUALIFIED FOR THE GAMES

SCHOLARSHIP HOLDERS WON **101** MEDALS (**33** GOLD, **26** SILVER, **42** BRONZE)

The Olympic Channel is a groundbreaking new media destination where fans can experience the power of sport and the Olympic Movement.

E. THE OLYMPIC CHANNEL

"THE LAUNCH OF THE OLYMPIC CHANNEL IS THE START OF AN EXCITING NEW JOURNEY TO CONNECT THE WORLDWIDE AUDIENCE WITH THE OLYMPIC MOVEMENT ALL YEAR ROUND."

THOMAS BACH, IOC PRESIDENT, AUGUST 2016

One of the IOC's most significant new initiatives in decades was launched at the Closing Ceremony of the Olympic Games Rio 2016. The Olympic Channel is a groundbreaking new media destination, available online and via mobile apps for Android and iOS devices, where fans can experience the power of sport and the Olympic Movement.

The Olympic Channel has been designed to provide a free platform

? **What would you include on the Olympic Channel in order to encourage people to watch it?**

for the continuous exposure of Olympic sports and athletes beyond the Olympic Games period. The Channel will also highlight the relevance of the Olympic Movement's ideals to today's society; provide a platform for sharing the IOC's rich patrimonial assets and archives with the world; and engage younger generations by building understanding, entertainment and education.
🌐 www.olympicchannel.com

030

031

SECTION I
UNIT 3: THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT 3: THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

UNIT 4

NATIONAL OLYMPIC COMMITTEES (NOCS)

A. **WHAT ARE NOCS?**
B. **ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES (ANOC)**
C. **CONTINENTAL ASSOCIATIONS OF NOCS**

A. WHAT ARE NOCS?

The first NOCs were established in France, Greece and the USA in 1894. Over the years, as the Olympic Movement has expanded, so have the number of NOCs – the IOC recognised 206 NOCs in April 2018.

In 1914, the 17th IOC Session decided that only NOCs recognised by the IOC could register competitors to participate in the Olympic Games. As a result, each NOC has the crucial task of selecting, organising and leading its country's delegation at the Olympic Games and at other Games patronised by the IOC.

As defined under Rule 27 of the Olympic Charter (2017) and its Bye-law, NOCs' many other roles include:

- promoting the Fundamental Principles of Olympism, in particular in the fields of sport and education;

- ensuring the observance of the Olympic Charter;
- encouraging the development of both high-performance sport and sport for all;
- assisting in the training of sport administrators;
- taking action against discrimination and violence in sport; and
- adopting the World Anti-Doping Code.

NOCs must ensure that their statutes conform with the Olympic Charter and are approved by the IOC. NOCs are required to include as members the IOC Members in their country, all National Federations (NFs) affiliated to IFs representing sports included in the Olympic programme, and either active or retired athletes. The NOCs' membership may also include certain other categories of organisation or individual.

📷 Each NOC has the crucial task of selecting, organising and leading its country's delegation at the Olympic Games

❓ When was your NOC established? Who are its members?

What is your NOC's mission and areas of activity?

"THE MISSION OF THE NOCS IS TO DEVELOP, PROMOTE AND PROTECT THE OLYMPIC MOVEMENT IN THEIR RESPECTIVE COUNTRIES, IN ACCORDANCE WITH THE OLYMPIC CHARTER."

OLYMPIC CHARTER (RULE 27), 2017

B. ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES (ANOC)

The NOCs recognised by the IOC are members of ANOC, whose main mission is to:

- consider all matters of general interest to the NOCs;
- recognise and support the Continental Associations of NOCs;

- make recommendations concerning the development of the NOCs; and
- collaborate with other constituents of the Olympic Movement on matters relating to sport and physical education.
⊕ www.anocnolympic.org

C. CONTINENTAL ASSOCIATIONS OF NOCS

NOCs are also members of continental associations, which work on behalf of their member NOCs to consolidate and strengthen their role within the Olympic Movement.

The continental associations also facilitate the exchange of information and experiences between NOCs.

The continental associations are listed below. You can find full lists of their NOCs in the Appendices.

❓ Who are the other members of your continental association?

Association of National Olympic Committees of Africa (ANOCA)
Headquarters: Abuja, Nigeria
NOCs: 54
⊕ www.africaolympic.net

Pan American Sports Organization (Panam Sports)
Headquarters: Mexico City, Mexico
NOCs: 41
⊕ www.panamsports.org

Olympic Council of Asia (OCA)
Headquarters: Kuwait City, Kuwait
NOCs: 44
⊕ www.ocasia.org

European Olympic Committees (EOC)
Headquarters: Rome, Italy
NOCs: 50
⊕ www.eurolympic.org

Oceania National Olympic Committees (ONOC)
Headquarters: Suva, Fiji
NOCs: 17
⊕ www.oceanianoc.org

NOCS AROUND THE WORLD

41	54	50	44	17
AMERICAS PANAM SPORTS	**AFRICA** ANOCA	**EUROPE** EOC	**ASIA** OCA	**OCEANIA** ONOC

TOTAL: 206

SECTION I
UNIT 4: NATIONAL OLYMPIC COMMITTEES (NOCS)

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT 4: NATIONAL OLYMPIC COMMITTEES (NOCS)

UNIT 5
INTERNATIONAL FEDERATIONS (IFS)

A. WHAT ARE IFS?
B. NATIONAL FEDERATIONS

A. WHAT ARE IFS?

Within the Olympic Movement, the mission and role of the IFs includes:

- establishing, applying and enforcing the rules concerning the practice of their respective sports;
- furthering the global development of their sports;
- contributing to the spread of Olympism and Olympic education; and
- providing technical assistance in the implementation of the Olympic Solidarity programmes.

Olympic IFs are responsible for establishing and submitting eligibility criteria for Olympic competitions to the IOC for its approval. The IFs are responsible for the technical control and supervision of their sports at the Olympic Games and at other Games held under the patronage of the IOC, and express sport-specific opinions on Olympic Candidate Cities' proposals concerning technical aspects of the venues. IFs' membership consists of the National Federations (NFs) for the given sport in each country.
🌐 **www.olympic.org/documents**

📖 **For a full list of Olympic Summer IFs, Olympic Winter IFs and IOC-Recognised IFs, which govern sports not on the Olympic programme, see the Appendices.**

B. NATIONAL FEDERATIONS

Under Rules 28.3 and 28.1.2 of the Olympic Charter, the National Federations' governing sports included in the Olympic programme or their representatives must form the voting majority within both the General Assembly and the Executive Board of each NOC. Members of National Federations affiliated to IFs that are not included in the Olympic programme, as well as multi-sport groups and other sport-oriented organisations, may also be members of the NOC.

In many countries, NFs (known in some countries as "associations" or

📷 The Global Association of International Sports Federations (GAISF), formerly known as SportAccord, is the umbrella organisation for all Olympic and non-Olympic IFs and meets every year.

> "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 THE WORLD LEVEL, WHICH EXTENDS BY REFERENCE TO THOSE ORGANISATIONS RECOGNISED BY THE IFS AS GOVERNING SUCH SPORTS AT THE NATIONAL LEVEL… EACH IF MAINTAINS ITS INDEPENDENCE AND AUTONOMY IN THE ADMINISTRATION OF ITS SPORT."
>
> **OLYMPIC CHARTER (RULE 25), 2017**

❓ **Which NFs are affiliated to your NOC? Which are Olympic federations?**

What are the basic conditions that your NF must fulfil in order to be recognised by your NOC and your IF?

ADDITIONAL SPORTS

"governing bodies" – their name may vary) have clubs in their membership that include athletes. It is, therefore, the clubs and their athletes that form the basis of the NFs. Regional, provincial or other organisational structures may also exist under the NFs.

034

035

SECTION I
UNIT 5: INTERNATIONAL FEDERATIONS (IFS)

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION I
UNIT 5: INTERNATIONAL FEDERATIONS (IFS)

SECTION

2

THE GAMES

According to historic manuscripts, the first ancient Olympic Games were celebrated in 776 BC in Olympia. Dedicated to the Greek god Zeus, they took place in the same place every four years, a period that became known as an Olympiad. The Games declined after the conquest of Greece by Rome in 146 BC, and were abolished in the fourth century AD. The site at Olympia disappeared through earthquakes and floods before being rediscovered by Englishman Richard Chandler in 1766. However, it wasn't until 1875 that archaeological digs were carried out and the ruins of Olympia were rediscovered – an event that inspired Pierre de Coubertin to create the modern Olympic Games.

Section 2 provides information on the modern Olympic Games, along with other Games that have been influenced both by the Olympic Games and by a desire to further develop sports and to unite the youth of the world via sport.
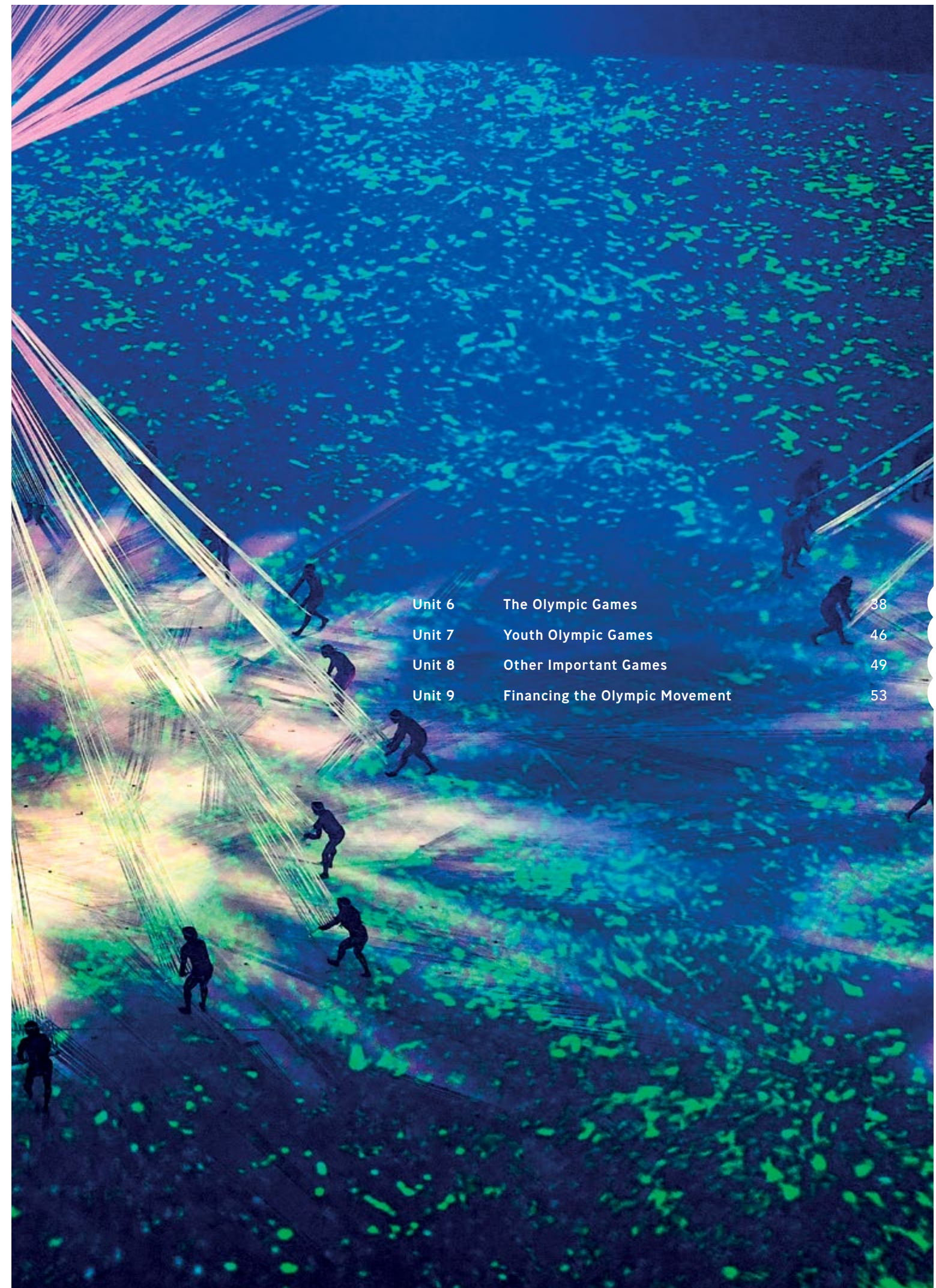
UNIT 6
THE OLYMPIC GAMES

A. WHAT ARE THE OLYMPIC GAMES?
B. SELECTING A HOST CITY
C. ORGANISING THE GAMES
D. WHO TAKES PART IN THE GAMES?
E. ELEMENTS OF THE OLYMPIC GAMES
F. WHAT IS UNIVERSALITY?

A. WHAT ARE THE OLYMPIC GAMES?

The Olympic Games were designed as a celebration that would bring together athletes from around the world to take part in sport competitions.

The Olympic Games are officially called the Games of the Olympiad and the Olympic Winter Games. They were designed by Pierre de Coubertin as a celebration that would be held in different countries, take place every four years and bring together athletes from around the world to take part in sport competitions.

The term "Olympiad" refers to a period of four consecutive years and is used only in conjunction with the Olympic Summer Games, which are numbered consecutively from the first edition of the Games of the Olympiad held in Athens in 1896. Their numbering is not affected by any instances when the Games didn't take place (for example, 1940 and 1944, when the Games were not held because of World War II).

The Olympic Winter Games are contested on snow or ice, and each edition is numbered in the order in which they are held. The first edition, organised by the French NOC in Chamonix in 1924, was originally entitled "Winter Sports Week", and was retroactively recognised by the IOC two years later as the first edition of the Olympic Winter Games.

The Olympic Winter Games took place in the same year as the Summer Games for the last time in 1992. Since then, the Olympic Winter Games have been held in the third year of the Olympiad, with the Summer Games in the first.
⊕ **www.olympic.org/olympic-games**

The 2024 Candidate Cities were the first to gain the full benefits of Olympic Agenda 2020.

B. SELECTING A HOST CITY

OLYMPIC SUMMER GAMES 2024
The 2024 Candidate Cities were the first to gain the full benefits of Olympic Agenda 2020, which introduced a more collaborative approach to the process, as well as increased transparency and a stronger emphasis on sustainability and legacy. The Candidate Cities also had more flexibility to design Games that met local needs.

- **The Invitation Phase**
  In advance of the Candidature Process, interested cities and their NOCs were invited to take part in an Invitation Phase, during which they were able to discuss their plans openly with the IOC and receive further information regarding the Candidature Process.

- **The Candidature Process**
  Cities that decided to put forward a candidature officially became Candidate Cities and took part in the three-stage Candidature Process:

  - Stage 1: Vision, Games Concept and Strategy
  - Stage 2: Governance, Legal and Venue Funding
  - Stage 3: Games Delivery, Experience and Venue Legacy

Splitting the process into three stages provided opportunities for the cities to receive support and feedback from the IOC that further assisted their candidatures.

The IOC Evaluation Commission assesses all bids to host the Olympic Games. The IOC's Olympic Games Coordination Commission then works with host cities to ensure successful delivery of the Games.

In the first two stages, the IOC worked closely with the cities at a series of workshops, providing feedback after each stage. An IOC-appointed Evaluation Commission reviewed the findings before focusing on the stage 3 subject areas. Following a number of advisor pre-visits to the cities to further analyse their plans, the Evaluation Commission visited the Candidate Cities in May 2017, then published a report in July 2017 that highlighted the opportunities and challenges of each Candidate City.
⊕ **www.olympic.org/host-city-election-2024**

- **Election of the host city**
  At the 130th IOC Session – Extraordinary Session in Lausanne on 11 July 2017, the IOC membership authorised the IOC Executive Board to conclude a tripartite agreement with the two Candidate Cities, Paris and Los Angeles, and their respective NOCs for the simultaneous election of the Host Cities of the Olympic Games 2024 and 2028 during the 131st IOC Session in Lima on 13 September 2017.

After each host city election, the IOC, the host city and the NOC of the host country enter into an agreement known as the Host City Contract, setting out the legal, commercial and financial rights and obligations of the three parties.

"WE ARE ENCOURAGING POTENTIAL CANDIDATE CITIES TO PRESENT TO US A HOLISTIC CONCEPT OF RESPECT FOR THE ENVIRONMENT, FEASIBILITY AND OF DEVELOPMENT — TO LEAVE A LASTING LEGACY."

THOMAS BACH, IOC PRESIDENT, DISCUSSING THE RECOMMENDED CHANGES TO THE OLYMPIC GAMES BIDDING PROCESS IN OLYMPIC AGENDA 2020

OLYMPIC WINTER GAMES 2026

On 11 July 2017, the IOC approved changes to the Candidature Process for the Olympic Winter Games 2026 that reduce costs, simplify procedures and provide greater assistance from the IOC to cities and NOCs interested in hosting the Games – ensuring that proposals are affordable, beneficial and sustainable. This new process is a result of the strategic changes introduced by Olympic Agenda 2020, and builds on the first three recommendations: shape the bidding process as an invitation; evaluate bid cities by assessing key opportunities; and reduce the cost of bidding.

Approved by the IOC Session in February 2018, the New Norm is a suite of 118 reforms that translates Olympic Agenda 2020 into actions and reimagines how the Olympic Games are organised. Based on sustainability and legacy, it gives cities increased flexibility to develop Games proposals that align with their long-term city and regional development goals.

- **The Dialogue Stage**
  The new, one-year, non-committal Dialogue Stage provides interested cities and NOCs with a chance to collaborate with the IOC to assess the benefits and requirements of hosting the Games. Cities are not required to submit formal proposals or deliver presentations during this stage. Under the new approach, the IOC takes a more proactive role in assisting and supporting cities considering a candidature well before any commitment.

- **The Candidature Stage**
  The formal Candidature Stage has been shortened from two years to one. During this stage, Candidate Cities 2026 can expect closer IOC collaboration, expert advice and other support, with Olympic projects tailored to context of the city and region and the submission of one single candidature file.

This new process significantly reduces costs for cities. The host city election takes place at the IOC Session in 2019.
🌐 www.olympic.org/candidature-process-2026

THE NEW NORM

The implementation of the New Norm will result in reductions of complexity and costs, while maximising flexibility and partnership. Proposed solutions will bring about cost efficiencies without compromising the Olympic experience. The plan invites opportunities to reduce venue sizes, rethink transport options, optimise existing infrastructure and reuse the field of play for various sports. The New Norm will also ensure that host cities receive more assistance from the IOC and the wider Olympic Movement.

IOC Observer Programme
The IOC Observer Programme allows staff members of future OCOGs to live, learn and experience real Olympic Games operations by visiting Olympic sites during the Games. The IOC organises the Observer Programme in partnership with the host OCOG. Representatives of future OCOGs can also gain experience through a secondment programme, which allows them to work on the current edition of the Games, and the post-Games debrief.

C. ORGANISING THE GAMES

ORGANISING COMMITTEES OF THE OLYMPIC GAMES (OCOGS)

The NOC of the host country is responsible for establishing an Organising Committee of the Olympic Games (OCOG), which reports directly to the IOC Executive Board.

The OCOG is the main entity responsible for coordinating all matters relating to the Olympic Games. It goes through an approximately seven-year planning cycle, establishing functions and services for all aspects of the Games. The OCOG must comply with the Olympic Charter, the Host City Contract and the instructions of the IOC Executive Board. The OCOG must also work with other parties who play a vital role in the Games, such as IFs. Along with paid OCOG staff, volunteers play an essential role.

Is it important for the Games to move to different cities and countries?

What are the benefits for the IOC, the IFs and the host country?

OLYMPIC GAMES COORDINATION COMMISSION

The IOC forms an Olympic Games Coordination Commission shortly after the election of the host city. Made up of representatives from the IOC, IFs, NOCs and athletes, as well as experts in various Games-related fields, the commission oversees and assists the OCOG, and regularly visits the host city. It also ensures that the OCOG respects the Olympic Charter and the Host City Contract.

OLYMPIC GAMES KNOWLEDGE MANAGEMENT (OGKM)

The IOC Olympic Games Department supports the Coordination Commission to ensure that the Games are staged in the most efficient, effective and harmonious manner possible. The OGKM programme provides Candidate Cities and host cities with access to a network of experts with Games experience, as well as to a wide range of resources, such as reports and manuals.

D. WHO TAKES PART IN THE GAMES?

ATHLETES

The athletes are at the heart of the Olympic Movement, the role models who inspire millions of children around the world to participate in sport and to recognise the Olympic ideals. The IOC created an Athletes' Commission in 1981 and placed an Olympic athlete as a member of the IOC Executive Board in 1999.
🌐 www.olympic.org/athletes-commission

NATIONAL OLYMPIC COMMITTEES (NOCS)

NOCs select and enter athletes from their countries into the Games, usually those proposed by their respective National Federations (NFs), and ensure all entries comply with the Olympic Charter and IF rules. They also arrange the logistical elements of a country's trip to the Games (such as travel and Olympic mission operations). The NOCs also supervise the selection of a single Candidate City from among any potential bid cities within its country.

INTERNATIONAL FEDERATIONS (IFS)

Each IF is responsible for the technical control and direction of its sport at the Olympic Games. The schedule, field of play operations, training venues and all equipment must comply with rules set by the IF, which also selects the judges, referees and other technical officials for the competitions and establishes the results and rankings.

SPONSORS, SUPPLIERS AND LICENSEES

In addition to the benefits that an OCOG receives from the IOC's Worldwide Olympic Partners, each OCOG also seeks out its own sponsors, suppliers and licensees to cover elements such as transportation, technology, catering and souvenirs.

MEDIA

The Olympic Charter lays down the provisions that must be made for media at the Games, with the aim of ensuring the widest possible audience around the world. The media render two essential services to the Olympic Movement and the Games: they provide a major source of income through their purchase of broadcast rights, and they present the Games and other aspects of the Olympic Movement to a vast audience. The image that most people have of Olympism is presented by the media.

What are the requirements for an athlete in your sport to be eligible to participate in the Olympic Games?

OLYMPIC GAMES HOST CITIES

London
The only city to have hosted the Games three times (1908, 1948, 2012)

Innsbruck, Lake Placid, St Moritz
The three cities to have hosted the Olympic Winter Games twice

Beijing
In 2022, it will become the first city to host both Summer and Winter editions

USA
The country to have hosted the Games most often (four Summer, four Winter); France is second (two Summer, three Winter)

1956
The only Olympic Summer Games with two host cities: Stockholm (equestrian events only) and Melbourne (all other events)

SECTION 2
UNIT 6: THE OLYMPIC GAMES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 2
UNIT 6: THE OLYMPIC GAMES

E. ELEMENTS OF THE OLYMPIC GAMES

"THE PROGRAMME OF THE OLYMPIC GAMES IS THE PROGRAMME OF ALL SPORTS COMPETITIONS ESTABLISHED BY THE IOC FOR EACH EDITION OF THE OLYMPIC GAMES IN ACCORDANCE WITH THE PRESENT RULE AND ITS BYE-LAW."

OLYMPIC CHARTER (RULE 45), 2017

OLYMPIC PROGRAMME
The Olympic programme is composed of sports, disciplines and events.

- **Sports** are governed by an IF recognised by the IOC. For example, the International Cycling Union (UCI) is the IF for cycling.
- **Disciplines** are distinct branches of a sport. For example, road cycling, track cycling, mountain bike and BMX are all disciplines of the sport of cycling.
- **Events** are competitions that end with a ranking and the award of medals and diplomas. For example, the women's road race and the men's individual time trial are events in the discipline of road cycling.

After each Games, the IOC Olympic Programme Commission reviews the programme to ensure it remains exciting and relevant. The commission's recommendations are first made to the IOC Executive Board and then reported to the IOC Session, which decides the sports to appear in the programme. The IOC Executive Board then determines the disciplines and events.

The Olympic Games Tokyo 2020 will feature five extra sports compared to the Olympic Games Rio 2016: baseball/softball, returning to the Games after a 12-year absence, and karate, skateboarding, sport climbing and surfing, each making its Olympic debut.
⊡ **Appendices**

CULTURAL PROGRAMME
When Pierre de Coubertin looked to the ancient Olympic Games and Greek culture for inspiration, his imagination was captured as much by the cultural elements as the sport-related ones. At the Olympic Games Stockholm 1912, a separate programme of arts competitions was introduced, and these competitions in architecture, sculpture, painting, literature and music remained a part of the programme until 1948.

The competitions were dropped following the 1948 Games, but art and culture were not entirely removed. In accordance with Rule 39 of the Olympic Charter (2017), each OCOG must organise a programme of cultural events covering at least the period during which the Olympic Village is open. These events, such as plays, concerts, dance, exhibitions, films and literature, are held in the Olympic Village, the host city, the region and even across the country.

CEREMONIES
The opening and closing ceremonies are as much a highlight of the Games as the competitions. The elements of protocol, such as the Olympic oath, the parade of athletes, the Olympic flag, the official declarations opening and closing the Games and the always eagerly anticipated answer to the question of who will light the Olympic cauldron, are now longstanding traditions. It was not, however, until 1920 that most of these elements were incorporated into the Games.

Medal ceremonies have also evolved over time. At early editions, the medals were often given out together at the end of the Games. It was not until the Olympic Games St Louis 1904 that gold, silver and bronze medals were given to the first-, second- and third-place finishers, and the medal podium was not introduced until the Olympic Winter Games Lake Placid 1932. Today, each OCOG must follow set protocol guidelines for all ceremonies.

OLYMPIC VILLAGE
The concept of the Olympic Village, sometimes also referred to as the athletes' village, was first introduced at the Olympic Games Paris 1924. The first official Olympic Village, only for men, was created for the Olympic Games Los Angeles 1932. The objective of the village is to bring together all competitors, team officials and other team personnel in one place.

F. WHAT IS UNIVERSALITY?

In contrast to the ancient Olympic Games, Pierre de Coubertin envisioned the modern Games as an international rather than a national celebration. Athletes from around the world would come together to compete, interact and learn from each other. De Coubertin's concept has since been described using words and phrases such as "internationalism", "universal understanding", "global" and "universality".

OLYMPIC SUMMER GAMES PARTICIPATION

NO.	Year	City	NOCs	Events	Athletes
I	1896	Athens	14	43	241
II	1900	Paris	24	95	997
III	1904	St Louis	12	91	651
IV	1908	London	22	110	2,008
V	1912	Stockholm	28	102	2,407
VI	1916	not celebrated	–	–	–
VII	1920	Antwerp	29	154	2,622
VIII	1924	Paris	44	126	3,088
IX	1928	Amsterdam	46	109	2,883
X	1932	Los Angeles	37	117	1,334
XI	1936	Berlin	49	129	3,963
XII	1940	not celebrated	–	–	–
XIII	1944	not celebrated	–	–	–
XIV	1948	London	59	136	4,104
XV	1952	Helsinki	69	149	4,955
XVI	1956	Melbourne	67	145	3,155
		Stockholm	29	6	159
XVII	1960	Rome	83	150	5,338
XVIII	1964	Tokyo	93	163	5,152
XIX	1968	Mexico	112	172	5,516
XX	1972	Munich	121	195	7,134
XXI	1976	Montreal	92	198	6,084
XXII	1980	Moscow	80	203	5,179
XXIII	1984	Los Angeles	140	221	6,829
XXIV	1988	Seoul	159	237	8,391
XXV	1992	Barcelona	169	257	9,356
XXVI	1996	Atlanta	197	271	10,318
XXVII	2000	Sydney	199	300	10,651
XXVIII	2004	Athens	201	301	10,625
XXIX	2008	Beijing	204	302	10,942
XXX	2012	London	204	302	10,568
XXXI	2016	Rio de Janeiro	205*	306	11,238
XXXII	2020	Tokyo	24 July – 9 August 2020		

* In addition to 205 NOCs, Rio de Janeiro welcomed the Refugee Olympic Team and a team of Independent Olympic Athletes.

042

043

SECTION 2
UNIT 6: THE OLYMPIC GAMES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 2
UNIT 6: THE OLYMPIC GAMES

OLYMPIC WINTER GAMES PARTICIPATION

No.	Year	City	NOCs	Events	Athletes
I	1924	Chamonix	16	16	258
II	1928	St Moritz	25	14	464
III	1932	Lake Placid	17	14	252
IV	1936	Garmisch- Partenkirchen	28	17	646
	1940	not celebrated	–	–	–
	1944	not celebrated	–	–	–
V	1948	St Moritz	28	22	669
VI	1952	Oslo	30	22	694
VII	1956	Cortina D'Ampezzo	32	24	821
VIII	1960	Squaw Valley	30	27	665
IX	1964	Innsbruck	36	34	1,091
X	1968	Grenoble	37	35	1,158
XI	1972	Sapporo	35	35	1,006
XII	1976	Innsbruck	37	37	1,123
XIII	1980	Lake Placid	37	38	1,072
XIV	1984	Sarajevo	49	39	1,272
XV	1988	Calgary	57	46	1,423
XVI	1992	Albertville	64	57	1,801
XVII	1994	Lillehammer	67	61	1,737
XVIII	1998	Nagano	72	68	2,176
XIX	2002	Salt Lake City	77	78	2,399
XX	2006	Turin	80	84	2,508
XXI	2010	Vancouver	82	86	2,566
XXII	2014	Sochi	88	98	2,780
XXIII	2018	PyeongChang	91	102	2,833
XXIV	2022	Beijing	4 – 20 February 2022		

Increased participation in the Games, improved Olympic performances and greater worldwide media coverage of the Games are just some of the indicators that can be used to demonstrate the universality of the Games.

PARTICIPATION IN THE GAMES
Participation in the Olympic Summer Games has grown dramatically, from 241 athletes and 14 NOCs in 1896 to 11,238 athletes from 205 NOCs in 2016.

The same can be said of the Olympic Winter Games, which have expanded from 258 athletes from 16 countries on two continents in 1924 to a total of 2,833 athletes from the five continents competing at PyeongChang 2018.

The increase in participation has occurred for a number of reasons, such as greater interest in the Games, a larger number and variety of events, more opportunities for women's participation and even world events, such as the break-up of the Soviet Union. Additionally, programmes such as Olympic Solidarity's Olympic Scholarships for Athletes have made it possible for many athletes who might not otherwise have had the opportunity to train for, qualify for or participate in the Games.

OLYMPIC PERFORMANCES
Olympic performances also demonstrate the evolving universality of the Games. In 1896, athletes from 11 countries won medals in Athens. At Rio in 2016, medals were won by

athletes from 78 countries on five continents, some of whom were the first from their country to win an Olympic medal. At the Olympic Winter Games, it is no longer only athletes from countries typically associated with winter sports who are taking part and achieving impressive results: athletes from 26 countries on four continents won medals at the Olympic Winter Games Sochi 2014.

OLYMPIC PROGRAMME
Universality is one of the 39 criteria that are used today to review the Olympic programme. In this case, universality is defined by statistics relating to the number of recognised National Federations and their participation at certain levels of competition. Attention is also paid to the "global spread of excellence", as defined by the continental distribution of medals within a sport.

BROADCASTING THE GAMES
Since 2009, the IOC's Olympic Broadcasting Services (OBS) has overseen the host broadcaster function for the Games.

Increased host broadcast coverage of the Games provides Olympic broadcast partners with greater programming opportunities in more sports, enabling them to deliver more complete Olympic coverage to audiences around the world. The IOC also works with its broadcasters to ensure that more live coverage is available, and that the latest technologies, including HDTV, live internet coverage and coverage on mobile phones, are available in as many territories as possible.

What do you think about the Games coverage in your own country?

Increased host broadcast coverage of the Games provides Olympic broadcast partners with greater programming opportunities in more sports.

044

045

SECTION 2
UNIT 6: THE OLYMPIC GAMES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 2
UNIT 6: THE OLYMPIC GAMES

UNIT 7
YOUTH OLYMPIC GAMES

A. YOUTH OLYMPIC GAMES (YOG)

A. YOUTH OLYMPIC GAMES (YOG)

The Youth Olympic Games (YOG) were first held in 2010 by the IOC to reach out to young people around the world. A global multi-sport event combining high-level athletic performance with a purpose-driven sport festival, the Games are the leading component of a network of youth sporting events that encourage young people to take part in competitive and organised sports, and promote the philosophy of Olympism.

The YOG are essentially about competing, learning and sharing, and are a celebration of sport, youth diversity and the Olympic values of excellence, friendship and respect. The YOG:

- bring together the world's best young athletes aged 15-18 for a sport festival that includes cultural and educational activities;
- promote cultural exchange and the Olympic values, including non-discrimination, fair play and the pursuit of excellence;
- engage with young people through the Olympic Movement's digital platforms, including the Olympic Channel; and
- test and validate sport innovations, as well as Compete, Learn & Share initiatives that contribute to the appeal of the Olympic Movement and support the creation of shareable, ongoing programmes.

The YOG consist of a summer and a winter edition, which both take place every four years. The IOC has reviewed the YOG in order to make the next editions more accessible and affordable for all types of cities. It has created a new host selection process that is simpler, shorter and cheaper, based on an open dialogue and flexible approach.

SPORT PROGRAMME
The sport programme for each edition of the YOG may be based on the previous edition, provided that the host city's venues allow for it. The IOC, in consultation with the IFs, works with the host to agree an appropriate sport programme. Where necessary, this may include adapting the programme and/or competition formats if there are no suitable affordable solutions.

Each host city may propose adding one or more sports or disciplines governed by IOC-Recognised IFs that are not on the Olympic Games programme. The YOG programme currently includes new disciplines and formats such as 3-on-3 basketball, an ice hockey skills challenge, and mixed-gender and mixed-NOC events.

The IOC aims to increase the overall athlete quota by sport/discipline and reduce the number of events to develop the level of performance and create a large pool of "universality places", which ensure athletes from each NOC can participate.

CULTURE AND EDUCATION
The educational and cultural dimensions of sport are essential parts of the YOG experience, which features activities in five IOC-defined themes:
- Olympism
- Skills Development
- Well-Being and Healthy Lifestyles
- Social Responsibility
- Expression

Sport's cultural and educational dimensions are embedded within the entire organisation and applied to all aspects of the YOG. The Games offer a platform to tackle sport skills and life skills that are relevant for athletes and other young people in general, such as nutrition, healthy lifestyles, sustainability, the fight against doping and illegal betting, and how to act as a role model. Each Games features the comprehensive and integrated

The Youth Olympic Games (YOG) were introduced in 2010 by the IOC to reach out to young people around the world.

SECTION 2
UNIT 7: YOUTH OLYMPIC GAMES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 2
UNIT 7: YOUTH OLYMPIC GAMES

"THE YOUTH OLYMPIC GAMES ARE A UNIQUE AND POWERFUL INTRODUCTION TO OLYMPISM. THEY ARE A STEPPING STONE TO THE OLYMPIC GAMES."

JACQUES ROGGE, THEN-IOC PRESIDENT, 2007

Compete, Learn & Share programme, delivered at YOG venues to engage with the maximum number of people.

The YOG experience is designed to reach the following audiences before, during and after the Games:

- **Young athletes**

- **Other young participants:**
  - **Young Change-Makers**, nominated by their respective NOCs to help spread the YOG spirit and encourage athletes to participate in Compete, Learn & Share activities;
  - **Young reporters**, part of a multi-media training programme

that allows young people to cover the event "for the youth by the youth";
- **Young broadcasters**, part of an OBS programme for young people; and
- **Participants** in other YOGOC programmes, such as young sport presenters, commentators, translators and leaders.

- **Local youth** (city/country) – inspiring them to participate in and stay connected to organised sport.

- **Athletes' entourage** – educating coaches and parents to motivate them to always act in the best interests of young athletes.
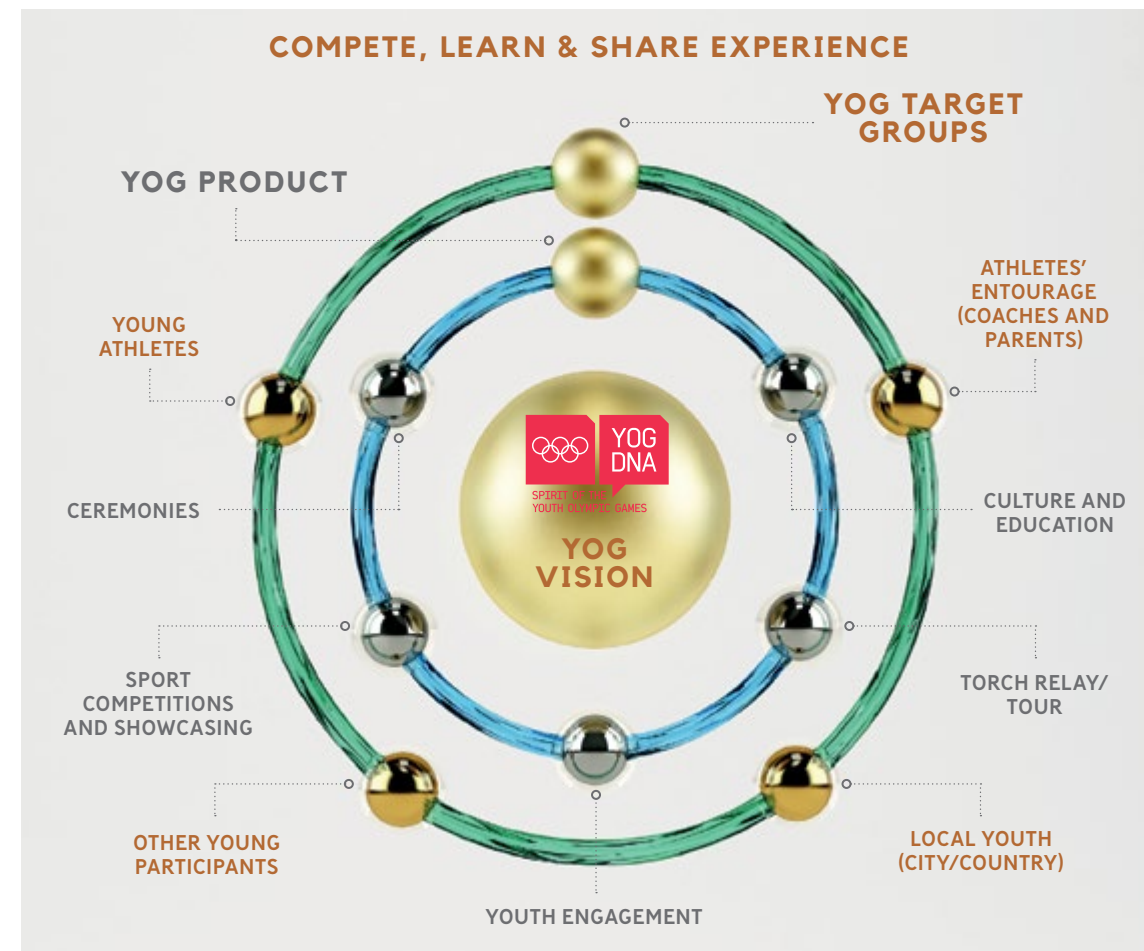
? What are the benefits of your NOC's participation in the YOG?

How can you maximise your NOC's involvement in future YOGs?

Is the educational aspect of the YOG important?

How can the educational aspect of other sport competitions aimed at young people in your country be strengthened?

COMPETE, LEARN & SHARE EXPERIENCE

YOG PRODUCT

YOG TARGET GROUPS

YOG VISION

YOUNG ATHLETES

ATHLETES' ENTOURAGE (COACHES AND PARENTS)

CEREMONIES

CULTURE AND EDUCATION

SPORT COMPETITIONS AND SHOWCASING

TORCH RELAY/ TOUR

OTHER YOUNG PARTICIPANTS

LOCAL YOUTH (CITY/COUNTRY)

YOUTH ENGAGEMENT

UNIT 8
OTHER IMPORTANT GAMES

A. PARALYMPIC GAMES
B. CONTINENTAL ASSOCIATIONS AND THEIR GAMES
C. OTHER GAMES

A. PARALYMPIC GAMES

The Paralympic Games is a multi-sport event for athletes with a physical, visual or intellectual impairment, staged every four years in both summer and winter editions.

In order to promote fair competition, all Paralympic sports have technical guidelines and classification systems that determine which athletes are eligible to compete in each sport and how athletes may be grouped together for competition in a single event.

The Paralympic Movement began in 1948, when Sir Ludwig Guttman launched the Stoke Mandeville Games for World War II veterans with spinal cord injuries. The ninth Stoke Mandeville Games, held in Rome, Italy in 1960, have since been retrospectively designated as the first Paralympic Summer Games. The first Paralympic Winter Games took place 16 years later in Örnsköldsvik, Sweden.
🌐 www.paralympic.org/ paralympic-games

INTERNATIONAL PARALYMPIC COMMITTEE (IPC)
The IPC has been the global governing body of the Paralympic Movement since 1989. As well as ensuring the successful hosting of the summer and winter Paralympic Games, it acts as the IF for nine sports, supervising and coordinating world championships and

other competitions. The fundamental philosophy of the Paralympic Movement is that all people with a disability, from grassroots to elite level, should have the same opportunities and experiences to enjoy sports as athletes without disabilities.
🌐 www.paralympic.org/the-ipc

IOC–IPC AGREEMENTS
Since the Olympic Summer Games Seoul 1988 and the Olympic Winter Games Albertville 1992, the Paralympic Games have taken place in the same cities and venues as the Olympic Games. Following a general cooperation agreement signed in 2000, the IOC and the IPC signed a Games-specific extension in 2001 confirming that, from 2008 onwards, the Paralympic Games must always follow the Olympic Games, using the same venues and facilities. Since 2002, a single Organising Committee has been responsible for hosting both Games.

On 14 June 2016, the IOC and IPC signed a new Memorandum of Understanding, agreeing that the two bodies will cooperate to increase the visibility of the Paralympic Games and enhance the Paralympic brand; deepen existing cooperation; and ensure the financial stability and long-term viability of the IPC, the Paralympic Games and the Paralympic Movement.

? Is there a National Paralympic Committee (NPC) in your country? What are its mission and activities?

Are there any other organisations in your country that promote sport for those with disabilities?

"THE IOC AND IPC SHARE THE SAME GOAL OF MAKING THE WORLD A BETTER PLACE THROUGH SPORT, AND I LOOK FORWARD TO OUR TWO ORGANISATIONS WORKING CLOSELY TOGETHER TO ACHIEVE THIS."

THOMAS BACH, IOC PRESIDENT, 2016

B. CONTINENTAL ASSOCIATIONS AND THEIR GAMES

AFRICA

African Games

The All-Africa Games, as they were originally called, developed from the Friendship Games, which were held among African French-speaking countries in the early 1960s. First staged in 1965, the All-Africa Games were renamed the African Games in 2012 and are now organised by three groups: the African Union, the owners of the Games; the Association of National Olympic Committees of Africa (ANOCA), responsible for the technical aspects; and the Association of African Sports Confederations (AASC), which develops marketing policy, sponsorship and research resources. Since 1999, the African Games have included events for athletes with a disability.

🌐 www.africaolympic.net/en/
about-anoca/african-games

African Youth Games

Held every four years since 2010, the African Youth Games complement the African Games. The third Games will be held in Algiers in 2018.

🌐 www.africaolympic.net/en/
about-anoca/africa-youth-games

AMERICA

Pan American Games

The continental Games of the Americas are held every four years during the summer preceding the Olympic Summer Games, and are governed by the Pan American Sports Organization (Panam Sports).

The programme includes sports governed by IOC-Recognised IFs and all sports, disciplines and events on the official programme of the Olympic Summer Games, and may also include non-Olympic sports recognised by Panam Sports. The Parapan American Games for athletes with physical disabilities take place immediately after the Games. The next Games will take place in Lima, Peru in 2019.

🌐 www.panamsports.org/
sports-events

Other regional Games

A number of regional Games in the Americas, such as the **South American Games**, the **Central American Games**, the **Central American & Caribbean Games** and the **Bolivarian Games**, take place under the responsibility of their respective regional organisation.

ASIA

Asian Games

The Olympic Council of Asia (OCA) coordinates the Asian Games, which are held for the purpose of developing intercultural knowledge and friendship within Asia. First staged in 1951, they are now held every four years.

🌐 www.ocasia.org

Asian Winter Games

The Asian Winter Games were established by the OCA in 1986. The eighth edition was held in Sapporo, Japan in 2017.

🌐 www.ocasia.org

Asian Youth Games

The Asian Youth Games are held every four years to complement the Asian Games. The first Games were hosted by Singapore in 2009 as a test in preparation for the Youth Olympic Games.

🌐 www.ocasia.org

Other Games

The OCA also organises the **Asian Beach Games** and the **Asian Indoor & Martial Arts Games**, as well as several regional Games.

EUROPE

European Games

The first ever European Games, which are governed by the European Olympic Committees (EOC), took place in Baku, Azerbaijan in 2015. The next edition will take place in Minsk, Belarus in 2019.

🌐 www.european-games.org

European Youth Olympic Festival

In 1990, the EOC launched the European Youth Olympic Days, now called the European Youth Olympic Festival (EYOF), a biennial multi-sport event for young athletes from the EOC's 50 member countries. It has a winter edition, which will next be staged in Sarajevo and East Sarajevo, Bosnia and Herzegovina in February 2019, and a summer edition, which will next be held in Baku, Azerbaijan in July 2019.

🌐 www.eyof.org

Games of the Small States of Europe

Launched in 1985, the Games of the Small States of Europe are held every two years in either Andorra, Cyprus, Iceland, Liechtenstein, Luxembourg, Malta, Monaco, Montenegro or San Marino. The Games, which feature competition in nine Summer Olympic sports, will next be staged in Podgorica, Montenegro in 2019.

🌐 www.eurolympic.org

OCEANIA

Pacific Games

The Pacific Games, formerly the South Pacific Games, are a multi-sport event for countries of the South Pacific, and are governed by the Pacific Games Council. There are 22 members of the council, 15 of whom are also member associations of the Oceania National Olympic Committees (ONOC).

The Pacific Games Council, in accord with ONOC, invited Australia and New Zealand to participate in four sports (rugby sevens, sailing, taekwondo and weightlifting) on a provisional basis at the 2015 Pacific Games where other Pacific countries had proven sufficiently competitive against them in the past.

Pacific Mini Games

Since 1981, the South Pacific region has also organised the Pacific Mini Games for smaller countries. A scaled-down version of the Pacific Games, they are also held every four years in between editions of the main Games.

FUTURE GAMES AROUND THE WORLD

CENTRAL AMERICAN AND CARIBBEAN GAMES
BARRAQUILLA, COLOMBIA (2018)

AFRICAN YOUTH GAMES
ALGIERS, ALGERIA (2018)

EUROPEAN YOUTH OLYMPIC FESTIVAL
SARAJEVO AND EAST SARAJEVO, BOSNIA AND HERZEGOVINA (2019)

EUROPEAN GAMES
MINSK, BELARUS (2019)

ASIAN GAMES
JAKARTA, INDONESIA (2018)

ASIAN WINTER GAMES
BEIJING, PEOPLE'S REPUBLIC OF CHINA (2021)

PACIFIC GAMES
APIA, SAMOA (2019)

PAN-AMERICAN GAMES
LIMA, PERU (2019)

SOUTH AMERICAN GAMES
COCHABAMBA, BOLIVIA (2018)

GAMES OF THE SMALL STATES OF EUROPE
BUDVA, MONTENEGRO (2019)

AFRICAN GAMES
LUSAKA, ZAMBIA (2019)

ASIAN GAMES
PALEMBANG, INDONESIA (2018)

ASIAN YOUTH GAMES
SURABAYA, INDONESIA (2021)

PACIFIC MINI GAMES
SAIPAN, N MARIANAS ISLANDS (2021)

❓ How can the sports in your country best use regional Games or other Games to develop your country's sport system?

SECTION 2
UNIT 8: OTHER IMPORTANT GAMES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 2
UNIT 8: OTHER IMPORTANT GAMES

C. OTHER GAMES

COMMONWEALTH GAMES
In 1930, 11 countries sent 400 athletes to take part in six sports and 59 events at the first ever British Empire Games in Hamilton, Canada. Held every four years since then (except 1942 and 1946), the Games were briefly known as the British Empire & Commonwealth Games (1954-1966) and the British Commonwealth Games (1970-1974), but have been named the Commonwealth Games since 1978. The most recent Commonwealth Games took place in the Gold Coast of Australia in 2018, and attracted around 6,000 athletes and officials from 70 nations and territories to compete in 18 sports and seven para-sports.
⊕ www.thecgf.com

FISU UNIVERSIADE (WORLD UNIVERSITY GAMES)
Organised by the International University Sports Federation (FISU), the Universiade is open to student athletes aged 17-25 who are registered in a full-time university course or have obtained their degrees within a year of the Games. First held in 1959, the Games are now staged every two years. The Summer Universiade attracts more than 10,000 athletes from more than 140 nations competing in more than 20 sports, and will next be held in Napoli, Italy (2019). The Winter Universiade was held in early 2017 in Almaty, Kazakhstan, and featured

1,604 athletes from 56 countries. The next editions will take place in Krasnoyarsk, Russia (2019) and Lucerne, Switzerland (2021).
⊕ www.fisu.net

LES JEUX DE LA FRANCOPHONIE (FRANCOPHONE GAMES)
The Francophone Games were launched in 1989 as a celebration of the sport and culture of French-speaking nations, and are now held every four years. Between 1,500 and 3,000 athletes from 55 member nations and three associate member nations take part in competitions and cultural activities. The next Games will be held in Moncton-Dieppe, Canada (2021).
⊕ www.jeux.francophonie.org

WORLD GAMES
Several non-Olympic IFs created their own multi-sport competition in 1980 – and the World Games, first staged in 1981, are now held every four years. Around 3,000 athletes compete in about 30 sports in six categories: artistic and dance sports, ball sports, martial arts, precision sports, strength sports and trend sports. Not all sports necessarily feature in every edition. The next edition of the World Games will take place in Birmingham, Alabama, USA in 2021.
⊕ www.theworldgames.org

📷 The next Commonwealth Games is expected to attract 6,000 athletes and officials from 70 nations and territories.


FINANCING THE OLYMPIC MOVEMENT

A. HOW DOES THE OLYMPIC MOVEMENT GENERATE FUNDS?
B. REVENUE GENERATION
C. REVENUE DISTRIBUTION

A. HOW DOES THE OLYMPIC MOVEMENT GENERATE FUNDS?

❓ What are the revenues for your NOC or sport, and where do they come from? What areas could you explore to generate more sustainable revenue?

The Olympic Movement generates revenue through a number of programmes:

- **The IOC** manages broadcast partnerships, the TOP worldwide sponsorship programme and the IOC official supplier and licensing programme.

- **The OCOGs** manage domestic sponsorship, ticketing and licensing programmes within the host nations under the direction of the IOC.
- **The NOCs** generate revenue through their own domestic commercial programmes.
- **The IFs** generate revenue through their own commercial programmes.

B. REVENUE GENERATION

2001-2004	2005-2008	2009-2012	2013-2016
3.0	3.9	5.2	5.7
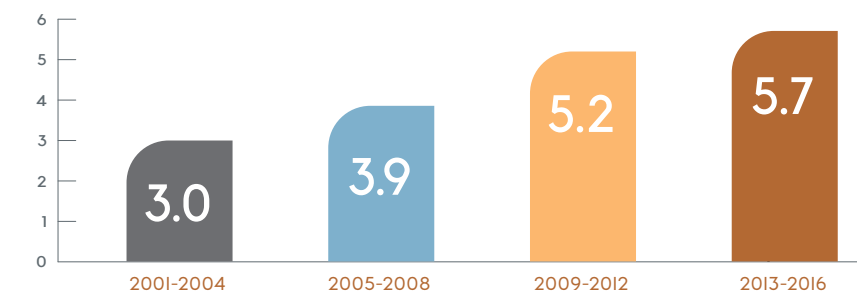
Revenue in billions of US dollars (USD). The IOC's total revenue includes IOC TV broadcast revenue, TOP programme revenue, OCOG domestic sponsorship, OCOG ticketing and OCOG licensing. For a breakdown of IOC revenue for the last four Olympiads, see page 295. Source: IOC's audited financial statements.

BROADCAST RIGHTS
The IOC owns all global broadcast rights across all platforms for the Olympic Games, including broadcasts on television, radio, mobile and internet platforms, and is responsible for allocating these rights to media companies throughout the world.

Olympic broadcast partnerships are the greatest source of revenue for the Olympic Movement, and television coverage has been the single largest factor in the growth of the Games. Broadcast revenues hit new heights during the 2013-16 quadrennial, reaching a total of USD 4.2 billion.

"THE IOC TAKES ALL NECESSARY STEPS IN ORDER TO ENSURE THE FULLEST COVERAGE BY THE DIFFERENT MEDIA AND THE WIDEST POSSIBLE AUDIENCE IN THE WORLD FOR THE OLYMPIC GAMES"
OLYMPIC CHARTER (RULE 48), 2017

THE OLYMPIC PARTNER (TOP) PROGRAMME
Created in 1985, the TOP programme provides each Worldwide Olympic Partner with exclusive global marketing

> **"FOR MANY DECADES, THE WORLDWIDE TOP PARTNERS HAVE DEMONSTRATED THE IMPORTANCE OF THEIR SUPPORT FOR THE ENTIRE OLYMPIC MOVEMENT."**
>
> **THOMAS BACH, IOC PRESIDENT, 2016**

rights within a designated product or service category, generating revenue and support for the Olympic Movement. During the Games, Worldwide Olympic Partners provide technological and operational support with the likes of timing and scoring systems, IT, security equipment and venue infrastructure. In return, the Games provide sponsors with unparalleled opportunities to build brands, increase sales, connect with the public, motivate employees, enhance corporate reputations and leave lasting legacies. Worldwide Olympic Partners can also develop marketing programmes with various members of the Olympic Movement, including the IOC, NOCs and OCOGs.

Current Worldwide Olympic Partners:
- Coca-Cola
- Alibaba Group
- Atos
- Bridgestone
- Dow
- GE
- Intel
- Omega
- Panasonic
- P&G
- Samsung
- Toyota
- Visa

Allianz becomes a Worldwide Olympic Partner in 2021.

REVENUE GENERATED BY OCOGS

Domestic sponsors
In addition to the global TOP programme, the Games are supported by domestic sponsorship programmes that grant marketing rights within host countries. These programmes are managed by the OCOGs under the direction of the IOC, and are primarily focused on fulfilling the OCOG's many specific operational needs.

Ticketing
The Games' ticketing programmes are managed by the OCOGs with IOC approval. The primary goal is to enable as many people as possible to experience the Games, with the secondary goal of generating financial revenue necessary to support the staging of the Games. The OCOGs and the IOC work to ensure that tickets are priced to suit the economic circumstances of the public in accordance with domestic market prices for major sport events.

Licensing
At each Games, licensing agreements grant the use of Olympic marks, imagery or themes to third-party companies, which market and manufacture Games-related products, merchandise and souvenirs. The OCOG ensures that these licensing programmes provide consumers with high-quality merchandise that suitably reflects and commemorates the Olympic image, the Olympic Movement and the Games, and also establishes a programme of trademark legislation, education, monitoring and enforcement to protect consumers, official Olympic licensees and the Olympic brand.

NOC MARKETING
Many NOCs manage local sponsorship, licensing and supplier programmes in non-competing categories to the Worldwide TOP Partners, which support their sport development activities and Olympic teams.

BRAND PROTECTION
The Olympic rings symbolise the many principles and traditions associated with the Games. The IOC implements a number of strategies and programmes to maintain their value, preserve and enhance the Olympic brand, and protect Olympic partners' exclusive marketing rights. The IOC also does not allow any commercial branding on the field of play, further strengthening and protecting the value of the Olympic brand.
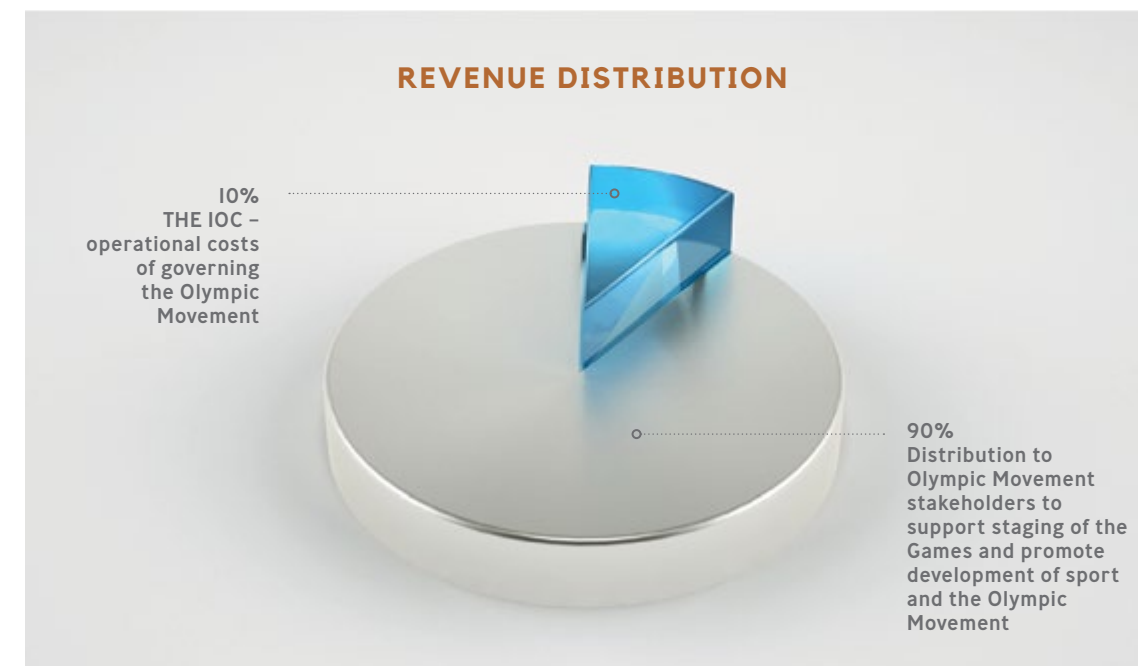
The Olympic Partner (TOP) programme
The Olympic Partner (TOP) programme is the worldwide sponsorship programme managed by the IOC.

C. REVENUE DISTRIBUTION

In order to support the staging of the Olympic Games, and promote the worldwide development of sport and the Olympic Movement, the IOC distributes 90% of its revenue from each Olympiad to organisations throughout the Olympic Movement.

The IOC retains 10% of Olympic revenue for IOC activities to develop sport and to cover the operational costs of governing the Olympic Movement. More information on the distribution of the IOC's revenue may be found in the IOC Annual Report.

REVENUE DISTRIBUTION

10%
THE IOC – operational costs of governing the Olympic Movement

90%
Distribution to Olympic Movement stakeholders to support staging of the Games and promote development of sport and the Olympic Movement

ORGANISING COMMITTEES FOR THE OLYMPIC GAMES (OCOGS)
The IOC distributes TOP programme contributions and Olympic broadcast revenue to the OCOGs to support the staging of the Games. Long-term broadcast and sponsorship programmes enable the IOC to provide the majority of the OCOGs' budgets well in advance of the Games, with revenue effectively guaranteed before the selection of the host city.

NATIONAL OLYMPIC COMMITTEES (NOCS) & INTERNATIONAL FEDERATIONS (IFS)
The IOC distributes cash and value-in-kind revenues from television broadcasting rights, TOP programme rights and ticket royalty income to the NOCs and the IFs.

The continued success of the TOP programme and Olympic broadcast agreements has enabled the IOC to provide increased support for the NOCs and IFs with each Olympiad.

OTHER ORGANISATIONS
The IOC contributes to recognised international organisations, including the World Anti-Doping Agency (WADA), the Court of Arbitration for Sport (CAS), the International Olympic Academy (IOA) and the International Paralympic Committee (IPC).

Is your NOC taking advantage of the many opportunities provided by Olympic Solidarity or your IF?

What are their programmes or financial offerings?

054

055

SECTION 2
UNIT 9: FINANCING THE OLYMPIC MOVEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 2
UNIT 9: FINANCING THE OLYMPIC MOVEMENT

ATHLETES AT THE HEART
OF THE OLYMPIC MOVEMENT

One of the IOC's three mission statements is to put athletes at the heart of the Olympic Movement. Section 3 outlines many of the initiatives established by the IOC to accomplish this ambition.

UNIT 10
SUPPORTING ATHLETES

A. THE IOC'S SUPPORT FOR ATHLETES
B. PROTECTING CLEAN ATHLETES
C. WORLD OLYMPIANS ASSOCIATION (WOA)

A. THE IOC'S SUPPORT FOR ATHLETES

"WE WANT TO SUPPORT ATHLETES AND COMMUNICATE WITH THEM NOT ONLY DURING GAMES-TIME, BUT EVERY DAY — ON THEIR JOURNEY TO THE GAMES, AND AFTER THE GAMES ARE OVER."

DANKA BARTEKOVÁ, IOC ATHLETES' COMMISSION VICE-CHAIR, 2018

Athletes are the heart and soul of the Olympic Movement, role models and heroes to young people across the world. Their rights include fairness and due process, good coaches, clear rules, fair competition, health, privacy, safety, confidentiality and education.

The IOC encourages athletes "to [raise] the profile of sport and recreation across communities and [become] standard bearers for future generations", and "play an integral part in the organisation and development of sport throughout the 21st century" (Olympic Congress, 2009). The IOC has established many initiatives to support athletes, which you can read about in this unit and on the IOC's Athlete365 website.
⊕ www.olympic.org/athlete365

IOC ATHLETES' COMMISSION
The mission of the IOC Athletes' Commission is to represent athletes within the Olympic Movement and support them to succeed on and off the field of play. To achieve this, the commission has a leading role with athletes and the Olympic Movement. It has up to 23 members:
● eight summer sport athletes and four winter sport athletes, elected at the Olympic Games by participating athletes to serve eight-year terms;
● up to 11 athletes appointed by the IOC President to ensure a fair balance of gender, sport and regional representation; and
● representatives of the World Olympians Association (WOA)

and the International Paralympic Committee (IPC), both ex-officio members.

To be eligible for the commission, athletes must have participated in the previous Games or in the Games during which the elections occur, and must never have been found guilty of a doping offence. Only NOCs with their own athletes' commission may propose candidates for election. Athletes may share comments or questions with the IOC Athletes' Commission members any time through the IOC's Athlete365 site.
🗄 Unit 3B
⊕ www.olympic.org/athlete365
⊕ www.olympic.org/athletes-commission

IOC ATHLETES' ENTOURAGE COMMISSION
The Athletes' Entourage Commission advises the IOC on matters concerning the relationships between athletes and parents, coaches, managers, technical officials, sponsors, media and everyone else who supports and works directly with athletes. The commission aims to improve the quality and level of services to athletes.
⊕ www.olympic.org/athletes-entourage-commission

IOC INTERNATIONAL ATHLETES' FORUM
The International Athletes' Forum offers athletes an opportunity to discuss topics that directly affect them, such as athletes' services, welfare and Games-time experience.

📷 Athletes are role models and heroes to young people across the world.

🔑 **If you don't have an athletes' commission in your country, download the IOC's Guide to Developing an Effective Athletes' Commission for information on how you can establish one.**
⊕ www.olympic.org/athlete365/athletes-commission

❓ **What are the most important issues facing athletes in your sport or country?**

How can you or your NOC improve opportunities for athletes?

What are the advantages of having an athletes' commission for a sport or NOC?

The forum takes place every two years. In October 2015, the 7th IOC International Athletes' Forum discussed Olympic Agenda 2020 and provided a set of recommendations aimed at:
● empowering athletes through better communication and provision of information;
● fully integrating all athletes' communications into the Olympic Channel;
● encouraging all IFs to establish athletes' commissions in accordance with IOC guidelines;and
● encouraging the Court of Arbitration for Sport (CAS) to develop and educate athlete arbitrators.

ATHLETE365
Athlete365 is the IOC's digital home for Olympians and elite athletes, where athletes can connect with fellow athletes, access exclusive offers from the IOC and its partners, check out job opportunities and much more besides. The site contains useful information and articles on six key themes – Games-time, Voice, Well-being, Careers, Finance and Learning – covering everything from clean sport to athlete safeguarding. New content is added every week.
⊕ www.olympic.org/athlete365

LEARNING
Athlete365 also features courses, articles, videos and other resources

that present training and competition tips from world-renowned teachers.
⊕ www.olympic.org/athlete365/get-started-learning/

ATHLETE365 CAREER+
Athlete365 Career+, delivered in cooperation with Adecco, supports athletes while they prepare for and go through their career transition. The programme has published free, downloadable workbooks on three themes: education, which provides tools and guidance for athletes looking to excel in their educational pursuits; employment, which helps athletes identify how their interests and assets can be transferred from world-class competition to the workplace; and life skills, which focuses on personal skill development.
⊕ www.olympic.org/athlete365/career

OLYMPIC SOLIDARITY
Olympic Solidarity provides assistance to NOCs, particularly those with the greatest need, through programmes prioritising athlete development, the training of coaches and sport administrators, and the promotion of the Olympic values. The athletes' programmes are designed to ensure that athletes with talent have an equal chance of reaching the Games and succeeding.
🗄 Unit 3D
⊕ www.olympic.org/olympic-solidarity

"WE NEED TO ENSURE WE CONTINUE TO IMPROVE AND BE PROACTIVE WITH OUR COMMUNICATIONS. THIS WILL HELP US TO BUILD A STRONGER GLOBAL ATHLETE COMMUNITY THAT IS TRULY REFLECTIVE OF THE ATHLETE REPRESENTATIVES."

KIRSTY COVENTRY, CHAIR OF THE IOC ATHLETES' COMMISSION, 2018

SECTION 3
UNIT 10: SUPPORTING ATHLETES
SPORT ADMINISTRATION MANUAL
SPORT ADMINISTRATION MANUAL
SECTION 3
UNIT 10: SUPPORTING ATHLETES

B. PROTECTING CLEAN ATHLETES

The IOC's priority is protecting clean athletes and supporting them on and off the field of play. This means that any investment in the fight against doping and against match-fixing, manipulation of competition and related corruption, whether it be for education, testing, research, logistics or staffing, cannot be considered as a cost but as an investment in clean athletes.

🌐 www.olympic.org/the-ioc/
   support-and-protect-clean-
   athletes

THE FIGHT AGAINST DOPING
The protection of clean athletes by fighting against doping is a top priority for the IOC, which has established a zero-tolerance policy to combat cheating and hold accountable anyone responsible for using or providing doping products. The Olympic Movement's strategy against doping currently focuses on prevention through detection and deterrence, supported by athlete and entourage education.

📑 Unit 11
🌐 www.olympic.org/
   fight-against-doping

SPORT BETTING
The manipulation of competition, in particular when linked to betting activities, has become an area of great concern. Like doping, such corruption threatens the integrity of sport.

📑 Unit 31
🌐 www.olympic.org/playfair

SAFEGUARDING ATHLETES FROM HARASSMENT AND ABUSE IN SPORT
Research indicates that harassment and abuse seem to occur in all sports and at all levels, with a greater prevalence in elite sport. Harassment and abuse can have serious and negative impacts on an athlete's physical and psychological health: it may be a breach of human rights and can constitute a criminal offence. The IOC has developed a number of initiatives aimed at safeguarding athletes from harassment and abuse in sport.

📑 Unit 35
🌐 http://sha.olympic.org

HEALTHY BODY IMAGE
The positive attributes of practising sport far outweigh the risks for girls and women. However, under certain circumstances, some female athletes can become very concerned about their body image, leading to unhealthy behaviour.

🌐 www.olympic.org/hbi

IOC CODE OF ETHICS
The IOC Code of Ethics is based on the values and principles enshrined in the Olympic Charter. All Olympic Movement stakeholders should undertake to disseminate the culture of ethics and integrity within their respective areas of competence and to serve as role models.

📑 Unit 30
🌐 www.olympic.org/code-of-ethics

COURT OF ARBITRATION FOR SPORT
In 1983, the IOC created the Court of Arbitration for Sport (CAS), which became fully independent in 1993. The international court considers legal problems encountered by athletes, sport organisations and others.

📑 Unit 33
🌐 www.tas-cas.org

📷 The IOC's priority is protecting clean athletes and supporting them on and off the field of play.

? Which of the initiatives described here could be most meaningful for athletes in your sport?

"ATHLETES ARE THE CENTRAL ACTORS IN THE SPORT COMPETITION ON WHICH THE OLYMPIC GAMES ARE BUILT. THEY ARE THE ROLE MODELS WHO INSPIRE MILLIONS OF CHILDREN AROUND THE WORLD TO PARTICIPATE IN SPORT AND REFLECT THE OLYMPIC IDEALS."

IOC WEBSITE, 2017

SECTION 3
UNIT 10: SUPPORTING ATHLETES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 10: SUPPORTING ATHLETES

C. WORLD OLYMPIANS ASSOCIATION (WOA)

"[THE WOA MISSION IS] TO BE OF SERVICE TO OLYMPIANS, THEREBY EMPOWERING THEM TO MAKE THE WORLD A BETTER PLACE."

WOA WEBSITE, 2017

There are more than 100,000 living Olympians throughout the world. The World Olympians Association (WOA) works for the benefit of all Olympians at all stages of their lives, through the network of 148 National Olympians Associations (NOAs) across all five continents.

The WOA is an independent organisation aligned and integrated with the IOC. Its 18-member Executive Committee features 13 elected members and five members appointed by the IOC:

- three Officers – President, Secretary General and Treasurer – elected by the WOA General Assembly, made up of NOA representatives;
- two members (one male, one female) elected by NOAs

from each of the five regions; and
- five members appointed by the IOC, including one from the IOC Athletes' Commission.

WOA benefits for Olympians (OLY) include OLY postnominal letters, an olympians.org email address and the annual WOA Grants Programme. The association advocates for and supports the well-being of Olympians, and is currently targeting 10,000 Olympians to take part in the first ever, global study of Olympians' health. Supported by the IOC, the study will analyse the long-term health of Olympians after retirement from Olympic competition to better understand and address the health risks faced both during and after their careers.

⊕ **http://olympians.org**

"OLYMPIANS HAVE A SPECIAL CAPACITY TO USE THE POWER AND NEUTRALITY OF SPORT FOR THE GOOD OF SOCIETY... [THEY] CAN SERVE AS ROLE MODELS TO HELP BRING COMMUNITIES TOGETHER, ACROSS ALL ETHNIC, RELIGIOUS AND SOCIAL DIVIDES."

JOEL BOUZOU, WOA PRESIDENT

There are more than 100,000 living Olympians throughout the world.

To contact your NOA, see the online NOA directory:
⊕ http://olympians.org/ olympians/ noa-directory/

To establish an NOA in your country, please contact the WOA for the NOA start-up toolkit (available in English, French and Spanish):
⊕ http://olympians.org

1996
WOA CREATED BY THEN-IOC PRESIDENT JUAN ANTONIO SAMARANCH

148
NATIONAL OLYMPIANS ASSOCIATIONS (NOAS) AFFILIATED TO THE WOA

100,000+
LIVING OLYMPIANS AROUND THE WORLD

The World Anti-Doping Code is a powerful and effective tool in worldwide anti-doping efforts.

UNIT 11
ANTI-DOPING

A. WORLD ANTI-DOPING AGENCY (WADA)
B. WORLD ANTI-DOPING CODE ("THE CODE")
C. KEY TERMS
D. PREVENTION AND EDUCATION
E. MANAGING A POSSIBLE DOPING OFFENCE

A. WORLD ANTI-DOPING AGENCY (WADA)

In 1999, the growing prevalence of doping in worldwide sport led to the formation of the World Anti-Doping Agency (WADA), an independent international agency composed of and funded equally by the Olympic Movement and certain governments around the world.

WADA is composed of:
- the 38-member Foundation Board, composed equally of representatives from the Olympic Movement and governments,

which serves as WADA's supreme decision-making body;
- the 12-member Executive Committee, also composed equally of Olympic Movement representatives and governments, which is WADA's ultimate policy-making body; and
- WADA's committees, which provide guidance on topics such as scientific research, education and the monitoring of the World Anti-Doping Code.

⊕ **www.wada-ama.org**

WORLD ANTI-DOPING CODE 2015
with 2018 amendments

WORLD ANTI-DOPING AGENCY
play true

THE WORLD ANTI-DOPING CODE INTERNATIONAL STANDARD

PROHIBITED LIST
JANUARY 2018

WORLD ANTI-DOPING AGENCY
play true
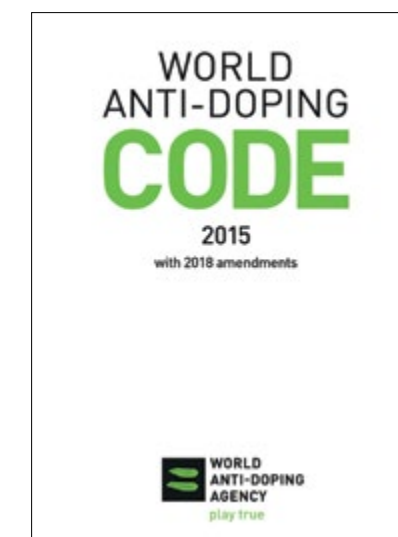
"WE HAVE A RESPONSIBILITY... TO IMPLEMENT THOROUGH, VALUES-BASED EDUCATION PROGRAMMES. THAT MEANS NOT JUST PROVIDING INFORMATION, BUT GOING FURTHER BY INSTILLING VALUES IN THOSE THAT WANT TO BECOME ATHLETES... WE WANT TO CREATE A HEALTHY SPORTING ENVIRONMENT WHERE DOPING IS NOT AN OPTION."

SIR CRAIG REEDIE, WADA PRESIDENT, 2016

B. WORLD ANTI-DOPING CODE ("THE CODE")

"THE CODE IS THE FUNDAMENTAL AND
UNIVERSAL DOCUMENT UPON WHICH THE
WORLD ANTI-DOPING PROGRAMME IN SPORT
IS BASED. THE PURPOSE OF THE CODE IS
TO ADVANCE THE ANTI-DOPING EFFORT
THROUGH UNIVERSAL HARMONISATION
OF CORE ANTI-DOPING ELEMENTS."

WORLD ANTI-DOPING CODE, 2015

The World Anti-Doping Code ("the Code") harmonises anti-doping policies, rules and regulations within sport organisations and among public authorities around the world. The Code works in conjunction with five International Standards that aim to foster consistency among anti-doping organisations in five areas:
- testing;
- laboratories;
- Therapeutic Use Exemptions (TUEs);
- the List of Prohibited Substances and Methods; and
- the protection of privacy and personal information.

First published in 2004 and since revised in 2007, 2009 and 2015, the Code is a powerful and effective tool in worldwide anti-doping efforts. It has received overwhelming support from governments and sports, along with support from a growing body of jurisprudence from the CAS. It has also been instrumental in introducing the concept of "non-analytical" rule violations, which allow anti-doping organisations to apply sanctions in cases where there has been no positive doping sample but there may still be evidence that a doping violation has occurred (e.g. through a combination of three missed tests and Athlete Whereabouts failures, or evidence brought forward through an investigation).
⊕ **www.wada-ama.org/en/ what-we-do/the-code**

WHO RECOGNISES THE CODE?
More than 660 sport organisations have accepted the Code, including the IOC, the IPC and all IOC-recognised IFs, NOCs, NPCs and National Anti-Doping Organisations (NADOs). Sports must undertake three steps to comply with the Code.

- **Acceptance**
  Agreeing to the principles of the Code, and agreeing to implement and comply with it.

- **Implementation**
  Amending rules and policies so that all mandatory articles and principles of the Code are included.

- **Enforcement**
  Enforcing these amended rules and policies in accordance with the Code.

LIST OF PROHIBITED SUBSTANCES AND METHODS ("THE LIST")
Since 2004, WADA has published an annual List of Prohibited Substances and Methods ("the List"), which identifies the substances and methods prohibited in and out of competition, whether in all sports or in particular sports. These substances and methods are classified by different categories (e.g. steroids, stimulants, gene doping). Athletes should understand the principle of "Strict Liability", which outlines that they are responsible for all substances found in their body. The List is published by 1 October each year, allowing sufficient time for its introduction at the start of the following year.
⊕ **www.wada-ama.org/en/ what-we-do/the-prohibited-list**

SUPPLEMENTS
It is the athlete's responsibility to ensure that anything they take is legal – but there is no guarantee that a particular supplement is free of prohibited substances, and the labels on some supplements and food products do not correctly identify all their ingredients. Athletes must seek advice from knowledgeable sources such as their NADO, NF or IF before taking any supplements.

Some supplements may be unsafe, and research shows that the use of supplements can be a gateway to doping. Excellent nutrition is the safest and best way to facilitate peak athletic performance, promote clean sport and establish healthy life-long eating habits.

ANTI-DOPING ADMINISTRATION AND MANAGEMENT SYSTEM (ADAMS)
The Anti-Doping Administration and Management System (ADAMS) is an internet-based data management tool that simplifies the daily activities of all stakeholders and athletes involved in the anti-doping system. The Code states that stakeholders must enter the following into ADAMS:
- **Athlete Whereabouts** – information on where an athlete can be located for testing;
- **Therapeutic Use Exemptions (TUEs)** – official permission to use a prohibited substance for medical reasons;
- test planning and Doping Control Forms;
- results management;
- managing Athlete Biological Passport (ABP) data; and
- laboratory results.
⊕ **www.wada-ama.org/en/adams**

ACCREDITED LABORATORIES AND PROCEDURES
WADA publishes the International Standard for Laboratories (ISL): it ensures the laboratory production of valid test results and evidentiary data, and achieves harmonised results and reporting from all WADA-accredited laboratories. WADA monitors the performance of accredited anti-doping laboratories through a mandatory and continuous assessment process.

SANCTIONS
Any competitor found guilty of an anti-doping rule violation (ADRV) is subject to sanctions, which could include:
- disqualification;
- forfeiting medals, points and prizes;
- financial penalties; and
- being deemed ineligible to compete or participate in an organised sport for a set period of time or for life.

The Code sets out particular rules for team sports. If more than two members of a team are found to have committed an ADRV, the ruling body will impose a sanction on the team (e.g. loss of points, disqualification). These sanctions are in addition to any sanctions imposed on the individual athletes who have committed the ADRV.

Coaches and athlete support personnel involved in trafficking or the administration of a prohibited substance may be deemed ineligible for anywhere from four years to a lifetime, depending on the violation. Athletes may not associate in a professional or sport-related capacity with any athlete support person who is serving a period of ineligibility. All violations involving minors result in a lifetime ban.

At the Olympic Games, the CAS is responsible for adjudicating anti-doping cases that arise during the Games, with the aim of excluding athletes who have committed ADRVs during the Games from the remainder of competition. The athlete's IF then takes responsibility for imposing a period of ineligibility on the athlete.

?

What are the sanctions for coaches and athlete support personnel involved in the trafficking or administration of a prohibited substance to an athlete?

?

Does your NOC or sport have a clearly stated doping control policy? If not, how would you develop one?

Is there a NADO in your country? If not, how is doping control carried out?

WADA monitors the performance of accredited anti-doping laboratories through a mandatory and continuous assessment process.

064

065

SECTION 3
UNIT II: ANTI-DOPING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT II: ANTI-DOPING

C. KEY TERMS

The terms used to describe doping control procedures can be confusing and ambiguous. Here are some key words and terms – you can find more information on the WADA website.

- **Adverse Analytical Finding (AAF)**
A report from a laboratory or other approved testing body that indicates the presence of a prohibited substance or method in a sample.

- **Anti-Doping Rule Violation (ADRV)**
The occurrence of one or more of the following:
  - the presence of a prohibited substance in an athlete's sample;
  - the use or attempted use by an athlete of a prohibited substance or method;
  - evading or refusing to submit to sample collection;
  - any combination of three missed tests and/or filing failures in one year by an athlete in a registered testing pool (known as Whereabouts failures);
  - tampering or attempted tampering with any part of doping control;
  - the possession of a prohibited substance or the use of prohibited methods;
  - trafficking or attempted trafficking;
  - the administration or attempted administration to an athlete of any prohibited substance;
  - assisting, encouraging, conspiring, covering up or any other type of intentional complicity involving an ADRV ("complicity"); and
  - the association by an athlete in a professional or sport-related capacity with any athlete support person who is serving a period of ineligibility ("prohibited association").

- **Positive test**
The phrase "positive test" is often used incorrectly to suggest that a doping offence has occurred. Not all positive tests necessarily lead to an ADRV: it may be, for example, that a prohibited substance is present in a form or for a purpose (such as acceptable medical treatment) that does not constitute a doping offence.

- **Out-of-competition testing**
Tests that may be carried out at any time with no notice. Such tests are primarily focused on athletes or sports where there is a high probability of doping, and also enable the organisation or doping agency to target certain athletes based on evidence of use.

- **Quality control samples**
Urine specimens prepared with prohibited substances are routinely included among other samples sent to laboratories for analysis. These unidentified samples act as a quality control check of the laboratory's work.

- **Doping control**
A term used to describe all elements of the system designed to detect the presence of prohibited and restricted substances, practices and methods, from sample collection to laboratory analysis and results management. Doping control also includes a review process and appeal mechanism, to protect the rights of anyone charged with a doping-related offence.

- **A and B samples**
Each blood or urine sample is divided into two parts, then sealed and sent for analysis. One part, the A sample, is tested first. If the analysis shows the presence of a banned substance, the relevant

Each blood or urine sample is divided into two parts, then sealed and sent for analysis.

anti-doping organisations, WADA and the athlete are notified. If the athlete wishes to have this result verified, tests are carried out on the second part, the B sample.

- **Athlete Whereabouts**
An effective doping control programme includes unannounced testing, which can occur at any time and at any place. "Whereabouts" are information provided by a limited number of elite athletes about their location to their IF or NADO, which has included them in their respective registered testing pool as part of the athletes' anti-doping responsibilities. Athletes supply this information so they can be easily located for testing in out-of-competition situations.

- **Therapeutic Use Exemption (TUE)**
Like all people, athletes may have illnesses or conditions that require them to take medications or undergo procedures. For example, athletes may need to use drugs such as insulin to treat diabetes. Athletes who need to use a prohibited substance or method to treat an illness or condition can apply for a Therapeutic Use Exemption (TUE). Then, if the athlete tests positive, the authorities will know that the athlete has been using the medication for a medically justified reason and not to enhance performance.

A TUE may only be granted if the athlete would experience significant health problems without taking the prohibited substance or method; or if the therapeutic use of the substance would not produce significant enhancement of performance. Athletes should ask their NADO or NF about the TUE application process.

ANTI-DOPING IN 2015

196,581
196,581
SAMPLES ANALYSED
FOR OLYMPIC SPORTS

1,634
1,634
ADVERSE ANALYTICAL
FINDINGS (AAFS)

1,585
1,585
ATYPICAL FINDINGS
(ATFS)

1.64%
1.64%
PERCENTAGE OF SAMPLES
WITH AAFS OR ATFS

SECTION 3
UNIT II: ANTI-DOPING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT II: ANTI-DOPING

066

067

D. PREVENTION AND EDUCATION

"THE PRIORITY IS TO EDUCATE FUTURE GENERATIONS – THE ATHLETES OF TOMORROW – SO THAT THEY REALISE EARLY ON THAT DOPING IS FUNDAMENTALLY WRONG."

SIR CRAIG REEDIE, WADA PRESIDENT, 2015

WADA has created a collection of anti-doping educational materials, all fully customisable and available free of charge. You can access them at the education section of the WADA website, along with information leaflets, reference guides, outreach models, quizzes, games and videos. Athletes should look out for WADA's Athlete Outreach Programme at the Games, which provides useful information and tips about anti-doping.
⊕ www.wada-ama.org/en/ education-tools

Many NOCs have also developed and distributed anti-doping educational materials to athletes and coaches. Those that have not should consider doing so, or making use of materials that have already been developed by other organisations.

Possible approaches to anti-doping education include:

EDUCATION TOOLS
With the help of partners and stakeholders, organisations can develop an anti-doping programme that is relevant to those who are most affected. The sport community's promotion of an ethical rationale for clean sport will pave the way for the creation of information tailored to particular needs, such as the following WADA resources that can all be accessed at the WADA website:

- **Coach's Tool Kit**
  Presentations, factsheets and activities aimed at coaches of athletes at all levels. WADA's **CoachTrue** was created to enhance anti-doping education for coaches.
  ⊕ https://adel.wada-ama.org

- **Teacher's Tool Kit**
  A collection of material for teachers to use in the classroom.
  ⊕ www.wada-ama.org/en/ resources

- **Sport Physician's Tool Kit**
  Information for doctors. The IOC required doctors to complete the online version before receiving accreditation for the Olympic Games in 2016.
  ⊕ www.wada-ama.org/en/ resources

- **eLearning courses**
  WADA's Athlete Learning Program about Health & Anti-Doping (ALPHA) has been developed to educate athletes about anti-doping, promote healthy attitudes and offer methods for clean advancement in sport.
  ⊕ https://adel.wada-ama.org

VALUES-BASED EDUCATION
Research shows that the best way to prevent doping and cheating is to include education about ethics and personal values in schools, communities and sport organisations. With a strong moral foundation, athletes will not want to cheat because it goes against their personal belief system. The WADA Education Department can help you to set up a values-based education programme.

COMMUNITY INVOLVEMENT
Promote clear statements from sport leaders advocating clean sport. Athletes need to know that by rejecting doping, they have the wholehearted support of those who care about sport and are protecting it for future generations.

DOPING CONTROL PROCEDURES
NOCs should introduce athletes to the doping control process in a positive manner, emphasising that it is in place to protect clean athletes and ensuring that they are familiar with their rights and responsibilities.

OMBUDSPERSON
Identify an athlete ombudsperson who would provide an opportunity for athletes to obtain advice if they felt they were being pressured into doping by others.

?

What is the most effective prevention against athletes doping?

Why is it important for athlete support personnel such as coaches and doctors to be knowledgeable about anti-doping?

E. MANAGING A POSSIBLE DOPING OFFENCE

Testing can occur at any time, and may be conducted by NADOs, IFs and WADA. This section covers the specific need to create Games-time policies and procedures to manage an AAF.

HOW SHOULD AN NOC PREPARE FOR A DOPING OFFENCE DURING A GAMES MISSION?

- Be familiar with the NOC's own doping control regulations and have an up-to-date copy at the Games.
- Ensure that each sport's team manager knows where to access its IF's anti-doping and competition regulations at the Games.
- Know how to immediately contact the NOC's medical, media and legal advisers.
- Ensure that you know how to manage the imposition of provisional suspensions against athletes in the event of an AAF.
- Prepare a media plan in advance.
- Ensure that adequate anti-doping education and guidance programmes are in place and have been followed by all stakeholders before the Games mission.
- Ask your Chief Medical Officer to interview each athlete before the Games to determine what substances and supplements they might be using.
- Create a document that outlines all the steps that should be taken by the NOC and team managers if an AAF is reported.

- Know the roles of those involved, who may include the athlete, the NOC legal adviser (if available), the Chef de Mission, the delegation's Chief Medical Officer, the NOC President, the IOC Member in your country, the press officer and the team manager.

WHAT SHOULD THE TEAM MANAGER DO?

- **Consult the rules**
  - Ensure you are familiar with the applicable rules and procedures.
  - Understand that the athlete has the right to have their B sample analysed, and also has the right of appeal to the ad hoc division of the CAS at the Games.
  - Establish clear communication with the athlete's NF and IF.
  - Be clear about when any suspension may begin.

- **Keep records**
  - Keep an accurate diary of events, including times – it could prove invaluable if you are later asked to recall incidents.

- **Inform the athlete**
  - Advise the athlete of the rules and procedures, his/her rights, the issue of the media and what may happen next regarding his/her ability to compete, a hearing, or a provisional suspension.

📷
Testing can occur at any time, and may be conducted by NADOs, IFs and WADA.

SAMPLE RECEIPT

068

069

SECTION 3
UNIT II: ANTI-DOPING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT II: ANTI-DOPING

- **Inform the NOC**
  - The NOC must determine what happens to the athlete, and must manage the issue with the media.

- **Inform the NF**
  - Ensure that strictly confidential information is provided to everyone who needs to know.
  - Ensure that everyone knows and follows the correct procedures, which should have been prepared in advance.
  - Ensure that the media is addressed with one voice and one clear message, and that appropriate confidentiality is adhered to.

- **Remember the other athletes**
  - Ensure you have planned how to help the team carry on in the competition – a positive test can have a devastating effect on the rest of the team.
  - Inform the athletes of the situation and of the need for confidentiality.

HOW SHOULD YOU DEAL WITH THE MEDIA?

The media are trained to discover and report newsworthy information.

However, the NOC is responsible for maintaining confidentiality until the IOC Disciplinary Commission and the IOC Executive Board are ready to report on the matter.

WHAT ARE THE LEGAL AND PROCEDURAL ISSUES?

Doping incidents are governed by the Code and by the rules of the IOC, the NOC and the IF. The team manager, team medical officer and legal adviser (if available), and perhaps other personnel, must all understand these various rules and procedures.

The law of natural justice must prevail, including the need for informed representation at proceedings and appeals.

COURT OF ARBITRATION FOR SPORT (CAS)

If an athlete is accused of an ADRV either during the Games or within the 10 days directly preceding the Opening Ceremony, their case will be heard by the CAS Ad Hoc Anti-Doping Division. The panel will give a decision within 24 hours.
🌐 **www.tas-cas.org/en/arbitration/ ad-hoc-division.html**

Ensure that everyone knows and follows the correct procedures, which should have been prepared in advance.

UNIT 12
ATHLETES AND COMMERCIALISATION

A. FROM AMATEURISM TO PROFESSIONALISM
B. THE COMMERCIAL ATHLETE

A. FROM AMATEURISM TO PROFESSIONALISM

Nobody seriously believes that athletes can be competitive in high-performance sport without some form of financial support. The word "amateurism", so prevalent in sport in the last century, has now essentially disappeared. Since the IOC decided in 1981 to stop trying to define "amateur" and to use the concept of "eligibility" instead, rapid changes have taken place.

"Professionalism" in sport can now be defined in terms of both money and time. Elite sportsmen and women must be professional in their approach to sport. Some train full-time, while others take extended leave from work or school to prepare for major competitions. Top-level coaches, administrators and athletes receive various types of support from governments, their associations, sponsors and employment as athletes. Some athletes receive prize money for appearances and results. The IOC and IFs now allow fully professional athletes to compete in the Olympic Games (e.g. basketball, tennis, ice hockey) because they are the best in the world and will bring massive viewer interest to the Games.

B. THE COMMERCIAL ATHLETE

"EXCEPT AS PERMITTED BY THE IOC EXECUTIVE BOARD, NO COMPETITOR, TEAM OFFICIAL OR OTHER TEAM PERSONNEL WHO PARTICIPATES IN THE OLYMPIC GAMES MAY ALLOW HIS PERSON, NAME, PICTURE OR SPORTS PERFORMANCES TO BE USED FOR ADVERTISING PURPOSES DURING THE OLYMPIC GAMES."

OLYMPIC CHARTER (RULE 40.3), 2017

It could be argued that we have progressed from the true amateur through to the professional era – and that a new version of the professional, the "commercial athlete", has now emerged.

Commercial athletes tend to be talented, successful entertainers who receive extensive media coverage and can generate significant income both within and outside their sport. This new breed of athlete is currently restricted to a few sports, but commercial influences will soon become a reality for many more. Commercial athletes are subject to additional stresses in the already stressful atmosphere of the Olympic Games. They may bring many challenges for their coaches, sport organisation and NOC to solve. These challenges are linked to the media, their promoters, agents and sponsors who all want the athlete's time and energy.

SECTION 3
UNIT 11: ANTI-DOPING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 12: ATHLETES AND COMMERCIALISATION

Some athletes may seek extra attention. Their sponsorship deals may give them hotel rooms outside the Olympic Village, or cars to use during the Games. Most have an entourage such as a manager, coach, masseur, physiotherapist, lawyers and accountants, all with requests for accreditation and tickets.

Sponsors place serious demands on athletes. They insist that the athletes fulfil their contractual obligations and duties, such as attending functions and entertaining corporate clients. Their contracts often include a code of conduct demanding a high standard of behaviour. Such contracts may be terminated if the athlete commits a doping offence, and there may be penalties if, for example, an athlete wears a rival company's product.

Sponsors expect a return on their often substantial investments: increased sales and maximum exposure of their logos, names and products.

CLOTHING CONFLICTS

If the athlete's NOC has a contract with one clothing company but the athlete has a contract with another company, this may lead to conflict. There is always pressure for athletes to wear their sponsors' clothing – training clothes, sunglasses, hats and so on – rather than their NOC's clothing at medal ceremonies, press conferences or other public events during the Games.

Many NOCs now require each potential Olympic team member to sign a contract relating to several issues, such as being drug-free, abiding by the team code of conduct and wearing team-issued clothing on appropriate occasions.

Each sport team manager must be aware of all the issues and pressures, and must exercise fairness and consistency for all the team, not just the "commercial" members. Communication is the key.

Ambush marketing
The means by which a company may try to associate their name or products with an event, such as the Olympic Games, that already has official sponsors.

How does your sport or NOC financially or otherwise support your athletes?

How can you improve the level of support and services?

How can you better help athletes to combine sport, education, life skills and employment into their sporting life?

"[NOCS] HAVE THE SOLE AND EXCLUSIVE AUTHORITY TO PRESCRIBE AND DETERMINE THE CLOTHING AND UNIFORMS TO BE WORN, AND THE EQUIPMENT TO BE USED, BY THE MEMBERS OF THEIR DELEGATIONS ON THE OCCASION OF THE OLYMPIC GAMES AND IN CONNECTION WITH ALL SPORTS COMPETITIONS AND CEREMONIES RELATED THERETO… THIS EXCLUSIVE AUTHORITY DOES NOT EXTEND TO SPECIALISED EQUIPMENT USED BY ATHLETES OF THEIR DELEGATIONS DURING THE ACTUAL SPORTS COMPETITIONS… ANY PUBLICITY IN RESPECT OF ANY SUCH SPECIALISED EQUIPMENT MUST BE SUBMITTED TO THE NOC CONCERNED FOR APPROVAL IF THERE IS ANY REFERENCE, EXPRESS OR IMPLIED, TO THE OLYMPIC GAMES."
PARA. 2.3 OF THE BYE-LAW TO RULES 27 AND 28 OF THE OLYMPIC CHARTER (2017)

IOC ADVICE TO GAMES PARTICIPANTS

Before the Olympic Games Rio 2016, the IOC circulated information to participants to assist them in interpreting the Olympic Charter rules on this matter. Some excerpts follow:

RULE 50 OF THE OLYMPIC CHARTER
As an Olympic Games Rio 2016 participant, you are responsible for ensuring you comply with Rule 50 in the Olympic Charter.

Bye-law I to Rule 50 in part says:
"No form of publicity or propaganda, commercial or otherwise, may appear on persons, on sportswear, accessories or, more generally, on any article of clothing or equipment whatsoever worn or used by all competitors, team officials, other team personnel and all other participants in the Olympic Games, except for the identification – of the manufacturer of the article or equipment concerned, provided that such identification shall not be marked conspicuously for advertising purposes."

WHEN DOES RULE 50 APPLY AND TO WHOM DOES IT APPLY?
Rule 50, which is in place during Games time, applies to all the athletes, officials and other people accredited within Olympic Games venues and sites.

HOW CAN I EXPRESS MYSELF IN THE CONTEXT OF RULE 50?
You are free to express your opinions. During the Games, you should in particular feel free to answer questions, but only if you wish to, and if asked in a press conference or mixed zone, in a media interview or on social media. Rule 50 is not intended to stifle public debate on any topic. However, the IOC believes that the Olympic Village and the other Games venues and sites should focus on sport and remain free from advertising, publicity or any kind of demonstrations or political, religious and racial propaganda.

WHAT CAN I WEAR ON THE FIELD OF PLAY OR DURING CEREMONIES?
Athletes should wear only their official uniforms on the field of play and during all ceremonies.

WHAT HAPPENS IF I BREACH RULE 50?
If the IOC/NOC is made aware of a potential breach of Rule 50, it will investigate and handle each case individually depending on the circumstances. Potential sanctions by the IOC as per the Olympic Charter or by the respective NOC, depending on its regulations, may apply.

WHO SHOULD I CONTACT FOR FURTHER INFORMATION?
Contact your NOC.

CAN I ALSO CONTACT THE IOC ATHLETES' COMMISSION DIRECTLY?
Yes. You can write to them for any athlete-related questions, advice and information at athletes@olympic.org.

072

SECTION 3
UNIT I2: ATHLETES AND COMMERCIALISATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

073

SECTION 3
UNIT I2: ATHLETES AND COMMERCIALISATION

UNIT 13

ATHLETE AGREEMENTS AND DISPUTE RESOLUTION

A. WHY ARE ATHLETE AGREEMENTS IMPORTANT?
B. ATHLETE AGREEMENTS
C. DEVELOPING AN AGREEMENT
D. RESOLVING DISPUTES
E. COURT OF ARBITRATION FOR SPORT (CAS)

A. WHY ARE ATHLETE AGREEMENTS IMPORTANT?

Athletes at national and international levels, who are increasingly being asked to commit more time to training, are growing more interested in clarifying and affirming their rights. Athlete advocacy groups, such as the IOC Athletes' Commission and NOC and national association athlete councils, regularly raise athletes' concerns, while financial issues – increasing commercialisation, sponsor demands, the need for more funding – also compound the matter.

The following areas all necessitate greater dialogue between athletes and their sports, sponsors and other interested parties:

- athletes' commitment to their national team programme;
- National Federation sponsor support;
- athletes' use of social media;
- marketing and sponsorship agreements; and
- athlete career and education programmes.

In many cases, sports and athletes have created athlete agreements, which attempt to set the rules and expectations on the part of both parties. If the parties cannot come to an agreement on their own, they may require independent dispute resolution.

B. ATHLETE AGREEMENTS

An athlete agreement is the primary document governing the relationship between an athlete and their National Sport Organisation (NSO). Such agreements often cover:

- athlete participation in national team training and competition programmes;
- basic services that athletes should receive from the sport;
- financial terms for athlete involvement on the national team;
- an athlete code of conduct;
- requirements to follow NF and IF rules and international anti-doping codes; and
- the use of pictures, footage and other biographical material for media and sponsorship purposes.

Earlier attempts at creating agreements between athletes and

their sports have taken the form of a standard contract, where one party sets all the terms and the other must accept them without the opportunity to negotiate. Today, athlete agreements often contain some set terms and some non-standard terms, customised to suit an individual athlete's circumstances. Such agreements are also now often negotiated rather than imposed by the sport.

Many agree that athlete agreements are now less like an employment contract and more like a governing document that establishes the mutual terms of the relationship. This development allows athletes to have their say in a manner that is fair, protects their rights and grants them flexibility to freely proceed with their
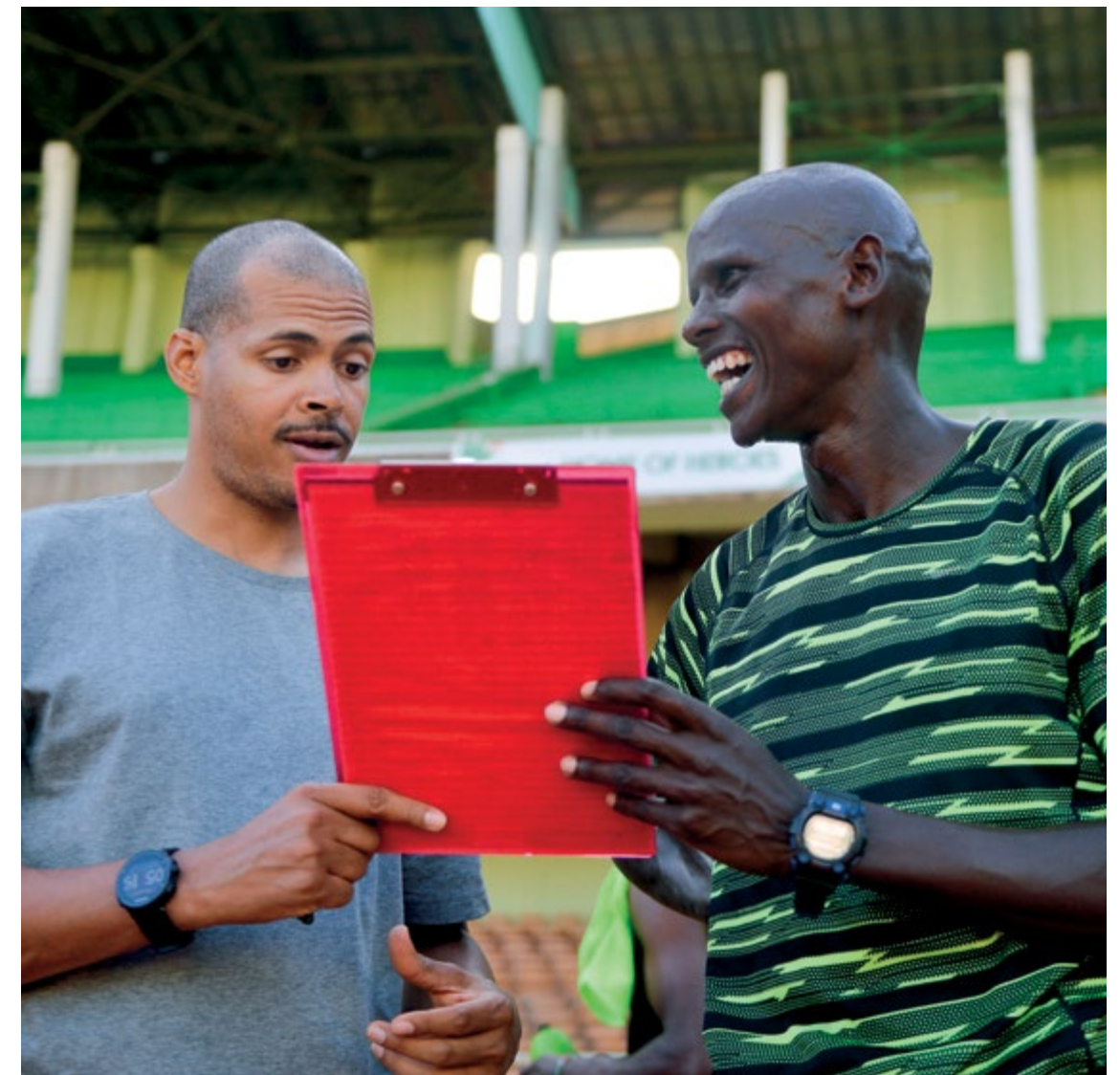
athletic careers. Today's athletes require agreements that reflect their varying training plans, health and equipment needs, financial burdens and marketability.

In some cases, two agreements are negotiated. One agreement deals with "mandatory" terms, such as an athlete's commitment to the national team programme, while a second agreement defines athlete compensation, the financial relationships between the sport and athlete sponsors, and other commercial matters.

When negotiating an agreement, athletes are often vulnerable due to their inexperience with contract negotiations and a lack of understanding of the obligations to which they are committing themselves.

Ideally, negotiations should begin with both parties reviewing the proposals before discussing specific terms. It can be expensive for the sport and the athlete to use legal counsel, but both parties need expertise to ensure that their rights are respected.

The agreement between a sport and its athletes must also consider the requirements of other parties whose rules both parties must follow, including the IOC or IPC, the IF and WADA. Such rules might cover social media, branding and marketing, codes of behaviour and eligibility, among other matters. As the sport system becomes increasingly complex, it is important that sports do not over-impose burdens on athletes, particularly when they are subjected to multiple contracts and codes of conduct.

Does your NF have an appropriate athlete agreement in place? If not, should it develop one?

How can you ensure that athletes are treated fairly and understand their obligations to the sport?

📷 An athlete agreement is the primary document governing the relationship between an athlete and their National Sport Organisation (NSO).

074

075

SECTION 3
UNIT 13: ATHLETE AGREEMENTS AND DISPUTE RESOLUTION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 13: ATHLETE AGREEMENTS AND DISPUTE RESOLUTION

C. DEVELOPING AN AGREEMENT

Disagreements or disputes between athletes and sport organisations might occur for many reasons. For example:

- athletes have an agreement imposed on them without the opportunity to negotiate;
- athletes do not have the experience to negotiate on their own and cannot afford legal counsel;
- athletes and the sport disagree on issues such as the use of social media, the use and protection of personal information, ownership of athletes' image rights, and penalties for breach of contract;
- individual athlete sponsor agreements conflict with their sport or another multi-sport organisation (e.g. their NOC, the IOC or IPC); or
- team selection criteria are unclear or improperly applied.

It is much fairer and more productive for sport organisations to use a collaborative approach when developing and implementing athlete agreements rather than following a process that may result in confrontation.

BE RESPECTFUL AND UNDERTAKE A FAIR NEGOTIATION
Athletes and sport organisations should both negotiate fairly and positively, rather than the sport imposing a "take it or leave it" mandatory agreement.

DEVELOP THE AGREEMENT IN COLLABORATION
It is very helpful if a sport organisation discusses the template and basic principles for any proposed agreement before presenting it to individual athletes. It is important that both the athletes and the sport have a fair opportunity to input into the agreement to eliminate the feeling that it is being imposed.

In some sports or countries, athletes' commissions or councils speak collectively for athletes. Allowing such a commission to review a document would give athletes a chance to raise concerns before there is any pressure for individual athletes to sign.

If a sport or country doesn't have such formal athlete representation, alternative options include asking a majority of athletes to vote on and approve the document, or negotiating with a representative group of athletes who can then make recommendations to others. Any athlete who needs more specialised clauses can then begin individual negotiations.

ANNOTATE THE AGREEMENT
The size and complexity of a typical athletes' agreement can be overwhelming for an athlete. An annotated version of the agreement, walking athletes through each section of it, would allow athletes to better understand its provisions.

?

Does your NF and NOC/NPC each have an athletes' commission, or at least an athlete representative on their Executive Board?

Why is this a good practice?

How could such a commission be set up?

If disputes arise, the sport should ensure that an acceptable dispute resolution mechanism is available to both parties..

?

What mechanisms for dispute resolution exist in your community, or should exist?

How would you help to develop mechanisms for your sport?

D. RESOLVING DISPUTES

If disputes arise, the sport should ensure that an acceptable dispute resolution mechanism is available to both parties. Such a mechanism should exist not only for issues relating to an athlete agreement, but for other issues such as the appointment (or not) of athletes to teams, non-compliance with the sport's bye-laws, and other grievances or disputes such as ethics violations not involving a suspension.

Disputes involving doping offences are usually handled by the anti-doping agency involved, WADA, the CAS and/or a country's sport dispute resolution organisation (if such an agency exists). Before seeking recourse at the CAS (see below), there are several ways to help resolve disputes.

USE AN OMBUDSMAN
An NOC or sport might also have appointed an ombudsman to hear complaints from athletes, coaches or others. The ombudsman may provide confidential advice to athletes, facilitating communication between the parties involved, or provide mediation assistance or guidance regarding informal or formal grievance options.

UNDERGO ARBITRATION
If more formal dispute resolution is necessary, there may be an opportunity to utilise an arbitrator or arbitration panel.

USE A SPORT DISPUTE RESOLUTION CENTRE
Several countries have sport dispute resolution centres, which remove disputes from the courts and reduce both the time and cost of resolution. The Sport Dispute Resolution Centre of Canada (SDRCC) is one such organisation.
🌐 **www.crdsc-sdrcc.ca**

E. COURT OF ARBITRATION FOR SPORT (CAS)

Inspired by an idea by then-IOC President Juan Antonio Samaranch, the Court of Arbitration for Sport (CAS) was launched in 1984 to deal with sport-specific legal problems. The CAS became entirely independent in 1993, when a new administration and financing body, the International Council of Arbitration for Sport (ICAS), was created and a new judgement structure was adopted.

The CAS resolves sport-related disputes submitted to it through ordinary arbitration or through appeals against decisions made by sport bodies or organisations. It makes rulings and awards that are as enforceable as ordinary court judgments, and can also help parties resolve disputes through mediation and give advisory opinions about sport-related legal questions. The CAS sets up temporary tribunals, with special procedural rules for events such as the Olympic Games.
📖 **Unit 33**
🌐 **www.tas-cas.org**

SECTION 3
UNIT I3: ATHLETE AGREEMENTS AND DISPUTE RESOLUTION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT I3: ATHLETE AGREEMENTS AND DISPUTE RESOLUTION
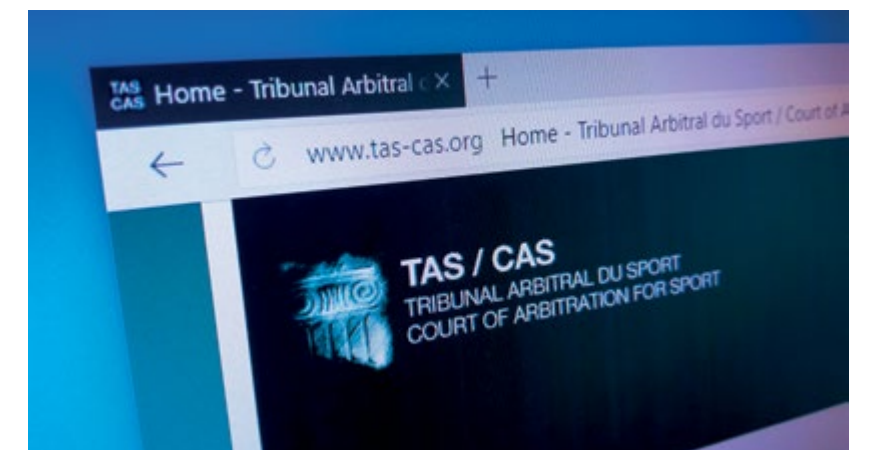
UNIT 14
SOCIAL MEDIA

A. WHAT IS SOCIAL MEDIA?
B. SPORT ORGANISATIONS AND SOCIAL MEDIA
C. ATHLETES AND SOCIAL MEDIA
D. HOW SHOULD YOU USE SOCIAL MEDIA?

Social networks allow people to share comments, media and personal details, and establish relationships.

A. WHAT IS SOCIAL MEDIA?

"ATHLETES… ARE ENCOURAGED TO TAKE PART IN SOCIAL AND DIGITAL MEDIA AND TO SHARE THEIR EXPERIENCES WITH THEIR FRIENDS, FAMILY AND SUPPORTERS. HOWEVER, PARTICIPANTS SHOULD MAKE SURE THAT THEIR POSTINGS, BLOGS AND TWEETS CONFORM TO THE OLYMPIC SPIRIT, ARE DIGNIFIED AND IN GOOD TASTE, AND NOT DISCRIMINATORY, OFFENSIVE, HATEFUL, DEFAMATORY OR OTHERWISE ILLEGAL."

IOC GUIDELINES ISSUED TO PARTICIPANTS BEFORE THE OLYMPIC GAMES RIO 2016

During the Olympic Games Rio 2016:

26 MILLION
VISITS TO OLYMPIC.ORG

14.6 MILLION
FACEBOOK FANS OF THE IOC

4 BILLION
SOCIAL MEDIA IMPRESSIONS

TYPES OF SOCIAL MEDIA

THE TERM "SOCIAL MEDIA" IS USED TO DESCRIBE PRIMARILY INTERNET-BASED TOOLS FOR COMMUNICATION – WAYS TO CREATE, SHARE AND DISCUSS INFORMATION. SOCIAL MEDIA CAN INCLUDE THE FOLLOWING:

SOCIAL NETWORKS
Social networks such as **Facebook, Twitter** and **LinkedIn** allow people to share comments, media and personal details, and establish relationships with other users (e.g. "Friends" on Facebook, "Followers" on Twitter). Comments are typically unmoderated and can easily spiral down to the lowest common denominator.

COLLABORATION TOOLS
Google Drive allows people to share and edit documents online, while **Dropbox** allows people to upload or download files from a central "folder" that multiple people can access from a range of devices (desktop computer, phone, tablet, etc.).

BLOGGING
Blogging tools include **WordPress** and **Blogger**, which allow you to create longer articles that visitors can comment on. The blogger can choose to control the topics of discussion and moderate the comments.

ANSWER AND REVIEW SITES
Some sites are authoritative and well-regarded sources of information and knowledge. On **Quora** and **Yahoo Answers**, users can ask open-ended questions that will then be answered by other members of the community.

CROWDFUNDING
Sites such as **Kickstarter, Patreon** and **Zopa** list various projects, businesses or individuals that require funding, and allow users to make typically small payments towards their funding targets. Athletes who are interested in generating funds for their training and sport goals could use crowdfunding.

MEDIA SHARING
On video sharing sites such as **YouTube** and **Vimeo**, users can upload and view videos, add comments, create channels and connect with other users. **Instagram, Flickr** and **Google Photos** are three photo-sharing sites with similar social features, while **Pinterest** allows you to share interesting photos, events and sites that you have found on the web.

SHARED KNOWLEDGE SITES
Many popular online tools have a "social" aspect. For example, **Wikipedia** is a collaborative online encyclopaedia that anyone can simultaneously update and view.

GAMING
Games such as **Pokémon Go** use augmented reality to share information and allow individuals to play together, imposing characters on the player's camera and location for them to interact within a game interface. These games bring many people together in locations they would not normally frequent.

How can you use social media to further your organisation's goals?

SECTION 3
UNIT 14: SOCIAL MEDIA

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 14: SOCIAL MEDIA

B. SPORT ORGANISATIONS AND SOCIAL MEDIA

Most social media sites allow the organisation of groups with limited membership, helping individuals and groups distribute information to each other. Many sites have encrypted communications, allowing information to be kept and shared securely. NOCs and sport organisations must develop policies that safeguard secure information, and must also consider communications strategies and policies for the following areas:

- **Corporate operating policies:**
  - sharing ideas;
  - training and competition planning and programming;
  - public relations, marketing and sponsorship;
  - scheduling;
  - emergency contact numbers;
  - event planning and management; and
  - security.

- **Communications:**
  - between staff and athletes;
  - between coaches and athletes;
  - with stakeholders; and
  - with the public.

- **Fundraising:**
  - crowdfunding;
  - communicating with funding partners; and
  - fund development planning and management.

- **Public relations and media:**
  - schedules and interviews;
  - private communications with broadcasters; and
  - public news distribution.

Technology changes quickly. Sport organisations must adapt their principles to new technology and evaluate how to use it – if athletes are using it, the organisation must adapt.

Sport organisations must adapt their principles to new technology and evaluate how to use it.

Does your organisation have a social media policy?

If not, should it? How would your organisation develop one?

C. ATHLETES AND SOCIAL MEDIA

The social media tools that an athlete chooses to use will vary with their interests, goals and available time.

"[SOCIAL MEDIA] WAS SUCH A SOURCE OF INSPIRATION AND PERSPECTIVE… 99.99 PER CENT OF WHAT I READ ON MY FEEDS IS REALLY, REALLY POSITIVE, SO I USE THAT AS A BIG SOURCE TO FILL UP MY FUEL TANK."

KERRI WALSH JENNINGS, THREE-TIME OLYMPIC BEACH VOLLEYBALL GOLD MEDALLIST, 2016

Athletes' stories and accomplishments will inevitably be covered by the media and commented on by others. It is important for athletes to understand the opportunities and pitfalls of social media, and consider how to manage or respond to what is out there about themselves. Many top athletes use social media for:

- communicating securely with friends, social groups (e.g. **WhatsApp**) or the entire world;
- getting noticed;
- attracting media attention;
- building a brand or specific reputation;
- connecting with fans and building a fanbase;
- inspiring, motivating and sharing their journey;
- providing exposure for sponsors;
- sharing training information; and
- interacting with suppliers.

CREATING A SOCIAL MEDIA BASE
The social media tools that an athlete chooses to use will vary with their interests, goals and available time. A minimalist approach might include creating a **Facebook profile** (your personal account) and a public **Facebook page** to share your personal journey. You will need to consider the content for your public profile and how to keep it fresh.

A more ambitious approach to social media requires clarity of purpose: are you using it to create a following, get your story out there, "brand" yourself or for other reasons? It also requires knowledge of several coordinated social media tools. Using free or low-cost tools such as **Wix**, **Weebly**, **Virb**, **SquareSpace** and **WordPress**, you could create a personal website as a hub for providing information, and then attract many more viewers by connecting it to social media platforms such as **Google+**, **Facebook**, **Twitter**, **LinkedIn**, **Instagram**, **YouTube**, **Pinterest**, **Soundcloud** and **Tumblr**. Some athletes are becoming very sophisticated by using a **GoPro** camera and software such as **iMovie** or **SpinCam** to make professional-quality videos.

MARKETING AND BRANDING AN ATHLETE
Some athletes establish a digital presence and develop an integrated network of traditional-marketing and social-media strategies to increase their brand, which they hope will increase their ability to attract and retain sponsors. Because social media provides two-way communication channels, fans can now interact directly with their favourite brands and celebrities, and increasingly expect their favourite teams and athletes to communicate via these channels. Having large numbers of fans and followers helps athletes to attract sponsors.

Athletes using social media to monetise their sporting achievements may need to be aware that other organisations may be interested in using them for the same purpose – such as the IOC, their NOC or IF sponsors, or broadcasters who may want to capitalise on their achievements. The economic model of these organisations is usually based on traditional marketing practices, and may not accommodate the monetisation model of the athlete strategy based on social media.

How can you assist your athletes to create their social media platforms in a proper manner?

SECTION 3
UNIT 14: SOCIAL MEDIA

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 14: SOCIAL MEDIA

D. HOW SHOULD YOU USE SOCIAL MEDIA?

"ON THE ONE HAND, [SOCIAL MEDIA] IS A BIT OF A DISTRACTION FROM THE PRESSURES AND THE DEMANDS AND THE CHAOS. ON THE OTHER, IT CAN BECOME A LITTLE TOO DISTRACTING."

MITCH GELLER, CHIEF TECHNOLOGY OFFICER FOR DIVING CANADA, 2012

BE RESPECTFUL AND CAREFUL

Whatever you post online will live forever – anything you write could come back to haunt you. Here are some guidelines.

- Do not post sexist, racist, obscene or profane material.
- Do not degrade, demean or attack any person, organisation or programme.
- Do not post material relating to acts that violate national or local laws, or team or sport organisation rules.
- Do not post material that reflects negatively on you, your team or your organisation.
- Ignore nasty comments and don't feed the "trolls". Don't be afraid to moderate comments or an online discussion.
- Any pictures and videos you create may contain data showing your location (known as "geotagging"). Remove this data before posting online if you don't want everyone to know where you are.
- Use really strong password phrases to keep your sites and accounts secure. This level of protection should be obligatory for any sport organisation. Don't share passwords, and don't write them down – they may be found by someone else.
- Never post anything in relation to your home address, local address, phone number(s) or other personal, private information. Always exercise caution when posting your whereabouts or plans.
- Be aware of who you add as an online friend. Many people are looking to take advantage of others or to seek a connection with athletes to gain a sense of membership on your team.
- Protect yourself at all times. Don't provide anything that scam artists or identity thieves could use against you.

- Always maintain your privacy, especially with photos.

POSTING GUIDELINES

Think first
Once you post any text, video or photo, it is available and viewable to anyone, any time, anywhere in the world. It is out of your control.

Freedom of speech
Do not have a false sense of security about your rights to freedom of speech. You cannot say and do whatever you want on social media without repercussions.

Strive for accuracy
Get your facts straight before posting. Don't start rumours or post anything you are not 100 per cent sure is accurate.

Any pictures and videos you create may contain data showing your location.

Many top athletes use social media for a variety of reasons.

Be aware of liability
You are always responsible for everything you post online. You can be held liable for anything deemed by the courts to be copyright infringement, defamatory, proprietary, libellous or obscene.

Photos
Do not post photos of anyone else without their permission.

Be yourself
Never pretend to be someone else. Tracking tools make it possible to find out who posted comments anonymously. Even if you delete a post or comment, it can still be found.

Correct mistakes
If you make a mistake when posting, admit it. Be upfront and be quick with your correction.

SPORT ORGANISATION GUIDELINES

The IOC, the IPC and many NOCs and IFs have their own social media policies and guidelines. You should be aware of them and act accordingly. For example:

Are your athletes well informed of the "do's" and "don'ts" of social media practice and your organisation's policies?

If not, how would you educate them?

"EXCEPT AS 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 PERFORMANCES TO BE USED FOR ADVERTISING PURPOSES DURING THE OLYMPIC GAMES."
OLYMPIC CHARTER (RULE 40, BYE-LAW, PARAGRAPH 3), 2017

The IOC publishes guidelines on the use of participants' images and the use of social and digital media. You can download them from the IOC's Athlete365 website.
⊕ **www.olympic.org/athlete365**

The IPC also publishes similar guidelines, which you can download from the IPC website.
⊕ **www.paralympic.org**

National sport organisations and NOCs are now starting to address the use of social media with their athletes and coaches, and the sometimes related issue of athletes promoting and branding themselves via social media in ways that may conflict with the policies of the IOC, NF, IF or NOC. As an example, Team USA has developed guidelines for its athletes:
⊕ **www.teamusa.org/Athlete-Resources/Athlete-Marketing/Athlete-Endoresement-Guidelines**

UNIT 15
TALENT IDENTIFICATION

A. WHY IS TALENT IDENTIFICATION IMPORTANT?
B. PLANNING TALENT IDENTIFICATION

A. WHY IS TALENT IDENTIFICATION IMPORTANT?

Most training systems, particularly those in the early stages of development, do not include talent identification programmes. This may be because everyone's energy is spent on training those who turn up on their own, because the sport has little tradition and so few candidates are available, or because no resources are available to support a programme.

However, there are reasons why initiating some form of talent identification programme makes sense:

- Many youngsters miss opportunities to develop into good athletes because they do not know what attributes they possess and/or are not directed towards sports in which they can excel.
- Creating a larger group of talented athletes increases competitiveness, which leads to faster development.
- To develop top-class athletes, it is sensible to identify and concentrate development on those young athletes who possess qualities necessary for success.

- Athletes' confidence increases if they are identified as possessing real potential.

When looking for talented children, it is worth following several principles:
- Physical activity stimulates growth, and children need a variety of general movement experiences.
- Children with a variety of movement patterns in early life will most likely be able to master complex movement patterns in sport when they are older.
- Structural and functional growth affect athletic performance.
- The intensity, length and frequency of exposure to an activity are essential components of development in it.

The best sources of potential athletic talent are often:
- schools with active recreation and/ or sport programmes;
- community recreation programmes; and
- existing sport clubs that include children.

B. PLANNING TALENT IDENTIFICATION

Most experienced coaches have developed subjective criteria to identify talent or potential skills. Some may even have developed basic tests to help identify and quantify important skills or attributes: e.g. the athlete can run a test distance in a certain time or has certain physiological attributes that distinguish them from others.

Although a coach's intuition is an important element in assessing talent, such methods may not be as accurate as they could be in helping to confirm these initial impressions. For example, height may be an asset for an underdeveloped basketball player,

but may be less important as a distinguishing feature among world-class players. A young athlete may possess unusual speed as a runner but, after a few more years of growth and development, may not be exceptional among his peers.

KEY QUESTIONS FOR TALENT IDENTIFICATION
- What performance criteria are required to excel in a particular sport? For example, reaching the men's Olympic 100m final may require a time of 10 seconds or less.
- What attributes must an athlete possess to meet these

Do you need a talent identification system for your sport? If so, how would you develop and implement it?

Most experienced coaches have developed subjective criteria to identify talent or potential skills.

What are the best sources of athletic talent in your community?

How do you engage them, and how do you encourage potential athletes to become involved in training programmes?

performance criteria, and how can you measure these attributes at different ages? For example:
- **Body measurements:** Lengths of limbs and trunk, widths, girths, body fat, body shape, etc.
- **Physiological measures:** Aerobic and anaerobic capacity, muscle fibre typing, strength, power, speed, flexibility, etc.
- **Psychological measures:** Handling stress, courage, commitment, goal orientation, willingness to work, etc.
- **Motor learning/perceptual measures:** Coordination, balance, kinaesthetic sense, visual acuity, etc.
- What accurate, objective tests can be used to measure these attributes?

- What scores in these tests can be used to distinguish between those with potential and those without potential?
- Which of these attributes are the best predictors of future performance?
- How do you implement a system of tests?
- How do you evaluate the success of your predictive system?

Before planning a talent identification system, a training system must be in place to nurture the individuals who are selected as the best prospects. There is no sense in identifying talented youngsters only to find there are inadequate facilities, equipment, coaching and financial support to develop and support that talent.

⊕ IOC Consensus Statement on the Health and Fitness of Young People through Physical Activity and Sport, IOC, 2011: https://bjsm.bmj.com/content/45/11/839

084

085

SECTION 3
UNIT 15: TALENT IDENTIFICATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 15: TALENT IDENTIFICATION

PROTECTING YOUNG ATHLETES

A. A SAFE ENVIRONMENT FOR YOUNG ATHLETES
B. TRAINING YOUNG ATHLETES
C. LONG-TERM ATHLETE DEVELOPMENT

A. A SAFE ENVIRONMENT FOR YOUNG ATHLETES

"ONLY CHILDREN PLAYING SPORT CAN BE FUTURE ATHLETES… WE WANT TO INSPIRE THESE CHILDREN BY GIVING THEM BETTER ACCESS TO SPORT. WE WANT TO ENGAGE WITH THEM WHEREVER THEY ARE."

THOMAS BACH, IOC PRESIDENT, 2014

Keeping kids involved comes down to two words: fun and friends.

We must help create a safe and welcoming environment that encourages everyone, particularly young people, to participate in sport. Valuing a safe and welcoming environment means that we must be aware of the stages of child development, and must adapt sport experiences to children's abilities.

We fail to meet expectations for a safe and welcoming environment when:
- there is a massive drop-out from sport, particularly around the ages of 11 or 12 (often the first step into competitive sport);
- our streets and playgrounds are not safe and children cannot play outside;
- we do not provide adequate training and education for coaches and volunteers;
- coaches expect too much from children and ask them to undertake unsafe routines or practices;
- we do not select appropriately skilled volunteers for coaching positions;
- appropriate equipment is not always available;
- we do not develop policies, rules and sanctions that would encourage such an environment;
- sport officials do not address abuse; and
- sport organisations do not offer educational programmes or discussions to identify and facilitate

appropriate values, ethical behaviour and safe practices in sport.

By its nature, sport is competitive and not necessarily conducive to a safe and welcoming environment, and media portrayals of professional sport often focus on negatives such as abuse, doping and winning at any cost. By contrast, one top swimming coach says that "keeping kids involved comes down to two words – 'fun' and 'friends'".

How safe is the environment for children and young athletes in your sport system, clubs or schools?

What are the most important safety issues, and how can conditions be improved?

B. TRAINING YOUNG ATHLETES

A young athlete who has superior athletic talent may undergo specialised training, receive expert coaching and be exposed to competition at an early age. Such athletes have distinct social, emotional and physical needs.

TRAINING AND MATURATION
Aerobic and anaerobic fitness and muscle strength increase with age, growth and maturation, but the improvement in these attributes does not occur at the same time. Children experience more marked improvements in anaerobic and strength performance than in aerobic performance during pubescence, for example, and boys' aerobic and anaerobic fitness and muscle strength are higher than those of girls in late pre-pubescence. Regardless of the level of maturity, the relative responses of boys and girls to training are similar after adjusting for initial fitness.

SPECIAL ISSUES FOR YOUNG ATHLETES
The disparity in the rate of growth between bone and soft tissue places child athletes at an enhanced risk of overuse injuries. Overtraining or "burnout" is the result of excessive training, psychological stress, or poor or inadequate recovery. Prolonged, focal pain may signal damage and must always be evaluated in a child.

For girls, the pressure to meet unrealistic weight goals can lead to eating disorders. These disorders may affect growth, influence hormonal function and cause amenorrhoea, low bone mineral density and other serious illnesses.

Elite child athletes deserve to train and compete in a suitable environment

supported by a variety of age-appropriate technical and tactical training methods, rules, equipment, facilities and competitive formats. This environment should be free from drug misuse and negative influences, including harassment and inappropriate pressure from parents, coaches and others.

Elite young athletes have very different training requirements from teenagers and young adults, both for protecting health and ensuring training progress. Expertise in child development is required in setting up such training programmes.

TRAINING AND EDUCATION
Sport training should not be conducted at the expense of quality school education, which should be a priority. Sport and education can coexist, with high-level sport sometimes taking precedence for a set period. However, all sport careers are short, and a good education pays dividends for a much longer time. Children and junior athletes should be provided with guidance in combining training with education.

A young athlete who has superior athletic talent may undergo specialised training.

"ALL CONSTITUENTS… SHOULD TAKE INTO ACCOUNT THE CURRENT TRENDS OF OVERLOADING TRAINING AND COMPETITION SCHEDULES… WHICH CAN BE DETRIMENTAL TO ATHLETES, IN PARTICULAR JUNIOR ATHLETES, FROM THE PERSPECTIVE OF PERFORMANCE, HEALTH AND COMMITMENT."

RECOMMENDATION FROM XIII OLYMPIC CONGRESS, 2009

086

087

SECTION 3
UNIT 16: PROTECTING YOUNG ATHLETES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 16: PROTECTING YOUNG ATHLETES

C. LONG-TERM ATHLETE DEVELOPMENT

Over many years, the Canadian government (Sport Canada) has sponsored a project called Long-Term Athlete Development (LTAD), with the intention of understanding the developmental stages for youngsters participating in sport and encouraging sports to consider these stages when they design programmes. A non-profit organisation called Canadian Sport for Life conducts this work, which is excerpted below.
🌐 http://sportforlife.ca

Science, research and decades of experience all point to the same thing: children and adults will get active, stay active and even reach the greatest heights of sport achievement if they do the right things at the right times. This is the logic behind the LTAD model, which has seven stages:

- **Stage 1:** Active Start (0-6 years);
- **Stage 2:** FUNdamentals (girls 6-8, boys 6-9);
- **Stage 3:** Learn to Train (girls 8-11, boys 9-12);
- **Stage 4:** Train to Train (girls 11-15, boys 12-16);
- **Stage 5:** Train to Compete (girls 15-21, boys 16-23);
- **Stage 6:** Train to Win (girls 18+, boys 19+);
- **Stage 7:** Active for Life (any age participant).

Stages 1, 2 and 3 develop physical literacy before puberty, so children have the basic skills to be active for life. Physical literacy also provides the foundation for those who choose to pursue elite training in one sport or activity after age 12.

Stages 4, 5 and 6 provide serious training for those who want to specialise in one sport and compete at the highest level, maximising the physical, mental and emotional development of each athlete.

Stage 7 is about staying active through lifelong participation in competitive or recreational sport or physical activity.

To optimise the development of our athletes, we need to take advantage of the best sport science and best practices in coaching and training. The 10 Key Factors of LTAD are:
1. physical literacy;
2. specialisation;
3. developmental age;
4. sensitive periods;
5. mental, cognitive and emotional development;
6. periodisation;
7. competition;
8. excellence takes time;
9. system alignment and integration; and
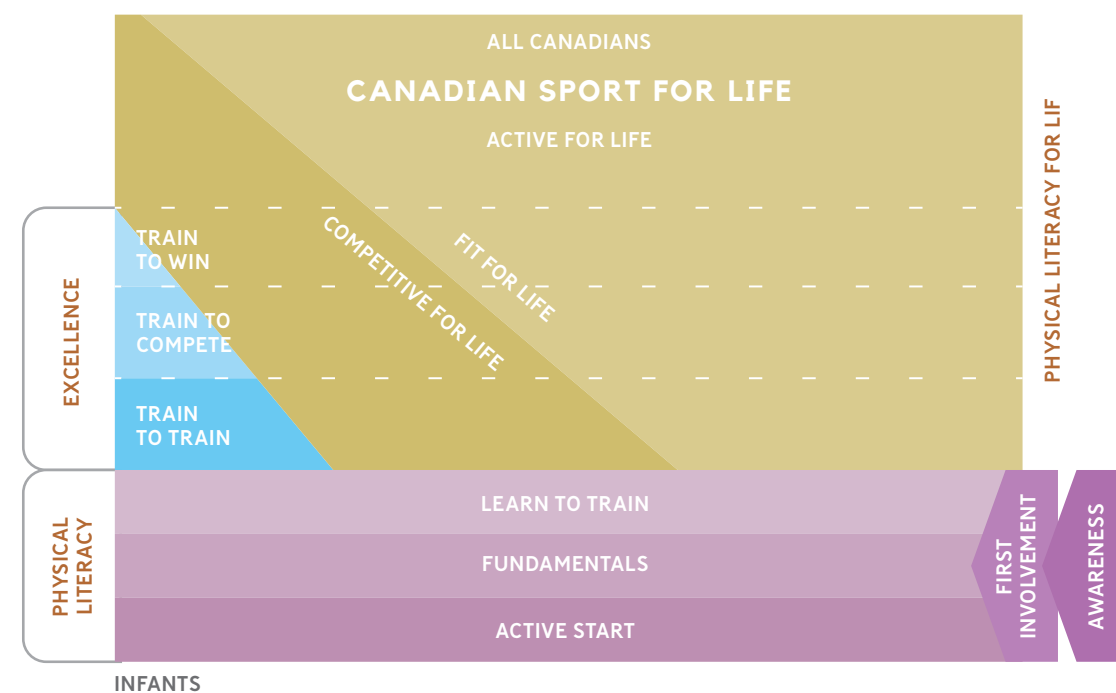10. continuous improvement.

IOC Consensus Statement on Training the Elite Child Athlete, IOC, 2005:
🌐 www.olympic.org/news/consensus-statement-adopted-on-training-the-elite-child-athlete

IOC Consensus Statement on Youth Athletic Development, IOC, 2011:
🌐 https://bjsm.bmj.com/content/49/13/843

CANADIAN SPORT FOR LIFE
ALL CANADIANS
ACTIVE FOR LIFE
PHYSICAL LITERACY FOR LIF
TRAIN TO WIN
COMPETITIVE FOR LIFE
FIT FOR LIFE
TRAIN TO COMPETE
EXCELLENCE
TRAIN TO TRAIN
LEARN TO TRAIN
PHYSICAL LITERACY
FUNDAMENTALS
FIRST INVOLVEMENT
AWARENESS
ACTIVE START
INFANTS

UNIT 17
DEVELOPING ATHLETES

A. HOW CAN ATHLETES IMPROVE?
B. ESSENTIAL REQUIREMENTS

A. HOW CAN ATHLETES IMPROVE?

"YOU HAVE GOT TO LOVE THE PROCESS. BECAUSE AS MUCH AS YOU WANT TO WIN THE GOLD MEDAL, YOU'RE GOING TO SPEND MOST OF YOUR TIME TRAINING. AND SO YOU'D BETTER LIKE IT."

DAN O'BRIEN, 1996 OLYMPIC DECATHLON CHAMPION, 2012

The majority of medals and records go to athletes who benefit from systematic and comprehensive training programmes, and who receive support adapted to their needs. What are the essential requirements for athletes to excel, and how do they fit these requirements around their other obligations?

An NOC asked 15 medal-winning athletes and their seven coaches to discuss their preparations for the Olympic Games. The survey concluded:

- Athletes require adequate financial support to meet basic training and personal needs. Those without such support are at a disadvantage.
- Athletes would like assistance and the chance to plan for or establish their future careers during their training years, and would like support immediately after retiring from competition.

- Training for world competitions requires 25-35 hours per week for several years in advance for those with medal aspirations. Time and commitment are both essential for winning medals.
- There are few high-quality athletes in most sports partly due to weak developmental programmes, the time and sacrifice required to excel, and the lack of support or encouragement to remain involved for a long time.
- The sport system does not provide special incentives and encouragement for the best athletes to continue competing in future Games, nor to remain in sport in some capacity (e.g. as coaches) after their careers.
- Few athletes were motivated by the possibility of financial reward, but most were grateful and honoured to have been part of an Olympic team.

?

What are the positive and negative conditions facing athletes in your sport?

How can you achieve improvements in athlete services and support?

B. ESSENTIAL REQUIREMENTS

According to these Olympic medal-winning athletes and coaches, what were the essential requirements for developing high-quality athletes?

1. COACHING
The quality of coaching and the athlete-coach relationship are the most important requirements for athlete development. Athletes will not improve much without an intelligent training plan established by a high-quality coach, whose commitment to excellence and establishing realistic goals sets the tone of training. The time a coach is available is important, and may depend on the extent to which coaches can be paid; on the number of non-coaching responsibilities they have (e.g. fundraising, administration); and on the number of athletes a coach must train (the fewer the better for each individual athlete).

088

089

SECTION 3
UNIT 16: PROTECTING YOUNG ATHLETES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 17: DEVELOPING ATHLETES

2. ATHLETES

Special talent, strong motivation and a willingness to work extremely hard are all characteristics of a successful athlete, but it can be challenging to find such individuals and encourage them to pursue their talents. It may be necessary for a sport to implement talent identification and development programmes.

In countries with limited human resources, facilities, competition opportunities and financing, there may be little chance for youngsters to find a sport in which they can excel. Sport administrators may need to concentrate their limited resources on only a few sports to achieve some improvement. They must also understand the goals for particular sport programmes, whether Olympic or regional, in order to adopt the right approach to athlete development.

3. FACILITIES AND EQUIPMENT

Lack of access to facilities and equipment may limit sport development. However, many Olympic athletes have been successful despite substandard facilities and equipment because of their high motivation and commitment. Overcoming difficult training conditions sometimes strengthens athletes' resolve and provides them with advantages during tough competition.

Sport administrators must help to create a positive training environment. Here are some suggestions that may help to improve facilities and equipment:

- Clearly identify your facility and equipment needs, and their respective priority levels.
- Try to make your needs known to school officials, community officials, politicians, the military, businesses, service groups and government bodies. See if they can help or provide advice.
- Consider entering sponsorship or licensing agreements for goods (e.g. clothing, equipment) or cash, in return for corporations using your logo or being designated as "official sponsors".
- Staging major competitions often creates an opportunity for governments to provide new facilities and equipment.

4. ATHLETE SUPPORT

You must provide adequate support systems to give an opportunity for athletes to achieve high-level goals. Besides the obvious requirements of good coaching and adequate facilities, national-level athletes may need:

- their school or employer to be flexible, as top-level athletes may have to spend 35 hours a week or more in serious training;
- adequate rest and diet;
- access to medical and physiotherapy support when needed; and
- continuous stimulation and encouragement that creates a positive training environment and supports their aspirations.

5. FINANCIAL SUPPORT

Raising money for training and competition purposes is a continuous task. Governments usually have to provide the bulk of the finances required by athletes to cover living, training, education, travel and competition expenses; compensate for time off work; and provide adequate coaching or access to facilities.

6. ADMINISTRATIVE SUPPORT

Good planning and administrative support are required to develop a well-organised training and competition programme. Ideally, the coach should coach, the athlete should train and the administrators should do everything else, such as handling correspondence and travel arrangements, fundraising, arranging training facilities, media relations, promotion, meetings and so on. Administrators must realise that the main focal points are the athlete and the coach.

7. COMPETITION

Competition at the right level and frequency is essential for athlete development, providing a focus for training goals and an important motivation for daily training.

Competition provides the ultimate test, where factors such as skill, physical conditioning, knowledge, motivation and strategy are tested together. Careful evaluation of competition results can allow a coach to pinpoint weaknesses or strengths, and to adjust training if necessary.

Is there a process whereby sport leaders regularly discuss athlete issues? If not, would it be helpful, and how would you help to make it happen?

Does your NOC, sport or the sport system in your country have an athlete assistance programme or services (financial support, counselling, career development, etc.)? Describe the need for one, or the need to improve the existing programme.

DEVELOPING COACHING LEADERSHIP

A. WHY ARE COACHES IMPORTANT?
B. CHALLENGES FACING COACHES
C. EDUCATING AND DEVELOPING COACHES
D. WORKING WITH PARTNERS
E. SHOULD COACHES BE SUPPORTED FINANCIALLY?
F. RELATIONSHIPS BETWEEN COACHES AND OTHER PARTNERS

Of all the roles in sport, the role of coach is probably the most demanding.

A. WHY ARE COACHES IMPORTANT?

"IN RECRUITING TALENT, YOU CANNOT START AT THE TOP. YOU HAVE TO LOOK BEYOND."

GLEN MILLS, THEN HEAD COACH OF THE JAMAICAN ATHLETICS TEAM, 2009

Of all the roles in sport – athlete, coach, administrator, official, judge or referee – the role of coach is probably the most demanding. Some would argue that it is the most lonely and intensive role in sport and requires the greatest degree of knowledge and skill. Most would agree that it takes a certain number of years of training and experience to develop a world-class coach, which is the most essential requirement for developing top-level athletes and teams.

If a coach is highly knowledgeable, motivated, sensitive and good at solving problems, the training environment should generate success for athletes. Conversely, if a coach lacks motivation, knowledge and experience, athletes and teams may not evolve or reach their full potential.

One of the most difficult challenges for any sport developing athletes from a basic level to a high level is to acquire first-rate coaches. Top-level athletes required a high performance expert or coach, often joined by a high-performance team that may include a technical director, physiotherapist, doctor, mental preparation coach, and other highly specialised personnel. In countries without well-developed sport systems, there are often no formal training programmes to prepare these critical leaders, from

beginners up to the highest level. In such cases, the coaches must learn by themselves over time, or the sport must import experts or coaches from elsewhere.

Whereas the coach's role is familiar to all, the role of the technical director – sometimes known as the high-performance director (HPD) – may be less familiar, particularly to sports with limited resources or small programmes. The HPD is the overall technical strategist, planner and leader of a sport's high performance programme. They develop short- and long-term plans for the programme, manage coaches and ensure the sport's training and competition programmes are well planned, resourced, implemented and evaluated.

Does your sport need a high-performance director (HPD) to lead and manage your sport's high performance technical programmes? If so, how can you achieve this?

B. CHALLENGES FACING COACHES

A survey of seven coaches of Olympic medal-winning athletes revealed some of the challenges they faced:

- There appears to be considerable stress on coaches, many of whom work under difficult conditions (long hours, poor pay, sacrificing personal and family life, lacking adequate resources).
- Coaches who work full-time or part-time over several years should be compensated appropriately, and their contracts should provide reasonable security and benefits (holidays, pension, etc.).
- Coaches require adequate time to coach properly, which usually involves concentrating on a small number of athletes. They also need time for a home life.
- When most of an athlete's preparation is done with a personal coach, the coach must be given the

opportunity to travel with them to competitions, and should maintain contact with their athletes if there is inadequate support from team coaches.

Other challenges include:
- a lack of support from the administration;
- few talented athletes;
- limited commitment from athletes;
- limited facilities and programme resources;
- limited training partners; and
- a lack of NF support.

Having full-time, well-trained, properly supported coaches, who work with a small number of athletes and are given adequate resources, creates a real opportunity to maximise athletes' potential.

?

What can you do to create ideal conditions for coaches to achieve their goals with athletes?

C. EDUCATING AND DEVELOPING COACHES

In many countries, it is difficult for sports to create a system for developing everyone from top-level coaches or to acquire them from elsewhere, but this challenge must be addressed – failure to do so would mean limiting the programme to a lower level. Just as there are athlete development programmes, so there must be education and development programmes for coaches.

Organisations interested in developing their coaching system may find it useful to complete a self-assessment using the International Council for Coaching Excellence (ICCE) Quality in Coaching (QiC) Model.

This online tool asks the user to assess their coaching system strategic plan, the leadership of their coaching system, their coach education and development programme, and the ways their coaching system is evaluated. For organisations starting work in this area, the tool will help analyse the areas they need to consider in developing a new system. For those with an existing system, it may identify areas for improvement.
⊕ **www.icce.ws/projects/ icce-quality-in-coaching-qic- model.html**

National coaching systems usually feature a partnership between a national body responsible for coaching, such as a national coaching organisation or an NOC, and a sport-specific national federation (NF).

The International Sport Coaching Framework identifies three key elements in the development of a coaching system:

I. **Determination of your coaching needs**
   - Identifying your athlete pool: what types of athletes do you have in your country (e.g. sports, ages, competitive levels, genders, etc.)? Are there trends or priorities you should consider in determining your coaching needs?
   - Analysing the characteristics of your current coaches: are they full-time, part-time or volunteers? Do they coach in clubs, schools or training centres? What is their sport and education background? What is the athlete-to-coach ratio, and are there sufficient coaches in the sport?

⬚ Just as there are athlete development programmes, so there must be education and development programmes for coaches.

2. **Development of the coaching curriculum**
   The International Sport Coaching Framework outlines the core functions, competencies and areas of knowledge for coaches as an initial guideline for the development of the curriculum.

3. **Preparing the coach developers and quality assurance**
   The coach developer (also known as the coach educator, tutor, learning facilitator or course conductor) is a critical link in the preparation of expert coaches, and should be trained in facilitation, coach assessment, mentoring, programme design and evaluation skills. They become the leaders of the coach education system and ensure quality assurance practices are in place.

In some countries, and in some cases at the more advanced levels of coaching development, coach education is undertaken within the higher education sector.

A partnership between the national coaching body, the NF and the university can help to ensure the programme meets the practical needs of coaches, and that there is a pathway to job opportunities in the sport sector. The ICCE has developed a set of Standards for Higher Education Sport Coaching Bachelor Degrees to provide guidance for institutions involved in coaching education.

?

What are your specific coaching needs?

Describe the coaches' situation in your sport or national system. What is good and what needs to be improved? Whose responsibility is it to improve the coaches' situation?

What are the characteristics required of coaches if they are to achieve success with elite athletes?

For countries that are ready to develop their coaching system, Olympic Solidarity offers various training programme opportunities for coaches, and IFs can provide valuable courses, content and support.

It is also important to emphasise the need to continue learning on an ongoing basis. Coaches learn through both formal coaching programmes and informal learning opportunities throughout their careers, which can include such elements as:
- sport-specific clinics or technical courses for coaches involving national or international experts;
- specific IF training programmes;
- IF-run distance learning programmes that give coaches access to specific content;
- coaching theory clinics (e.g. sport physiology, planning, training theory);
- apprenticeship programmes in which a promising junior coach works and trains with a senior coach;
- practical experience in organising athlete training;
- access to coaching literature, films, sport research and publications; and
- monthly seminars on specific topics, inviting coaches to meet with specialists (e.g. medical) or to discuss particular subjects (mental training, strength and conditioning, nutrition, etc.).

092

SECTION 3
UNIT 18: DEVELOPING COACHING LEADERSHIP

SPORT ADMINISTRATION MANUAL

093

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 18: DEVELOPING COACHING LEADERSHIP

D. WORKING WITH PARTNERS

INTERNATIONAL COUNCIL FOR COACHING EXCELLENCE (ICCE)

The ICCE is an international cooperative that leads and supports the development of sport coaching. It brings together IFs, national organisations responsible for coaching development, coaches' associations and higher education institutions that train coaches to enhance the quality of coaching at all levels.

The aforementioned International Sport Coaching Framework was developed by the ICCE and ASOIF in 2013 to provide a reference document for countries and associations interested in developing their coaching systems. A companion document, the International Coach Developer Framework, provides guidance on the roles and training of coach developers.
🌐 **www.icce.ws**

A number of ICCE members have well-established national programmes for developing coaches. Examples include the Coaching Association of Canada's National Coaching Certification Programme and Coach UK's UK Coaching Certificate.
🌐 **http://coach.ca**
🌐 **www.ukcoaching.org**

INTERNATIONAL FEDERATIONS (IFS)

IFs are responsible for all technical aspects of their sports and disciplines. As such, the content of training programmes sits under their control.

FOREIGN COACHES

Before you consider importing expertise, you must try to understand exactly what you need to educate your own country's coaches and develop a plan to do so. Even if you believe it may be useful for your local coaches to learn from foreign coaches, you may find you have experts in your own country, who may – for example – have attended training programmes endorsed by an IF and/or supported by Olympic Solidarity.

When bringing in foreign experts, you must carefully manage their transition to the new environment and culture. Although usually highly skilled technically, new coaches will need support to understand the processes and procedures that the organisation uses to develop relationships with key people.

The advantages of hiring foreign experts and coaches include the following:
• Expertise is immediately available.
• There may be indirect positive effects, such as establishing a role model for younger coaches or establishing training programmes or an attitude of excellence.
• There is often a dramatic improvement in the programme.

The disadvantages of hiring foreign coaches include the following:
• The cost in terms of salary, travel, board and lodging.
• The coach may experience culture shock, detracting from their ability to perform.
• There may be language difficulties.
• The coach's stay may be limited.
• There is often no real residual expertise left when the foreign coach departs.

It may be useful to ask a local expert to conduct the programme, which would reduce travel costs and guarantee the project's sustainability.

Olympic Solidarity programmes provide opportunities for international experts endorsed by the relevant IF to spend time in a foreign country working with local coaches to develop national sport systems. This approach combines the immediate availability of outside expertise with a long-term legacy by training local coaches. You can access more information on this and other Olympic Solidarity programmes through your NOC.
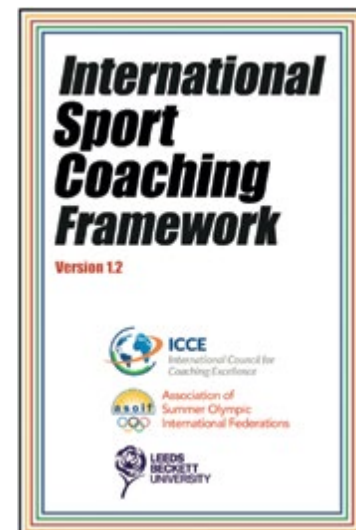
📷 The International Sport Coaching Framework provides a reference document for countries and associations interested in developing their coaching systems.

E. SHOULD COACHES BE SUPPORTED FINANCIALLY?

Outside high-level competition and national teams, many coaches in countries around the world are volunteers. Countries should try to motivate their best coaches to stay by offering different types of financial and value-in-kind support.

World-class athletes can be developed by both voluntary and paid coaches. Whether paid or not, such coaches generally work long hours, retain high levels of motivation and knowledge, and are able to establish effective athlete-coach relationships.

Some coaches should be supported financially. When athletes can train full-time and must travel extensively for training and competitions, their coaches are usually full-time or part-time and therefore must have financial support. On the other hand, some coaches have other means of support or another career, and are motivated by their involvement with sport, young men and women, travel and the numerous challenges involved in attempting to improve athletes.

As you review your coaches' working environment, commitment and responsibilities, ask the coaches about their greatest difficulties or frustrations when trying to develop their programmes. Do they discuss conflicts between their coaching and their work or family?

Then ask yourself what priority this role has in your programme, whether you can find funding for salaries or honoraria (small payments for services usually given without charge), and whether shared positions (coaching and teaching, coaching and technical development, coaching roles with several employers) may provide the coach with the time to develop successful athletes.

In countries where salaries or honoraria may not be possible, which is often the case below national level, can you offer other financial incentives? For example, will an employer provide time for the employee to coach without decreasing their salary? Will other forms of recognition or reward compensate for lack of financial support? Are your voluntary coaches recognised and really appreciated by your sport? How do you express this support?

F. RELATIONSHIPS BETWEEN COACHES AND OTHER PARTNERS

The athlete's entourage, namely the coach and other support personnel (e.g. physiotherapists, sport science/ medicine specialists, parents, agents, etc.), must learn to work closely and effectively together.

At basic levels of sport development, coaches often find themselves doing practically everything: recruiting and training athletes; organising training and trips to competitions; fundraising; counselling; administering the training programme; and so on. As the level of training rises, coaches need greater assistance so they can concentrate on supporting and coaching their athletes, and so administrators, parents, fundraisers, club officials, medical personnel and other experts and officials can all support the athletes and coaches. Coaches must also be aware of everything from doping and sexual harassment to,

in some cases, the need for athletes to transition into a new career after their sporting career has ended. Everyone is tied together by common goals, such as the desire to provide good experiences for youngsters in sport.

To address these issues and others, the IOC has created the Athletes Entourage Commission.
🌐 **www.olympic.org/athletes-entourage-commission**

📷 The athlete's entourage must learn to work closely and effectively together.

094

095

SECTION 3
UNIT 18: DEVELOPING COACHING LEADERSHIP

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 18: DEVELOPING COACHING LEADERSHIP

UNIT 19
SPORT MEDICINE

A. WHAT IS SPORT MEDICINE?
B. MEDICAL SERVICES FOR ELITE ATHLETES
C. HOW CAN NOCS HELP?
D. MEDICAL CONSIDERATIONS WHEN TRAVELLING

A. WHAT IS SPORT MEDICINE?

"MY GOAL IS TO WORK AND TO LEAVE NOTHING TO CHANCE. I WANT TO DO EVERYTHING I POSSIBLY CAN TO ENSURE THE ATHLETES ARE ABLE TO PERFORM THEIR BEST."

DR DORY BOYER, CHIEF DOCTOR FOR TEAM CANADA AT THE OLYMPIC GAMES RIO 2016

It is vital that top-level athletes are healthy and in peak condition despite the high levels of stress their bodies absorb. When training or preparing for competition, the involvement of medical specialists is of real value.

MONITORING ATHLETES' HEALTH
All athletes should undergo proper health checks before they begin high-intensity training, and should then build regular medical checks into their training programmes to monitor general health and conditioning, such as testing for chronic soft tissue injuries, nutritional assessments or fatigue.

It is vital that athletes' injuries are diagnosed early and accurately to ensure the shortest possible rehabilitation time. The process of bringing an athlete back to full fitness following an injury is a matter of teamwork involving a doctor, a physiotherapist, a coach and the athlete themselves.

PRACTISING HEALTHY HABITS
The coach and the athlete must establish good, healthy habits to try and prevent injury or illness, with the help of some key specialists.

- Doctors can offer advice on hygiene, sleep, travel-associated problems and the significance of symptoms (imagined or otherwise).
- Physiotherapists can provide guidance on the importance of warm-up exercises, stretching and good posture.

- Dieticians can help develop good eating habits.

REGIONAL HEALTH SERVICES
In some communities, government health services may be the only medical resource available to athletes. The managers of these services may go beyond their normal responsibilities and support athletes by:
- monitoring their health;
- ensuring prompt and proper care of injuries, illnesses and other problems;
- offering easy access to physiotherapy or other paramedical services;
- supporting programmes relating to doping control, nutritional evaluation (including dietary supplements) and fitness testing;
- providing information and education for athletes and coaches; and
- giving administrative support to medical and paramedical staff.

You may find medical services appropriate to your athletes through:
- local hospitals;
- local physicians who appear to show an interest in sport;
- local medical schools or training centres;
- government or military health clinics or agencies;
- the experience of sport associations or teams that have used medical services;
- professional organisations (medical, dental, physiotherapeutic, nutritional, etc.); and
- schools or voluntary medical aid services.

The IOC's Athlete Learning Gateway contains some excellent tutorials on sport medicine presented by world experts, coaches and athletes. If you want to learn more about this topic, it is an excellent resource.
⊕ http://onlinecourse.olympic.org

How is sport medicine set up in your country?

What are the strengths and weaknesses of your approach?

Who are the qualified sport medicine specialists (physicians, physiotherapists, etc.) in your country? How can you access them in your community?

The IOC Diploma in Sports Medicine is a two-year distance programme of postgraduate study organised under the auspices of the IOC Medical Commission. The programme focuses on the health and performance implications of participation in elite sport, but also considers the role of physical activity, nutrition and other lifestyle factors in promoting good health.
⊕ www.sportsoracle.com/medicine/home

B. MEDICAL SERVICES FOR ELITE ATHLETES

High-level athletes will inevitably have to deal with medical issues. Their challenges include staying healthy, sleeping well, eating appropriately, recovering from intensive workouts and preventing muscle, bone and other tissue injuries.

This huge task is best addressed, if possible, by a team of specialists who can help the coach and the athlete – and creating such a team can be a real challenge.

The chart below shows that athletes' basic need is access to care. By preventing injury and optimising recovery, athletes can then maximise their performance through appropriate training.

MEDICAL SERVICES AND DAILY TRAINING
The medical goals for daily training are to:
- establish a system of training and monitoring to prevent injuries and illnesses;
- provide access to a dedicated medical team when needed, including physiotherapy and massage therapy;

- focus on recovery and regeneration from illness, injury and the rigours of daily training and competition;
- emphasise the benefits of rest and nutrition; and
- treat injuries and illness with a specialist examination and treatment within 24 hours;

Teams travelling for training and competition should try to ensure that:
- medical personnel travel with the team when possible;
- a sport's own medical team is present at major Games and championships; and
- special medical support is provided for Paralympians when required.

ATHLETE SUPPORT TEAM
Where possible, a dedicated team of part-time specialists should care for the needs of high-level athletes, providing the best possible support and maximising the chances for peak performance. To be effective, this support team must be an integral part of the athletes' high-performance programme all year round.

MEDICAL CARE FOR ATHLETES

OPTIMISING TRAINING TECHNIQUES/MECHANICS

REMOVING BARRIERS TO PERFORMANCE/ OPTIMISING RECOVERY

PREVENTION OF OVERTRAINING ILLNESS/INJURY

ACCESS TO CARE FOR ILLNESS/INJURY

PERFORMANCE ENHANCEMENT

HEALTHY BASELINE PERFORMANCE

NEGATIVE EFFECT ON PERFORMANCE

096

097

SECTION 3
UNIT I9: SPORT MEDICINE

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT I9: SPORT MEDICINE

Depending on the nature and demands of each sport, the team might consist of specialists from the following areas:

Sport medicine
- medicine
- athletic therapy and physiotherapy
- nutrition
- strength and conditioning

Sport science
- physiology
- psychology
- biomechanics
- performance technology

The leader of the support team is usually the head coach or the high performance director of the sport. It may be challenging forming such a team and integrating it with the athletes and coaches.

When selecting medical personnel, you may wish to consider:

- What medical expertise is required?
- Who has the right experience and can add value to the team?
- Where are the experts located, and will they be available when needed?
- Can the medical staff travel with teams to training camps and major competitions?
- Will the medical staff commit to a long-term relationship – for example, to provide continuous service over a four-year period between Olympic Games?
- Is the team physician familiar with the World Anti-Doping Code, Therapeutic Use Exemptions (TUEs), the WADA Prohibited List, doping control procedures, Adverse Analytical Findings procedures, hearings and appeals, and other related matters?

High-level athletes will inevitably have to deal with medical issues.

C. HOW CAN NOCS HELP?

NOCs can promote sport medicine by:
- encouraging the development of sport medicine knowledge and skills through sport medicine courses and the selection of committed sport medicine personnel for Games missions, which can provide valuable experience;

- ensuring that doctors are familiar with WADA's anti-doping programmes; and
- ensuring the existence and delivery of coordinated medical, paramedical and scientific services that maintain a strong focus on athlete health and safety.

What specific programmes or activities can your sport organisation undertake to improve medical services for your athletes?

D. MEDICAL CONSIDERATIONS WHEN TRAVELLING

"CHEF DE MISSION ROB WADDELL CONCLUDED THAT IF WE DID THINGS RIGHT IN TERMS OF PREVENTING ILLNESS IN THE GROUP, THIS COULD PROVE TO BE A COMPETITIVE ADVANTAGE."

CHRIS MILNE, NEW ZEALAND TEAM DOCTOR, ON PREPARING FOR THE OLYMPIC GAMES RIO 2016

Travelling teams should be accompanied by medical and physiotherapy professionals if possible, providing daily medical supervision that often is not available at home.

Even if a team is travelling abroad without such professionals, they should consult a physician for advice about immunisations, health precautions, medical services and how to adapt to the climate. You may also be able to access this information during a pre-trip visit to the country or by seeking proper medical information, possibly from the foreign country's embassy or consular office in your own country.

Before you leave, you can research:
- the climate at the training or competition site;
- the local diet and any special meal preparations;
- general hygienic conditions;
- travel time;
- local immunisation advice;
- the availability of medication;
- health insurance requirements; and
- general living conditions (accommodation, etc.).

TRAVEL TIPS
General advice
- Travel with all necessary medication if you are unsure any product will be available abroad.
- Ensure your team's vaccinations and immunisations are up to date before you leave. As well as polio and tetanus, you may require vaccines for yellow fever, cholera and typhoid. If malaria is a concern, you must take anti-malarial drugs before, during and after the trip. The cholera vaccine gives only partial protection – you should also ensure proper hygiene. Gamma globulin provides some protection against hepatitis A.

- Make sure that each athlete carries a medical "passport" containing details of specific medical problems, such as asthma, diabetes, injuries, medication, vaccinations and allergies.
- Consider arranging medical insurance. The policy should cover medical services in the country you are visiting and the cost of flights home following accidents or serious illnesses.
- Bring a medical kit, including dressings for cuts and abrasions, moleskin to prevent blisters, antiseptic, aspirin, insect repellent, sunscreen lotion and oral rehydration mixture (packages of glucose/salt mixtures to add to fluids) for the treatment of diarrhoea.
- Encourage team members to use appropriate protection if they embark on a sexual relationship while travelling, and make sure that a team member consults a physician if it is suspected that they have contracted a sexually transmitted disease.
- Reduce the risk of insect bites by wearing trousers and long-sleeved shirts and by avoiding wet, shady areas.
- Visit or obtain information about the local hospital when you arrive, and contact a local physician to request help and locate the nearest pharmacy.
- Ask the team physician to establish specific times in the morning and evening for visits by injured or sick team members.

Diarrhoea
- Diarrhoea causes large salt and fluid losses from the body and depletes energy resources.
- It may be caused by emotional stress or anxiety, or by irritation of the gut by micro-organisms.

How Much Is Too Much? IOC Consensus Statement on Load in Sport and Risk of Injury, IOC, 2016:
🌐 https://bjsm.bmj.com/content/50/17/1030 (Part 1) and https://bjsm.bmj.com/content/50/17/1043 (Part 2)

098

099

SECTION 3
UNIT 19: SPORT MEDICINE

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 19: SPORT MEDICINE

- The most commonly infected foods include fish and meat (particularly made-up dishes such as pies, curries, sausages and stews), milk, raw vegetables and fruit that have not been washed properly, and contaminated water.

Dietary considerations
- All uncooked food is a potential source of disease.
- Changes in diet can cause illness.
- Tomato juice is an excellent source of electrolytes.
- Take salt with food.
- Ensure athletes take on lots of carbohydrates, perhaps through carbohydrate-rich snacks such as candy. A carbohydrate-rich and easily digestible meal three hours before competition is recommended.
- If fruits and salads are excluded from an athlete's diet, they should take extra vitamins and should also consider taking iron supplements.
- Checking an athlete's weight every day will indicate whether they should increase their food, caloric or fluid intake.
- Bring snacks and fluids from the hotel to the training and competition venues. Athletes must be careful not to miss meals or forget to drink.

Jet lag
- Air travel creates problems such as dehydration, changes in body rhythms (jet lag) and lack of mobility. During long plane trips, drink at least a cup of fluid every hour, avoid alcohol and stretch and walk in the plane. Try to prevent athletes from travelling when tired, and do not cause them excessive stress once they arrive.
- Time-zone changes create added stress. The symptoms of jet lag include fatigue, distortion of the senses, upset stomachs, constipation or diarrhoea, and disturbed sleep. Try to schedule an evening arrival or change your sleep patterns before you leave. Athletes who have not changed their sleep patterns before travelling should, for the first few days, avoid competing in the morning after long eastbound flights and in the late afternoon after westbound flights. A pre-adapted athlete will already be synchronised with their new environment.
- An extended sleep (e.g. 12 hours) following a long flight can make up for lost sleep. However, a single night's rest will not bring the body's

biological rhythms into phase with local time. It usually takes one day for each time zone crossed before the adjustment is complete.
- Maximal oxygen consumption, strength, power and coordination are all affected by biological rhythms. Athletes will not achieve peak performance until their rhythms have adjusted, usually during the afternoon or early evening. It appears that drops in performance levels are greater when travelling eastbound than westbound.

Heat
- Significant heat injury may occur at all temperatures above 18°C.
- Body temperature may rise to 38-39°C during steady exercise in heat.
- An average male (68kg) may lose 1.5-2.0 litres of sweat per hour. Frequent fluid intake during training/competition is necessary. Runners should consume 200ml of fluid 30 minutes before competing and 400-500ml of fluid 10-15 minutes before competing.
- Heat can cause muscle cramps, joint pains, blisters and fatigue. Heat stress symptoms include headaches, dizziness, disorientation, nausea, a decrease in sweat rate, pale and cold skin, and chilling.
- Distance runners, football players and others who work continuously for long periods are particularly susceptible to heat stress.
- Athletes should wear light athletic clothing and use sunscreen lotion and hats to protect against sunburn.

Rehydration strategies
- Drink 125-500ml of fluid two hours before exercise.
- Drink 125-250ml every 15 minutes or as much as you can tolerate during exercise.
- Drink 1 litre of fluid after exercise for every kilogram lost.
- Monitor body weight and attempt to restore 80% of the fluid (weight) lost.
- Drink plenty of fluids with meals.
- Drink water, juices or isotonic mixtures.
- Monitor your urine to ensure it is a light straw colour rather than bright yellow.
- Thirst is a poor indicator of your need for fluid. You need fluid before you become thirsty.

UNIT 20
SPORT SCIENCE

A. WHY IS SPORT SCIENCE IMPORTANT?
B. BUILDING A SUPPORT TEAM

A. WHY IS SPORT SCIENCE IMPORTANT?

In many smaller or less developed countries, it may be practically and financially difficult to access sport science and medicine specialists. It may also be difficult to pair such expertise with the best athletes' high-performance requirements. Nonetheless, sport science and medical specialists can greatly help with the preparation of top athletes, and can also provide research support to help solve practical issues.

As the following chart illustrates, sport science (e.g. psychology) and medical services (e.g. physiotherapy and nutrition) can help athletes achieve higher levels of performance from a solid base of coaching and training, with specialist research (e.g. skin suits, improving sleep and recovery) making a final contribution.

In a survey of 15 Olympic medallists, those who experienced injury said that timely access to a quality

physician and a physiotherapist was extremely important. These athletes said that the most useful sport science and medical services were medicine, physiotherapy and massage therapy, followed by psychology, nutrition and, to a lesser extent, physiology, biomechanics and chiropody. Most athletes had limited access to physiotherapy and massage therapy, yet these two fields ranked highest among their needs.

SPORT SCIENCE DISCIPLINES
Technology, medicine and science are increasingly being used in the preparation of high-performance athletes. Here are some key sport science interests of physicians and scientists:

- **Adaptive physical education**
  Working with athletes with disabilities, such as spinal cord injuries, amputations, mental retardation and blindness.

?

The IOC's Athlete Learning Gateway has excellent tutorials on sport science presented by world experts, coaches and athletes – a "must-see" opportunity for anyone wanting to learn more about the subject.
⊕ http://onlinecourse.olympic.org

IMPROVING ATHLETES' PERFORMANCE

RESEARCH

SPORT SCIENCE AND MEDICINE

COACHING AND TRAINING

PERFORMANCE

SECTION 3
UNIT 19: SPORT MEDICINE

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 20: SPORT SCIENCE

100

101
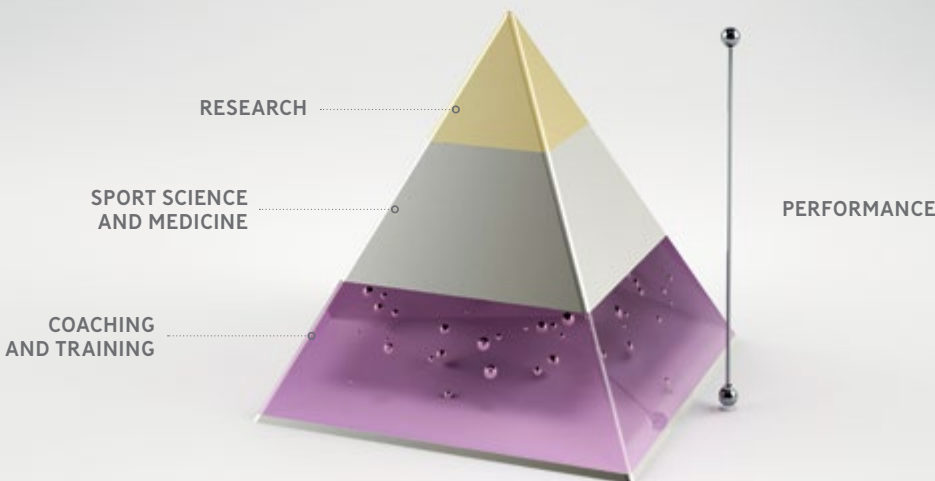
- **Altitude and environmental physiology**
  Training at altitude; exercising in cold or hot weather.

- **Biomechanics**
  Measuring forces and photographing movements to assess athletes' technique.

- **Exercise physiology**
  Determining various physiological measures such as cardiopulmonary capacity, muscle strength, body composition, flexibility, aerobic and anaerobic power, and growth and development patterns in children.

- **Muscle metabolism**
  Assessing energy substrates and requirements for different types of exercise; improving recovery from exercise and muscle glycogen super-compensation.

- **Nutrition**
  Encouraging proper hydration and the use of vitamins and supplements; establishing appropriate feeding patterns;

using special nutrition for carbohydrate, fat or protein supplementation.

- **Video analysis**
  Using video cameras to capture athlete technique; using appropriate software such as Dartfish to assess performance.

- **Sport psychology**
  Working on techniques for relaxation, focus, mental rehearsal, motivation and stress reduction.

- **Results analysis**
  Analysing training and performance results; comparing these results with the athlete's requirements to meet training and competition goals.

If athletes' basic needs such as quality coaching, facilities and competition are inadequate, then science has limited value. No one denies the value of first-rate medical support in training and at Games. It is simply a question of determining which resources to prioritise when supporting athlete development.

Which sport science resources are available to support your athletes? How and where are they delivered?

If there are barriers to you accessing these services, how do you overcome them?

B. BUILDING A SUPPORT TEAM

Sports or teams with adequate resources may be able to assemble a support team of sport science specialists and medical personnel to provide ongoing, comprehensive and specialised services. Sport science and medicine (SSM) teams often include members of the coaching staff and specialist SSM providers, and it is critical to develop a trusting relationships and strong communication within the coaching and SSM teams.

There is no set way to build an SSM team. The head coach should select individuals who can provide quality support in key areas, and who can work well with the sport.

The SSM team may include one or more experts from the following disciplines, depending on the specific needs of the sport.
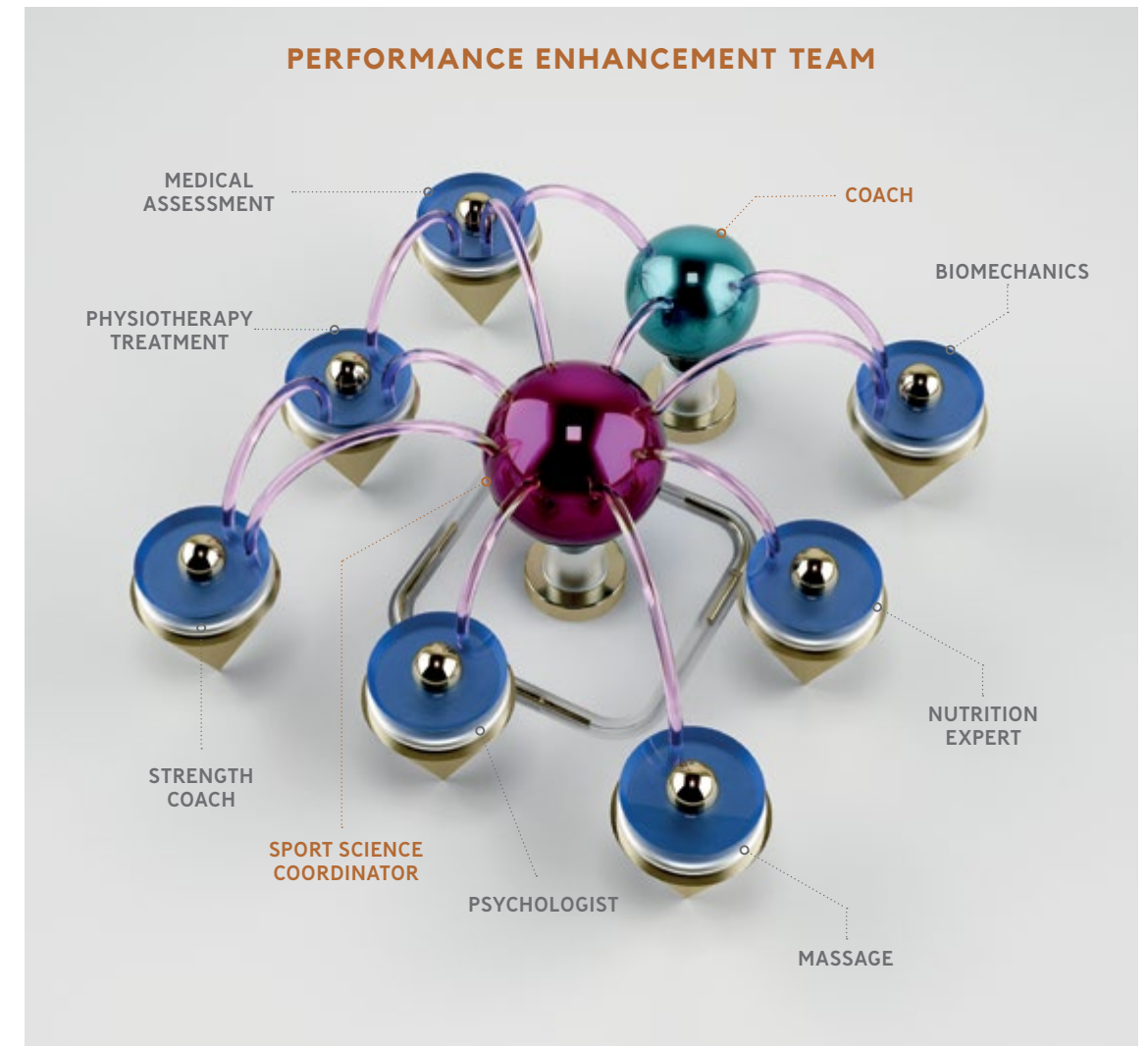
SPORT SCIENCE STAFF
- physiologist
- sport psychologist/mental trainer
- biomechanist
- performance analyst

- data analyst
- strength and conditioning expert
- other technical experts as appropriate

SPORT MEDICINE STAFF
- sport medicine physician
- physiotherapist/athletic therapist
- massage therapist
- nutritionist
- chiropractor
- other medical providers as appropriate

Specialists can be either full-time team members (e.g. physiotherapists) or consultants invited at specific times, and they may cover particular sports: for example, a vision specialist may help shooters, while a sailing team might also include a meteorologist, a hydrologist and/or a sail expert. Some SSM teams may be based in a single location, while others may be spread around multiple locations depending on where the athletes are based. You should identify a key group of specialists who can consult regularly with the coaching staff to discuss the needs of the athletes.

PERFORMANCE ENHANCEMENT TEAM

MEDICAL ASSESSMENT

COACH

PHYSIOTHERAPY TREATMENT

BIOMECHANICS

STRENGTH COACH

NUTRITION EXPERT

SPORT SCIENCE COORDINATOR

PSYCHOLOGIST

MASSAGE

Which sports would most benefit from sport science initiatives? How can you establish sport science support for priority sports or athletes?

WHY SHOULD YOU FORM AN SSM TEAM?
You should form an SSM team to:
- create an SSM support plan and strategy for athletes and identify specific priorities;
- provide medical and scientific advice to coaching staff;
- offer medical and scientific services to athletes;
- integrate scientific and medical methodologies and techniques into a structured training and competition programme;
- establish standardised scientific and/or medical testing protocols adapted to each sport.
- build appropriate scientific and medical profiles of athletes;
- recommend technologies designed to improve performance; and
- propose short-term and long-term research and innovation initiatives that would have an impact on athlete performance.

WHAT ARE THE CHALLENGES?
Other than the financial expense, the main challenge of establishing an SSM team will be managing such a diverse group of professionals.

The coach or high performance director must control the SSM team and the services supplied to the athletes. They must also help to develop trust between members of the team, who may have many different views on how to improve the health and the performance of the athletes, and ensure that they each know their role and support each other.

It is important to note that while some sports will easily foster a strong working relationship between the coaching staff and the SSM team, other sports may have a more guarded approach to the integration of SSM information.

102

103

SECTION 3
UNIT 20: SPORT SCIENCE

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 20: SPORT SCIENCE

UNIT 21
TECHNOLOGY IN SPORT

A. WHAT IS PERFORMANCE TECHNOLOGY?
B. THE USES OF PERFORMANCE TECHNOLOGY
C. COMPUTER TECHNOLOGY
D. EXAMPLES OF TECHNOLOGY

A. WHAT IS PERFORMANCE TECHNOLOGY?

"YOU INCREASE HUMAN PERFORMANCE BY BEING INFORMED BY SCIENCE AND TECHNOLOGY AND THE SMALLEST DETAILS."

SIR DAVE BRAILSFORD, FORMER PERFORMANCE DIRECTOR OF THE GREAT BRITAIN CYCLING TEAM, 2015

High-performance coaches and athletes are relying more and more on technology to position themselves ahead of the competition. This has led to the evolution and growth of performance technology (PT), which provides coaches and athletes with detailed, accurate and easily understood visual and statistical feedback about themselves and their opponents – an "extra eye" for an experienced coach.

B. THE USES OF PERFORMANCE TECHNOLOGY

The term "performances technology" (PT) refers to technologies designed for the analysis of athletic performance in fields such as biomechanics, athlete development, athlete motivation, athlete feedback, strength and conditioning, and injury management.

PT incorporates hardware, software and their integration, and training in how to use them. The educational aspect of PT includes the development of applied learning materials and instructional programmes for athletes and coaches.

PT is customised to each sport and its needs, and both coach and athlete must consider it to be genuinely useful before using it. Coaches should ask questions such as:
- At what level of athlete development do specific technologies begin to have the greatest impact?
- Are the athlete's fundamental skills and attributes solidly in place before video analysis and biomechanical analysis can be useful?
- Is technology necessary to gain a competitive advantage?

Technology can be a distraction from the necessary hard work of training. It can waste time and money (PT can be expensive to buy and service, and may require an experienced operator), and may provide false conclusions. It is critical that technology specialists work closely with sport organisations, taking direction from coaches, to ensure they understand the sport and the athletes' needs.

Key issues to consider include:
- the education and training of technology specialists and coaches to use PT effectively in training and competition;
- the integration of PT and training;
- the creation of storage systems, perhaps accessed via the internet, to share collected data in a controlled way;
- the possible need to develop or modify software or equipment to create the necessary tools;
- the implementation of technology services during Games (such as video analysis) as a daily service to coaches; and
- the establishment of research projects to invent useful new technologies.

? How much importance would performance technology have relative to other training needs, such as providing significant training time, building strength and endurance, proper medical support and nutrition and better coaching?

Developments in computer technology have opened up extraordinary opportunities for athlete training.

C. COMPUTER TECHNOLOGY

"IT HAS TAKEN US TO THE NEXT LEVEL IN GETTING OUR ATHLETES THE VIDEO FEEDBACK THEY NEED TO SUCCEED."

TUFFY LATOUR, US SKELETON COACH, DISCUSSING NEW COMPUTER TECHNOLOGY, 2014

Developments in computer technology have opened up extraordinary opportunities for athlete training. Many computer-assisted learning tools and software applications designed for coaches, athletes, sport administrators, teachers and others are available for your computer via software or the internet.

Software can analyse human movement (including 3D simulations), create individualised fitness programmes (nutritional analysis and counselling, flexibility exercises, strength conditioning and so on), carry out technical analysis of sport movement, and provide interactive multimedia applications for many sport activities and topics.

Technology is improving rapidly, and will soon include virtual or artificial reality and holography – meaning that athletes will soon be able to study their techniques in 3D.

D. EXAMPLES OF TECHNOLOGY

Laboratories have been adapted to study performance. Athletes can exercise under controlled conditions while providing data for analysis:
- altitude chambers and environmental chambers (temperature, humidity) are used for training and research;
- indoor tanks (flumes) of moving water are used by rowers, swimmers and canoeists for out-of-season training or testing;
- exercise machines include rowing and bicycle ergometers, and treadmills for running, Nordic skiing or skating; and
- wind tunnels are used to assess body position, equipment design and clothing design for "air resistance" sports.

? Which types of technology would help train your athletes? How would you acquire it? How would the technology improve performance?

Digital cameras and sophisticated force-measuring systems are used in biomechanics to measure mechanical motion, acceleration, velocity and force. Chromatography, magnetic resonance imaging, spectrometry, GPS and other sophisticated measuring tools can assist with sport science and medicine. Metabolic measurement devices aid the analysis of blood, muscle content, metabolism and cardio-respiratory function.

All this sophistication is best applied to assist highly trained athletes who are looking to gain an extra edge. It requires trained specialists to use it properly and then correctly analyse the results.

104

105

SECTION 3
UNIT 21: TECHNOLOGY IN SPORT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 3
UNIT 21: TECHNOLOGY IN SPORT

SECTION

4

PROMOTING THE OLYMPIC VALUES AND SPORT

Section 4 discusses the soul of the Olympic Movement. It defines the ethical behaviours that can help to implement the Olympic values, and discusses the codes and rules that have been developed to emphasise them and guide our actions.

This section also details challenges to these values – doping, abuse, harassment and exclusion, for example – and describes the large number of initiatives and partnerships that the IOC has undertaken to resolve these matters.

UNIT 22

THE IMPORTANCE OF SPORT TO SOCIETY

A. HOW CAN SPORT BENEFIT SOCIETY?
B. THE OLYMPIC MOVEMENT AND SOCIAL RESPONSIBILITY
C. SPORT AND ACTIVE SOCIETY
D. WHAT CAN YOUR NOC OR SPORT ORGANISATION DO?

A. HOW CAN SPORT BENEFIT SOCIETY?

Sport generates many positive effects in society. It can unite communities, foster social integration and promote peace, support local economic development, create jobs, support education and fight discrimination, and can also have an impact on and raise awareness of women's rights, sustainability and other issues. It helps the healing process for populations overcoming trauma, and brightens up people's lives.

As an integral part of basic education, sport supports mental and physical health, and instils in people the discipline of physical activity. It can be a useful platform for preventive and peer education against major illnesses, and reaches out to young people of all social groups. As a result, formal and informal community development through sport is now on the international community's agenda.

?

Is your sport organisation contributing to the social development of your community in a meaningful way? If so, how?

"SPORT TODAY IS TOO IMPORTANT IN SOCIETY TO IGNORE THE REST OF SOCIETY."

THOMAS BACH, IOC PRESIDENT, 2014

108

109

SECTION 4
UNIT 22: THE IMPORTANCE OF SPORT TO SOCIETY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 22: THE IMPORTANCE OF SPORT TO SOCIETY

B. THE OLYMPIC MOVEMENT AND SOCIAL RESPONSIBILITY

"THE IOC AND THE SPORTS MOVEMENT IN
GENERAL HAVE A SOCIAL RESPONSIBILITY
TO PROVIDE ACCESS TO SPORTS PRACTICE,
AND IN SO DOING TO SPREAD THE VALUES
OF SPORT TO ALL SECTIONS OF SOCIETY...
WHILE ONE CANNOT EXPECT THE SPORTS
MOVEMENT TO SUCCEED TO ADDRESS ON ITS
OWN THE SOCIO-ECONOMIC PROBLEMS THAT
CONTINUALLY THREATEN WORLD PEACE,
WHERE SOCIAL AND POLITICAL MOVEMENTS
HAVE FAILED, HOWEVER, WHERE SPORT CAN
CONTRIBUTE, IT SHALL STRIVE TO DO SO."

JACQUES ROGGE, FORMER IOC PRESIDENT

As a socially responsible
organisation, the IOC engages
in sport development at
grassroots level.

The Olympic Games leave positive legacies in terms of sustainable social and economic development for host cities and countries. But beyond the Games, the IOC and the Olympic Movement are committed to promoting the values of solidarity, peace and human dignity. These values find their roots in the goal of Olympism, as expressed in the Olympic Charter (2017), to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.

As a socially responsible organisation, the IOC engages in sport development at grassroots level, aiming both to increase access to physical activity worldwide and to improve human well-being through the promotion of the Olympic values.

Through sport, the IOC and its partners work to help promote Olympic education, culture, healthy lifestyles, human rights, sustainability and gender equality in disadvantaged communities and among at-risk populations. The IOC also assists several humanitarian organisations by providing funds, sport equipment and other type of support, such as food, clothing and educational material, to war victims, refugees and those affected by natural disasters.

With which social agencies in your community could you form partnerships? How would you do this?

C. SPORT AND ACTIVE SOCIETY

"SPORT IS NOT JUST PHYSICAL ACTIVITY;
IT PROMOTES HEALTH AND HELPS PREVENT,
OR EVEN CURE, THE DISEASES OF MODERN
CIVILISATION. IT ALSO IS AN EDUCATIONAL
TOOL WHICH FOSTERS COGNITIVE
DEVELOPMENT; TEACHES SOCIAL BEHAVIOUR;
AND HELPS TO INTEGRATE COMMUNITIES."

THOMAS BACH, IOC PRESIDENT, 2013

Olympic Agenda 2020 emphasises the increasing importance of sport in society. This has led to the IOC's Sport and Active Society Commission, which was previously focused only on Sport for All advocacy, now encouraging society to participate in regular physical activity and promoting the health and social benefits of doing so.

The IOC and the Sport and Active Society Commission have designed a useful toolkit for organisations across the Olympic Movement that are managing Sport for All programmes, providing them with the knowledge, understanding and tools to improve existing programmes and create new ones. This section contains some examples from around the world.
⊕ **www.olympic.org/sport-and-active-society-commission**
⊕ **www.olympic.org/olympic-education-commission**

NORWEGIAN YOUTH IN SPORT LEADERSHIP
The Norwegian Youth in Sport Leadership programme aims to retain young people aged 13-19 in sport as long as possible, not only as active participants but also as administrators, coaches, managers, referees and volunteers. Sport is promoted as being particularly effective in helping young people to take ownership of their own activities and education.

INTERNATIONAL INSPIRATION
The Olympic Games London 2012 International Inspiration programme was the first legacy programme of its kind to be developed by an Organising Committee (OCOG). Bringing together a unique coalition of delivery partners – the British Council and UNICEF, with leadership by UK

Sport – the programme has been designed to use London 2012 as a vehicle to reach 12 million children in 20 countries with quality sport and physical activity.

International Inspiration helps young people to play their role in civil society, developing their leadership potential through sport and widening access to sustainable livelihoods. Children and young people benefit from the improved delivery of physical education and sport lessons in school through the capacity building of teachers, school principals and youth leaders. This is designed to ensure that physical education and sport are embedded within curriculums and practised more regularly in schools, and that they prove more attractive to and suitable for different groups of young people.
⊕ **www.internationalinspiration.org**
⊕ **www.olympic.org/news/international-inspiration-programme**

SPORTING SCHOOLS
An evolution of the Active After-School Communities programme, which was run in more than 3,200 schools and after-school care centres for approximately 190,000 children each semester until 2014, Sporting Schools is an Australian government initiative designed to help schools to increase children's participation in sport. The Australian Sports Commission (ASC) has partnered with more than 30 national sporting organisations to deliver sport through a network of organisations, coaches and teachers. In the first two years after its 2015 launch, more than 6,000 schools registered to be part of the scheme.
⊕ **www.sportingschools.gov.au**

SECTION 4
UNIT 22: THE IMPORTANCE OF SPORT TO SOCIETY

SPORT ADMINISTRATION MANUAL

110

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 22: THE IMPORTANCE OF SPORT TO SOCIETY

111

SPORT AND ACTIVE SOCIETY

During the 2013-2016 quadrennial plan, one of Olympic Solidarity's programmes was dedicated entirely to Sport for All. NOCs could apply for financial support for national-level initiatives aimed at promoting the practice of sport and physical activity throughout all levels of society, particularly to foster social inclusion and health awareness. Patronage funding from the IOC's Sport and Active Society Commission awarded grants and financial assistance to NOC initiatives spanning five continents.

⊕ **www.olympic.org/ olympic-solidarity**
⊕ **www.olympic.org/sport-and- active-society-commission**

OLYMPIC DAY

Olympic Day is a day for the world to get active, learn about Olympic values and discover new sports. NOCs organise sporting, cultural and educational activities throughout the world – and some countries have even incorporated Olympic Day into the school curriculum. The event is based on three pillars:

- **Move**
Encouraging people to get active on Olympic Day. "Move" can refer to all sorts of physical activity for people of all ages and abilities, such as the Olympic Day Run or participating in individual or team sports.

- **Learn**
Looking at the contribution of sport to global social issues that can affect communities, such as education, health promotion, HIV prevention, women's and girls' empowerment, environmental protection, peace-building and local community development. Being a responsible citizen is also part of the philosophy of Olympism. The teaching of the Olympic values of excellence, friendship and respect is an important element of such activities.

- **Discover**
Inviting and encouraging people to try new sports and activities that they have never tried before, including sports to which they may not have easy access or that are lesser known in their region.

⊕ **www.olympic.org/olympic-day**

SPORT FOR HOPE

Sport for Hope is a joint initiative between the IOC, its Olympic Movement stakeholders and local governments. By establishing Sport for Hope Centres in developing countries, the programme aims to provide young people and local communities with positive sports and development opportunities; offer state-of-the-art training facilities to National Federations (NFs) and athletes; and spread the Olympic values of excellence, friendship and respect. Sport for Hope Centres also serve as platforms for social development and innovative cooperation to contribute to a better and more peaceful world through sport.

⊕ **www.olympic.org/sport-for-hope**

◉ Olympic Day is a day for the world to get active, learn about Olympic values and discover new sports.

?

What could your sport organisation do to enhance the importance of sport and the Olympic Movement to your society? How would you use Olympic Day to achieve this?

◉ Your NOC or sport organisation can support community development through sport-related activities.

?

What specific goals could you set for your sport organisation in order to support social reform in your community?

D. WHAT CAN YOUR NOC OR SPORT ORGANISATION DO?

Your NOC or sport organisation can support community development through sport-related activities such as:

- community programmes around health-related and social issues, everything from inclusion to gender equality, HIV/AIDS to non-communicable diseases, sustainability to peace;
- assistance for deprived communities to access sport and recreational activities and basic infrastructures;
- talks by sportsmen/women to the youth community about such issues; and
- information campaigns on social issues faced by your community in the framework of sport-related activities.

NOCs can also seek fruitful partnerships with the IOC and local branches of international organisations specialising in socio-economic development and humanitarian assistance, or with local non-governmental organisations (NGOs).

⊕ **Women in Sport: www.olympic.org/women-in-sport**
⊕ **Development through Sport: www.olympic.org/development-through-sport**
⊕ **Together for HIV & AIDS Prevention Toolkit: www.olympic.org/documents**

112

SECTION 4
UNIT 22: THE IMPORTANCE OF SPORT TO SOCIETY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

113

SECTION 4
UNIT 22: THE IMPORTANCE OF SPORT TO SOCIETY

UNIT 23

THE BENEFITS OF SPORT TO INDIVIDUALS

A. WHAT CAN SPORT DO?
B. ACHIEVING GOALS
C. THE SPORT WE WANT

A. WHAT CAN SPORT DO?

"SPORT PROMOTES INTEGRATION; IT BOOSTS SELF-ESTEEM AS WELL AS JOY OF LIFE. THE INTEGRATIVE POWER OF SPORT CAN WORK ITS MAGIC IN CRISIS AREAS, HELPING TO BUILD UNDERSTANDING AND RECONCILIATION, AND AT THE SAME TIME IMPROVE QUALITY OF LIFE."

THOMAS BACH, IOC PRESIDENT, 2013

Sport's benefits go far beyond the positive health effects of physical activity. A growing body of international research suggests that community sport also contributes to social goals including education, child and youth development, social inclusion, crime prevention, economic development and environmental sustainability. No other area of community life has demonstrated an equal capacity to connect so many young people to positive adult role models and mentors, and thus to opportunities for positive development and the acquisition of critical life skills.
⊕ www.olympic.org/news/
development-through-sport

The following text is based on "What Sport Can Do – The True Sport Report" from the True Sport Foundation in Canada, which sets out the broad spectrum of public benefits that are available if we build a comprehensive, accessible and inclusive community sport system.
⊕ http://truesportpur.ca/
true-sport-report

IMPROVING HEALTH AND WELL-BEING

Good health is fundamental to an individual's well-being and their ability to realise their full human potential. It is also a crucially important economic

asset. Sport can help make people healthier by:

- **Keeping children and young people active and healthy**
  Regular participation in physical activity during childhood and adolescence can help to build and maintain healthy bones, muscles and joints; control weight, build lean muscle and reduce fat; prevent or delay development of high blood pressure; lower the risk of cardiovascular disease; and reduce feelings of anxiety and depression.

- **Using sport to reduce youth health risk behaviour**
  Young athletes are more likely than non-athletes to eat appropriately and weigh less, and are less likely to smoke cigarettes, use drugs, engage in premature sexual activity or be bored or without hope.
  ⊕ http://apps.who.int/iris/
  bitstream/10665/204176/1/
  9789241510066_eng.pdf
  ⊕ www.olympic.org/news/
  the-ioc-and-who-committed-
  to-fighting-childhood-
  obesity by-promoting-
  physical-activity

- **Enhancing mental health**
  Physical activity through sport helps to enhance self-esteem,

reduce stress and anxiety, and alleviate depression. Sport offers opportunities for positive relationships, friendship and support that fosters emotional health.

- **Promoting healthy ageing**
  Physical activity through sport can help prevent chronic disease, improve balance and coordination as people age, improve memory and learning, and reduce the risk of cognitive loss through Alzheimer's disease and minor strokes. Sport also provides opportunities for social connection for older people at risk of social isolation.

PUTTING CHILDREN AND YOUNG PEOPLE ON A POSITIVE LIFE COURSE

Sport can help to give children a healthy start in life, assist those with a poor start to get back on track, and equip young people with the information, skills, personal resources and social support they need to make key life transitions successfully. However, sport can also expose children and young people to negative experiences.

In organised youth sports, the primary factors that determine whether young people will have a positive or negative experience are the adults involved – parents, coaches, officials and

administrators – and the quality of coaching and mentoring. The values and practices employed by parents, coaches and volunteers can be powerfully enabling and enriching for young people, or they can drive them out of sport for a lifetime.

Sport can lead to excessive focus on winning and competition, violence, under- and over-involvement of parents, poor coaching and leadership, harassment, intolerance, racism, lack of fair play and injuries. These pressures can contribute to decreasing sport participation rates as children grow older. However, the main reasons for young people dropping out of sport are that they are no longer having fun, they do not have the time and they do not believe they are good enough to play.

The positive social developmental aspects of sport include:

- **Helping children learn and develop through play**
  Play is one of the primary ways that young children explore the world and develop their physical, cognitive and social-emotional capacities. Age-appropriate games and physical activity can help young children acquire mobility, coordination, knowledge, self-confidence and social skills.

📷
Sport can help to give children a healthy start in life.

❓

Are your programmes delivering sport that bring many benefits to its participants? If not, how can you help to make this happen?

How are the benefits of sport being promoted to leaders in your community?

SECTION 4
UNIT 23: THE BENEFITS OF SPORT TO INDIVIDUALS

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 23: THE BENEFITS OF SPORT TO INDIVIDUALS

- **Building physical capacity and motor skills**
  Children acquire the strength, coordination and motor skills necessary to move with efficiency and confidence in early- to mid-childhood. Sport and physical activity can help children to build a basic understanding of how their bodies move.

- **The benefits of sport for girls**
  Girls particularly benefit from sport's potential protective effects against osteoporosis, anxiety, depression, suicide and adolescent pregnancy. Girls' participation is also strongly linked to educational outcomes, a greater sense of control over their own bodies and more generalised feelings of empowerment, identity and self-direction.

- **Fostering positive youth development**
  Sport can contribute positively to adolescent identity formation, a critical step in the transition from adolescence to adulthood. Sport also facilitates friendships and positive social relations.

- **Enhancing academic achievement**
  Sport and physical education can help improve young people's school attendance, behaviour and academic achievement. Participation in school-based sport and physical activity has been shown to result in considerably healthier social and academic confidence.

- **Teaching positive values and life skills**
  Sport offers young people a means to gain and enhance a range of life skills that can improve their chances of finding employment, raise their level of income and make them more willing to volunteer in the community.

- **Preventing youth crime and gang involvement**
  Young people who participate in sport are less likely to engage in delinquent behaviour and have lower rates of criminal arrest. Sport programmes to prevent youth crime and gang involvement work best when they are holistic, values-based, empowering and delivered as part of a wider series of activities, in partnership with local renewal agencies and other groups.

BUILDING STRONGER AND MORE INCLUSIVE COMMUNITIES

Sport can also help to strengthen communities by building social capital and fostering greater inclusion. Benefits include:

- **Building social capital**
  A nation's level of sport participation is closely linked to its level of social trust and well-being.

📷 Sport and physical activity can help children to build a basic understanding of how their body moves.

People who participate in sport are more likely to vote and show interest in political and public affairs. Sport also helps to keep small rural communities together.

- **Helping newcomers to integrate more quickly into society**
  Sport can help to break down barriers between newcomers and local host populations.

- **Fostering greater inclusion of people with disabilities**
  Sport helps people with disabilities to build their self-confidence. It also helps change negative community perceptions by focusing on athletes' abilities rather than disabilities.

- **Strengthening cultural pride and identity**
  Sport offers particular benefits to minority cultural communities that have serious social issues, and can help reduce drug and alcohol use with related reductions in family violence.

- **Promoting environmental sustainability**
  Sport can instil appreciation of, and a desire to protect, the environment and provide a platform for social mobilisation on behalf of environmental sustainability.

- **Fostering environmental awareness and stewardship**
  Many investments in community sport are investments in green space, with users often becoming advocates for their protection, proper maintenance and expansion, just as those who pursue wilderness sports are often advocates for remote environments.

- **Providing a platform for social mobilisation**
  International sport events provide powerful platforms for promoting environmental protection because of their large audiences and global reach. Many international sport and environment bodies use this opportunity to raise environmental awareness and advocate for greater sustainability.

- **Making sport facilities more sustainable**
  Implementing enhanced environmental standards for new and existing sport and recreation facilities make our communities more sustainable and leave a positive environmental legacy.

B. ACHIEVING GOALS

Sport is a powerful means of promoting health, but an even more powerful means of building social capital. Outside of the family, it is perhaps the most effective system we have for providing young people with adult role models, mentors and opportunities for positive development.

To provide these benefits, we must build an inclusive community sport system that delivers sport that is fun, fair, inclusive and promotes excellence.

Local communities have a leading role to play, together with sport organisations and governments who can help ensure that communities have the infrastructure they need.

The impact of community sport finally comes down to individuals – athletes, parents, coaches, administrators and volunteers – whose ideas, attitudes and behaviour determine whether we will close the gap between the sport we have and the sport we desire.

⊕ **Development through Sport: www.olympic.org/development-through-sport**
⊕ **Women in Sport: www.olympic.org/women-in-sport**
⊕ **Advocacy for Women in Sport: www.olympic.org/women-in-sport/advocacy**
⊕ **Harassment and Abuse in Sport: www.olympic.org/sha**
⊕ **Healthy Body Image: www.olympic.org/hbi**
⊕ **NCAA – Well-being: www.ncaa.org/health-and-safety**
⊕ **Report of the Commission on Ending Childhood Obesity:**
  http://apps.who.int/iris/bitstream/10665/204176/1/9789241510066_eng.pdf
⊕ **Promoting Quality Physical Education: http://visual.ly/quality-physical-education-policy**

❓ **Who can you recruit or encourage to help deliver positive sport values?**

SECTION 4
UNIT 23: THE BENEFITS OF SPORT TO INDIVIDUALS

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 23: THE BENEFITS OF SPORT TO INDIVIDUALS

C. THE SPORT WE WANT

Creating a healthy and vibrant environment for participation in sport within communities is the theme of "The Sport We Want", a report from the Canadian Centre for Ethics in Sport. The following paragraphs outline some of the report's conclusions.
⊕ **http://cces.ca/sites/default/files/ content/docs/pdf/cces-rpt-tswwfinalreport-e.pdf**

INDIVIDUAL VALUES
The report discusses the most important individual values that encourage and support participation in sport. The top four values are as follows:

- **Fun**
  Children and adults primarily participate in sport – whether organised or not – to have fun and enjoy time with their friends. Although children are generally not motivated by the "adult" value of winning, parents and coaches often focus on winning rather than on the process of playing, which can place huge pressure on children to perform well at any cost.

- **Tolerance and mutual respect**
  There are two equally important aspects of respect that should be taught to children through sport – self-respect and respect for others. Respect can provide children and young people with a critical social value that will guide their decisions and actions throughout their lives. Tolerance is essential for us to learn to live together harmoniously.

- **Access for all**
  Sport is a right, not a privilege, and its benefits should be maximised for all, regardless of their economic status, ethnic background, skill or gender. We need to ensure that sport is inclusive, giving children a solid foundation from which to continue participating throughout their lives. Access for all can also build a sense of community by providing common experiences for people.

- **Fair play**
  Fair play promotes and supports the ideal of "true sport" that we want in our communities. It also encompasses other values such as respect, tolerance and inclusion, and promotes fairness and honesty. To build fair play values into community sport, athletes should be continually recognised for effort and participation (e.g. fair play awards) and not just for winning and losing.

The same Canadian study lists the most important community values for sport as:
1. Equality of access to sport programmes
2. Tolerance and mutual respect
3. Safe and welcoming environment
4. Healthy citizens
5. Leadership development
6. Skilled volunteer base
7. Inclusion of citizens
8. Developing positive social behaviour
9. Shared values
10. Community unity and cohesion

⊙ We need to ensure that sport is inclusive, giving children a solid foundation from which to continue participating throughout their lives.

? What values do you believe are important for sport in your society? Are they being fully expressed in the sport programmes you operate? What can you do to improve the situation?

⊕ **Bringing the Olympic Values to Life, DVD, IOC, 2007: www.olympic.org/news/bringing-the-olympic-values-to-life**
⊕ **Teaching Values – An Olympic Education Toolkit, IOC, 2016: www.olympic.org/olympic-values-and-education-program/about-the-toolkit**

118

SECTION 4
UNIT 23: THE BENEFITS OF SPORT TO INDIVIDUALS

SPORT ADMINISTRATION MANUAL

119

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 23: THE BENEFITS OF SPORT TO INDIVIDUALS

UNIT 24

DRIVING SOCIAL CHANGE THROUGH SPORT

A. IOC AND PARTNER INITIATIVES FOR SOCIAL CHANGE
B. SUPPORT TO REFUGEES
C. PROTECT CHILDREN THROUGH SPORT
D. REDUCE VIOLENCE THROUGH SPORT
E. BUILD YOUNG WOMEN'S LEADERSHIP SKILLS THROUGH SPORT
F. UNESCO QUALITY PHYSICAL EDUCATION (QPE) PILOT PROJECT

A. IOC AND PARTNER INITIATIVES FOR SOCIAL CHANGE

The IOC works with numerous United Nations (UN) agencies and international governmental and non-governmental institutions on projects that use sport as a tool for development, which also advance the UN's Sustainable Development Goals (SDGs), with the following objectives:

- promoting sport for social change, health, gender equality, inclusion, youth development and education and peace building;
- increasing opportunities for all to participate in sport and physical activity by supporting accessible

and sustainable grassroots sport facilities in communities;
- promoting safe sport by supporting risk- and injury-free play spaces and sport devoid of abuse and harassment; and
- promoting inclusive sport by ensuring access to sport for children and youth, girls, refugees, people with disabilities and within marginalised groups.
☐ Unit 1C

Some such initiatives are listed throughout this section.

B. SUPPORT TO REFUGEES

Building on collaboration with partners including UNHCR, the UN Refugee Agency, and international NGOs, the IOC contributes to a number of programmes for young people in refugee settlements around the world.

The following four projects were implemented in collaboration with Jacques Rogge, the UN's Special Envoy for Youth Refugees and Sport and the IOC Honorary President. His role is to promote sport as an empowerment tool for youth from displaced and refugee communities towards peace, reconciliation, security, health, education, gender equality and a more inclusive society.

- **Bringing hope in Jordan**
  A multi-purpose sport ground has been built at the Azraq refugee camp for Syrian refugees in Jordan, offering a semblance

of normality and structure to 2,000 young refugees per year while helping to build a sense of community among the different ethnic groups.

- **Enabling youth sport activities in Ethiopian refugee camps**
  The IOC supported the set-up of youth and sport facilities in two refugee camps in Gambella, Ethiopia, which have provided refuge for more than 250,000 people who have fled South Sudan since 2013. The facilities provide spaces for games, meetings and classroom activities, and a focal point for all youth activities. The programmes include recreational activities for adolescent girls and young refugees with impairments, along with preventative measures on subjects such as adolescent sexual and reproductive health.

?

Do you believe sport can help bring about social change in your community? Can you give examples of how this is happening, or of how it could happen in the future?

📷
At the Olympic Games Rio 2016, the Refugee Olympic Team acted as a symbol of hope for refugees worldwide and brought global attention to the worldwide refugee crisis.

"SPORT IS AT WORK FOR PEACE AND DEVELOPMENT AROUND THE CLOCK AND AROUND THE WORLD."

BAN KI-MOON, FORMER UN SECRETARY-GENERAL, 2014

- **Sport for social change in Colombia**
  With UNHCR, the Colombian Olympic Committee and the Colombian Government, the IOC is developing a programme in Quibdó (Chocó) that uses sport to promote reconciliation among various communities, including the country's three million Internally Displaced People (IDPs). The project aims to engage with children and young people through sport and protect them from violence, drugs, forced recruitment, child labour and other hazards.

- **Protecting refugees in Rwanda**
  In partnership with UNHCR and the Rwanda National Olympic & Sports Committee, and with involvement from NGOs Plan International and Save the Children, the IOC supports a programme that seeks to protect young refugees in six Rwandan refugee camps by offering them sport activities. It is designed to contribute to their safety, help them acquire life skills, strengthen relationships, enhance positive interactions and empower girls.

REFUGEE OLYMPIC TEAM
With help from NOCs and UNHCR, the IOC identified 10 refugee athletes living in forced displacement and helped them through its Olympic Solidarity

programmes to prepare for and take part in the Olympic Games Rio 2016. The Refugee Olympic Team – the first of its kind – acted as a symbol of hope for refugees worldwide and brought global attention to the worldwide refugee crisis. The IOC continues to support these athletes as they build their futures, while UNHCR is working with them to advocate the cause of refugees through sport.

OLYMPIC REFUGE FOUNDATION
The Olympic Refuge Foundation was launched at the IOC Session in September 2017 in the presence of Filippo Grandi, the UN High Commissioner for Refugees.

Working with UNHCR and with relevant partners and local authorities on the ground, the Foundation will develop sport activities and social development projects that can be implemented in a sustainable way in safe environments. It will enter into strategic partnerships with foundations, NGOs and other organisations to share experiences and build a collective approach to foster impactful activities that assist refugees in their social development and integration through sport – aiding the development of physical aptitudes building life skills, and impacting on important dimensions such as safeguarding, health and inclusion.

Working in tandem, these multiple stakeholders will help position "playing sport" at the heart of social development and public policy, thus contributing towards delivering on a number of the UN's Sustainable Development Goals (SDGs).

WORLD REFUGEE DAY
On 20 June, World Refugee Day, the IOC commemorates the strength, courage and perseverance of more than 65 million refugees across the world, and considers how sport can contribute to their healing.

🌐 www.olympic.org/cooperation-with-the-un#support-to-youth-refugees
🌐 www.unhcr.org/uk/international-olympic-committee.html

SECTION 4
UNIT 24: DRIVING SOCIAL CHANGE THROUGH SPORT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 24: DRIVING SOCIAL CHANGE THROUGH SPORT

C. PROTECT CHILDREN THROUGH SPORT

The IOC, the UNHCR and Terre des Hommes, an international child relief agency, are developing a dedicated toolkit to support staff working in child protection, which will allow them to practic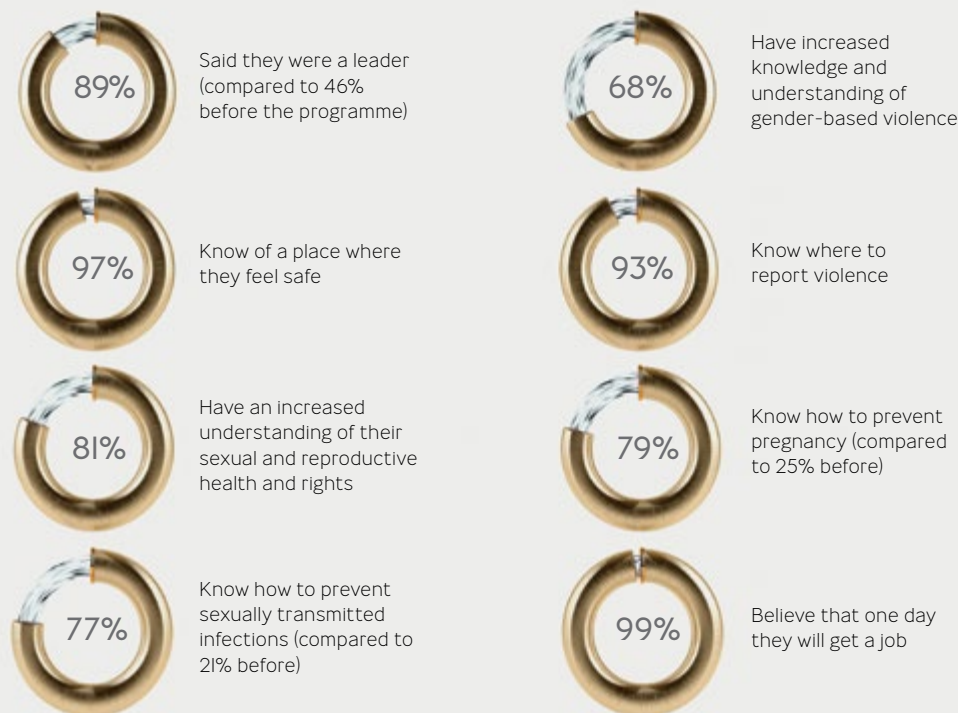ally design, implement, monitor and evaluate sport projects. The toolkit will provide a step-by-step approach to ensure that concrete and measurable impacts are possible, and will also help them to understand how to measure protection outcomes and impacts.

D. REDUCE VIOLENCE THROUGH SPORT

In partnership with the International Committee of the Red Cross (ICRC), the Jamaican Red Cross and the Jamaican Olympic Committee, the IOC is supporting a pilot programme in Jamaican urban communities with long histories of violence. The programme uses sport to strengthen resilience, especially among young people who typically face barriers to social integration for financial, social or geographical reasons, and reduce violence in communities through an after-school, sport-based development programme for "at-risk" children and young people.

In partnership with the Brazilian Olympic Committee, the IOC supports Fight for Peace's Maré Academy through its Community Champions project, using boxing and martial arts combined with education and personal development to realise the potential of young people and coaches in communities affected by crime, violence and social exclusion. More than 2,000 young people attended Fight for Peace in 2015 – 34 per cent of whom were girls, one of the highest percentages of female participation in the organisation's history.
🌐 **http://fightforpeace.net**

WOMEN WIN'S GOAL PROGRAMME HAS REACHED MORE THAN 1.24 MILLION GIRLS IN MORE THAN 30 COUNTRIES, WITH THE FOLLOWING RESULTS AMONG PARTICIPANTS

89% Said they were a leader (compared to 46% before the programme)

97% Know of a place where they feel safe

81% Have an increased understanding of their sexual and reproductive health and rights

77% Know how to prevent sexually transmitted infections (compared to 21% before)

68% Have increased knowledge and understanding of gender-based violence

93% Know where to report violence

79% Know how to prevent pregnancy (compared to 25% before)

99% Believe that one day they will get a job

E. BUILD YOUNG WOMEN'S LEADERSHIP SKILLS THROUGH SPORT

The IOC policy for women's empowerment through sport has been developed and implemented through partnerships with sport organisations, UN agencies and programmes (such as UN Women's HeForShe campaign), NGOs and other members of civil society.
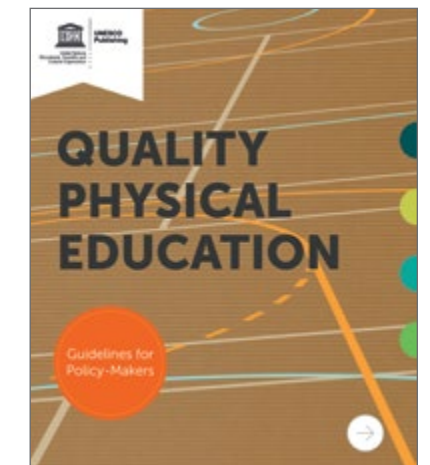
In close collaboration with the Brazilian Olympic Committee, the IOC supported One Win Leads to Another, a UN Women project in Rio de Janeiro in 2015 and 2016. The project targeted 2,500 girls aged 12-14, using a series of sport programmes to build young women's leadership skills and improve their ability to influence decisions that impact their lives at all levels.

The project is based on the Goal Programme by UN Women's partner Women Win, which has greatly increased girls' knowledge and understanding on key subjects from violence to sexually transmitted infections – see the chart opposite.
🌐 **www.unwomen.org**

F. UNESCO QUALITY PHYSICAL EDUCATION (QPE)

The IOC and the United Nations Educational, Scientific and Cultural Organization (UNESCO) have worked together on new Quality Physical Education (QPE) Guidelines for Policy-Makers, with the objectives of reshaping PE policy and ensuring QPE is included in school curriculums around the world – from early years through secondary education. To help ensure that the QPE Guidelines are enacted, and that its policies are implemented at grassroots level, the IOC is making its Olympic Values Education Programme (OVEP) resources available to governments for roll-out in schools, along with other educational materials developed by project partners. Such Olympic educational resources can enrich other teaching materials, helping with pupils' personal growth and their development into good citizens.

QUALITY PHYSICAL EDUCATION
Guidelines for Policy-Makers

PROMOTING OLYMPISM IN SOCIETY
🌐 www.olympic.org/the-ioc/promote-olympism

SPORT AND DEVELOPMENT
🌐 www.icsspe.org/content/sport-and-development
🌐 www.sportanddev.org/en/about-platform
🌐 www.olympic.org/news/development-through-sport
🌐 www.olympic.org/sport-for-hope

CHILD PROTECTION
🌐 http://cpwg.net
🌐 http://cpwg.net/wp-content/uploads/sites/2/2014/03/CP-Minimum-Standards-English-2013.pdf
🌐 www.sportanddev.org/en/learn-more/child-protection-and-safeguarding-sport
🌐 www.unicef.org.uk/UNICEFs-Work/Sport-for-development/safeguarding-in-sport/
🌐 www.olympic.org/news/eliminating-and-preventing-violence-against-women-and-girls-through-sport

? How can your NOC consider implementing social change? And how can IOC initiatives in this area help your NOC to do so?

SECTION 4
UNIT 24: DRIVING SOCIAL CHANGE THROUGH SPORT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 24: DRIVING SOCIAL CHANGE THROUGH SPORT

UNIT 25
SPORT AND PEACE

A. THE GAMES AND PEACE
B. THE OLYMPIC TRUCE
C. PROMOTING PEACE

A. THE GAMES AND PEACE

"WARS BREAK OUT BECAUSE NATIONS MISUNDERSTAND EACH OTHER. WE SHALL HAVE NO PEACE UNTIL THE PREJUDICES WHICH NOW SEPARATE THE DIFFERENT RACES 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."

BARON PIERRE DE COUBERTIN, 1896

Using sport to encourage development and peace has been at the core of the IOC's mission since its creation in 1894. Pierre de Coubertin was explicit in his desire to use the Olympic Games as a forum to promote harmony among individuals and nations. His vision has become a reality. During the Olympic Games, nations from across the world unite on and off the field of play and athletes peacefully coexist in the Olympic Village, bringing the Olympic values to life.
⊕ **www.olympic.org/ peace-through-sport**
⊕ **www.sportanddev.org/en/ node/3218**

B. THE OLYMPIC TRUCE

The tradition of the Olympic Truce, or "Ekecheiria", was established in ancient Greece in the 9th century BC. During the Truce period, athletes, artists, their families and ordinary pilgrims could travel in total safety to and from the Olympic Games. As the opening of the Games approached, the sacred Truce was proclaimed and announced by the citizens of the ancient Greek region of Elis, who travelled throughout Greece to pass on the message.

The Olympic Truce is symbolised by the dove of peace, with the traditional Olympic flame in the background to represent the warmth of friendship to all the people of the world. The flame is made up of colourful elements reminiscent of festivities experienced in the celebration of the human spirit. These elements represent people of all origins coming together to observe the Truce.

In 1992, the IOC decided to revive the ancient concept of the Olympic Truce to encourage the search for peaceful and diplomatic solutions to conflicts around the world.

The IOC's undertakings for the Olympic Truce extend beyond the period of the Games and have led to the implementation of a series of "sport for peace" activities.
⊕ **www.olympic.org/ olympic-truce**

THE INTERNATIONAL OLYMPIC TRUCE FOUNDATION AND THE INTERNATIONAL OLYMPIC TRUCE CENTRE
In 1998, the Greek government proposed to the IOC that the Olympic Truce should be revived for the new millennium. The International Olympic Truce Foundation and the International Olympic Truce Centre were subsequently established in July 2000 as a joint initiative of Greece and the IOC, encouraging the Olympic Movement to promote its peaceful principles into concrete action.
⊕ **www.olympictruce.org**

C. PROMOTING PEACE

The IOC's first peace initiative was launched in 1992 in collaboration with the UN, and allowed athletes from the former Republic of Yugoslavia to participate in the Olympic Games Barcelona 1992. Since 1993, one year before each edition of the Games, the UN General Assembly has repeatedly expressed its support by unanimously adopting a resolution entitled "Building a peaceful and better world through sport and the Olympic ideal", which invites its member states to observe the Olympic Truce individually or collectively and to seek the peaceful settling of all international conflicts through peaceful and diplomatic means.
⊕ **www.olympic.org/ peace-through-sport**

In collaboration with the UN and other partners, the IOC has committed to use the power of sport to promote dialogue and mutual understanding between communities and as a way of resolving conflicts. In this regard, the IOC has initiated peace and sport activities in cooperation with UN peacekeeping missions in countries in conflict.
⊕ **www.olympic.org/ cooperation-with-the-un**

INTERNATIONAL DAY OF SPORT FOR DEVELOPMENT AND PEACE
Creating a link to the first modern Games in 1896, 6 April was declared the International Day of Sport for Development and Peace by the UN General Assembly in 2013, and has been celebrated each year since 2014 as an annual celebration of the power of sport to drive social change, community development and to foster peace and understanding. In its capacity of Permanent Observer to the UN, the IOC has been supportive of this initiative as it values its potential to recognise sport organisations' role in and contribution to social change and human development.
⊕ **www.olympic.org/idsdp**

FIGHT FOR PEACE
For details of the IOC's support for Fight for Peace in Brazil, refer to:
🔖 **Unit 24**

COLOMBIA WAR CHILD PROGRAMME
In Colombia, the IOC teamed up with NGO War Child for a two-year project, reaching out to more than 11,000 children and young people in 39 schools in the indigenous and Afro-Colombian communities in the rural zones of Northern Colombia. Along with a methodology that combines the development of life skills with the promotion of peaceful coexistence, multi-sport activities were used to enhance social cohesion and to prevent violence among children and the community.

? Is your sport organisation interested in getting involved with the sport and peace initiatives of the Olympic Movement? If so, how might it do so? And how would your sport organisation and community benefit from such involvement?

"THE IOC'S ROLE IS TO COOPERATE WITH THE COMPETENT PUBLIC OR PRIVATE ORGANISATIONS AND AUTHORITIES IN THE ENDEAVOUR TO PLACE SPORT AT THE SERVICE OF HUMANITY AND THEREBY TO PROMOTE PEACE."

OLYMPIC CHARTER (RULE 2), 2017

124

125

SECTION 4
UNIT 25: SPORT AND PEACE

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 25: SPORT AND PEACE

UNIT 26
THE OLYMPIC VALUES

A. VALUES AND SPORT
B. OLYMPISM AND THE OLYMPIC VALUES

A. VALUES AND SPORT

It is essential to actively support positive values in sport in simple and powerful ways.

Most people would probably say that sport can and should make a positive contribution to the development of young people, and to the quality of life in our communities. But few would agree that sport is living up to its potential.

Sport can teach values and ethical behaviour – or not. It can help people develop a positive self-image and respect for others – or not. It can strengthen community life – or not. It can bring people together, foster friendships, reinforce healthy lifestyles and build civic pride – or it can be about violence, drugs, cheating and winning at any cost.

It is essential to actively support positive values in sport in simple and powerful ways. This responsibility must be undertaken by everyone – especially those associated with youth in communities, such as schools, community groups and sport clubs – in order to build a strong and positive sport culture.

"REGARDLESS OF WHERE WE PRACTISE SPORT, REGARDLESS OF WHO IS PLAYING SPORT, THE RULES ARE THE SAME. THEY ARE RECOGNISED WORLDWIDE. THEY ARE BASED ON A COMMON GLOBAL ETHIC OF FAIR PLAY, TOLERANCE AND FRIENDSHIP. THIS MEANS IN SPORT ALL PEOPLE ARE EQUAL."

THOMAS BACH, IOC PRESIDENT, 2015

SECTION 4
UNIT 26: THE OLYMPIC VALUES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 26: THE OLYMPIC VALUES

B. OLYMPISM AND THE OLYMPIC VALUES

Olympism is a philosophy and a way of life based on the joy found in effort, the educational value of good example and respect for fundamental ethical principles.

For the individual, Olympism blends sport, culture and education to promote the proper and well-balanced development of the body, will and mind. For society, Olympism places sport at the service of mankind by encouraging the establishment of a peaceful society that preserves and nurtures human dignity.

Values are difficult to define. They may vary in importance and mean different things to different people, and are always interpreted through the unique lens with which each human being views the world. The Olympic Movement encourages discussion and debate about the relevance of its values in the contemporary world.

To articulate its vision more effectively, the IOC has set out to clarify the meaning of the Olympic values, showing how they are linked to the Olympic Movement's mission, principles and activities. The three core values of the Olympic Movement are:

- **Excellence**
  In the Olympic ideal, "excellence" refers to giving one's best, either on the field of play or in life. It is not only about winning but also about participating, making progress against personal goals, striving to do our best in our daily lives and benefiting from the healthy combination of a strong body, mind and will.

- **Respect**
  "Respect" represents a principle that should inspire all those who take part in Olympic programmes. Respect for oneself and one's body, respect for one another, respect for the rules as well as for the environment. It refers to the fair play attitude that athletes should have, and to their commitment to avoid doping.

- **Friendship**
  The Olympic Movement encourages links and mutual understanding between people. "Friendship" refers to building a peaceful and better world through solidarity, team spirit, joy and optimism in sport. The Olympic Games inspire people to overcome political, economic, gender, racial or religious differences, and to forge friendships in spite of those differences. For athletes, this means forming lifelong bonds with teammates and opponents.

THE FUNDAMENTAL PRINCIPLES OF OLYMPISM

The Fundamental Principles of Olympism amplify the Olympic values and allow them to be expressed in a way that drives far-reaching social change. The Olympic Charter (2017) outlines these principles as follows:

1. Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles.

2. The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity.

3. The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism. It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.

4. The practice of sport is a human right. Every individual must have the possibility of practising sport, without discrimination of any kind and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play.

The goal of Olympism is to place sport at the service of the harmonious development of humankind.

How do you communicate and apply the Olympic values in your sport movement?

5. Recognising that sport occurs within the framework of society, sports organisations within the Olympic Movement shall have the rights and obligations of autonomy, which include freely establishing and controlling the rules of sport, determining the structure and governance of their organisations, enjoying the right of elections free from any outside influence and the responsibility for ensuring that principles of good governance be applied.

6. The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.

7. Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.

128

129

SECTION 4
UNIT 26: THE OLYMPIC VALUES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 26: THE OLYMPIC VALUES

UNIT 27
INCLUSION & GENDER EQUALITY

A. WHY IS INCLUSION IMPORTANT?
B. PROMOTING WOMEN IN SPORT
C. IOC WOMEN IN SPORT INITIATIVES

A. WHY IS INCLUSION IMPORTANT?

"IN THIS OLYMPIC WORLD, THERE IS ONE UNIVERSAL LAW FOR EVERYBODY. IN THIS OLYMPIC WORLD, WE ARE ALL EQUAL. IN THIS OLYMPIC WORLD, WE SEE THAT THE VALUES OF OUR SHARED HUMANITY ARE STRONGER THAN THE FORCES WHICH WANT TO DIVIDE US."

THOMAS BACH, IOC PRESIDENT, 2016

Everyone should have the opportunity to participate in sport, and to do so under conditions that treat them fairly. Exclusion and inequality occur for reasons such as social barriers, including poverty, racism and gender inequality;

inadequate resources; favouritism and cliques among coaches and players; lack of awareness of the values of sport, sometimes due to a lack of promotion; parental complacency; and a lack of trained leaders.

B. PROMOTING WOMEN IN SPORT

The IOC has focused on increasing the number of female participants in the Games and the number of female leaders in sport. The IOC established a Women and Sport Working Group in 1995 to advise the IOC Executive Board on these areas, a role now filled by the IOC Women in Sport Commission.
⊕ www.olympic.org/women-in-sport-commission

"THE IOC'S ROLE IS… TO ENCOURAGE AND SUPPORT THE PROMOTION OF WOMEN IN SPORT AT ALL LEVELS AND IN ALL STRUCTURES WITH A VIEW TO IMPLEMENTING THE PRINCIPLE OF EQUALITY OF MEN AND WOMEN."
OLYMPIC CHARTER (RULE 2), 2017

WOMEN'S PARTICIPATION IN THE OLYMPIC GAMES
The first Olympic Games of the modern era in 1896 were not open to women. Baron Pierre de Coubertin was very much a man of his time and believed that the Games should traditionally remain a "eulogy to male sport". Four years later, women took part in the tennis and golf events at the Olympic Games Paris 1900.

Female participation in the Games has increased constantly, particularly since the IOC decided in 1991 that any new Olympic sport must include both women's and men's events.

The addition of women's boxing to the Olympic programme in 2012 meant that men and women now compete in every Summer Olympic sport.

Olympic Agenda 2020 details the IOC's commitment to work with IFs to achieve 50 per cent female participation in the Olympic Games, and to stimulate women's participation and involvement in sport by creating more opportunities. At the Olympic Games Rio 2016, there were 11,238 athletes (6,179 men, 5,073 women), i.e. 55 per cent men and 45 per cent women.

? What special efforts is your sport organisation making, or could make, to ensure inclusion and equality in your programmes?

? What barriers are hindering the involvement of women in your country in sport at different levels?

WOMEN'S ROLES IN NATIONAL AND INTERNATIONAL SPORT
The IOC also encourages members of the Olympic Movement to provide equal opportunities for women and men within their sports and structures. In particular, the IOC invites NOCs, IFs and NFs to ensure that future election cycles achieve more gender-balanced representation on their Executive Committees.

In December 2016, the IOC Executive Board issued the following decision: "Members of the Olympic Movement are advised to set a minimum target of 30 per cent for women's representation in their governing bodies by 2020, and to adopt accompanying measures that will help them to reach this goal."
⊕ www.olympic.org/women-in-sport/background/statistics

Year	Olympic Summer Games			Olympic Winter Games		
	Athletes	Women	Percentage	Athletes	Women	Percentage
1896	241	0	—			
1900	997	22	2.2%			
1904	651	6	0.9%			
1908	2,008	37	1.8%			
1912	2,407	48	2.0%			
1920	2,626	65	2.5%			
1924	3,089	135	4.4%	258	11	4.3%
1928	2,883	277	9.6%	464	26	5.6%
1932	1,334	127	9.5%	252	21	8.3%
1936	3,963	331	8.4%	646	80	12.4%
1948	4,104	390	9.5%	669	77	11.5%
1952	4,955	519	10.5%	694	109	15.7%
1956	3,314	376	11.3%	821	134	16.3%
1960	5,338	611	11.4%	665	144	21.7%
1964	5,151	678	13.2%	1,091	199	18.2%
1968	5,516	781	14.2%	1,158	211	18.2%
1972	7,134	1,059	14.8%	1,006	205	20.4%
1976	6,084	1,260	20.7%	1,123	231	20.6%
1980	5,179	1,115	21.5%	1,072	233	21.7%
1984	6,829	1,566	22.9%	1,272	274	21.5%
1988	8,391	2,186	26.1%	1,423	301	21.2%
1992	9,356	2,704	28.9%	1,801	488	27.1%
1994				1,737	522	30.1%
1996	10,318	3,512	34.0%			
1998				2,176	787	36.2%
2000	10,651	4,069	38.2%			
2002				2,399	886	36.9%
2004	10,625	4,329	40.7%			
2006				2,508	960	38.3%
2008	10,942	4,637	42.4%			
2010				2,566	1,044	40.7%
2012	10,568	4,676	44.2%			
2014				2,780	1,121	40.3%
2016	11,238	5,073	45.1%			
2018				2,833	1,169	41.3%

130

131

SECTION 4
UNIT 27: INCLUSION AND GENDER EQUALITY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 27: INCLUSION AND GENDER EQUALITY

C. IOC WOMEN IN SPORT INITIATIVES

ADVOCACY

The IOC actively advocates for equality between men and women by raising awareness of the need to ensure equality between men and women and to empower women in sport.

The IOC has created the Advancing Women in Sport Platform. This online collaborative learning group aims to connect and inspire women in sport, and provide useful resources for leaders who support gender equality.
🌐 www.hivelearning.com/ advancingwomen

IOC WORLD CONFERENCES ON WOMEN AND SPORT

Since 1996, the IOC has organised a World Conference on Women and Sport every four years, helping to create awareness about women's roles in sport, assess gender equality in sport and define to promote women's involvement in sport.
🌐 www.olympic.org/women-in- sport/advocacy/ioc-world- conference-on-women-and-sport

IOC WOMEN AND SPORT AWARDS

Every year, the IOC awards six trophies, one per continent and one at world level, to former athletes, coaches, administrators, journalists or organisations that have worked to develop, encourage and strengthen the participation of women and girls in physical and sport activities. Each NOC, IF or Continental Association may propose one candidate, whose file is studied by an IOC jury composed of members of the IOC Women in Sport Commission.
🌐 www.olympic.org/women-in- sport/advocacy/ioc-women- and-sport-awards

BUILDING PARTNERSHIPS WITH THE UN

Since gaining UN Observer status in 2009, the IOC has expanded and strengthened its partnerships with UN agencies and programmes, including projects that use sport to advance the fifth Sustainable Development Goal of gender equality.
🌐 https://sustainabledevelopment. un.org/

UN Women and the IOC signed a Memorandum of Understanding in 2012 to help the two organisations use sport to promote gender equality and empower women and girls within their respective mandates and rules. The UN Women Executive Director has been invited to sit on the IOC Women in Sport Commission to underline this partnership and promote new projects.

The partnership has led to a number of joint initiatives and actions, including side events organised in conjunction with the UN Commission on the Status of Women to promote sport as a tool to foster gender equality and empower women and girls.
🌐 www.olympic.org/news/ the-ioc-at-the-un-for-sport-s- contribution-to-improving-the- status-of-women

📷 Every year, the IOC awards trophies to people who have worked to develop the participation of women and girls in physical and sport activities at the IOC Women and Sport Awards.

📷 The IOC actively advocates for equality between men and women.

❓ In your country, what are the opportunities for women in sport leadership? How can the situation be improved and who could create more opportunities?

"GENDER EQUALITY IS NOT A 'WOMEN'S ISSUE'. IT IS A HUMAN RIGHT OF PROFOUND IMPORTANCE TO EVERYONE ON EARTH. IT IS IMPORTANT TO ME. THAT'S WHY I AM PROUD TO SERVE AS HEFORSHE. WE CAN'T AFFORD TO LET THE SKILLS OF 50 PER CENT OF THE WORLD'S POPULATION BE LEFT BEHIND – NEITHER IN SPORT NOR IN SOCIETY."

THOMAS BACH, IOC PRESIDENT, 2015

LEADERS' COMMITMENT

The involvement of leaders as champions for gender equality efforts is crucial. The success of change programmes in any organisation is reliant on the support and commitment of its leadership, alongside a well-planned and executed communication campaign.

In April 2015, IOC President Thomas Bach became a HeForShe Ambassador as part of a solidarity campaign for gender equality created by UN Women with the aim of enlisting one billion boys and men to become advocates for women's rights around the world.

CAPACITY BUILDING

The IOC has developed educational and training programmes targeting women at mid- and senior-level positions in NOCs, IFs and NFs, with the aim of increasing women's representation at the highest ranks of the Olympic Movement.

MONITORING AND EVALUATION

The IOC encourages organisations to measure and monitor progress on gender equality. Regular evaluations are needed to understand change and to provide strategic directions to policy-makers and programme-implementers.

OLYMPIC SOLIDARITY

Olympic Solidarity is making a particular effort to ensure that a growing number of women benefit from its programmes. In addition, a specific Gender Equality and Diversity programme now supports NOC projects such as gender equality activities, targeted communications campaigns, national research programmes and national seminars
🌐 www.olympic.org/ olympic-solidarity

🌐 Women in Sport: www.olympic.org/women-in-sport
🌐 Harassment and Abuse in Sport: www.olympic.org/sha
🌐 IOC Women and Sport Awards: www.olympic.org/women-in-sport/advocacy/ioc-women-and-sport-awards
🌐 Sport and Active Society: www.olympic.org/sport-and-active-society-commission

132

133

SECTION 4
UNIT 27: INCLUSION AND GENDER EQUALITY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 27: INCLUSION AND GENDER EQUALITY

UNIT 28
SUSTAINABILITY

A. THE IMPORTANCE OF SUSTAINABILITY
B. THE IOC AND SUSTAINABILITY
C. IOC SUSTAINABILITY STRATEGY
D. GUIDELINES FOR NOCS AND SPORT ORGANISATIONS

A. THE IMPORTANCE OF SUSTAINABILITY

"SPORT IS... AN IMPORTANT ENABLER OF SUSTAINABLE DEVELOPMENT. WE RECOGNISE THE GROWING CONTRIBUTION OF SPORT TO THE REALISATION OF DEVELOPMENT AND PEACE IN ITS PROMOTION OF TOLERANCE AND RESPECT AND THE CONTRIBUTIONS IT MAKES TO THE EMPOWERMENT OF WOMEN AND OF YOUNG PEOPLE, INDIVIDUALS AND COMMUNITIES AS WELL AS TO HEALTH, EDUCATION AND SOCIAL INCLUSION OBJECTIVES."

TRANSFORMING OUR WORLD: THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT, PUBLISHED BY THE UN, 2015

Sport can serve as an agent for positive sustainable change.

From the design and construction of sports facilities, via the way we manage resources, to the value we attach to the natural environment and to the health and well-being of our workforce, sport can be guided by

principles of sustainability when making its decisions.

The Olympic Movement has both an opportunity and a duty to contribute actively to the global sustainability debate, in line with the IOC's vision "to make a better world through sport".

? What are the principal sustainability issues affecting your NOC or sport?

B. THE IOC AND SUSTAINABILITY

The IOC supports its strong commitment to sustainability in a number of ways.
⊕ www.olympic.org/
   sustainability

IOC SUSTAINABILITY AND LEGACY COMMISSION
The IOC has created a Sustainability and Legacy Commission to:
• provide a constructive review of IOC sustainability strategy, policies and progress reports;
• provide strategic advice on priority sustainability themes for the IOC and the Olympic Movement and their relevance to the global sustainability agenda;

• advise on ways to maximise the legacy of the Olympic Games and on the management of key sustainability risks related to the Olympic Games;
• encourage the development and promotion of sustainability best practices throughout the Olympic Movement;
• suggest major institutions that could support the IOC in achieving its sustainability and legacy objectives; and
• communicate sustainability achievements, including through athletes.
⊕ www.olympic.org/sustainability-
   and-legacy-commission

IOC DEPARTMENT OF CORPORATE DEVELOPMENT, BRAND AND SUSTAINABILITY
Following the adoption of Olympic Agenda 2020, the IOC established a Corporate Development, Brand and Sustainability Department that places sustainability in a central position within the IOC and as an executive priority for the organisation. The Department has developed resources aimed at providing guidance, content and strategic direction on sustainability to the Olympic Movement.

OLYMPIC SOLIDARITY
Olympic Solidarity offers support to NOCs, encouraging them to integrate sustainability principles into their policies and working practices and to take leadership in terms of promoting sustainability within their national sporting community.
⊕ www.olympic.org/
   olympic-solidarity
⊟ Unit 3D

INTERESTED CITIES, CANDIDATE CITIES AND OCOGS
The Candidature Process for the Olympic Winter Games 2026 introduced the Dialogue Phase, a new phase in which the IOC will engage with Interested Cities without formal commitment for up to a year, and shortened the Candidature Phase. Sustainability and legacy considerations are included in the initial interactive workshops with Interested Cities and on-site visits by sustainability and legacy experts are conducted.
⊟ Unit 6B

OLYMPIC SPONSORS
Since the Olympic Winter Games Lillehammer 1994, Olympic sponsors have played a pivotal role in furthering the IOC's environmental agenda in the context of the Games. Sponsors focus on areas where they have the most opportunities to make a difference through sustainable development and environmentally friendly systems and technologies.
⊟ Unit 9B

C. IOC SUSTAINABILITY STRATEGY

In 2015 and 2016, the IOC consulted with a wide range of stakeholders, experts and other organisations from both inside and outside the Olympic Movement to help determine its future plans and ambitions in the area of sustainability. The result was the first IOC Sustainability Strategy, which was approved by the IOC Executive Board in December 2016.

The IOC Sustainability Strategy is based on the IOC's three spheres of

responsibility – the IOC as an organisation, the IOC as owner of the Olympic Games, and the IOC as leader of the Olympic Movement – and is brought to life through five focus areas, which have been selected by considering today's key sustainability challenges and the manner in which the IOC believes that both the IOC and its stakeholders can most effectively contribute. For details, see the table on the following page.
⊕ www.olympic.org/sustainability

The IOC supports its strong commitment to sustainability in a number of ways.

134
SECTION 4
UNIT 28: SUSTAINABILITY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

135
SECTION 4
UNIT 28: SUSTAINABILITY

IOC SUSTAINABILITY FOCUS AREAS AND STRATEGIC INTENTS

INFRASTRUCTURE & NATURAL SITES	The development and operation of sites where sport activities take place, including infrastructure such as non-competition venues and offices of the Olympic Movement's organisations	The use of existing facilities is maximised, and temporary venues used where there is no long-term legacy need Built infrastructure is viable and has a minimal environmental footprint Sites have a positive impact on communities Sites respect protected natural areas Sites conserve water and protect water quality
SOURCING & RESOURCE MANAGEMENT	The sourcing of products and services by organisations within the Olympic Movement, and the management of material resources over their life-cycle	The sourcing of products and services takes account of environmental and social impacts Products and materials are treated as valuable resources and their life-cycles are optimised
MOBILITY	The mobility of people and goods associated with the Olympic Movement's activities at the local and global scales	Mobility solutions are environmentally and socially responsible Freight operations are environmentally and socially responsible Sustainable tourism is promoted
WORKFORCE	The working conditions and opportunities offered to employees, volunteers and contractors of Olympic Movement organisations	Working conditions are safe and healthy, and active lifestyles are promoted Workforce exemplifies diversity, inclusivity and gender equality Quality educational and skills development opportunities are offered Working conditions comply with applicable legislation, agreements and protocols
CLIMATE	The management of direct and indirect greenhouse gas emissions associated with the Olympic Movement's activities, and with adaptation to the consequences of climate change	Effective carbon reduction strategies are in place for operations and events, aligned with the objectives of the 2016 Paris Agreement on climate change Adaptation to the consequences of climate change is taken into account in the planning of sport facilities and events

D. GUIDELINES FOR NOCS AND SPORT ORGANISATIONS

When developing and implementing sustainability plans, take the following advice into account.

ADVOCACY AND BUILDING AWARENESS

Sport commands media attention: it has a huge public following and many athletes are seen as role models. Using the inspirational power of sport can help to deliver powerful messages that can make a real difference.

Advocacy is about building relationships, engaging with local communities and stakeholders to share knowledge and raise awareness. It requires continual effort, and your communications must be both credible and based on sound information. Sustainable practices are not always complex and technical – often, they can be achieved through common sense and good management.

It is important to develop an action plan that allows you to answer these questions. Without such a plan, any sustainability initiatives can seem random and disconnected. Small organisations and those just starting to address sustainability should be prepared to take incremental steps in order to achieve continual improvement.

TRAINING

Whether you are introducing sustainability into your organisation's day-to-day operations or are planning for a specific event or project, it is important that everybody involved understands what is required, how to go about it and who to work and engage with. This will usually require some form of training, which may include on-site briefings, e-learning modules, specialist courses and/or the production of a set of guidelines. It is useful to create a training plan so that everyone is clear how training will be provided and by whom.

OTHER ACTIVITIES

The IOC and partner organisations can provide a wealth of supporting information about sustainability. NOCs and sports can facilitate dialogue with public authorities and specialist experts to help their sport organisations and events get access to good and timely advice and support services, which will aid the implementation of sustainability practices in their activities.

ACTION PLANS

Sustainability depends in large part on being organised and preparing good plans in advance. Truly sustainable organisations integrate sustainability principles and practices into their day-to-day operations so they become normal. To develop a good approach, you should be able to answer these ten questions:

1. What are the main sustainability issues affecting your sport/organisation?
2. Who are the key stakeholders and partners that need to be involved?
3. What are your main sustainability objectives and targets?
4. How long will your initiative run?
5. Who will be responsible for implementing the agreed measures?
6. What resources will you need (e.g. people, equipment, training/ expert support, money)?
7. What benefits do you anticipate (e.g. cost savings, goodwill and PR, environmental or social improvements, employee satisfaction and self-improvement, increased sponsorship)?
8. How will you measure and review the effectiveness of your initiatives?
9. How will you correct things that are not working?
10. How will you communicate progress?

?

What sustainability programmes and/or actions does your sport organisation support or implement? What can it do to improve sustainability initiatives and policies?

How would you go about introducing a sustainability management system into your organisation?

Which organisations and partners could best help you to improve your sustainability performance?

Are there sustainability projects that athletes can participate in or promote in your country?

⊕ IOC Sustainability Strategy – Executive Summary: www.olympic.org/sustainability

SECTION 4
UNIT 28: SUSTAINABILITY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 28: SUSTAINABILITY

UNIT 29
OLYMPIC CULTURE AND EDUCATION

A. THE IMPORTANCE OF CULTURE AND EDUCATION
B. OLYMPIC CULTURE AND EDUCATION PROGRAMMES

A. THE IMPORTANCE OF CULTURE AND EDUCATION

Education and culture are at the heart of the Olympic Movement.

According to Rule 27 of the Olympic Charter (2017): "The NOCs' role is: 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."

Education and culture are at the heart of the Olympic Movement, and the

NOCs play an important role in furthering their impact around the world. Paragraph 3 of the Bye-law to Rules 27 and 28 of the Olympic Charter recommends that NOCs "regularly organise – if possible each year – an Olympic Day or Week intended to promote the Olympic Movement", and "include in their activities the promotion of culture and arts in the fields of sport and Olympism". This unit looks at some of the ways that the IOC, NOCs and other organisations are using education and culture to promote Olympism around the world.

⊕ www.olympic.org/olympic-day
⊕ www.coubertin.ch

What are some of the cultural and educational programmes promoting the Olympic Movement in your country?

B. OLYMPIC CULTURE AND EDUCATION PROGRAMMES

OLYMPIC VALUES EDUCATION PROGRAMME (OVEP)
As part of its ongoing efforts to inspire young people to adopt healthy, active lifestyles built on the values of excellence, respect and friendship, the IOC launched a revamped edition of its Olympic Values Education Programme (OVEP 2.0) Toolkit in October 2016. OVEP communicates the benefits of sport, physical activity and play through an understanding of Olympism and its impact on individual health, enjoyment and social interaction for children and youth.
⊕ www.olympic.org/
    olympic-values-and-
    education-program

The OVEP 2.0 Toolkit has been reshaped to reinforce the benefits of an Olympic values-based curriculum:
•   structured physical activity providing a healthier and active lifestyle;
•   learning becoming "fun" through instruction by movement; and
•   experiencing and incorporating positive sport values in daily life, helping to develop socially responsible and societally active individuals.

Exercises, stories and games based on Olympic themes help young people to explore and experience the traditions of their own national and cultural communities. They support the shared objectives of the "education through sport" model in diverse learning environments.

Since OVEP was launched in 2007, the programme has expanded globally, and is now delivered on five continents. As of 2017, OVEP good practice examples encompass:
•   a focus on sport development and policy through Olympic values-based learning;
•   supporting national educational reform and planning;
•   capacity-building for coaches and athletes as facilitators and trainers;
•   leadership programmes for vulnerable groups;
•   hybrid sport programmes for life skills development and youth violence prevention; and
•   disaster response and social development programmes.

The OVEP 2.0 Toolkit is an online accessible teaching resource in five parts:
•   The Fundamentals of Olympic Values Education: A Sports-Based Programme
•   Delivering OVEP Playbook: A Practical Guide to Olympic Values Education
•   Activity Sheets: Exercises to Support Olympic Values Education
•   The Resource Library
•   IOC: Olympic Values Education Programme – Workshop Plan for Train the Trainers

INTERNATIONAL OLYMPIC ACADEMY (IOA)
The International Olympic Academy (IOA) was established in 1961 with just one annual session, for which participants camped in tents at the site of ancient Olympia. Today, it functions as a multicultural interdisciplinary centre dedicated to the study and promotion of Olympism. Its facilities include two conference halls, a library, accommodation for 250 people, sport facilities, a restaurant and administrative buildings.
⊕ www.ioa.org.gr

The IOA organises a series of sessions, seminars and other activities that include:
•   the annual International Session for Young Participants;
•   the annual International Seminar on Olympic Studies for Postgraduate Students;
•   various sessions for specific international groups such as educators and directors of higher institutes of physical education, directors of National Olympic Academies (NOAs), NOC staff, sport journalists and Olympic medallists;
•   sessions for institutions indirectly linked with Olympism, whose goal is to promote the Olympic values;
•   conferences on sport science; and
•   visits from researchers on Olympic subjects.

OLYMPIC EDUCATION PROGRAMMES
Many NOCs and other organisations have developed various educational programmes. The IOC has asked the Autonomous University of Barcelona to compile an inventory of all Olympic education programmes and

How would you organise Olympic cultural or education programmes, and what partnerships would you need to do so?

How could you use Olympic Day to further promote Olympic cultural and educational programmes?

SECTION 4
UNIT 29: OLYMPIC CULTURE AND EDUCATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 29: OLYMPIC CULTURE AND EDUCATION

139

tools designed for young people aged 8–18.

🌐 www.olympic.org/ olympic-values-and-education-program/initiatives

NATIONAL OLYMPIC ACADEMIES (NOAs)

NOAs act as a conduit and offshoot of NOCs, helping fulfil their mission of encouraging the creation of institutions dedicated to Olympic education. The IOA can act as a coordinator for NOAs and their programmes, which encourage young people to get actively involved in sport and should be designed to enhance the curriculums and educational systems of the countries involved.

OLYMPIC SOLIDARITY

Olympic Solidarity encourages NOCs and their NOAs to be actively involved in Olympic culture and education. It supports activities of an educational nature that combine sport practice and learning about Olympic values, as well as Olympic education programmes in schools and universities. Olympic Solidarity also supports the organisation of exhibitions, contests or other cultural events linked to sport.

🌐 www.olympic.org/ olympic-solidarity

ORGANISING COMMITTEES FOR THE OLYMPIC GAMES (OCOGS)

In accordance with the Olympic Charter, every OCOG organises a programme of cultural events that serves to promote harmonious relations, mutual understanding and friendship among the participants and others attending the Games. Encompassing events in the Olympic Village, the host city and the host country, these programmes become cultural Olympiads that culminate during the Games themselves. Since the Olympic Winter Games Calgary 1988, every OCOG has developed new educational tools and programmes.

OLYMPIC MUSEUMS

Pierre de Coubertin wanted to preserve the history and culture of the Olympic Games and the Olympic Movement – and many NOCs, museums and universities have obliged in recent years by establishing collections and exhibitions of Olympic memorabilia and historically significant artefacts. The Olympic Museum in Lausanne has brought together

21 other museums into the Olympic Museums Network, which works on collections, exhibitions, educational services and cultural development that increase the promotion of the values of sport and Olympism.
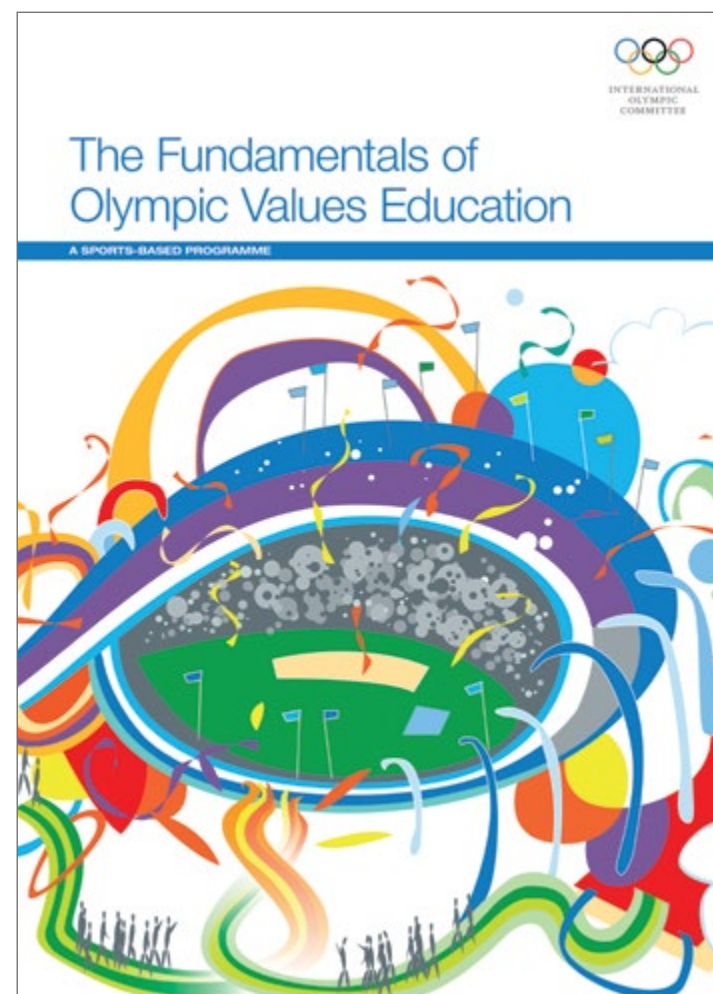
🌐 www.olympic.org/museum
🗄 Unit 3

OLYMPIC STUDIES CENTRE

The IOC's Olympic Studies Centre is the world source of reference for Olympic knowledge. Its staff can provide information and statistics on the Games and the Youth Olympic Games; access to books, databases, resources, documents and multimedia footage in its study room, online or via an international loan service; personalised research guidance, in person or online; access to research funds via grant programmes; opportunities to exchange with a network of academic experts in Olympic studies; and efficient and reliable responses to all other inquiries.

🌐 www.olympic.org/ olympic-studies-centre

(?) **Do you take sufficient care of your country's Olympic legacy? What could you do better? How could you make your country's Olympic legacy available to the public?**

The Fundamentals of Olympic Values Education

A SPORTS-BASED PROGRAMME

UNIT 30
ETHICS IN SPORT

A. THE IMPORTANCE OF ETHICS
B. ETHICAL BEHAVIOUR IN SPORT ORGANISATIONS
C. IOC CODE OF ETHICS AND ETHICS COMMISSION

A. THE IMPORTANCE OF ETHICS

"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, 2017

Ethics is a branch of philosophy that seeks to address questions about morality, how moral values should be determined, how a moral outcome can be achieved in specific situations and what moral values people abide by.

Ethics in sport refers to the behaviour of all those participating in it, including athletes, coaches, judges and referees, sport physicians and the officers and staff of sport organisations. Following

the first Fundamental Principle of Olympism, all participants in sport must respect ethical principles.

To understand and implement basic ethical principles, organisations create codes of ethics and rules to guide behaviour, providing standards by which an individual's conduct can be evaluated in relation to ethical values.

🌐 www.olympic.org/ethics

(?) **Why is ethics important to sport?**

140

141

SECTION 4
UNIT 29: OLYMPIC CULTURE AND EDUCATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 30: ETHICS IN SPORT

B. ETHICAL BEHAVIOUR IN SPORT ORGANISATIONS

When a sport organisation considers how to promote ethical behaviour among its membership of athletes, coaches, officials and others, it is worth bearing in mind several points and principles.

- **Codes of ethics**
  NOCs must have their own code of ethics to help their constituents respect the Olympic ethical principles. Sport clubs, regional organisations and sport associations may or may not need their own codes and rules, depending on the importance and the independence of the organisation: it could be inappropriate for an organisation to create a set of rules if the umbrella organisation under which it sits already has its own code.

- **Ethics commission**
  Your organisation may not need a permanent commission to apply its code of ethics or rules. However, it is important that the organisation is able to set up an ad hoc body when necessary.

- **Education**
  Sport organisations are responsible for educating their members about ethics, good governance and the prevention of competition manipulation. They must explain the rules and emphasise the importance of the Olympic values. The IOC has many educational tools that NOCs may use for free.

- **Role models**
  It is vital that sport organisations and their members set a good example through the way they behave. Their conduct must be clear and beyond reproach.

- **Expertise**
  Sport organisations require expertise in ethical matters such as drug use in sport, the promotion of fair play and the prohibition of betting on sport. This expertise could involve recruiting expert advisors or ethicists and/or through education and training for existing staff.

- **Business practices**
  Examples of unethical business practice include giving false or
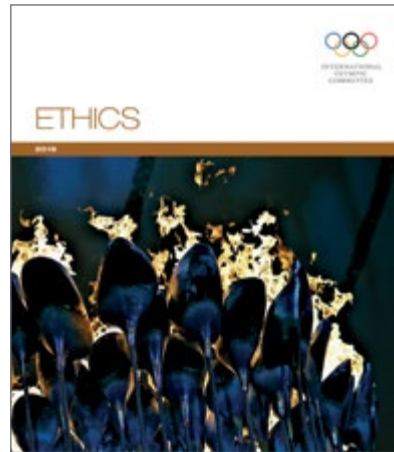
ETHICS

NOCs must have their own code of ethics to help their constituents respect the Olympic ethical principles.

misleading information; misrepresentation (e.g. qualifications); misappropriation of property and confidential information, including such things as membership lists and sponsorship proposals; inappropriate marketing practices; unfair athlete contracts or coaching employment agreements; fraudulent solicitations; and the disclosure of confidential material.

- **Area-specific policies and practices**
  Sport organisations require specific policies and practices in areas such as gender equality, multiculturalism, racism, discrimination, the integration of athletes with disabilities, harassment and safety.

- **Quality control systems**
  Internal quality control for ethical actions could include policy reviews, to assess existing policies and procedures, monitor targets and determine how to address any problems; process reviews, to assess how policies and programmes are developed and implemented; and programme reviews, to assess how values and ethics are incorporated into decision-making and programme delivery. External quality control requires feedback from those affected by the policies or programmes, which might be obtained through focus group research, surveys and audits.

Does your organisation have a code of ethics or related policies? If not, how can you change this situation?

C. IOC CODE OF ETHICS AND ETHICS COMMISSION

The IOC encourages the promotion of ethics and good governance in the sport movement in a number of key ways.

The IOC encourages the promotion of ethics and good governance in the sport movement in a number of key ways. With this aim, the IOC has established the IOC Ethics Commission. This body defines the Code of Ethics and, in case of violation of the ethics principles, investigates complaints and proposes sanctions.

IOC CODE OF ETHICS
The IOC Code of Ethics is based on principles enshrined in the Olympic Charter and is applicable to the whole of the Olympic Movement worldwide. In June 2015, the IOC Executive Board approved a revised version of the Code of Ethics.

The most recent edition of "IOC Ethics – 2018" includes the Code of Ethics and all its implementing provisions, including the Rules of Conduct for the Candidature Process Olympic Winter Games 2026; the Basic Universal Principles of Good Governance of the Olympic and Sports Movement; the Olympic Movement Code on the Prevention of the Manipulation of Competitions and its application for the XXIII Olympic Winter Games

How can athletes serve as role models of ethical behaviour to youngsters?

PyeongChang 2018; and the statutes of the Ethics Commission and its Rules of Procedure. To view the Ethics document, please go to:
- www.olympic.org/code-of-ethics
- www.olympic.org/integrity

IOC ETHICS COMMISSION
The IOC Ethics Commission is a specific independent commission, as set out by Rule 22 of the Olympic Charter, with its own Statutes and Rules of Procedure.

The Commission creates and updates organisational ethical principles, in particular the IOC Code of Ethics, based on the values and principles enshrined in the Olympic Charter; and analyses possible breaches of ethics and, where necessary, recommends measures or sanctions to the IOC Executive Board and/or the IOC Session. The composition of the IOC Ethics Commission ensures the independence of all its recommendations.
- www.olympic.org/ ethics-commission

IOC ETHICS AND COMPLIANCE OFFICE
In line with recommendation 31 of Olympic Agenda 2020, the IOC created an Ethics and Compliance Office in 2015. Its mission is primarily preventive, but the office is also advisory for the whole Olympic Movement in order to help achieve better application of the ethical principles and rules.

If any failure to comply with ethical principles is suspected, the IOC Chief Ethics and Compliance Officer (CECO) conducts an initial investigation and reports to the IOC Ethics Commission. In particular, the CECO may ask to hear from any person deemed necessary for it to understand the situation. The person or organisation implicated in the case also has the right to be heard. The CECO presents to the IOC Ethics Commission its report on each situation, in the view of taking into account possible measures or sanctions. The CECO is also in charge of helping those in the Olympic Movement to understand and apply ethical principles and rules.

- www.olympic.org/integrity
- www.olympic.org/code-of-ethics

142

143

SECTION 4
UNIT 30: ETHICS IN SPORT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 30: ETHICS IN SPORT

UNIT 31

PREVENTION OF COMPETITION MANIPULATION

A. BETTING AND COMPETITION MANIPULATION
B. REGULATIONS AND LEGISLATION
C. AWARENESS RAISING AND CAPACITY BUILDING
D. MONITORING, INTELLIGENCE AND INVESTIGATION

A. BETTING AND COMPETITION MANIPULATION

"THE OLYMPIC MOVEMENT IS ALL ABOUT THE CLEAN ATHLETES. THEY ARE OUR BEST AMBASSADORS, THEY ARE OUR ROLE MODELS, THEY ARE OUR TREASURE. THEREFORE, WE HAVE FIRST AND FOREMOST TO PROTECT THE CLEAN ATHLETES. WE HAVE TO PROTECT THEM FROM DOPING, MATCH-FIXING, MANIPULATION AND CORRUPTION."

THOMAS BACH, IOC PRESIDENT, 2014

Competition manipulation refers to the manipulation of the course or result of a competition for a sporting or financial motive. Sport-related manipulation, sometimes known as "tanking", is attractive to athletes and officials looking to gain an advantage in a competition. For example, athletes and coaches may deliberately underperform in a competition's preliminary stages in order to face what they hope will be an easier opponent in a subsequent round.

On the other hand, betting-related manipulation, often called "match-fixing", may be tempting to athletes, coaches, referees and third parties because it may make them money. For example, athletes may bet that they will lose, and then lose on purpose so that the bet is successful.

However, betting on sport is not inherently negative. It is one way the public demonstrates its support for sport, teams and athletes, and is one of the main means of financing sport through various mechanisms in many countries.

The globalisation of sport and internet-driven sport betting has enabled the betting market to grow and become much more complex in recent decades. As a result, betting-related competition manipulation has become a growing concern and more difficult to tackle. The opportunity to make money also attracts third parties, such as people who may try to bribe or blackmail athletes and manipulate a competition in order to make sure they win their bet.

All these examples are cheating, and in an increasing number of countries, competition manipulation is also a criminal offence. Cheating runs contrary to the Olympic values, and breaches both the IOC Code of Ethics and the Olympic Movement Code on the Prevention of the Manipulation of Competitions. The IOC acts to eliminate this practice and to safeguard the integrity of sport. Similarly, many IFs, NFs, NOCs and other sport organisations are working towards raising awareness about this growing concern.

The IOC has established initiatives to tackle the risks posed by competition fixing and related corruption. These initiatives fit into three categories: regulations and legislation; education and capacity building; and monitoring, intelligence and investigation.
🌐 **www.olympic.org/prevention-competition-manipulation**

❓ **Does your sport or organisation provide athletes and officials with education on competition manipulation? Does your organisation have rules in place forbidding competition manipulation and betting?**

❓ **Why is it inappropriate to bet on your own sport or competition?**

IOC INITIATIVES TO TACKLE RISKS POSED BY COMPETITION MANIPULATION AND RELATED CORRUPTION: A THREE-PILLAR APPROACH

PILLAR 1

REGULATIONS AND LEGISLATION

Olympic Movement Code on the Prevention of the Manipulation of Competitions

Support implentation among states of:
Council of Europe Convention on the Manipulation of Sport Competitions

Criminal Law Provisions for the Prosecution of Competition Manipulation

PILLAR 2

AWARENESS RAISING AND CAPACITY BUILDING

IOC Code of Conduct

IOC e-learning

Awareness-raising tools

IOC-INTERPOL Global Integrity in Sport Capacity Building Programme

PILLAR 3

MONITORING, INTELLIGENCE AND INVESTIGATIONS

Integrity Betting Intelligence System (IBIS)

IOC Integrity & Compliance Hotline

Investigative capacity building and support

B. REGULATIONS AND LEGISLATION

- **New provisions in Host City Contracts**
  Since the Olympic Games London 2012, the IOC has inserted a co-operation clause for sport competition manipulation in Host City Contracts.

- **Protection of clean athletes fund**
  As per Recommendation 16 of Olympic Agenda 2020, the IOC has set up a fund of USD 10 million "to develop robust education and awareness programmes on the risks of match fixing, any kind of manipulation of competitions and related corruption".

- **Olympic Movement Code on the Prevention of the Manipulation of Competitions**
  The code is a regulatory framework defining different kinds of violations, minimum standards of disciplinary procedures and the scope of sanctions. It aims to provide the Olympic Movement and its members with harmonised regulations to protect all competitions from the risk of manipulation. Any sports organisation bound by the Olympic Charter is expected to respect its provisions. Article 10 of the code states that "Participants in the Olympic Games must not, by any manner whatsoever, manipulate the course or result of a competition, or any part thereof, in a manner contrary to sporting ethics, infringe the principle of fair play or show unsporting conduct".
  🌐 www.olympic.org/prevention-competition-manipulation/regulations-legislation

- **Council of Europe Convention on the Manipulation of Competitions**
  The Council of Europe Convention on the Manipulation of Competitions is the only specific international convention relating to competition manipulation. Non-European states may become signatories. It calls for the establishment of "national platforms" to serve as information hubs to coordinate the fight against the manipulation of competitions; to receive, centralise and analyse suspicious sport betting; to

SECTION 4
UNIT 31: PREVENTION OF COMPETITION MANIPULATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 31: PREVENTION OF COMPETITION MANIPULATION

Every participant is obliged to report any knowledge they discover about manipulation or breaches of the rules.

transmit information to public authorities, sport organisations or betting operators; and to cooperate with organisations and authorities at national and international levels. The IOC was involved in the drafting of the convention and supports the Council of Europe in its implementation.

- **Model Criminal Law Provisions for the Prosecution of Competition Manipulation**
  This UNODC-IOC study helps countries establish legislation to prosecute those involved in competition manipulation.
  🌐 www.olympic.org/prevention-competition-manipulation/regulations-legislation

Many IFs, NFs, NOCs and other sport organisations are working towards raising awareness of this growing concern.

C. AWARENESS RAISING AND CAPACITY BUILDING

The IOC is more committed than ever to protecting clean athletes and the integrity of sport as a whole. BelieveInSport is an IOC initiative to raise awareness among athletes, officials, other stakeholders and the public, and seeks to provide everyone involved with sufficient knowledge to recognise, resist and report competition manipulation – no matter what their role in sports is. The four core messages are:

NEVER bet on your own sport or the Olympic Games.
NEVER manipulate a competition and always do your best.
NEVER share inside information. Non-public information about your sport stays private.
ALWAYS report an approach to manipulate or anything suspicious:
🌐 www.olympic.org/integrityhotline

- **Informative and educational videos**
  Educational videos explain the manipulation of competitions and how to prevent it. These videos can be used during presentations, workshops, seminars or at any other events and venues. A playlist called "Prevention of the Manipulation of Competitions" is available on the IOC YouTube channel.
  🌐 www.youtube.com/iocmedia
  🌐 www.olympic.org/athlete365/prevention-of-competition-manipulation

- **Awareness-raising programme**
  The programme is available on the IOC's Athlete365 site to all sport organisations who wish to educate their stakeholders on the topic of the manipulation of competitions and to be in line with the Olympic Movement Code on the Prevention

of the Manipulation of Competitions. Launched for the Olympic Games Rio 2016, the interactive programme consists of an e-learning section and a quiz built around the four core messages. An IOC certificate will be delivered if the quiz is completed successfully. The programme lasts 10-15 minutes and includes real cases and scenarios.
🌐 www.olympic.org/athlete365

- **Youth Workshop Kit**
  The Youth Workshop Kit, designed to educate athletes aged 14-18 about the four core messages, is easy to run and provides a great learning experience for all participants.
 🌐 www.olympic.org/prevention-competition-manipulation

- **Capacity building and training**
  Through the Global Integrity in Sport Capacity Building Programme, INTERPOL and the IOC work in partnership with national and international stakeholders in the areas of law enforcement, government, sport, betting and regulation to conduct and disseminate analytical research about trends, modus operandi, legal requirements, good practice and other relevant information, notably through capacity-building and training workshops. As a part of this collaboration, the IOC and INTERPOL have published the Handbook on Conducting Fact-Finding Inquires into Breaches of Sports Integrity and the Handbook on Protecting Sport from Competition Manipulation.

D. MONITORING, INTELLIGENCE AND INVESTIGATION

- **Integrity and Betting Intelligence System (IBIS)**
  Established by the IOC, IBIS collects and distributes information and intelligence related to sport betting for Olympic Movement stakeholders. All Olympic IFs have joined, and IBIS is now being extended to NOCs and other multisport events. Partners include sports betting operators, regulatory authorities and law enforcement bodies.
  🌐 www.olympic.org/sporting-regulations/reporting-intelligence

- **Monitoring the market**
  By monitoring the betting market, organisations can detect cheating linked to sports betting. The IOC has been monitoring events since the Olympic Games Beijing 2008, and also now monitors key IF competitions. All incoming information and intelligence is further analysed with all partners within the network of the Integrity Betting Intelligence System, and shared as appropriate with the IOC's partners. Every potential breach during the Olympic Games of the Olympic Movement Code on the Prevention of the Manipulation of Competitions is referred to a disciplinary commission set up by the IOC President.

- **IOC Integrity Hotline**
  Any information related to cheating should be reported to the IOC Integrity Hotline, which can be used to report suspicious approaches or activities related to competition manipulation, any infringements of the IOC Code of Ethics or other legal, regulatory, financial and ethical breaches over which the IOC has jurisdiction. Also, it can be used for any incidents where you feel you may have witnessed or been the victim of harassment or abuse. The hotline is confidential and can also be used anonymously: your identity will never be disclosed without your consent to anyone beyond those responsible for investigating your report.
  🌐 www.olympic.org/integrityhotline
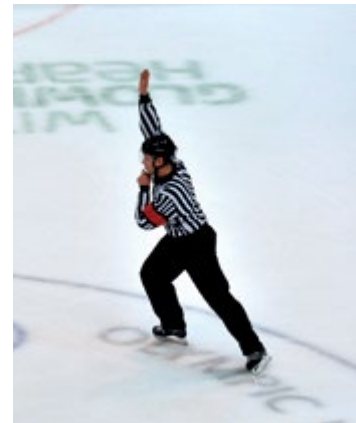
❓ **Does your organisation have clear rules on sport betting? How would you raise awareness about the risks of betting within your organisation?**

Which sports in your country may be influenced by competition fixing?

146

147

SECTION 4
UNIT 3I: PREVENTION OF COMPETITION MANIPULATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 3I: PREVENTION OF COMPETITION MANIPULATION

UNIT 32
ETHICAL ISSUES OF DOPING

A. WHAT IS DOPING?
B. WHY IS DOPING PROHIBITED?
C. CREATING THE RULES

A. WHAT IS DOPING?

"ANTI-DOPING PROGRAMMES SEEK TO PRESERVE WHAT IS INTRINSICALLY VALUABLE ABOUT SPORT. THIS INTRINSIC VALUE IS OFTEN REFERRED TO AS 'THE SPIRIT OF SPORT'. IT IS THE ESSENCE OF OLYMPISM, THE PURSUIT OF HUMAN EXCELLENCE THROUGH THE DEDICATED PERFECTION OF EACH PERSON'S NATURAL TALENTS. IT IS HOW WE PLAY TRUE. THE SPIRIT OF SPORT IS THE CELEBRATION OF THE HUMAN SPIRIT, BODY AND MIND."

WORLD ANTI-DOPING CODE, FUNDAMENTAL RATIONALE, 2015

Doping is defined in the World Anti-Doping Code as "the occurrence of one or more of the anti-doping rule violations set forth in the... Code".

The Code lists 10 anti-doping rule variations (ADRVs). The most commonly understood ADRV is the use or attempted use by an athlete of a prohibited substance or method.

Other ADRVs include evading or refusing to submit a sample; tampering with doping control; and associating in a professional capacity with a support person who is currently ineligible as they are serving a doping sanction. Encouraging or assisting athletes to use such substances or methods is also considered a doping-related offence.

Doping is banned in order to protect every athlete's right to clean sport, to eliminate unfair advantages that may be gained by athletes who dope, and to guard against the potentially harmful side effects that some substances or methods can cause. Doping also has potential legal implications: the distribution of many substances for anything other than medically justified reasons is illegal in many countries.

The WADA website contains a comprehensive set of documents and guidelines about doping in sport, including the World Anti-Doping Code and the Prohibited List.
🌐 www.wada-ama.org/en
📑 Unit 11

?

Does your NOC or sport organisation educate your athletes about doping and why it is prohibited? If not, how would you educate them?

B. WHY IS DOPING PROHIBITED?

- **Cheating and unfairness**
  Athletes have a fundamental right to compete on a level playing field. It is unfair to allow athletes to use banned substances or methods to improve their performance.

- **Harm to athletes**
  There are very real risks, side effects and damaging health consequences of using prohibited substances and methods. Everyone involved with athletes, including medical practitioners, has a responsibility to protect the health of their athletes.

- **Harm to society**
  Athletes are influential role models for young people. Athletes taking prohibited substances or using prohibited methods may send a message that cheating is acceptable.

- **Perversion of sport**
  Doping undermines the positive reasons people participate in sport. Sport allows people to stretch their limits, test their character and connect with both teammates and opponents. Doping can, and sometimes does, bring the reputation of sport into disrepute.

- **Unnaturalness and dehumanisation**
  Doping dehumanises athletes, and means that competition is no longer about what the human body in its natural state can achieve.

- **Protecting sport's values**
  Cynics may argue that there will always be some athletes who dope and get away with it – but should societies abandon the fight against crime because they will never be able to catch all criminals? True sport is worth fighting for.

- **Protecting clean athletes' rights**
  Some argue that anti-doping testing procedures and whereabouts requirements offend athletes' right to privacy. However, competing at the highest level comes with responsibilities. Clean athletes have been the driving force behind universal anti-doping rules, which protect their right to a fair and clean competition.

📷
Doping is banned in order to protect every athlete's right to clean sport.

SECTION 4
UNIT 32: ETHICAL ISSUES OF DOPING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 32: ETHICAL ISSUES OF DOPING

C. CREATING THE RULES

Deciding which drugs, devices and therapies should be forbidden is a complex problem. WADA's Prohibited List, which lists all drugs that are banned in and out of competition, is under constant review and is updated every year.
⊕ www.wada-ama.org/en/
prohibited-list

Therapeutic Use Exemptions (TUEs) allow athletes to seek permission for the use of some prohibited substances under very specific conditions to treat legitimate medical conditions. When considering applications from athletes and doctors, the TUE Committee applies strict criteria, balancing athletes' medical needs with concepts of fairness in sport.

DOPING REGULATIONS
It is worth considering three key principles when considering doping regulations.

1. **Athletes' welfare**
   If a drug or a medical technique results in an actual or potential health risk – for instance, by causing disease, increasing the risk of disease, or even distorting normal growth and development – then a ban is justified.

2. **A level playing field**
   If a sophisticated scientific technique or product enhances performance, it gives an advantage to those athletes who have access to it. This is why some medical techniques, such as blood doping, have been banned, even though they are not known to have any adverse health effects.

3. **The spirit of sport**
   The Olympic Games are contests between athletes, not between medical scientists and manufacturing chemists. The use of some techniques and drugs by some athletes leads other athletes to believe they cannot succeed, however hard they train and however skilful they become. This harms the spirit of sport.

HUMAN RIGHTS
Doping control programmes monitor athletes' use of prohibited substances and methods, serving as deterrents.

If an athlete is found to have used a prohibited substance or method, he or she is said to have committed a doping offence and is usually deemed ineligible to compete for a certain period of time.

It is essential that athletes who test positive are protected from further actions that go against standards of natural justice and fundamental human rights. Individuals who test athletes should do so in a manner that respects the jurisdiction of the NFs and IFs that are usually responsible for setting sanctions. If a positive test creates concerns for human rights, the case should be assessed on its own merits, which may require action or measures outside the normal NF and IF doping control procedures.
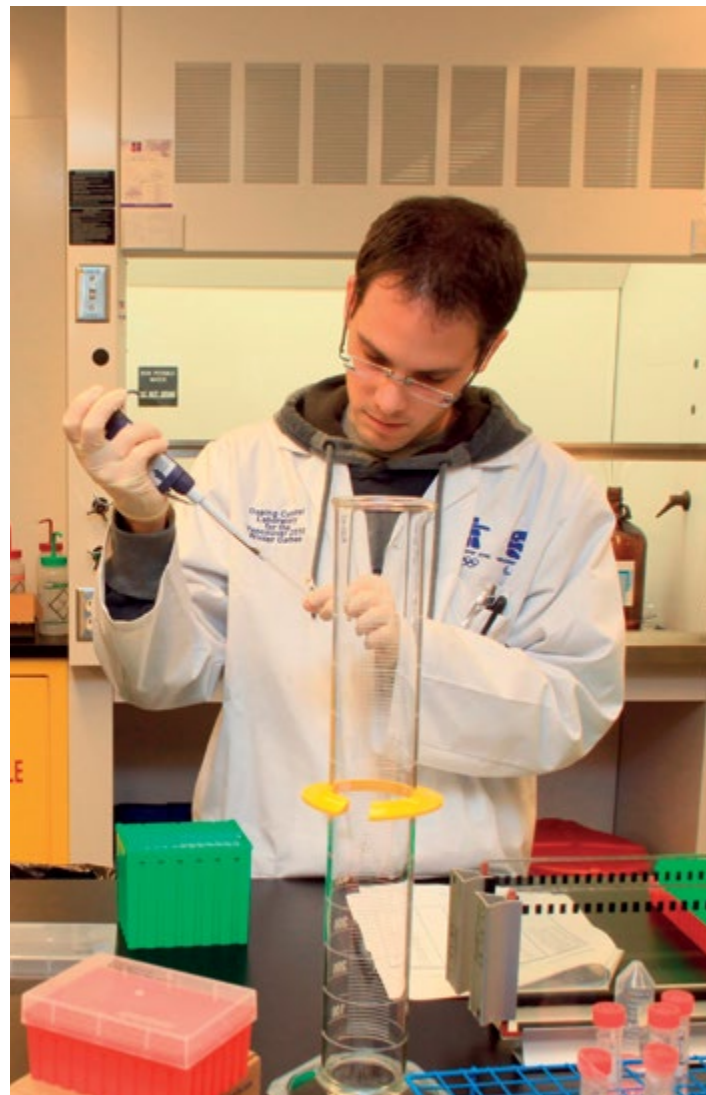⎙ Unit II

There are very real risks, side effects and damaging health consequences of using prohibited substances and methods.

?

What is "the spirit of sport" and what can be done to protect it? To what extent is doping a threat to sport for future generations?

Do you engage athletes in conversations about sport values and ethical conduct in and out of competition?

ARBITRATION AND DISPUTE RESOLUTION

A. SETTLING SPORT-RELATED DISPUTES
B. THE COURT OF ARBITRATION FOR SPORT (CAS)

A. SETTLING SPORT-RELATED DISPUTES

"TRANSPARENT AND ENHANCED DISPUTE RESOLUTION MECHANISMS MUST BE IN PLACE IN ALL SPORT ORGANISATIONS, AT ALL LEVELS. ALL DISPUTES WHICH CANNOT BE SETTLED AMICABLY OR THROUGH LOCAL ARBITRATION OR MEDIATION SHOULD BE SUBMITTED TO THE COURT OF ARBITRATION FOR SPORT (CAS)."

OLYMPIC CONGRESS, 2009

Today, sport influences more areas of our society than ever before. This increase in popularity and visibility has brought with it an increase in the number of legal disputes connected with sport.

Sport organisations should generally try to resolve sport-related conflicts in a friendly way, outside traditional, state-run courts whenever possible. To do so, sport organisations can establish independent, neutral bodies that are designed to resolve conflicts at a local level through mediation, conciliation or arbitration – with the possibility of filing appeals to specialised institutions such as the Court of Arbitration for Sport (CAS) if required.

It is not always necessary to go to a state-run court to settle a dispute. Within certain limits, the parties to private-law disputes may also seek resolution through arbitration tribunals, non-state bodies created for this purpose. Judgements and awards granted by independent arbitration tribunals have the same binding force as the judgements of state-run courts.

?

How do you resolve sport-related conflicts within your sport organisation? How can your organisation improve its conflict resolution mechanisms?

Sport organisations should generally try to resolve sport-related conflicts in a friendly way.

150

151

SECTION 4
UNIT 32: ETHICAL ISSUES OF DOPING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 33: ARBITRATION AND DISPUTE RESOLUTION

B. THE COURT OF ARBITRATION FOR SPORT (CAS)

The independent Court of Arbitration for Sport (CAS) helps to settle sport-related disputes through arbitration or mediation, and its judgements and awards are binding. The CAS also establishes temporary tribunals with special rules and regulations for the Olympic Games and other major events.
🌐 www.tas-cas.org

Overseen by the International Council of Arbitration for Sport (ICAS), the CAS is split into two divisions:
- an Ordinary Arbitration Division, which resolves disputes; and
- an Appeals Arbitration Division, which resolves disputes arising from decisions made by disciplinary tribunals or similar bodies associated with federations, associations and other sport bodies.

The CAS has more than 400 arbitrators from 91 countries, chosen for their specialist knowledge of arbitration and sport law. Around 300 cases are registered by the CAS every year. The court's head office is in Lausanne, Switzerland, with two decentralised offices in Sydney, Australia and New York, USA.

Below is a short explanation of how the CAS works, adapted from its website.

WHAT KINDS OF DISPUTE CAN BE SUBMITTED TO THE CAS?
Any disputes directly or indirectly linked to sport may be submitted to the CAS. These may be disputes of a commercial nature (e.g. a sponsorship contract) or of a disciplinary nature following a decision by a sport organisation (e.g. a doping case).

WHO CAN REFER A CASE TO THE CAS?
Any individual or legal entity with capacity to act may have recourse to the services of the CAS. These include athletes, clubs, sport federations, organisers of sport events, sponsors or television companies.

UNDER WHAT CONDITIONS WILL THE CAS INTERVENE?
For a dispute to be submitted to arbitration by the CAS, the parties must agree to this in writing. Parties may agree in advance to submit any future dispute to arbitration by the

CAS (e.g. through a reference in the organisation's statutes), or they can agree to have recourse to the CAS after a dispute has arisen.

WHAT ARE THE CAS PROCEDURES?
For disputes resulting from contractual relations or torts, the ordinary arbitration procedure or the mediation procedure is applicable. For disputes resulting from decisions taken by the internal bodies of sport organisations, the appeals arbitration procedure is applicable.

HOW IS THE ARBITRATION SET IN MOTION?
The party wishing to submit a dispute to the CAS must send the CAS Court Office a request for arbitration (ordinary procedure) or a statement of appeal (appeals procedure), the contents of which are specified by the Code of Sports-Related Arbitration. In the case of the appeals procedure, a party may lodge an appeal only if it has exhausted all the internal remedies of the sport organisation concerned.

CAN PARTIES BE REPRESENTED DURING THE PROCEEDINGS?
The parties may appear alone. They may also be represented or assisted at the CAS hearings by a person of their choice, not necessarily a lawyer.

HOW ARE THE ARBITRATORS CHOSEN?
Generally speaking, the arbitration is submitted to a panel of three arbitrators. If the parties agree, or if the CAS deems this appropriate, a sole arbitrator may be appointed, depending on the nature and importance of the case. The arbitrators must be independent and must not have played any role in the case in question.

HOW DOES THE CAS ARBITRATION PROCEDURE WORK?
Once the arbitration request or statement of appeal is filed, the respondent submits a reply to the CAS. After any additional exchange of statements of case, the parties are summoned to a hearing to be heard, produce evidence and argue their case. The final award is communicated to the parties some weeks later, unless it is pronounced the same day (under the appeals procedure).

📷 The independent Court of Arbitration for Sport (CAS) helps to settle sport-related disputes through arbitration or mediation.

HOW MUCH DOES THE ARBITRATION COST?
The CAS procedures involve paying the relatively modest costs and fees of the arbitrators, calculated on the basis of a fixed scale of charges, plus a share of the costs of the CAS. When an appeal is filed against a decision of a disciplinary nature given by an IF, the appeals procedure is free, except for an initial Court Office fee of CHF 1,000.

HOW LONG DOES CAS ARBITRATION LAST?
The ordinary procedure lasts between six and 12 months. For the appeals procedure, an award is usually pronounced within five months of filing the statement of appeal. In urgent cases and upon request, the CAS may, within a very short time, order interim measures or suspend the execution of a decision appealed against.

ARE THE ARBITRATION PROCEEDINGS CONFIDENTIAL?
The ordinary arbitration procedure is confidential. The parties, arbitrators and CAS staff are obliged not to disclose any information connected with the dispute. In principle, awards are not published. The appeals arbitration procedure does not specify

particular rules of confidentiality, but the arbitrators and the CAS staff have a similar duty of confidentiality during the proceedings. Generally speaking, unless the parties agree otherwise, the award may be published by the CAS.

WHAT IS THE SCOPE OF AN AWARD PRONOUNCED BY THE CAS?
An award pronounced by the CAS is final and binding on the parties from the moment it is communicated.

IS IT POSSIBLE TO APPEAL AGAINST A CAS AWARD?
Judicial recourse to the Swiss Federal Tribunal is allowed on a very limited number of grounds, such as lack of jurisdiction, violation of elementary procedural rules (e.g. violation of the right to a fair hearing) or incompatibility with public policy.

WHAT IS CAS MEDIATION?
Mediation is a non-binding and informal procedure, based on a mediation agreement in which each party undertakes to attempt in good faith to negotiate with the other party, and with the assistance of a CAS mediator, with a view to settling a sport-related dispute.

SECTION 4
UNIT 33: ARBITRATION AND DISPUTE RESOLUTION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 33: ARBITRATION AND DISPUTE RESOLUTION

UNIT 34

FAIR PLAY

A. WHAT IS FAIR PLAY?
B. THE RULES
C. THE SPORTING SPIRIT
D. PUTTING THEORY INTO PRACTICE
E. PROMOTING FAIR PLAY

A. WHAT IS FAIR PLAY?

"IN THE NAME OF ALL COMPETITORS I PROMISE THAT WE SHALL TAKE PART IN THESE OLYMPIC GAMES, RESPECTING AND ABIDING BY THE RULES WHICH GOVERN THEM, COMMITTING OURSELVES TO A SPORT WITHOUT DOPING AND WITHOUT DRUGS, IN THE TRUE SPIRIT OF SPORTSMANSHIP, FOR THE GLORY OF SPORT AND THE HONOUR OF OUR TEAMS."

THE ATHLETES' OLYMPIC OATH

At the Opening Ceremony of the Olympic Games, one of the athletes takes an oath on behalf of every other athlete, and an official takes a similar oath on behalf of all judges, officials and coaches. These oaths bind participants to abide by the rules that govern the Games "in the true spirit of sportsmanship" – both observing the rules and behaving in a sporting spirit. The term "fair play" covers both of these areas.

Fair play encompasses attitudes and behaviour consistent with the belief that sport is an ethical pursuit. It means adhering to the rules – but it also means more than that. Fair play means conducting yourself in the right spirit, showing respect for others, and trying to put yourself in the position of your rivals and acting accordingly. First and foremost, fair play is a matter of personal commitment for every individual.

Regional federations, NFs and IFs help to create fair play environments by setting and enforcing rules and regulations, and by training coaches, referees, judges, medical officers and other officials. Governments and educational institutions also help to teach people about fair play, addressing both active participants and the spectators who watch them compete. Parents play vital roles in instilling a spirit of fair play in children, while both spectators and the mass media can help to promote it.

The International Committee for Fair Play (CIFP) promotes fair play worldwide, helping to create conditions in which fair play can prosper.
🌐 **www.fairplayinternational.org**

📷 At the Opening Ceremony of the Olympic Games, one of the athletes takes an oath on behalf of every other athlete.

❓ **How can you ensure that the values of fair play are understood by everyone associated with your sport organisation?**

B. THE RULES

Sport without rules is impossible. It is in the interests of every athlete that the rules should be followed and enforced, and that officials should levy penalties when these rules are broken.

In the Olympic Games, serious and intentional rule breaches may result in disqualification, as was the case when a modern pentathlete adapted his weapon in the fencing part of the competition to give him an illegal advantage. Efficient judging and officiating can and does prevent or detect most instances of cheating during competition.

The Olympic oaths are not just administrative devices: they are solemn promises that make athletes and officials personally responsible for following the rules. This personal responsibility is at the centre of Olympism.

BREAKING THE RULES
Some athletes deliberately break a rule and accept the penalty because it gives them an advantage. In certain circumstances, for instance, it may be better to handle the ball in a game of football and concede a free kick than allow play to continue. Some players might argue that incidents such as these are provided for in the rules, and are therefore acceptable features of the game. However, deliberately breaking certain rules runs contrary to the Olympic oath.

UNFAIR JUDGING
Judges sometimes make mistakes – especially in style sports and events such as diving, figure skating and gymnastics, where they may make unintentional errors of judgement. Occasionally, however, a judge may intentionally favour a competitor from a particular country, group of countries, continent or ethnic group. Such favouritism quickly destroys the contest. The primary duty of all officials is to administer the rules fairly and impartially, and this duty features in the Olympic oath for all judges and officials.

📷 Fair play means conducting yourself in the right spirit, showing respect for others, and trying to put yourself in the position of your rivals and acting accordingly.

SECTION 4
UNIT 34: FAIR PLAY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 34: FAIR PLAY

C. THE SPORTING SPIRIT

At the Olympic Games Berlin 1936, the American Jesse Owens and the German Luz Long were tied at 7.87m after four jumps in the long jump competition. Long gave Owens some advice about his approach run, and Owens went on to win the competition with his final jump of 8.06m. The two athletes walked together around the infield to thunderous applause from 80,000 spectators, and their friendship was not even broken by World War II.

In 1956, Chris Brasher crossed the line first in the 3,000m steeplechase but was immediately disqualified for impeding another competitor, Ernst Larsen, at the water jump. Sandor Rozsnyoi of Hungary was initially awarded gold, with Larsen of Norway given second and Heinz Laufer of Germany placed third. Brasher appealed: his appeal was supported by Rozsnyoi, Larsen and Laufer, who were all downgraded when Brasher's appeal

was upheld and he was reinstated in first place.

At the Olympic Winter Games Innsbruck 1964, the British two-man bobsleigh team of Robin Dixon and Tony Nash found that a vital part of their bobsleigh had broken immediately before the final run in the competition. Eugenio Monti and Sergio Siorpaes, their Italian rivals, who at that stage had the fastest time, offered the equivalent part from their own bobsleigh to the British pair, who went on to win the gold medal.

These three incidents have nothing to do with keeping or breaking the rules, but they exemplify the second part of the Olympic oath: "the true spirit of sportsmanship". They show competitors treating each other not as hated enemies but as friendly rivals. Striving to win must come with respect for and friendship with your opponents.

Jesse Owens and Luz Long, rivals and friends, at the Olympic Games Berlin 1936.

D. PUTTING THEORY INTO PRACTICE

Throughout life, we recognise what we ought to do, but sometimes we do not do it. Sport is no different.

For some athletes and coaches, even at an elite level, the values of Olympism are known, understood and discussed but not followed. Athletes may understand that they should not resort to fouls or personal violence, but they may retaliate regardless. If athletes believe that most of their

fellow athletes resort to fouls or violence, take drugs, intimidate opponents or officials, or accept illegal rewards, it is difficult to persuade them to follow the values of Olympism. They may abandon such values because "everyone does it", "you have to do it to win" or "nice guys finish last". Such attitudes can be very powerful, but they do not determine what is truly right and wrong, or good and bad, in sport.

E. PROMOTING FAIR PLAY

Fair play should be comprehensively promoted to everyone. Advertising fair play encourages all those who enjoy competitive sport to practise its principles.

PARTICIPANTS

- Cooperate with teammates, coaches, officials and opponents, and treat them with respect.
- Realise that without opponents, there would not be a game.
- Strive for excellence, have fun and develop skills while accepting limitations.
- Do not try to gain an unfair advantage.
- Know the rules of the game, and play by their letter and their spirit.
- Accept the decisions of the officials, who are there to interpret the rules.
- Do not use coarse language or insult opponents, coaches or spectators.

EDUCATORS

- Teach children to have pride in their achievements and efforts, and in those of others.
- Encourage everyone to participate, regardless of skill level.
- Help children to understand the meaning of sportsmanship.
- Remember that not all children have the same desire for athletic activities – never force a child to participate.
- Ensure that playing areas and equipment are safe.
- Set a good example.
- Teach pupils that violence is unacceptable.
- Make students aware that the style of play they witness from some professional athletes is not necessarily fair or sportsmanlike.

COACHES

- Set an example for players and spectators.
- Teach and practise the values of sportsmanship, and expect players to respect them.
- Stay knowledgeable about your sport by attending clinics to keep up to date with new developments.
- Never argue with officials and coaches in front of players or spectators.
- Maintain and follow the letter and spirit of the rules, and reprimand offenders.

- Respect and treat participants as individuals, recognising their different levels of ability.
- Use only constructive criticism and encourage players to be disciplined and honest.
- Discourage a "win at all costs" attitude.

OFFICIALS

- Maintain good relations with players and coaches.
- Be knowledgeable about the rules of the game.
- Match officiating to players' levels.
- Enforce penalties against players and coaches.
- Maintain fitness levels necessary to properly officiate.

PARENTS

- Never force children to participate in sport.
- Never publicly challenge the officials' judgement.
- Do not try to achieve your dreams by pressuring your child.
- Inquire about your child's coaches and find out if they are properly qualified.
- Attend one of your child's practice sessions and see if the coach treats the children fairly.
- Talk to your child in order to understand if they enjoy playing, and if they are learning that having fun, doing their best and being sportsmanlike are all important.
- Address problems immediately, and notify other parents if necessary.
- Turn off your television if you are watching sport when it becomes violent, and explain to your children that fighting and abuse are not an acceptable part of sport.
- Promote fair play initiatives sponsored by your government at local, provincial and national levels.

MEDIA

- Report fair play issues and situations.
- Condemn problems such as violence, unethical strategies, "good fouls", abusive language and the use of drugs.
- Support officials' rulings and emphasise the calibre of play rather than sensationalising violence.

SPECTATORS

- Do not ridicule players.

- Encourage fair and skilful play.
- Show respect for officials.
- Condemn violence.
- Remain dignified.
- Turn off your television if fighting breaks out when you are watching a competition.

ADMINISTRATORS
- Develop programmes that emphasise fun and skill development.
- Ensure that these programmes provide equal opportunities for all players, regardless of age, sex, physical size or skill level.
- Ensure that proper equipment and safe facilities are available.
- Include education on sportsmanship and fair play in coaching courses.
- Make clear that violence and unsportsmanlike conduct are unacceptable.
- Establish a fair play award.

- Condemn violence by advertising your facility as a fair play area.

OTHERS
- As a sponsor of an event, team or athlete, at any level, request that the principles of fair play be respected.
- As an advertiser, resist the temptation to resort to themes or images based on sport violence to promote products.
- As a medical practitioner, inform patients about the serious consequences of sport violence and express your concerns publicly.
- As a team owner or manager, take a public stand against sport violence.
- As an elected government representative, express your concerns about violence at sport events and speak publicly about fair play.
- As a public speaker, incorporate fair play themes in your presentation.

Fair play should be comprehensively promoted to everyone.

How does your sport organisation promote fair play values and behaviour to your coaches and athletes?

What could you do to promote fair play around Olympic Day celebrations?

SECTION 4
UNIT 34: FAIR PLAY

SPORT ADMINISTRATION MANUAL

158

159

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 34: FAIR PLAY

UNIT 35

HARASSMENT, ABUSE AND VIOLENCE IN SPORT

A. SAFE AND SUPPORTIVE ENVIRONMENTS
B. HARASSMENT AND ABUSE IN SPORT
C. VIOLENCE IN SPORT
D. STRATEGIES TO PREVENT HARASSMENT AND ABUSE IN SPORT

A. SAFE AND SUPPORTIVE ENVIRONMENTS

"IT IS INCUMBENT UPON ALL STAKEHOLDERS IN SPORT BOTH TO ADOPT GENERAL PRINCIPLES FOR SAFE SPORT… AND TO IMPLEMENT AND MONITOR POLICIES AND PROCEDURES FOR SAFE SPORT… WHICH STATE THAT: ALL ATHLETES HAVE A RIGHT TO BE TREATED WITH RESPECT, PROTECTED FROM NON-ACCIDENTAL VIOLENCE."

THE IOC CONSENSUS STATEMENT: HARASSMENT AND ABUSE (NON-ACCIDENTAL VIOLENCE) IN SPORT, 2016

Harassment and abuse are violations of human rights that damage both individual and organisational health. In sport, they give rise to suffering for athletes and others, and to legal, financial and moral liabilities for sport organisations. No sport is immune to these problems, which occur at every level.

In its role of promoting and protecting athletes' health, the IOC recognises the right of athletes to enjoy a safe and supportive sport environment. Everyone in sport shares a responsibility to identify and prevent harassment and abuse, and to develop a culture of dignity, respect and safety. Sport organisations are gatekeepers to safety and should demonstrate strong leadership in identifying and eradicating these practices. A healthy sport system that empowers athletes can contribute to the prevention of harassment and abuse inside and outside sport.
🌐 **www.olympic.org/sha**

Do you believe there are instances of either harassment or violence in your sport organisation?

B. HARASSMENT AND ABUSE IN SPORT

📷 Harassment and abuse occurs in all sports and at all levels.

Despite the well-recognised benefits of sport, it can also have a negative influence on athletes' health, well-being and integrity through harassment and abuse.

Harassment and abuse often results from an abuse of authority, and can be based on any grounds including race, religion, colour, creed, ethnic origin, physical attributes, gender, sexual orientation, age, disability, socio-economic status and athletic ability. It can take the form of a one-off incident or a series of incidents, and may occur in person or online. Harassment and abuse can be deliberate, unsolicited and coercive.

The different types of harassment and abuse can be expressed in four forms, which may occur in combination or in isolation. These forms of abuse are defined by the IOC as follows:

- **Psychological abuse** refers to any treatment or unwelcome act – including confinement, isolation, verbal assault, humiliation, intimidation and infantilisation – that may diminish the athlete's sense of identity, dignity and self-worth.

- **Physical abuse** refers to any deliberate and unwelcome act – such as punching, beating, kicking, biting or burning – that causes physical trauma or injury. Physical abuse can also refer to forced or inappropriate physical activity (for example, age- or

physique-inappropriate training loads, training when injured or in pain), forced alcohol consumption and forced doping practices.

- **Sexual harassment** refers to any verbal or physical conduct of a sexual nature that is unwelcome or that occurs when consent is coerced, manipulated or cannot be given. Sexual harassment can also take the form of sexual abuse.

- **Neglect** refers, in this case, to the failure of a coach or another person with a duty of care to provide a minimum level of care to the athlete, in the process either causing harm, allowing others to cause harm or putting the athlete in imminent danger of harm.

PREVALENCE, RISKS AND CONSEQUENCES

Harassment and abuse occurs in all sports and at all levels. Athletes of all ages and types are susceptible to harassment and abuse, but elite, disabled, child and lesbian/gay/bisexual/transsexual (LGBT) athletes are at the highest risk; psychological abuse is at the core of all other forms of harassment and abuse; and athletes can be perpetrators as well as victims.

Harassment and abuse can have serious negative impacts on athletes' physical, social and psychological health. It may cause impaired performance and athlete drop-out, and may also lead to psychosomatic illness, anxiety, depression, substance abuse, self-harm and suicide. The effects of harassment and abuse can persist long after the athlete has left their sport.

Passive attitudes, non-intervention, and denial and/or silence by people in positions of power all increase the psychological harm caused by harassment and abuse. Lack of action from bystanders also gives victims the impression that harassment and abusive behaviour are legally and socially acceptable, and/or that those in sport are powerless to speak out against it.
🌐 www.olympic.org/news/ioc-adopts-consensus-statement-on-sexual-harassment-and-abuse-in-sport

SECTION 4
UNIT 35: HARASSMENT, ABUSE AND VIOLENCE IN SPORT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 35: HARASSMENT, ABUSE AND VIOLENCE IN SPORT

C. VIOLENCE IN SPORT

Every day in every country, thousands of sporting contests take place without a hint of violence. However, when violence does occur, it is a threat to sport and the Olympic Movement. It must be taken seriously.

VIOLENCE AMONG ATHLETES

The risk of injury is present in any physical activity, and increases when athletes push themselves to the limit. Generally speaking, athletes have been left to make their own decisions on what risks to take, and the hazards of self-inflicted injuries have generally been accepted as part of sport. However, it is unreasonable for coaches and teachers to encourage athletes to risk life or limb against their own inclinations and better judgement.

Violence may take place in sports where physical contact is not supposed to occur. Officials must decide who was responsible and whether it was intentional. Determining intent is perhaps the most difficult task that officials must perform – only athletes can know whether they are competing in a sporting spirit.

Vigorous physical contact is an integral part of some sports. Shoulder charges in football and body checks in ice hockey are recognised in the rules, and violent contact is not only permitted in boxing but determines the outcome. If such physical contact is allowed, how vigorous can it be before it becomes too violent? Who decides on the boundaries?

Athletes themselves play a big part in determining what is fair and unfair, while sport governing bodies must consider the Olympic aim of promoting friendship in their rules and public statements. There must be a limit to what you can do to a friend – even in sport, and even if he or she is a willing recipient of your violence. Friendship is the ultimate criterion.

Coaches, the media and teachers can do the most to curb violence. Coaches, in particular, may not be directly involved in acts of violence but sometimes too readily encourage their athletes to commit such acts. Athletes tend to do as their coaches tell them, even when they have moral doubts. As such, coaches and teachers have a heavy responsibility for eliminating unnecessary violence from sport.

VIOLENCE AMONG SPECTATORS

Spectator violence has been a problem for several decades in many sports and in many countries. There are many theories as to why it occurs:
- Violence by players on the field leads to violence by fans in the stands.
- Refereeing decisions precipitate violence in crowds.
- Fans create their own "competition" against opposing fans.
- When part of a large crowd, sometimes fuelled by alcohol, fans commit acts they would not commit when alone.
- People become more aggressive in groups, and examples of group violence inspire other acts.

Whatever the reasons, fan violence has a significant effect on people's attitudes towards sport, both on attending games and supporting sport in their communities. It is therefore very important that youngsters are taught appropriate ethical values. Together with political authorities, the sport movement must address violence among spectators, and must define policies and ways to remedy it.

Vigorous physical contact is an integral part of some sports.

D. STRATEGIES TO PREVENT HARASSMENT AND ABUSE IN SPORT

Sport organisations can help prevent violence and harassment by establishing:
- athlete safeguarding policies and procedures;
- codes of conduct;
- education and training programmes;
- complaint and support mechanisms for those who feel abused; and
- monitoring and evaluation systems to ensure best practices are followed.

Every sport organisation should have such provisions in place.

The IOC has developed initiatives that help sport organisations to develop and implement policies and procedures that safeguard athletes from harassment and abuse in sport.

Policies act as statements of intent that demonstrate a commitment to create a safe and mutually respectful environment. They should state what is required in relation to the promotion of rights, well-being and protection. Such policies allow organisations to take prompt, impartial and fair action when a complaint or allegation is made, and to take disciplinary action as appropriate.

Codes of practice describe acceptable standards of behaviour that, when followed, serve to implement these policies. Such standards of behaviour set clear benchmarks for what is acceptable and unacceptable, and can help minimise opportunities for sexual harassment, abuse and unfounded allegations.

All sport organisations should:
- develop policies and procedures to prevent harassment and abuse;
- monitor their implementation;
- evaluate their impact in identifying and reducing harassment and abuse;
- develop an education and training programme on harassment and abuse in their sport(s);
- promote and exemplify equitable, respectful and ethical leadership; and
- foster strong partnerships to prevent harassment and abuse.

Policies should:
- identify and address these issues;
- be clear and easily understood;
- involve consultation with athletes;
- be approved by the relevant management body (e.g. the Executive Board) and incorporated into the organisation's constitution and/or regulations;
- be widely communicated through publication and a comprehensive education and training strategy;
- apply to all involved in the organisation;
- state that all members have a right to respect, safety and protection;
- state that the welfare of members is paramount;
- identify who has responsibility for implementing and upholding the policy;
- specify what constitutes a violation;
- specify the range of consequences for such violations;
- specify procedures for reporting and handling complaints;
- provide details of where parties involved in a complaint can seek advice and support;
- specify procedures for maintaining records;
- provide guidance for third-party reporting ("whistleblowing"); and
- be regularly reviewed and updated, particularly when there is a major change in the constitutional regulations of the organisation or in the law.

Sport organisations should adopt codes of conduct that apply to specific roles, providing guidance on expected standards of behaviour and setting out clear processes for dealing with unacceptable behaviour, including guidance on disciplinary measures and sanctions.

The IOC has developed resources on the prevention of harassment and abuse in sport:
🌐 **www.olympic.org/athlete365/library/safe-sport**

Does your organisation have appropriate policies and procedures to deal with harassment and abuse in sport? How could it improve its approach?

162

163

SECTION 4
UNIT 35: HARASSMENT, ABUSE AND VIOLENCE IN SPORT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 4
UNIT 35: HARASSMENT, ABUSE AND VIOLENCE IN SPORT

Section 5 covers four main themes: **management skills**, **managing the environment**, **resource management** and **activity management**. It provides information, guidance and tools to help all organisations manage successfully – whatever their size, and whether they primarily use volunteers, paid staff or both.

SECTION 5
THEME

1

MANAGEMENT SKILLS

For sport organisations to be able to allocate and structure resources to meet their stated objectives, effective management is essential.

UNIT 36
COMMUNICATION

A. WHY IS COMMUNICATION IMPORTANT?
B. EFFECTIVE COMMUNICATION
C. TYPES OF COMMUNICATION
D. BARRIERS TO EFFECTIVE COMMUNICATION
E. COMMUNICATIONS STRATEGIES
F. COMMUNICATIONS TOOLS
G. MEDIA RELATIONS
H. CRISIS COMMUNICATIONS

Communication should be clear, frequent and involve everyone.

A. WHY IS COMMUNICATION IMPORTANT?

Communication is the transmission of information to influence or affect the understanding, attitudes or behaviour of others, and is integral to managing people, making decisions and solving problems. In the world of sport, being able to communicate effectively is arguably the most important skill involved in management, and is essential to ensuring an organisation's sustained growth and success. Communication should be clear, frequent and involve everyone.

Effective communication between athletes, coaches and administrators is essential to achieving excellence in sport. It also:
- increases efficiency and reduces errors;
- motivates people to continue to perform well;
- cuts costs associated with unnecessary errors; and
- helps to identify stakeholder priorities, which are particularly important for sponsors and funding agencies.

"GREAT COMMUNICATIONS HAVE TO BE BASED ON GREAT NARRATIVES THAT ARE TRUTHFUL... IT'S NOT A TEMPLATE. THERE ARE CERTAIN THINGS YOU ALWAYS NEED TO THINK ABOUT. BUT HOW YOU APPLY THEM, AND HOW THEY VARY — THAT'S THE ART."

MIKE LEE, FORMER DIRECTOR OF COMMUNICATIONS AND PUBLIC AFFAIRS FOR THE LONDON 2012 OLYMPIC BID, 2011

B. EFFECTIVE COMMUNICATION

To identify the most effective communication medium and format for your goals, consider these three questions:

- **What is your target audience?**
  You should deliver your information in a style appropriate to the target audience. For example, by using large print or even pictures when communicating with children.

- **What is the aim of the communication?**
  Written communication is generally saved for more formal purposes. For example, you would draw up a sponsorship contract in writing, while you may wish to announce a team orally.

- **How much information do you need to communicate?**
  It is generally better to distribute lengthy and more complex information in writing so that people can refer back to it.

TARGET AUDIENCES
As a sport organisation, you will need to communicate with one or more of the following groups:

- **Sport colleagues**
  Athletes, coaches, officials, volunteers, teachers and

spectators. It is likely that the majority of your communications will be aimed at this group.

- **Community**
  Recreation departments, sport club administrators, community club supervisors and the media should be informed of your organisation's ongoing activities.

- **District**
  District sport organisations, sponsors, universities/colleges and the media. Effective communication with this group will grow the support base for your programmes.

- **Regional (provincial)**
  Regional government ministries, provincial governing bodies, amateur sport bodies, coaching and officiating federations, departments of youth and recreation, and the media.

- **National**
  National sport governing bodies, government departments, national coaching and officiating bodies, and professional bodies.

- **International**
  IFs, the IOC, Olympic Solidarity and other international organisations.

C. TYPES OF COMMUNICATION

ONE-WAY COMMUNICATION
This is the giving of information or direction without requesting or requiring immediate feedback. Examples include announcements, news releases and programme information. One-way communication must be phrased in simple, clear language and be relevant to the recipient. The disadvantage of one-way communication is that there is no way of knowing if the information was received or interpreted as intended.

TWO-WAY COMMUNICATION
Here, information is given and immediate feedback is requested or required. Examples include

meetings and conferences, as well as written communiqués requesting opinions. One advantage of this method is that misunderstandings can be cleared up immediately. You can give as little or as much information as required, and use body language to clarify.

LISTENING
The ability to listen is also an essential communication tool: it is important to hear the information that is being passed on, rather than just focusing on the words. Try to show that you are interested in what is being said and that you have understood the message.

In sport, being able to communicate effectively is arguably the most important skill involved in management.

D. BARRIERS TO EFFECTIVE COMMUNICATION

A number of factors may hamper or impede effective communication. These barriers and behaviours represent a threat to the success of your organisation, so you must find ways to overcome them. Potential barriers include:

- physical barriers, such as noise distractions;
- language barriers, such as jargon, technical terms or clichés;
- feelings of anxiety, threat, fear or suspicion;
- feelings of nervousness, shyness or a sense of inadequacy;

- status, power, authority and rank, which influence people's receptiveness to communications;
- personal hostilities, old feuds and habitual fixed positions on specific issues;
- style of participation, whether too much, too loud, too little or nonchalance;
- speaking in a condescending, patronising manner;
- being defensive, protective or adamant about ideas even in the light of new facts; and
- arrogance or haughtiness.

What are the barriers to effective communication in your organisation? How will you improve communication in the future?

SECTION 5, THEME I
UNIT 36: COMMUNICATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 36: COMMUNICATION

E. COMMUNICATIONS STRATEGIES

A communications strategy is a detailed plan designed to guide the communications of your organisation both internally (employees) and externally (stakeholders and the public), helping your organisation to communicate effectively. It takes its cues from the organisation's marketing strategy, which is in turn derived from the organisation's strategic plan.

ORGANISATION'S STRATEGIC PLAN

MARKETING STRATEGY

PLAN OF ACTION THAT POSITIONS AND PROMOTES YOUR ORGANISATION

COMMUNICATIONS STRATEGY

PART OF THE MARKETING STRATEGY DESIGNED TO DIRECT THE ORGANISATION'S COMMUNICATIONS

Your communications strategy should follow a basic structure in line with your objectives, audiences and messages, but it should also contain specific information such as work plans and schedules. When drawing up your strategy, you should involve your team and the entire organisation, making sure it is fully aligned with the overall strategy of the organisation.

When developing a communications strategy, ask yourself these six questions.

OBJECTIVES – WHY DO YOU NEED A STRATEGY?
Communications activities should serve the broader objectives of your organisation. Before setting out your communications strategy, state why you are developing it and what you hope to achieve with it. You should consider your organisation's role and functions, where it operates and what it wants to achieve.

Strategic targeting and consistency are key to your organisation's messages.

AUDIENCES – WHO DO YOU WANT TO REACH?
List all individuals and organisations with whom you need to communicate, both existing audiences and target audiences: national sport associations, clubs, leagues, athletes, sponsors, fans, stakeholders, public authorities and so on. Understanding which audiences will be interested in different parts of your organisation's activities may make it easier to prioritise your communications.

MESSAGES – WHAT DO YOU WANT TO SAY?
Strategic targeting and consistency are key to your organisation's messages. Your messages should be relevant and appropriate to your audience. It is important that all your stakeholders understand your organisation, so your messaging should always link to your key organisational objectives and values.

TOOLS – WHERE AND HOW DO YOU WANT TO COMMUNICATE?
Identify which tools and activities are most appropriate to communicate your key messages, and tailor them to the time, human and financial resources available. Your media plan should include:
- Communications: advertising, public relations (PR), sponsorship, street marketing, social media, etc.
- Media: primary media, the most important media and the biggest part of your budget, and secondary media, which complement the primary media. For example, to promote anti-doping activities to athletes, you might use a billboard campaign (primary medium) and social media (secondary medium). Each media should respond to specific objectives.
- Frequency: scheduling and reach.

BUDGET – HOW MUCH WILL IT COST?
Identify funding sources early, and design a strategy that will keep within your budget.

ASSESSMENT – HOW SUCCESSFUL HAS IT BEEN?
Make sure you assess the effectiveness of your strategy with both internal and external audiences. Regular monitoring – measuring hits to your website, assessing media coverage, etc. – will help you keep on track and make amendments if necessary.

SECTION 5, THEME I
UNIT 36: COMMUNICATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 36: COMMUNICATION

170

171
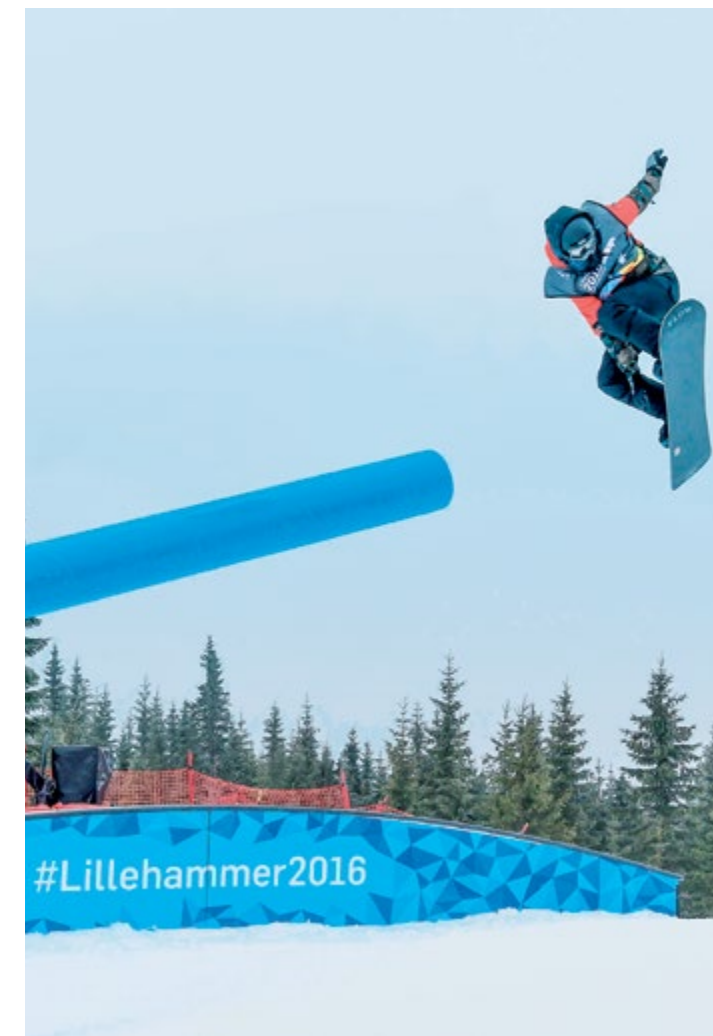
F. COMMUNICATIONS TOOLS

Every organisation has many tools at its disposal to communicate with the public. This section lists a number of the most important with the exception of the media, which is covered in more detail in section G of this unit.

CORPORATE VISUAL IDENTITY
The name, corporate logo, colours and typeface are the pillars of an organisation's identity, ensuring a consistent image and fostering the brand. Logos, in particular, help to make an organisation instantly recognisable.

TRADEMARKS
Trademarks are badges of origin that denote an organisation's image or product. They can be words or names, symbols, numbers, colours, shapes, or even sounds or smells. They are valuable assets that build trust, confidence and loyalty in your organisation or event. The associated goodwill and credibility can be used as a commercial asset.

AMBASSADORS
Ambassadors are current or retired athletes who have achieved sporting greatness or made significant contributions to the sporting community, and who now represent an organisation in a positive way. Ambassadors embody the organisation's values and ethics.

PRINTED MATERIALS
Printed promotional materials are great ways to make your organisation well known. Some examples are given below. Many can also be published electronically and distributed online.

- **Posters/flyers**
  Useful for promoting a specific event.

- **Official programmes**
  Commonly sold or given out at events, they might contain rules, line-ups and practical information.

- **Brochures, magazines and yearbooks**
  Official publications on more general subjects.

- **Annual reports**
  Official publications summarising activities and financial performance throughout the preceding year.

DIGITAL TOOLS
Through websites, newsletters, social media and other digital platforms, anyone can gain direct access to all your organisation's information and news. The wide variety of digital media requires you to develop an integrated approach.

- **Website**
  Where you showcase your identity and expertise. Your website should be responsive and user-friendly, and should be broadly split into two parts: institutional content, where you present the mission, vision and objectives of your organisation along with other key information such as results; and recreational content, with news, pictures, videos, links to social networks, etc.

- **Newsletters**
  A way to transmit information directly to your sport circle and stakeholders.

- **Social media**
  Increasingly popular and visible, social media platforms are constantly evolving, growing and multiplying. Social media are a communications tool, a great way to engage with your fans, but are not a goal in themselves.

Ambassadors embody the organisation's values and ethics.

What are the key elements you should consider when starting a social media project for your organisation?

USING SOCIAL MEDIA

SOCIAL MEDIA GIVES YOU DIRECT ACCESS TO AND FEEDBACK FROM YOUR COMMUNITIES ON ANY TOPICS YOU WANT TO DISCUSS. WHEN DEVELOPING YOUR PRESENCE ON SOCIAL MEDIA, CONSIDER THE FOLLOWING ISSUES:
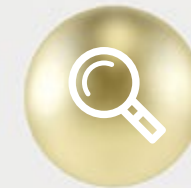
I. OVERVIEW
Before getting started on a social media project, evaluate your current social media presence:
- Where am I?
  Analyse your presence on social media in relation to those of your colleagues and competitors.
- In which context?
  Examine the environment to decide if your aims are local or global, national or international.
- Who is my target audience?
  Consider whether you want to reach the young or the old, athletes/coaches or the public.

2. OBJECTIVES
Compare your objectives with users' expectations.
- My objectives:
  What do I want?
  What should my organisation become?
- Users' expectations:
  What are their interests?
  What motivates them?
  Do their expectations match my objectives?

3. TACTICS
How can I achieve my objectives?
You should use various methods to broaden your presence on social media: "storytelling" campaigns that involve all stakeholders (including athletes and sponsors), promotion through quizzes and gifts, content curation (monitoring and sharing relevant posts from other organisations), etc.
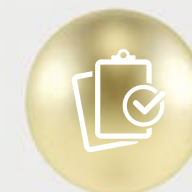
4. ACTIONS
What is my action plan?
Identify your voice, internally (community managers, specialists, management, etc.) and/or externally (key players, ambassadors), and plan your content, messages, events, posting frequency, tone and style.

5. RESOURCES
What resources do I have?
You may need a community manager, a web developer/designer, a content producer, technical support and ambassadors.

6. MEASUREMENT
How can I measure the success of my campaign?
The communities you can create through social media are valuable for a number of reasons. You should measure uses, behaviours, contacts and networking opportunities, assess reputation feedback and monitor interactive participation.

172

173

SECTION 5, THEME I
UNIT 36: COMMUNICATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 36: COMMUNICATION

G. MEDIA RELATIONS

The media is an important outlet for any organisation seeking publicity and attention. Here are a number of ways you can reach the media on either an ongoing basis or to promote one-off events and activities.

MEDIA PARTNERSHIPS

Once you have established your communications strategy, you should seek media partnerships that will help you to reach wider audiences. They may also save you money if you are able to exchange benefits (preferential or exclusive access to athletes or executives, VIP invitations) for media coverage, advertising or an online presence.

MEDIA CHANNELS

Media channels, or marketing channels, are the delivery vehicles for your message. Media channels fall into two main categories: traditional media, such as newspapers, magazines, radio, television and billboard advertising; and digital media, including websites, blogs, newsletters, social networks, mobile apps and digital publications.

MEDIA CONFERENCES

A media conference is a routine matter for the working media. Unless the story is newsworthy, a media conference is a waste of time for journalists. As a general rule, you should only call media conferences for extraordinary events. Routine announcements are best handled with media releases.

There are two types of media conference: those called to announce a special news story, and those designed to give the media access to newsworthy personalities. In both cases, the publicist's job is to facilitate communication between the primary source (the personality) and the media.

Media conferences should be held the day before a light news day if your main target is newspapers, or on a light news day if your target is television. Determine media deadlines before setting a time for the conference. The best time is usually before noon.

- **Facilities**
  Allow enough space for photographers, cameramen and radio equipment. Create a set-up that gives all media access to the primary source. Setting up a head table in front of a seated audience works well.

- **Audio-visual aids**
  These materials will certainly help to promote a message, but, generally, they cannot replace famous personalities. Ensure all aids are available and functioning properly.

- **Conference duration**
  Keep introductions and speeches brief, and allow the media to ask questions. When questions begin to dwindle or become repetitive, conclude the formal part of the media conference.

The media is an important outlet for any organisation seeking publicity and attention.

- **Be imaginative and creative**
  Give the media something they will want to report.

- **Dealing with difficult media**
  Try to build a positive relationship with all media, even if they seem biased or cynical. Providing accurate and useful material on time will help. If a source or reporter is unfairly critical, address them directly. Keep your key spokespersons well informed to ensure that the media receives the information your organisation wants to convey. Offering access to athletes and interesting stories will also strengthen your relationship with the media.

- **Supporting your sponsors**
  Where appropriate, make sure you involve your sponsors in a media conference or release. This generally means working with them on the messaging, and acknowledging or involving them in the oral or printed communication accompanying the conference or release.

MEDIA KITS

Try to provide media kits for any major announcement or event, giving useful information to the media. Your media kit should include:
- a cover page and a table of contents;
- the text of any prepared speeches you would like to distribute;
- a short media release summarising the highlights of the speeches;
- a factsheet with biographical information on all featured people or events, and/or background

174

175

SECTION 5, THEME I
UNIT 36: COMMUNICATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 36: COMMUNICATION

information on the project and its stakeholders;
- images, preferably an online link to a site where they can be downloaded;
- a schedule of events and locations;
- sponsor information; and
- practical information such as dates, ticket prices and contact details.

MEDIA RELEASES

Publicising a real news story through a media release generally makes the media's job easier. However, releases containing erroneous or irrelevant material can create a great deal of work for journalists, causing a negative reaction. A successful media release should attract the media's attention to a newsworthy item in a user-friendly format.

The most important part of the release is the opening, or "lead", which should summarise the story and answer the six key questions below. The lead should be as concise as possible (ideally one sentence, maximum two paragraphs). Clarify the most important information. This will help the editor to make cuts, if necessary, and give the reader a good overall impression of the story early on.

The lead should answer the following questions:
- Who is involved?
- What is happening?
- When is it happening?
- Where is it happening?
- What are the reasons for the action/event?
- How is it happening?

Once you have written the lead, the rest of the release should support and clarify it. Try to adhere to the following guidelines:
- Identify the main objective of the story and remain focused on it.
- Use simple, active sentences.
- Avoid redundant words – be clear, concise and explicit.
- Avoid obscure jargon and explain any sport-specific terminology.
- Use lists, charts or tables to present large volumes of similar data. It is almost always best to present statistics and results this way.
- Keep the number of sentences per paragraph to a minimum so the text is easier to read.

A news story should be an objective report, not an opinion piece. Follow these guidelines:
- Unless they are known facts, all statements in a news story should be attributed to a source.
- Loaded words can compromise a reporter's objectivity.
- Avoid modifiers such as "worst possible", "beautiful" and "perfect", which tend to diminish journalistic objectivity.

EXTERNAL RELATIONS

You can use all type of PR activities to showcase your organisation, such as participation in conferences and workshops as a lecturer and/or attendee, as well as having a booth at a national or international exhibition.

REPORT-WRITING

Reports are an effective way to record information and present it at meetings. You can save a great deal of time by sending reports to committee members in advance. To brief individuals on a specific topic, include the following in your report:

- **Introduction**
  Rationale, historical background, list of persons involved and their roles.

- **Methodology**
  How you acted/operated and why.

- **Results**
  Findings – what happened, what was observed, etc.

- **Conclusion**
  A summary of the report and any recommendations.

For example, if you are a team manager reporting on a team visit, you should include the following information:
- the purpose, location, dates, persons involved and your role;
- pre-visit arrangements;
- transportation to the venue;
- accommodation;
- local arrangements and conditions, and their effect on the team;
- how the team and management reacted and related;
- full results and a description of competition;
- a medical report;
- media contacts and exposure; and
- any conclusions and recommendations.

Media release
A media release is a communication that informs the media of what is about to happen, what is happening or what has happened.

Always be quick, accurate and consistent.

H. CRISIS COMMUNICATIONS

In the event of a crisis such as a doping scandal, a theft or anything else that threatens the reputation, safety or success of your organisation, you cannot ignore the news media. You must prepare a crisis communications plan as such an event may happen at any time.

1. **Plan ahead**
   Take a few examples of a potential crisis and discuss how to address it. What should you say? Who should say it? What actions are already being taken to prevent it? What should you do to follow it up?

2. **Document your planned response**
   Divide potential crisis situations into different categories, and create statements that can be quickly updated and shared more widely. Prepare brief position statements, acknowledging the situation and explaining your early actions that you can issue at the start of the crisis, when facts are few and allegations may be strong.

3. **Stay connected**
   Make sure key staff and Board members have everyone else's contact details.

4. **Speak with one voice**
   All media releases, public statements, interviews and

postings should come from the same person, usually the President, the second highest level of authority or the Communications/ PR Director (if you have one). Plan ahead so your message is clear, and try to get some PR training in advance.

5. **Monitor your image**
   Check what others are saying about your organisation in the media and on social media. Consider setting up a Google Alert, which is free, to track all mentions of your organisation online.

6. **Evaluate what happened**
   After each crisis, assess what went right and what went wrong so you can update your plan. Use any crisis or major event as a learning experience to expose ways in which your organisation can improve its operations.

Always be quick, accurate and consistent: every interview or press conference may be available for the public to watch or rewatch on YouTube. Stick to the facts, assign one person to speak with the media, and stay neutral and put emotions aside. A consistent, open and truthful message, delivered by one spokesperson, will support the credibility of your organisation.

What steps can you take to prepare a crisis communications plan in advance?

176

177

SECTION 5, THEME I
UNIT 36: COMMUNICATION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 36: COMMUNICATION
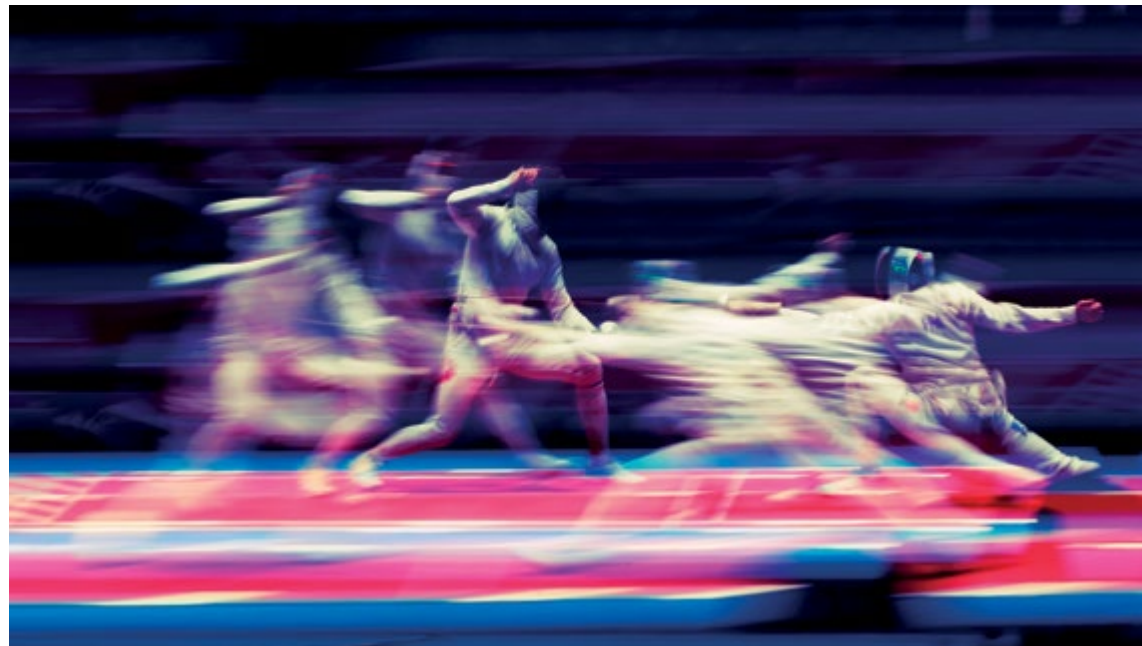
UNIT 37

LEADERSHIP

A. WHAT DOES IT MEAN TO LEAD?
B. THE NATURE OF LEADERSHIP
C. LEADERSHIP GUIDANCE

A. WHAT DOES IT MEAN TO LEAD?

Although there are various definitions of the differences between management and leadership, the general consensus is that leadership is about the ability to influence others in the pursuit of organisational goals. While all managers should be able to lead, not all leaders will be managers – because leadership is not necessarily related to a specific role or position.

People do not become leaders overnight. Experience, personal growth and development, and trial and error all play a part. But sport in particular provides countless opportunities to use and develop leadership abilities – as athletes, spectators, judges, technicians, organisers, health professionals, educators and coaches.

Leaders are effective if the members of their team feel their needs are being met, and if the leaders themselves feel their team members are meeting the leaders' needs. Potential leaders must develop the skills necessary to fulfil their responsibilities, and must also feel comfortable applying those skills in a wide range of situations.

To be an effective leader, you must be "task-oriented" and "process-oriented". Being task-oriented means focusing on what is required to get the job done, such as the resources needed and the activities to be completed. Being process-oriented means focusing on how the job is done and how a group works together. One does not happen without the other.

" 'SPORT HAS THE POWER TO CHANGE THE WORLD.' THESE WERE THE WORDS OF NELSON MANDELA, THE GREAT HUMANIST LEADER. WE SHOULD TAKE THIS MESSAGE AS AN INSPIRATION TO CONTRIBUTE TO PROGRESS THROUGH CHANGE. FIRST AND FOREMOST, THIS REFERS TO OURSELVES. YOU CAN INSPIRE OTHERS TO CHANGE ONLY IF YOU ARE READY TO CHANGE YOURSELF."

THOMAS BACH, IOC PRESIDENT, 2014

Sport provides countless opportunities to use and develop leadership abilities.

? Who do you consider to be a good leader in your organisation? Why are they a good leader?

B. THE NATURE OF LEADERSHIP

Leadership can be broadly defined as the ability to influence the behaviour of others. If you are a leader, you will motivate, provide direction and delegate responsibility and authority. You will challenge your group to solve problems and make decisions so that they can achieve their goals. In return, you will be respected for your commitment, work ethic, wisdom and how fairly and appropriately you treat others.

Unfortunately, being a proven leader in one situation does not necessarily guarantee success in another. Leadership effectiveness is the result of at least three factors: the individual, the needs of the group being led, and the immediate environment.

THE INDIVIDUAL

- **Age and experience**
  In some cultures, people may expect you to be a good leader simply because you are older or more experienced.

- **Technical skills**
  If a task requires technical skills, individuals with these skills will often be considered leaders.

- **Style**
  A good leader will be able to adapt their leadership style to the situation, switching between being task-oriented and process-oriented as appropriate.

- **Positions of authority and power**
  People in powerful positions are often seen as leaders. It is certainly much easier to influence people if you are in a more senior role within an organisation.

- **Personal qualities**
  Good leaders are consistent, patient, empathetic, fair and excellent communicators.

THE NEEDS OF THE GROUP BEING LED

- **Need to affiliate**
  Some people will feel a need to be a part of a group, while others may not. You need to be able to work differently with different people.

- **Need to achieve**
  People also vary in their ambition. You may need to take this into account when allocating work.

- **Preferred rewards**
  As a leader, you will need to know what motivates each person you are leading.

- **Need for independence**
  Some individuals will not need your assistance beyond regular feedback and perhaps some assurance. Others will want to check every detail with you.

- **Acceptance of authority**
  Some people do not like being managed, while others may want close supervision.

- **Tolerance of ambiguity**
  You will need to give clear and concise instructions to some individuals, while others will work happily in an environment of constant change and uncertainty.

Certain types of individuals will respond better to specific leadership styles. For example, a person with the following characteristics would be better led by a more task-oriented leader:
- a low need to affiliate;
- a high need to achieve;
- a preference for material rewards;
- a high need for independence;
- a high acceptance of authority; and
- a low tolerance of ambiguity.

Conversely, a person with the following characteristics would be better led by a more process-oriented leader:
- a high need for affiliation;
- a low need to achieve;
- a preference for intrinsic rewards;
- a low need for independence;
- a low acceptance of authority; and
- a high tolerance of ambiguity.

In reality, most people require a mixture of both, depending on the task and the situation.

IMMEDIATE ENVIRONMENT

- **Nature of task**
  Is the task new, standard, complex or simple?

SECTION 5, THEME I
UNIT 37: LEADERSHIP

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 37: LEADERSHIP

- **Degree of stress**
  How important is the task to the organisation? If it is not completed or a mistake is made, what are the consequences?

- **Defining roles**
  Does everyone have a clearly defined role? Or will people have to adapt to specific circumstances?

- **Size of group**
  Is there a suitable number of people in the group, so it can work effectively?

- **Time availability**
  Do you have enough time to complete the task? Or maybe too much time has been set aside, which could lead to time-wasting?

- **Task interdependency**
  Are there other tasks or people outside the group waiting for the task to be completed?

- **Delegating**
  Are you an effective delegator? Once you have delegated, are you able to monitor the task's progress?

A task-oriented leader will excel when the task is well structured, the degree of stress is high, roles are clearly

defined, the group is large and there is little time available. A process-oriented leader will excel when environmental conditions approach the other end of the spectrum.

Your primary responsibility as leader is to manage the group in light of the situational constraints. This requires sound communication and a climate of honesty and trust.

You must also be aware of your own personal qualities and those of the group. People are motivated by the satisfaction and sense of achievement they derive from a task. Recognising which individuals will perform best in each situation and then delegating accordingly is the smoothest path to successful leadership.

You must be aware of your own personal qualities and those of the group.

What are the privileges related to being in a leadership position in your organisation? What are the responsibilities that come with this position?

C. LEADERSHIP GUIDANCE

"WHENEVER YOU INITIATE CHANGE, YOU HAVE TO ANSWER THREE QUESTIONS: WHY? WHAT? HOW?"

THOMAS BACH, IOC PRESIDENT, 2014

While there is no checklist for what constitutes appropriate leadership in specific situations, the following suggestions may help you become a better leader:
- Be aware of your own capabilities and motives that may affect your leadership.
- Be aware of the characteristics and interests of the people you are leading.
- Be flexible and change your style to suit the situation.
- Step aside and allow others to emerge when the situation demands.
- Recognise that it is not only your efforts but the acceptance

of your group and environmental conditions that will contribute to your success.
- Avoid giving orders – this ignores the importance of influence and does not constitute leadership.
- Delegate responsibilities in order to keep group members involved and motivated.
- Identify the key factors in any situation that will affect your attempts to influence people.
- Plan a strategic approach to achieving objectives.
- Provide experience and training for future leaders.

What skills does a person need to be an effective leader in your organisation? What characteristics do you think are important? What have you learned that will help you become a better leader?

UNIT 38
MAKING DECISIONS

A. THE DECISION-MAKING PROCESS
B. INFLUENCING FACTORS
C. DECISION-MAKING METHODS
D. FINDING CONSENSUS

A. THE DECISION-MAKING PROCESS

Making decisions is an integral part of management, which involves:
- being clear about the choices available and the criteria against which the choice should be made;
- obtaining sufficient information to assess the choices; and
- coming to a decision.

"DECISION-MAKING BODIES SHOULD BE FULLY AWARE OF ALL RELEVANT INFORMATION BEFORE TAKING A DECISION."

BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE OF THE OLYMPIC AND SPORTS MOVEMENT (IOC), 2009

B. INFLUENCING FACTORS

Decision-making may not always follow a clear and structured process, as we tend to make decisions based on our past experience, our knowledge of other organisations, recent training, judgement, creativity and personal abilities.

Sometimes we need to make decisions under pressure or without comprehensive information. In situations like these, try to make the

best possible decision under the circumstances. To help you, ensure you know the answers to these questions:
- What exactly are you trying to decide? What stage of problem-solving are you at?
- Who needs to be involved? What authority is required?
- How should these groups or individuals be involved (directly, consulted, informed)?
- When must you decide?

How good do you feel you are at making decisions, and why? How could you improve your decision-making?

Sometimes we need to make decisions under pressure.

SECTION 5, THEME I
UNIT 37: LEADERSHIP

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 38: MAKING DECISIONS
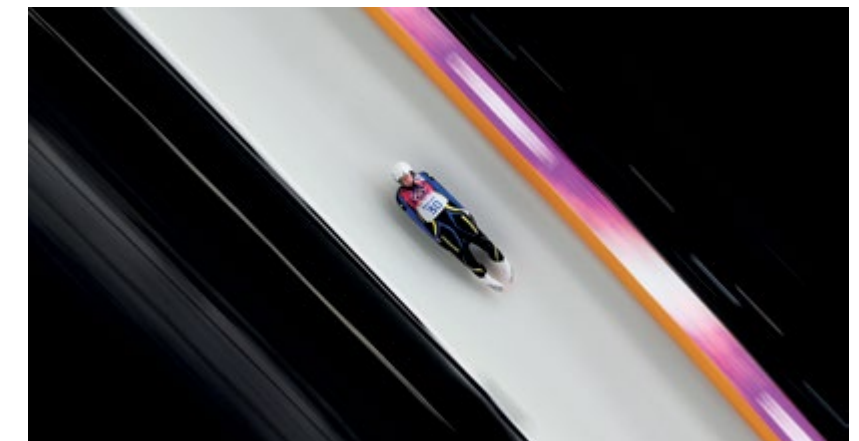
C. DECISION-MAKING METHODS

"ALL MEMBERS OF THE SPORTS ORGANISATIONS SHALL HAVE THE RIGHT TO EXPRESS THEIR OPINION ON THE ISSUES ON THE AGENDA THROUGH APPROPRIATE CHANNELS."

BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE OF THE OLYMPIC AND SPORTS MOVEMENT (PRINCIPLE 2.7), 2009

What decision-making method is most suitable for your organisation?

DECISION BY AUTHORITY, WITHOUT GROUP DISCUSSION
When you make a decision independently, without consulting anyone else.

ADVANTAGES
- Useful for simple, routine decisions or when little time is available.
- Useful when there is a lack of skills and knowledge among group members to make decisions any other way.
- Convenient for administration.

DISADVANTAGES
- One person is a limited resource for decision-making.
- Misses out on the advantages of group interaction and does not leverage the experience of other members.
- No commitment among group members to implement the decision; resentment and disagreement may undermine any action.

DECISION BY AUTHORITY, AFTER GROUP DISCUSSION
When you make a decision after discussion and consultation with others – for example, when deciding on the colour of team uniforms.

ADVANTAGES
- Uses the experience of group members.
- Reaps the benefits of group discussion.

DISADVANTAGES
- No commitment among group members to implement the decision.
- Conflicts and disagreements among members are not resolved.
- Group members may compete to impress the leader.

DECISION BY MINORITY RULE
When one or two people take actions that are considered decisions. The action is taken without majority consent – for example, when the President and the Secretary decide who will be appointed to sub-committees.

ADVANTAGES
- Useful when not everyone can meet.
- Appropriate when there is time pressure.

DISADVANTAGES
- People feel "railroaded" and rushed into going along with the decision.
- Silence may be misinterpreted as consent, which could cause problems later.
- Does not use the experience of many group members, so does not encourage involvement In the implementation of the decision.

DECISION BY MAJORITY VOTE
A common method used in meetings, where a decision is made by asking members to vote.

ADVANTAGES
- Resembles the democratic process used in many societies.
- Useful when there is insufficient time to reach a decision by consensus, or when the decision is not critical or does not require complete member commitment.
- Reduces discussion of irrelevant or unimportant issues.

DISADVANTAGES
- Can leave the minority feeling alienated, which may damage future group effectiveness.
- May not use the experience of many group members.
- Group members may not be totally committed to implementing the decision, although they may just go along with it.

DECISION BY CONSENSUS
Here, a decision is made and fully supported after discussion among interested parties.

ADVANTAGES
- Generally results in an innovative, creative and high-quality decision/solution.
- Leverages the experience of all members.
- Enhances the group's future decision-making.
- Useful when making important, complex decisions or where all members must be committed to the outcome.

DISADVANTAGES
- Requires a great deal of time and energy.
- The leader must have excellent interpersonal skills and understand the dynamics of participation and communication in groups.

Adapted from: Johnson, D.W. and Johnson, F. P., *Joining Together. Group Theory and Group Skills*. Prentice-Hall, Inc., Englewood Cliffs, New Jersey. 1975. pp. 80-81.

182

183

SECTION 5, THEME I
UNIT 38: MAKING DECISIONS

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 38: MAKING DECISIONS

D. FINDING CONSENSUS

- Listen to other people, rather than simply judging or refuting what they are saying.
- Avoid argument for its own sake, but attempt to be persuasive when you think you are right.
- Look at differences of opinion as opportunities to learn about different perspectives, rather than obstacles.

- Encourage participation by bringing others into the discussion and protecting minority points of view.
- Assume responsibility for accurate communication between yourself and other people.
- Summarise progress by pointing out where things stand from your point of view.
- Recommend compromises.

Listen to other people, rather than simply judging or refuting what they are saying.

"ATHLETES ARE AT THE HEART OF THE OLYMPIC MOVEMENT, AND THEIR VOICE IS CENTRAL TO THE IOC'S DECISION-MAKING."

IOC ANNUAL REPORT 2015

SOLVING PROBLEMS

A.   STRUCTURED PROBLEM-SOLVING
B.   THE SIX STEPS

## A. STRUCTURED PROBLEM-SOLVING

Having a structured approach to problem solving will help you to work more effectively.

A problem or crisis is also an opportunity to develop a creative and helpful solution. Much of the work in a sport organisation is related to problem solving. Having a structured approach to it, and maintaining a positive attitude, will help you to work and manage more effectively.
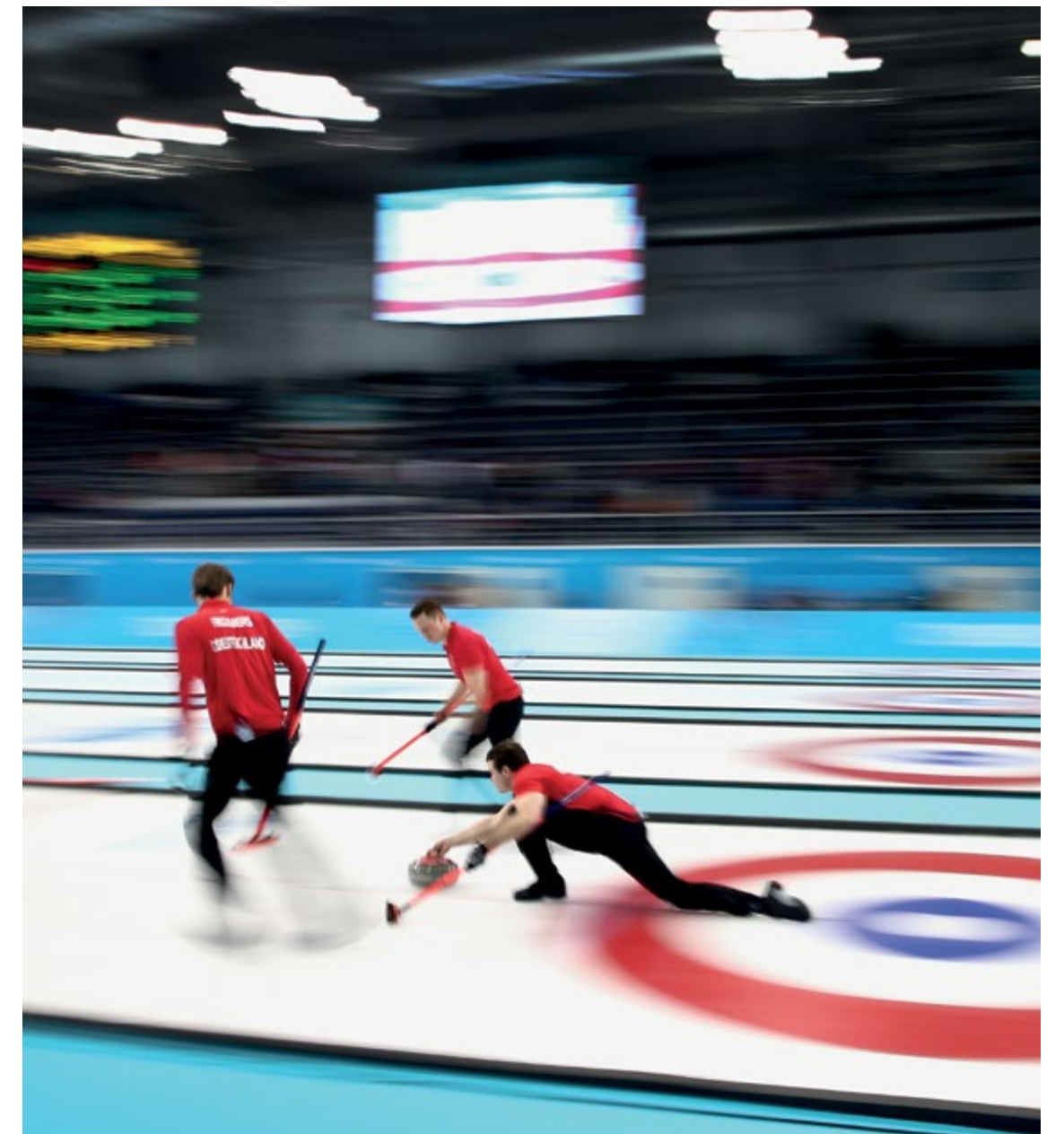
B. THE SIX STEPS

STEP ONE: RECOGNISING AND DEFINING THE PROBLEM
- What are the symptoms?
- When did they first appear?
- What happened before that?
- What events or incidents illustrate the problem?
- What exactly is the problem?
- How does this problem affect me or my organisation?

STEP TWO: ANALYSING AND CLARIFYING THE PROBLEM
It can be easy to confuse the symptoms of a problem with the problem itself. Therefore, once you are aware of the problem, you must gather information on who perceives it and on possible causes. This is best done in consultation with other people, who may have a different perspective.

- Who sees this as a problem?
- Why do they see it as a problem?
- Who is affected by the problem?
- How are they affected?
- What other factors affect the problem (e.g. budget, tradition, attitudes)?
- How am I involved in the problem?
- What would I like to see changed?
- Who has the power to make these changes?
- What positive forces exist that may help me to solve the problem?
- What negative forces may prevent me from solving the problem?

STEP THREE: SEEKING ALTERNATIVE SOLUTIONS
One good way to generate ideas for solutions to the problem is to organise a brainstorming session. Don't be afraid to say the first things that come into your head. Sometimes ideas that seem outlandish can trigger other useful approaches.

- Set aside some time to brainstorm solutions.
- List every idea that comes to mind.
- Don't judge any of the ideas yet.
- It is OK to repeat ideas – simply include them in your list.
- When you've finished brainstorming, select your top three ideas.

STEP FOUR: CHOOSING A SOLUTION
- Identify several reasonable solutions to the problem.
- Define the criteria for evaluating each solution.

- Using the criteria, compare the solutions to see if one is more reasonable than the others.
- Where appropriate, ask others to examine your reasoning and preferred solution.

STEP FIVE: IMPLEMENTING A SOLUTION
Implementing some solutions may require support from others, or even a clear strategy. List the key actions you are going to take, and describe these actions in the order you expect them to occur.

- What authority or approval do you need to proceed with your solution?
- Which individuals must you involve for resources and support?
- What are the major stumbling blocks or obstacles?
- What are the first steps to take?
- Who will initiate the action?
- Who must be kept informed?

STEP SIX: EVALUATING
You should check to ensure the problem is resolved. Occasionally, you may need to change the solution, or even admit that you made a mistake and start again.

- What changed?
- What feedback mechanisms did you use?
- What quantifiable data could indicate change?
- Are others areas open to improvement?
- What have you learned?

Implementing some solutions may require support from others

Think of a major issue facing your sport or organisation. What are the steps to solving it? How will the "Six Steps" help you?

UNIT 40
MANAGING TIME

A. WHY MANAGE TIME?
B. TIME-MANAGEMENT STRATEGIES

Effective time management is one of the key challenges of being a successful manager.

A. WHY MANAGE TIME?

Effective time management is one of the key challenges of being a successful manager. Without it, you run the risk of not performing as well as you would like.

TIME-WASTING ACTIVITIES
To have the time to do your work, you will need a time-management strategy. First, however, it is important to know what might lead you to waste time. These activities include:
- not spending enough time prioritising tasks or clarifying what must be achieved;
- putting off tasks because they are too difficult or boring;
- working on tasks that are simple rather than important;
- responding to whoever "shouts the loudest" rather than doing the most important task;
- trying to do everything yourself;
- giving out incorrect or poorly expressed information so that you then need to provide more information or correct errors; and
- participating in unnecessarily lengthy phone calls, meetings or conversations.

B. TIME-MANAGEMENT STRATEGIES

When considering time-management strategies, think about the following:

- Identify all your commitments, including meetings and tasks, and their dates/deadlines.
- Be clear about what you need to achieve so you can prioritise your work. It is easy to get sidetracked and waste time on things that are interesting but not essential.
- Structure your time: for example, by dividing your time into blocks and allocating them to certain activities. Tasks requiring concentration and research should be allocated to times when you feel most alert. Routine tasks such as phone calls, paperwork and email can be left for other times.
- Identify periods when you can and cannot be disturbed by colleagues.
- Learn to say "no". Rather than seeming lazy, the ability to turn down requests will come across as efficient, and the work you produce will be better.

You may find specific time-management strategies that work best for you. Different techniques, such as creating a "to-do" list or working from home, will suit different occupations, management styles and organisations.

Do you have difficulty fitting in everything you need to do on a day-to-day basis?

Which of the above strategies might help you? What is your plan to work more efficiently?

SECTION 5, THEME I
UNIT 39: SOLVING PROBLEMS

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 40: MANAGING TIME

UNIT 41

MANAGING MEETINGS

A.   WHY ARE MEETINGS IMPORTANT?
B.   GUIDANCE ON GOOD MEETINGS
C.   TAKING MINUTES

A. WHY ARE MEETINGS IMPORTANT?

From committee meetings and General Assemblies to informal discussions with volunteers, coaches and athletes, all sport organisations hold meetings. How you run your meetings will depend on their purpose and, to some extent, the degree of formality. Formal meetings are likely to follow a more established structure, while informal meetings may resemble a conversation between attendees.

"THOSE WHO LIVE IN THE WORLD OF HUMAN REALITY KNOW THAT IT IS HELD TOGETHER BY FACE-TO-FACE MEETINGS… [THAT] PERFORM FUNCTIONS THAT WILL NEVER BE TAKEN OVER BY ANY TECHNOLOGICAL INSTRUMENTS OF THE INFORMATION REVOLUTION."

HARVARD BUSINESS REVIEW, 1976

B. GUIDANCE ON GOOD MEETINGS

To ensure a productive meeting, follow these principles:

- Ensure there is a specific reason for every meeting you hold to avoid wasting time.
- Question every item on the agenda before calling the meeting. Could the items be dealt with just as well without a meeting?
- Limit attendance to individuals concerned with the topics on the agenda. The larger the attendance, the more discussion and the longer the meeting.
- Make sure participants know the purpose of the meeting in advance, and that they bring relevant material with them.
- Choose a venue that eliminates interruptions and offers a pleasant, comfortable environment.
- Ask everyone to turn off their phones, laptops and other electronic devices.

- Plan ahead for all equipment that will be needed in the meeting room and make sure it works.
- Arrange tables and chairs so that all participants can see each other.
- Begin on time and discourage lateness by ensuring the minutes show not only those present and absent, but also late arrivals.
- Set a time limit for each topic.
- Have the minute-taker sit where they can see the faces of all participants.

How effective are the meetings in your organisation? How can they be improved?

How you run your meetings will depend on their purpose.

Ensure there is a specific reason for every meeting you hold.

Minutes
Minutes are the official record of what happens during a meeting.

C. TAKING MINUTES

Minutes are important because they:
- are an authenticated record of the proceedings;
- form the basis for any actions arising from decisions taken at the meeting;
- are important points of reference for an organisation; and
- provide an important historical and archival record for the organisation.

Minutes should include:
- a heading with the date, place and title of the organisation and committee;
- a list of those present;
- a list of those who apologised for not attending and a record of those who were late;
- ratification of previous minutes, with any amendments properly recorded;
- matters arising;
- the items discussed, in the order they were discussed;
- the date of the next meeting; and
- an action column.

Before they are circulated, the minutes should be checked and approved by the person who chaired the meeting.

It is important to file minutes and all other meetings-related documentation to ensure continuity and the adequate transfer of information.

SECTION 5, THEME I
UNIT 4I: MANAGING MEETINGS

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME I
UNIT 4I: MANAGING MEETINGS

UNIT 42
MANAGING CONFLICT

A. CONSTRUCTIVE VERSUS DESTRUCTIVE CONFLICT
B. DEALING WITH CONFLICT
C. MANAGING TEAM INCIDENTS

Ensure that everyone across the organisation is treated fairly and equitably.

A. CONSTRUCTIVE VS DESTRUCTIVE CONFLICT

Conflict between individuals and teams is a part of every organisation, with people competing for financial resources or managers' time, or disagreeing on approaches.

But conflict is not always a bad thing. In fact, constructive conflict can:

- encourage people to work together to fight a common problem;

- help to define roles and increase understanding of others' feelings; and
- help others to understand the problems at hand.

By contrast, destructive conflict tends to be rooted in personality differences, or concerned with the preservation of power. You therefore require an effective strategy for dealing with it.

What causes conflict within your organisation? How could you improve the way conflict is dealt with?

B. DEALING WITH CONFLICT

There are several questions to consider before tackling conflict:

- Is it worth intervening? If the conflict is not affecting the work of the people involved and looks like it will resolve itself, intervening may make it worse.
- Do you have the personal traits and communication skills to deal with the conflict in a calm, rational and fair manner? If not, it may be better to ask someone else to deal with the situation.
- When is the best time to intervene? Intervention should come at a time when it can be of use, and when it will not escalate or inflame the conflict. For example, if you see an argument between a chief coach and an assistant coach and attempt to intervene, you may make it worse if you impose a solution they had already started to develop. Alternatively, if you ignore arguments like this, they may impact team performance. Once you have decided to intervene, you need a corresponding strategy.

The best strategy is to be aware of areas where conflict may arise and prevent it. To support this approach,

ensure that resources are allocated fairly, and that everyone across the organisation is treated fairly and equitably.

Conflict between individuals and teams is a part of every organisation.

C. MANAGING TEAM INCIDENTS

The following events actually occurred during Olympic Games missions or team tours. Games mission staff and team managers should carefully review these examples in their preparations for sport trips, and summarise appropriate responses.

DISCIPLINARY INCIDENTS

1. Two members of your team are involved in a fracas at a bar in the city. In an interview the next morning, they say they were minding their own business and were set upon. They say they can produce evidence to support this. There is still one week left of the Games, but both competitors have finished their events. What action should you take? To what extent can discipline be enforced on athletes after their competitions have finished?

2. Your entire team is at a social function. You notice that one of your athletes is consuming far too much alcohol, and this is strangely out of character. What needs to be done – if anything?

3. An athlete seems to be adopting a very negative attitude towards the Games and you assume that he will not perform well when competition starts. To make matters worse, the athlete is becoming disruptive and playing music in the early hours of the morning, which results in an argument with other members of the team. What should you do?

4. At a final training camp, one of your support staff goes missing in the afternoon, is not in her bed in the evening, and has not returned by mid-morning. What should you do?

MEDICAL INCIDENTS

1. Early in the Olympic competition, one of your athletes is subjected to a random doping test. While the result is negative, there are suspicions that the athlete may be using prohibited substances. Should you take action and, if so, what should that be?

2. An athlete has arrived in the Olympic Village with a long-standing hamstring injury. He is receiving physiotherapy and is making progress. Without speaking to the team medics, his coach invites an outside medical opinion, leaving the team medics to assume the coach lacks confidence in them. The coach has never discussed the athlete's situation with any member of the medical team. How should you respond?

3. The team doctor has examined a muscle injury and decided that the athlete should withdraw from further competition. The athlete and his coach want to continue and ask the doctor to do what he can to help. They are prepared to accept the consequences if the injury becomes worse. The athlete has a chance of winning a medal if he wins his next match. The doctor refuses to help. As team manager, what should you do?

TEAM POLICY

1. You are thousands of miles from home and three underage athletes wish to attend the party on the last night. Should you let them attend and, if so, under what conditions?

2. One of your coaches is extremely disappointed at his accreditation status, which requires him to live outside the Olympic Village. He has also been told that he cannot march in the Opening Ceremony. You sense a real drop in the coach's motivation. When you approach him to discuss the problem, the coach appears cool and claims nothing is wrong. Several athletes have told you in confidence that they are unhappy with the coach's behaviour. What should you do?

3. You make a decision that proves to be extremely unpopular with both your athletes and your coaches. They appeal to you to change your mind. You are convinced that you have made the right decision and, on consulting two independent managers from other teams, your feelings are reinforced. However, your athletes and coaches will not let the matter drop. What should you do?

📷 Be aware of areas where conflict may arise and prevent it..

4. A delegation of athletes comes to you to express a lack of confidence in the head coach. What should you do?

PERSONAL INCIDENTS

1. An athlete comes to see you in private. She is very nervous and seems reluctant to talk. She eventually tells you that one of the male massage therapists touched her inappropriately on the treatment table. The athlete cannot be sure about this and hopes that she has got it wrong. What should you do?

2. Before leaving for the Games, there was friction between two athletes in your team. This problem is now magnified in the high-pressure environment of the Olympic Village. The problem between these two athletes looks as if it might spill over into the rest of the team, with athletes feeling obliged to take sides. How should you deal with this?

3. A worried athlete confides in you and says that the team physiotherapist is undermining the coach while talking to athletes during treatment sessions. What should you do?

MEDIA INCIDENTS

1. You are walking to breakfast in the Olympic Village. A journalist approaches you and says, "Did you know athletes A, B and C from your team were seen in a nightclub at 3am? It's an interesting way to prepare for the Games, don't you think?" What should you do?

2. Your Olympic team has recently been announced. One player then sustains a hamstring injury and it looks as if he will not be able to play for four weeks – meaning he will not be fit until just six weeks before the Games. How should you deal with the player? When and how should you decide to change the team?

3. A journalist has interviewed one of your athletes outside the Olympic Village. You did not even know the interview had taken place. Two days later, you receive an email from the sport federation's President, saying how disgusted he was with the interview and asking what, as team manager, you intend to do about it. What should you do?

GAMES-RELATED INCIDENTS

1. On the first day of competition, your best medal prospect performs badly. What should your immediate priorities be? What action should you take?

2. During the Games, a parent of one of your athletes dies suddenly. Due to a misunderstanding and a poor telephone connection, another athlete in your squad is the first person to receive the news. This athlete immediately comes to see you to pass on the bad news. She has not spoken to anyone else and is now very upset. It is now 10.30pm, and both the bereaved athlete and this athlete have their first matches tomorrow. What should you do?

3. In the days leading up to the Opening Ceremony, you feel that some of your team members are becoming distracted by the razzmatazz of being at the Games. What, if anything, should you do?

4. You are finishing a team meeting and are due to leave for the competition venue in 10 minutes. Suddenly, one of your athletes notices that his accreditation pass belongs to another athlete. The athlete gets very agitated and his behaviour affects some other team members. What should you do?

❓ **Choose one of the scenarios outlined in section C. How should you manage the situation?**

SECTION 5
THEME

2

MANAGING THE ORGANISATION

The internal and external environments in which an organisation operates will have an impact on the success of your organisation.

UNIT 43

YOUR OPERATING ENVIRONMENT

A. SPORT SYSTEMS
B. UNDERSTANDING YOUR OPERATING ENVIRONMENT
C. ASSESSING YOUR SPORT SYSTEM

⌖
You need to know who your stakeholders are, and which are most important.

A. SPORT SYSTEMS

A country's sport system is made up of organisations that are directly related to sport, such as clubs and leagues, as well as organisations that are not directly related to sport but that have an impact on it, such as corporate sponsors and government departments.

To manage your organisation effectively, you need to understand both your organisation's internal operating environment (financing, volunteer involvement, programming, policies and so on) and its external environment (how it relates to your local or national sport system).

STAKEHOLDERS
A stakeholder is any person or organisation with a stake or interest in your organisation. Their interest may be material, financial or even emotional – such as public interest in the performance of their country's athletes at the Games. For example, the stakeholders of a sports club might include:
- members, athletes and officials;
- parents;
- schools;
- the National Federation;
- sponsors;
- volunteers;
- Board members;
- paid staff (if applicable); and
- the government.

You need to know who your stakeholders are, and which are most important. They will have expectations of your organisation, and may affect your strategy or provide opportunities for partnerships. 🔲 **Unit 44**

GOVERNMENT IMPACT
Your country's government is a key player in developing policy, delivering

programmes and providing funding in the sport system.

In particular, the attitude of politicians and government officials towards sport, the prominence of sport as a policy or political tool, and the relationships among the organisations responsible for sport in your country will all have a major impact on your organisation. For example, if government policy values sport as a means of increasing health or reducing juvenile crime, it is likely to be easier for you to access funds.

If the relationship between sport organisations and government departments is poor, you may find it harder to promote and support your sport. The stability of governments will also affect your ability to plan and fund activities. Perhaps most crucially, the emphasis that government policies place on physical education for children will dictate whether or not the country values sport. You therefore have a responsibility to understand your government's approach to sport, its impact on your organisation and what you can do, if anything, to help shape policy.

❓

How does your organisation fit into your country's sport system?

Who are your main stakeholders and what impact do they have on your organisation? How can you improve your relationships with them?

B. UNDERSTANDING YOUR OPERATING ENVIRONMENT

EVALUATING THE EXTERNAL ENVIRONMENT

Although your organisation operates within your country's sport system, each organisation in this system operates in a unique environment. A number of external factors within your operating environment may influence your management:

- **Political factors**
  Regulations and policies such as those issued by the IOC, your NOC or the World Anti-Doping Agency (WADA).

- **Socio-cultural factors**
  The demographics and structure of your society, as well as trends – for example, do people prefer to watch sport rather than take part?

- **Economic factors**
  Factors such as the strength of the economy and the allocation of resources to projects that meet government policy objectives.

- **Legal factors**
  Legislation in your country that may impact your organisation.

EVALUATING THE INTERNAL ENVIRONMENT

Similarly, you should consider various factors from your internal environment:

- **Physical resources**
  Identify the equipment, facilities and other resources that are available to your organisation, and assess their age, condition and potential use.

- **Human resources**
  Look at the skills and experience currently available and still lacking, as well as the ability of people to adapt to change.

- **Financial resources**
  Evaluate how your organisation is financed, management of income and expenditure, and relationships with key financial stakeholders.

- **Operational resources**
  Understand how and where your service operates, the resources required by different services and how the services are perceived.

Start by evaluating your organisation's past performance to provide explanations for previous successes and failures. You should then evaluate current practices with a focus on what is actually happening rather than what policies or strategic documents say should happen. This will ensure your evaluation accurately reflects your internal environment.

What are the key challenges in the operating environment of your sport, and how might you address them?

A number of external factors within your operating environment may influence your management.

C. ASSESSING YOUR SPORT SYSTEM

To ensure your organisation is being managed as effectively as possible, and to inform strategy development, consider the following questions on a regular basis:

- What importance does the government attach to sport?
- How important is my organisation to sport in my country?
- How does the way sport is structured affect the delivery of sport in my country? How could this be improved?
- Do stakeholders value the work of my organisation?
- Does the policy on physical education in schools encourage participation?
- Do people value sport in my country?
- In particular, do parents value children's participation in sport?
- How is sport funded in my country?
- What must I do to get funding?
- Can I apply to increase my funding? Can my funding be taken away?
- What must I do to prove that my organisation is effective?
- What activities draw people away from my organisation? Can I do anything about this?
- What are the legal responsibilities of my organisation and the Board?
- What risks are associated with my sport? How should I manage them?
- What does my country's legal system consider to be negligent activity in sport?
- Are there any health and safety concerns affecting my organisation?
- How easy is it to recruit volunteers?

196

197

SECTION 5, THEME 2
UNIT 43: YOUR OPERATING ENVIRONMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 43: YOUR OPERATING ENVIRONMENT

UNIT 44
WORKING IN PARTNERSHIP

A. SYNERGY THROUGH PARTNERSHIPS
B. CREATING EFFECTIVE PARTNERSHIPS

Establishing and maintaining partnerships requires both of you to commit fully to the endeavour.

A. SYNERGY THROUGH PARTNERSHIPS

"PROGRESS NEEDS COOPERATION."

THOMAS BACH, IOC PRESIDENT, 2014

Much of your organisation's work will require partnerships with other organisations, which may allow you to offer additional services that you may not have the capacity to provide on your own. For example, by working with a university, you may be able to offer sport science support to your athletes. The concept of synergy is important here: the idea that by working in partnership, two organisations can deliver more than they could on their own.

How effective are your existing partnerships? What do you gain from them?

B. CREATING EFFECTIVE PARTNERSHIPS

198

Partnerships can help with:
- staging an event;
- providing expertise and specialist services;
- delivering government objectives for sport, health and education;
- increasing access to funds and other resources;
- preparing teams for events; and
- training staff and volunteers.

Establishing and maintaining partnerships is hard work. It requires both of you to commit fully to the endeavour. Partnerships will be effective if you consider the following factors.

AIMS AND OBJECTIVES
Define the purpose of the partnership. What value will it add? Does this added value exceed the "costs" of working collaboratively? Which performance indicators and targets will you use to determine its success?

STRATEGY AND ACTIVITIES
How will you ensure your partnership achieves its objectives?

MEMBERSHIP
Who should be part of the partnership? Who should be the main partner? How will you define each partner's roles and responsibilities?

MANAGEMENT
Think about how decisions will be made, and what ground rules the partnership should follow. For example: how will you share responsibilities? How and when will you review performance? How will you deal with disputes?

RESOURCES
How will the partnership be resourced?

As resourcing becomes more difficult and members' expectations increase, you may need to work more in partnership with other organisations.

To make this easier, you could consider working with partners such as health organisations, as well as more traditional partners such as schools. The key is identifying which organisations may add value.

Are there areas for creating new partnerships in the work your organisation does? Who might make excellent partners for your organisation? What do you need to do to create these new partnerships?

199

SECTION 5, THEME 2
UNIT 44: WORKING IN PARTNERSHIP

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 44: WORKING IN PARTNERSHIP

SPORT AND PUBLIC AUTHORITIES

A. WORKING WITH PUBLIC AUTHORITIES
B. AUTONOMY

A. WORKING WITH PUBLIC AUTHORITIES

Sport is important to the governments of most countries, and is often linked to youth development. It offers a means to encourage young people to become involved in healthy social activities; foster the educational and personal development of athletes and sport players of all ages; focus on cultural and social values; achieve national and worldwide prestige; highlight the concepts of excellence and fair play; and stimulate international exchange.

Public authorities are important to sport because they can help to:
- finance sport and provide facilities and services;
- train sport leaders, coaches and teachers;
- ensure adequate training systems and services for athletes;
- organise competitions, courses and fundraising;
- promote sport and healthy lifestyles through the media;
- promote spectator involvement;
- provide administrative and financial support for sport medicine, science and safety;
- develop school sport programmes; and
- provide access to public infrastructure, creating opportunities for sport development through government agencies or departments such as the military, health and welfare,

tourism, sport, education and youth.

The level of support provided by public authorities may vary depending on the political choices, the extent of development and the priorities of different countries. Governments often play a key role in sport development, including drafting and implementing sport policy. Sport organisations can also provide key input in developing and implementing policy. This is why the Olympic Movement encourages harmonious collaboration between sport organisations and public authorities.

A harmonious relationship involves:
- clear roles and responsibilities for each party in sport development;
- mutual respect for each other's competencies;
- frequent communication and close cooperation;
- addressing and meeting the needs of both sport organisations and public authorities;
- financial support from public authorities in the context of their priorities and public service mission; and
- making sport organisations financially and technically responsible and accountable for the use of public funds provided by public authorities.

What is the nature of the relationship between your sport organisation and public authorities? What specific actions does your sport organisation take to guarantee good relations and coordination?

Which policies and priorities for sport are set by your country's public authorities? Is there a national sport plan? If so, who is responsible for drawing it up and overseeing its implementation?

"SPORTING ORGANISATIONS SHOULD COORDINATE THEIR ACTIONS WITH GOVERNMENTS. COOPERATION WITH GOVERNMENTS IS AN ESSENTIAL ELEMENT IN THE FRAMEWORK OF SPORTING ACTIVITIES."

BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE OF THE OLYMPIC AND SPORTS MOVEMENT (PRINCIPLE 7.1), 2009

B. AUTONOMY

"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."

OLYMPIC CHARTER (RULE 27.6), 2017

Partnerships between sport organisations and public authorities must be balanced, with total and mutual respect for the autonomy of the organisations and their respective powers, prerogatives and remits. This balance will best foster the development of sport and Olympism in each country, in a concerted and complementary manner.

Public authorities must respect the autonomy of sport organisations, particularly NOCs and National Federations, and must in no way intervene in or interfere with their internal affairs. The organisations' internal operating procedures, decision-making processes, meetings, election rules, mechanisms for settling sports-related disputes and so on all fall within the remit of the organisations themselves, and must be defined in their own statutes and regulations (adopted by the general assembly or relevant body of each

organisation), in accordance with the laws of each country and the rules of the relevant international sport bodies.

This in no way prevents sport organisations from inviting public authority representatives to meetings as observers, or from sending them their activity reports and/or accounts in the interest of transparency. In fact, disclosing any such information will contribute to a good working relationship.

If a sport organisation receives public funding, it should report back to the authorities on how these funds are used. However, authorities must not use the provision of public funding as an excuse to justify interfering in their governance and activities. Instead, it should motivate them to work together on developing sport organisations, and sport activity in general.

How do you apply for public funding and what are the necessary conditions?

"APART FROM THE MEASURES AND SANCTIONS PROVIDED IN THE CASE OF INFRINGEMENT OF THE OLYMPIC CHARTER, THE IOC EXECUTIVE BOARD MAY TAKE ANY APPROPRIATE DECISIONS FOR THE PROTECTION OF THE OLYMPIC MOVEMENT IN THE COUNTRY OF AN NOC, INCLUDING SUSPENSION OF OR WITHDRAWAL OF RECOGNITION FROM SUCH NOC IF THE CONSTITUTION, LAW OR OTHER REGULATIONS IN FORCE IN THE COUNTRY CONCERNED, OR ANY ACT BY ANY GOVERNMENTAL OR OTHER BODY, CAUSES THE ACTIVITY OF THE NOC OR THE MAKING OR EXPRESSION OF ITS WILL TO BE HAMPERED."

OLYMPIC CHARTER (RULE 27.9), 2017

200

SECTION 5, THEME 2
UNIT 45: SPORT AND PUBLIC AUTHORITIES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

201

SECTION 5, THEME 2
UNIT 45: SPORT AND PUBLIC AUTHORITIES

UNIT 46
GOOD GOVERNANCE

A. GOVERNANCE
B. THE BASIC UNIVERSAL PRINCIPLES
   OF GOOD GOVERNANCE

A. GOVERNANCE

The autonomy of organisations within the Olympic Movement and the wider sport movement is not an entitlement. It must be earned. Good governance is both a need and a duty for this autonomy to be credible and respected by the various partners.

In 2008, the IOC organised a seminar on the autonomy of the Olympic Movement and wider sport movement, where the Basic Universal Principles of Good Governance of the Olympic and Sports Movement were defined. These principles were fully endorsed at the 2009 Olympic Congress in Copenhagen, which issued two specific recommendations on the subject:

Recommendation 4I
"The legitimacy and autonomy of the Olympic Movement depends on upholding the highest standards of ethical behaviour and good governance. All members of the Olympic Movement should adopt, as their minimum standard, the Basic Universal Principles of Good Governance of the Olympic and Sports Movement, as proposed by the IOC. All

members of the Olympic Movement must always demonstrate integrity, accountability and transparency, as well as the highest level of management skills; and they must ensure that at all times their legal status is both fully consistent with their activities and responsibilities and wholly compliant with the laws of the land (applicable laws)."

Recommendation 42
"All members of the Olympic Movement should keep annual accounts in accordance with acknowledged standards of accounting; ensure they have an independent audit or verification of their accounts; adopt rules, norms and practices under which those who cannot comply with good governance may lose financial support or be sanctioned; adopt and implement a code of ethics based on the principles and rules of the IOC Code of Ethics; and always seek to protect and promote the interests of the athletes they represent."

🌐 **www.olympic.org/integrity**

(?)

What action does your organisation take to ensure good governance?

📷 The Basic Universal Principles of Good Governance of the Olympic and Sports Movement were fully endorsed at the 2009 Olympic Congress in Copenhagen.

B. THE BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE

The IOC has supported NOCs in the implementation of these principles through the development of online tools and reference documents, which allow NOCs to identify and overcome their weaknesses. Other international sporting bodies are taking or have already taken similar initiatives to assist their members in improving their governance, using the Basic Universal Principles as a basis. All NOCs and sport organisations within the Olympic Movement are expected to follow these principles.

The Basic Universal Principles of Good Governance of the Olympic and Sports Movement are divided into seven sections. This unit summarises the content and intent of these principles below, but it is worth reading the entire document. A copy can be downloaded from the IOC website.
🌐 **www.olympic.org/integrity**

I. VISION, MISSION AND STRATEGY
- The organisation should clearly define and communicate its vision and goals to members, stakeholders and the public.
- The organisational mission should comply with the fundamental principles, values, goals, rules and directives that both govern and have been issued by its parent organisation.
- The organisation's strategic plans should be approved at its highest level, and should be aligned with its mission and vision.

2. STRUCTURES, REGULATIONS AND DEMOCRATIC PROCESS
- Sport organisations are private entities established by their members in accordance with applicable laws. Members should actively participate in decision-making, as may external stakeholders with a legitimate interest.
- Sport organisations should be governed by clear and well-publicised regulations that are readily available upon request, and include a clear and detailed process for their own amendment. The size of a sport organisation's

governing bodies should be consistent with the size of the organisation. The responsibilities of these bodies and its officers should be clearly defined in its regulations, and should be reviewed and modified if necessary to adapt to changing circumstances. Election and appointment regulations should ensure that all governing bodies are composed of competent and qualified persons.
- The composition of governing bodies should ensure an adequate representation of members, particularly women and athletes. Governing bodies should meet regularly and as necessary given their specific duties. Democratic processes should apply, such as the election of authorities and informed decision-making after open debates and voting.
- The protection and representation of minority groups is specially underlined.
- The distribution of responsibilities necessitates an accountability network, from administrative staff positions up to the assembly of members. It should remain the organisation's supreme organ, in charge of the most important decisions. The functions of management, supervision and control (approval) should be disengaged to ensure checks and balances at every level.
- Members of decision-making bodies should be independent, and adequate procedures should be established to prevent or address conflicts of interests.
- Whenever disciplinary measures affect a member, principles of natural justice should apply, such as the right to be heard and the right to submit an appeal to an independent body within the sport jurisdiction.

3. HIGHEST LEVEL OF COMPETENCE, INTEGRITY AND ETHICAL STANDARDS
- Members of the executive body should be chosen for their ability, competence, quality, leadership capacity, integrity and experience. The use of outside experts in an

SECTION 5, THEME 2
UNIT 46: GOOD GOVERNANCE

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 46: GOOD GOVERNANCE

advisory capacity should be considered when necessary and possible.

- Financial monitoring, understood as the respect within the organisation for processes and procedures that enable proper accountability of the use of funds and assets, is an important part of good governance.
- The organisation should establish clear, transparent rules governing powers of representation, particularly signatory rights (individual signature should be avoided). In this sense, it should segregate the duties of performing a task and reviewing this task.
- Good internal communication and information flow between operational and governance levels, along with good staff working conditions, reinforce organisational efficiency.
- A risk-management process should be put in place.
- The selection of staff members should be based on objective criteria and clearly set out.
- The organisation should adopt and enforce ethical principles and rules, which should refer to and be inspired by the IOC Code of Ethics.

4. ACCOUNTABILITY, TRANSPARENCY AND CONTROL

- The organisation should ensure that all elected and appointed bodies are accountable to the members of the organisation (and, in certain cases, to their stakeholders), that management is accountable to the executive body, and that the executive body is accountable to the assembly of members.
- Precise and measurable objectives and targets for bodies, individual officers and staff members, as well as lines of responsibility and reporting, should be clearly defined in the organisation's rules and regulations, and should be consistently applied and monitored.
- The organisation should disclose financial information in an appropriate form to members, stakeholders and the public at least once a year.
- Organisational accounts should be established regularly in accordance with applicable laws and internationally recognised standards. They should be presented in a consistent and

easy-to-understand way, should be reviewed by an independent and external auditor, and should include information about the remuneration and financial arrangements of the governing bodies' members. Large organisations should also develop internal audits through the creation of an ad hoc committee or the appointment of a dedicated person.

- The organisation should establish an internal control system, adequate to its size, for financial processes and operations. The executive body should define its principles and select the sensitive areas on which to focus, and staff should execute the controls and communicate deficiencies upward.
- The organisation should adopt compliance, document retention and information security systems.
- The organisation should create an induction programme for all new staff members, volunteers, officers and members of the executive body, and an ongoing education and training programme.

5. SOLIDARITY AND DEVELOPMENT

- Proceeds from sport should be allocated to sport.
- The organisation should adopt a policy for allocating financial revenues in a fair, efficient, clear and transparent manner.
- The organisation should secure the rights to participate in competitions and to organise large sports events through an equitable distribution of resources. The criteria for choosing venues should be fair and transparent.
- The organisation should develop partnership relations with other entities, particularly other sport organisations, and should advocate for the expansion of sport facilities, especially in developing countries.

6. ATHLETES' INVOLVEMENT, PARTICIPATION AND CARE

- The organisation should protect the right of athletes to participate in competitions at an appropriate level, particularly against discrimination of any kind.
- Athletes should be represented within sport organisations so their concerns can be addressed and their recommendations heard.
- The organisation should take measures to prevent or address

📷
Athletes should be represented within sport organisations so their concerns can be addressed and their recommendations heard.

❓
Does your organisation comply with the principles set out above? What aspects of governance does your organisation need to improve?

the exploitation of athletes, and should adopt rules protecting athletes against unscrupulous recruiters and agents and any risks jeopardising their health. They should fight against doping and uphold a zero-tolerance anti-doping policy, particularly tackling prevention and education. Cooperation with governments should be developed in these areas.

- Athletes' insurance covering death or serious injury is recommended, and is mandatory for young/junior athletes. If possible, social security coverage should be secured, and special policies for professional athletes should be developed.
- The organisation should develop policies against competition manipulation, discrimination, violence, etc., upholding the values of fair play and friendship.
- The organisation should develop educational and career management programmes for athletes, and should train them for new professional opportunities after they have retired from their sport careers.

7. HARMONIOUS RELATIONS WITH GOVERNMENTS WHILE PRESERVING AUTONOMY

- The organisation should coordinate its actions and cooperate with governments.
- The constituents of the Olympic Movement should work together with governments towards the same goals, in mutual respect for their complementary mandates and responsibilities.

SECTION 5, THEME 2
UNIT 46: GOOD GOVERNANCE

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 46: GOOD GOVERNANCE

UNIT 47
CONSTITUTIONS

A. WHAT IS A CONSTITUTION?
B. KEY ELEMENTS OF A CONSTITUTION

"THE OLYMPIC CHARTER, AS A BASIC INSTRUMENT OF A CONSTITUTIONAL NATURE, SETS FORTH AND RECALLS THE FUNDAMENTAL PRINCIPLES AND ESSENTIAL VALUES OF OLYMPISM."

OLYMPIC CHARTER (INTRODUCTION), 2017

A. WHAT IS A CONSTITUTION?

Most sport organisations are based on a constitution, often referred to as rules or statutes. It sets out an organisation's aims and objectives, and defines the way it is structured and should conduct its business.

By and large, a constitution defines how the members of the organisation wish it to be organised. Once determined and enshrined in the constitution, the rules must be followed. They can only be changed in a predetermined manner, which is also defined in the constitution.

The stability of the organisation depends on adherence to these rules.

When developing a constitution, organisations should seek further advice from their parent organisation (if applicable) and, where necessary, a legal specialist in their country. NOCs should ensure that their statutes comply with the Olympic Charter, while NFs should also refer to their respective NOC and IF. Clubs should check with the relevant NF to ensure that their statutes fulfil all the requirements of their parent organisations.

? Do you need to review your constitution to make sure it reflects what members want?

B. KEY ELEMENTS OF A CONSTITUTION

- The title of the document, including the name of the sport organisation.
- A preamble featuring the organisation's framework and vision.
- The organisation's address, legal status and jurisdiction.
- Graphics (such as logo, flag, anthem, etc.), if applicable.
- Information on the organisation's mission, role, objectives and powers:
  - Mission.
  - Role, as entrusted to it by its parent organisation.
  - Objectives, as per the role entrusted to it and any additional goals specific to its own circumstances.
  - Rights and obligations.

- Membership description and procedures:
  - Clear description of which physical and legal persons are "ex officio" or can become members of the sport organisation.
  - Categories of members (if any), and clarification of which categories enjoy voting rights, speaking rights only, or attendance rights only in the assembly of members.
  - Representation of member legal entities in the assembly of members.
  - Qualifications for membership, and the procedure to follow to become a member.

? Does your constitution cover the key aspects of your organisation in enough detail? Does it allow the Board to run the organisation effectively and in accordance with good governance principles?

- Circumstances that lead to the cessation of membership.
- Potential disciplinary measures and sanctions against members, including suspension of membership and exclusion from the organisation, as well as a detailed procedure for implementing sanctions covering: situations that call for a sanction; organs of the organisation that lead the proceedings, make the decision and decide on an eventual appeal; and the right to be heard of the accused.
- Rights and duties of members.
- Register of members (updated, usually under the responsibility of the Secretary General).
- Governing bodies:
  - The assembly of members is the supreme body of the organisation and is in charge of the most important decisions, such as amendments to the statutes, election of Board members, admission, suspension or expulsion of members, approval of the annual report, etc.
  - The Board is the executive organ, implementing the

decisions of the assembly and accountable to it.
- Assembly information:
  - Composition and powers.
  - Meeting frequency, procedure for convening them, etc.
  - Detailed procedure for the election of Board members (and, eventually, other officials and an external auditor), including qualifications for nominees.
- Board information:
  - Composition and powers.
  - Term in office.
  - Procedure for filling vacancies.
  - Meeting frequency, procedure for convening them, etc.
- Roles and responsibilities of each Board member and/or official, e.g. President, Treasurer, Secretary, etc.
- Any standing commissions and ad hoc working groups.
- Finances.
- Dispute resolution procedure.
- Procedure for dissolution of the organisation
- Final provisions, including provisions on the amendment and interpretation of the statute.
- Date of approval of the statute, and signatures of the President and Secretary General.

📷 The stability of a sport organisation depends on adherence to the rules in its constitution.

SECTION 5, THEME 2
UNIT 47: CONSTITUTIONS

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 47: CONSTITUTIONS

UNIT 48

KEY ROLES

A. ORGANISATIONAL STRUCTURE
B. KEY ROLES
C. KEY COMMITTEES

A. ORGANISATIONAL STRUCTURE

A number of key roles are integral to the effective management of an organisation. These roles are often set out in the constitution or statutes, and so cannot be altered without the agreement of the members.

In addition, it is common for sport organisations to have a number of committees (or commissions), which usually correlate with the organisation's main functions.

"THERE SHOULD BE A BALANCE OF POWER BETWEEN THE BODIES RESPONSIBLE FOR THE MANAGEMENT, SUPERVISION AND CONTROL OF THE SPORT ORGANISATIONS."

BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE OF THE OLYMPIC AND SPORTS MOVEMENT (PRINCIPLE 2.6), 2009

A number of key roles are integral to the effective management of an organisation.

B. KEY ROLES

"A CLEAR ALLOCATION OF RESPONSIBILITIES BETWEEN THE DIFFERENT BODIES SUCH AS GENERAL ASSEMBLY, EXECUTIVE BODY COMMITTEES OR DISCIPLINARY BODIES SHOULD BE DETERMINED."

BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE OF THE OLYMPIC AND SPORTS MOVEMENT (PRINCIPLE 2.6), 2009

GENERAL ASSEMBLY

Most sport organisations have a similar structure. The membership forms its General Assembly, from which a Board and/or Executive Board is elected. The General Assembly meets regularly – usually annually – under the Chair/President or Secretary General. It is the ultimate decision-making body of most sport organisations, and debates and ratifies major decisions proposed by the Executive Board.

EXECUTIVE BOARD

The Executive Board is responsible for setting, implementing and monitoring an organisation's strategic direction, and is usually made up of elected representatives from the General Assembly. It may also contain members appointed on the basis of skills, such as financial or legal qualifications, provided it is in accordance with the statutes. The Board may also contain "ex officio" members – individuals who are members by virtue of another function, such as IOC Members on NOC Boards.

Athletes must also be represented within the governing organs of their organisation, in compliance with the regulations of their parent organisation. For example, the IOC has issued guidelines for athletes' commissions within NOCs, requiring at least two athletes to represent their peers within the NOC General Assembly and one athlete within the NOC Executive Board.

Board responsibilities
Board responsibilities are listed in the organisation's constitution, as approved by its General Assembly. The Board may create standing sub-committees or ad hoc working groups, and describe in writing their tasks and duties. Every Board member

should understand the collective responsibilities and obligations of the body, as well as his/her individual responsibilities.

The Board should remain focused on strategic direction and avoid day-to-day operations. There should be a clear distinction between the responsibilities of the Board and managers. This may not always be possible in small organisations. In these instances, organisations should ensure clarity and distance between the Board's oversight and its operational responsibilities. It would not be appropriate for Board members to be accountable to themselves for work they have performed at an operational level.

Collectively, a Board should be responsible and accountable to the membership/General Assembly for ensuring that the organisation is performing well. It must comply with its legal obligations and other requirements, such as those related to the Olympic Movement. It is also responsible for risk management, implementing mechanisms to confront and mitigate risk in a timely manner.

Board review and renewal
The Board should periodically review its own effectiveness and the organisation's through performance indicators and external reviews.

Sport organisations should have statutes governing the election of Board members. The election of new members to ensure a skill-based Board is often a matter of delicate discussion and decision by members of the sport organisation. The organisation's statutes should reflect the decisions that members agree on, establishing the duration of mandates, the possibility for re-election, the

SECTION 5, THEME 2
UNIT 48: KEY ROLES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 48: KEY ROLES

requirements for submitting a candidacy, etc.

Board duties
An organisation's statutes should clearly set out the powers and responsibilities of its officers (Chair or President, Secretary General, Vice Presidents, Treasurer) and other Board members, as well as delegate to the Board the prerogative of creating sub-committees and/or working groups, and hiring a CEO and other staff members. In the latter instance, the Board is entitled to draft the terms of reference for sub-committees or administrative positions, as well as to monitor performance and take appropriate decisions such as renewing the mandate of sub-committees or firing employees and hiring their replacements.

Board integrity
The Board and its members should comply with high ethical standards and ensure that conflicts of interest are dealt with properly. The Board should also ensure that its organisation has enacted ethics regulations for all members, as well as a Code of Conduct for members of their delegations.

Board openness
Your Board should be open, responsive and accountable to the organisation's membership, its stakeholders, beneficiaries, partners and others with an interest in its work. There should be a culture of communication and consultation, and the organisation itself must be open to stakeholder involvement.

Board management and governance
Pursuing strategic/operational plans, performance indicators, risk and financial management, marketing practices, human resource management and other modern management practices will all ensure that the Board leads the organisation in an effective and efficient manner.

It is critical that there is a culture of good governance on the Board. This can be demonstrated by:
- drafting meeting agendas and circulating them in a timely manner in order to raise awareness among Board members of the points to be discussed in meetings;
- presenting information clearly at regular meetings;

- creating awareness of the Board's governance responsibilities;
- showing a willingness to confront issues; and
- demonstrating an awareness of risk.

A well-run organisation depends on a healthy relationship between the Board, led by the Chair/President, and the team that runs the organisation. The relationship between the Chair and the Secretary General or CEO is especially important. They should communicate regularly to ensure total transparency between

A well-run organisation depends on a healthy relationship between the Board, led by the Chair/President, and the team that runs the organisation.

the governance and management aspects of the organisation.

PRESIDENT/CHAIR
The main responsibilities of the President/Chair may include:
- acting on behalf of the organisation between meetings;
- implementing decisions made in meetings;
- representing the organisation's views to outside groups, agencies and individuals;
- resolving conflicts or clarifying issues ahead of meetings; and
- providing leadership, direction, planning strategy and thoughtfulness for the organisation.

In many organisations, the President also chairs meetings and is responsible for:
- opening the meeting;
- managing the agenda;
- ensuring people have the opportunity to speak;
- seeing that decisions are made and agreed;
- conducting votes on resolutions; and
- upholding the rules and constitution.

SECRETARY GENERAL
The Secretary General is responsible for the administration of the organisation, providing a link between governance and management. In some NOCs or sport organisations, the Secretary General may also be called the CEO, Executive Director or Manager. It is usually the most critical role for an organisation, and usually holds responsibility for:
- developing and implementing the organisation's business plan, policies and procedures;
- promotion and fund development;
- organisational communication;
- planning and executing projects such as team trips, events and meetings;
- supervising volunteer and staff resources;
- keeping an updated register of all members of the organisations;
- reporting operational matters to the Board; and
- attending meetings to represent the organisation.

TREASURER
The Treasurer is responsible for keeping the accounts and establishing

appropriate financial procedures (⊞ **Unit 58**), and must possess appropriate professional qualifications and experience to fulfil the role.

The Treasurer should work with: the audit committee, which monitors the organisation's activities to ensure good practice; the Finance Committee, which reviews and manages the finances; the independent external auditors, who check the accounts; and others concerned with financial controls, procedures or reporting.

At meetings, the Treasurer is required to:
- present financial reports and accounts;
- submit estimates of expenditure for approval; and
- make comments on the financial viability of projects.

Annual requirements include:
- presenting the annual accounts in draft to the Executive Board;
- forwarding the accounts from the Executive Board to the auditors; and
- presenting the audited accounts to the Annual General Meeting for approval.

In small sport organisations where the Board may not have adequate experience and skills in the Treasurer position, and where their constitution allows, external individuals could be seconded to the Board to form an Audit or Finance Committee.

PROFESSIONAL MANAGERS
An organisation may also have an administration or management group responsible for the day-to-day running of its operations. Organisations with paid staff usually have an Executive Director or Chief Executive Officer (CEO) who is answerable to the Executive Board. Alternatively, the administration may be simple and volunteer-led, consisting of few, if any, paid employees. In this instance, the administration is likely to be answerable to the Secretary General (a volunteer), who will report back to the Board.

In small organisations, there may only be the Executive Board and no administration. In this case, Board members will assume the administrative roles, but it is important that individuals do not intervene in the review and approval of their own work.

SECTION 5, THEME 2
UNIT 48: KEY ROLES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 48: KEY ROLES

C. KEY COMMITTEES

The Executive Board may appoint committees or commissions to carry out key functions. These committees are responsible for overseeing operations within their remit, setting and revising policy and procedures, and reporting back to the Board.

Below are some of the most common committees found in sport organisations. You may also have committees for nominations, culture and education, sport for all, legal matters, etc.

The Audit and Finance Committee:
- works with the Treasurer to ensure financial audits are conducted efficiently and cost-effectively;
- oversees the organisation's financial systems and internal controls;
- recommends to the Board approval of the organisation's annual financial statements;

- recommends appointment of the external auditor, with appropriate fee;
- assesses whether funds are or will be available to meet expenditure commitments;
- evaluates the effectiveness of budgeting, financial control and reporting procedures;
- reviews all proposed contracts of the organisation, and makes recommendations;
- approves, reviews and makes recommendations regarding expenditures or commitments beyond the approval limits of the CEO and the committee's Chair;
- reviews and monitors financial statements and budgets;
- recommends policies and procedures to avoid and deal with conflicts of interest; and
- regularly reports to the Board on the organisation's financial situation and the committee's deliberations.

?

Is the committee structure of your organisation appropriate to the work it does? How could the structure be more effective?

How often should you review committee structure and functioning within your organisation?

Athletes' Committees voice the concerns of athletes through their representatives in the governing bodies of the organisation, and defend their rights and interests.

The Athletes' Committee:
- voices the concerns of athletes through its representatives in the governing bodies of the organisation, and defends their rights and interests;
- advises the organisation on decisions related to athletes, in particular to their development; and
- supports and counsels athletes.

The Women in Sport Committee:
- provides leadership for women who participate in your sport;
- represents the views of women to the Executive Board;
- develops initiatives to increase participation of women and girls in the organisation; and
- helps female athletes, coaches and officials to achieve their ambitions in the sport.

The Marketing Committee:
- reviews and approves the organisation's marketing, advertising and promotional plans;
- monitors the performance of the organisation's marketing agent(s);
- reviews all proposed marketing contracts;
- reviews non-commercial fundraising plans and activities;
- assesses the effectiveness of marketing resources; and
- assists the organisation's marketing agent(s) as required, for example, by helping with presentations, generating contacts and other activities.

The Team Selection Committee:
The selection of athletes for a sport's national team, or for an Olympic team, must comply with clear rules, performance criteria, transparency, fairness and an appropriate timeline. The principles for team selection are detailed later in this manual.
📖 Unit 64

While the Board of an organisation is responsible for establishing clear policies and procedures on team selection, the Selection Committee recommends policy and procedures for consideration by the Board. In other words, the Selection Committee could:
- propose principles to form the basis for team selection;
- recommend specific criteria for team selection;

- recommend the process and timelines for selection;
- establish specific selection criteria with each national sport organisation, and prepare written agreements at least two years before the Games;
- verify whether athletes nominated by national sport organisations meet the criteria;
- consider applications on behalf of athletes who do not meet the criteria;
- recommend the athletes to be selected to the Executive Board; and
- provide advice and information to the Board if a national sport organisation appeals against their recommendation.

The Environmental Committee:
- develops policies to reduce or eliminate environmental factors that may negatively affect the health and safety of athletes, spectators or the community;
- ensures the organisation's environmental strategies are developed in consultation with community groups and communicated to the public; and
- monitors the organisation's activities to ensure compliance with environmental standards.

The Medical Committee:
- monitors and provides information about anti-doping policies and procedures;
- manages Therapeutic Use Exemptions (TUEs) for athletes and sports;
- plans and organises the medical team and services for team trips and Olympic and Paralympic Games missions;
- encourages training for physicians and related professionals;
- advises on medical and safety issues and conditions;
- monitors, evaluates and distributes current sport medicine information through a Sport Medicine Handbook, a website or the organisation's publications;
- works with other sport medicine organisations that may assist the committee in its work; and
- develops, reviews and revises the organisation's position statements and guidelines.

212

213

SECTION 5, THEME 2
UNIT 48: KEY ROLES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 48: KEY ROLES

UNIT 49
RISK MANAGEMENT

A. DEFINING RISK MANAGEMENT
B. ASSESSING RISK
C. COMPILING A RISK REGISTER

A. DEFINING RISK MANAGEMENT

Everyone involved with your organisation has a responsibility to take well-judged, calculated risks to develop it. As your Board has ultimate responsibility for the organisation's performance, it is also responsible for risk management. In some countries, this may make the Board legally liable for accidents, financial failures and negative publicity.

Risk management consists of:
- risk identification and assessment, prioritising the risks;
- the creation of a strategy to deal with risks;
- periodic reporting; and
- regular reviews of the strategy.

?

Do you have a risk management process in your organisation? Should you develop one?

"A CLEAR AND ADEQUATE RISK-MANAGEMENT PROCESS SHOULD BE PUT IN PLACE [FOR THE] IDENTIFICATION OF POTENTIAL RISKS FOR THE SPORTS ORGANISATIONS; EVALUATION OF RISKS; CONTROL OF RISKS; MONITORING OF RISKS; DISCLOSURE/TRANSPARENCY."

BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE OF THE OLYMPIC AND SPORTS MOVEMENT (PRINCIPLE 3.4), 2009

B. ASSESSING RISK

When identifying potential risks, review the history of your organisation to highlight areas where things have gone wrong in the past. The experiences of similar organisations may also demonstrate potential risks. For example, if sport organisations that do not achieve Olympic success have their funding cut, yours may be at risk if your athletes do not perform well. You can also host brainstorming sessions with the Board and management, and seek the views of external consultants and auditors to help establish a detailed picture of potential risks. Some risks are common to many sport organisations:

- Does the Board have the right skills to ensure the organisation works effectively? Are Board members

aware of their responsibilities and liabilities? Is there succession planning in place to ensure that not all members come up for re-election at the same time?

- **Financial risks**
  Does your organisation rely on one source of funding? How easy would it be to replace that source of funding? What would happen if your major source of funding withdrew its support?

- **Policy and strategy**
  Risks in this area may arise both inside and outside your organisation: for example, poor communication with stakeholders internally, or a government policy on physical education in schools.

[camera icon]
Everyone involved with your organisation has a responsibility to take well-judged, calculated risks to develop it.

Do you have appropriate strategies for the resources you control and the services you provide?

- **External factors**
  The external environment can have a major impact on sport organisations. You should use the questions in Unit 43 to evaluate the risks associated with your external environment (📖 **Unit 43**).

- **Operating effectiveness and efficiency**
  Risks could include loss of sponsorship or membership, poor use of resources, or inappropriate recruitment. Does your organisation have a clear strategy for achieving its objectives? Is this strategy supported by appropriate operating principles?

- **Financial prudence and probity**
  Using finances efficiently and for their intended purpose is an ethical responsibility of all sport organisations. Does your organisation have clear and transparent accounting procedures? Are there financial controls? Could these controls be circumvented? Can the organisation account for all its revenue and expenditure? Does it offer audited accounts to stakeholders?

- **Legal risks**
  The way your organisation is constituted will determine the extent of legal liability it can bear as

?

What are the major risks facing your organisation?

an independent legal entity, as well as the extent to which individual members or Board members may bear personal liability. You should confirm that all contracts you enter into, even low-value contracts, are reviewed by a legal expert. Your organisation must also comply with all applicable legislation, including employment, data protection, and health and safety laws. Ask yourself the following questions: is the organisation an unincorporated association where members have personal liability, or is it a partnership or corporation with liability limited by guarantee? Are Board members aware of the extent of their personal legal liability? Are contracts reviewed for legal risk? Are the organisation's assets protected by law (especially important in relation to intellectual property for your brand and merchandising or sponsorship rights)?

- **Any other identifiable risks**
  There may be risks associated with the sport itself (for example, judo is likely to have more inherent risks than badminton) or linked to specific activities, such as financial responsibility for major events. Finally, there may be systems, such as IT systems, where failure could cause major difficulties. Is there appropriate data backup and disaster recovery in place? What are your IT maintenance and support service levels?

214

SECTION 5, THEME 2
UNIT 49: RISK MANAGEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

215

SECTION 5, THEME 2
UNIT 49: RISK MANAGEMENT

C. COMPILING A RISK REGISTER

Once your risk assessment is complete, each risk needs to be quantified. You could use the following equation to determine the severity of the risk:

Risk = Likelihood of an incident happening x Impact.

Managing the risk involves preventing or minimising the risk by reducing the likelihood of it happening or its impact. Assign someone responsibility for risk management, and prepare and maintain a risk register (see example below), which will form the basis for your risk management strategy.

Risk	Reduction in government funding	Loss of volunteers with specific expertise
Likelihood of risk	Low	High
Potential impact	High	Low
Control procedure	Setting and achieving required performance	Regular communication with volunteers to reinforce their commitment. Succession planning to ensure skills
Monitoring process	Using performance indicators	Senior management to monitor process
Ownership	You, Board	Volunteers manager
Further action	Report on performance to the Board every month	Review plans for succession in six months
Date of review	Every three months	12 months from start of procedure

There are a number of ways to reduce the risks affecting your organisation:

- If an organisation is governed in a transparent and accountable way, many risks associated with public image, funding and stakeholder satisfaction can be avoided.
- Where necessary, you can change your strategic direction. For example, if government policy focuses more on elite sport and your organisation supports grassroots sport, you may wish to reconsider your objectives.
- You could reduce or expand services and change the way they operate to reduce risk. Introducing the evaluation and control procedures outlined later will help (📖 **Unit 54**).
- If the sport is inherently risky, or if there are significant risks facing the organisation, it may be possible to take out insurance to cover the risk. For example, most officials are insured against liability for injuries that occur to athletes under their control.

As with all aspects of governance, risk management should be transparent and communicated throughout the organisation. The annual report should include an acknowledgement of the Board's responsibilities and confirmation of the systems in place to control areas of major risk. This will put stakeholders at ease with regard to risk management.

📷 Each risk needs to be quantified.

? **How could you improve your risk management strategy and its implementation?**

UNIT 50
HEALTH AND SAFETY

A. INHERENT RISKS IN SPORT
B. CHECKLIST

A. INHERENT RISKS IN SPORT

All sports involve physical activity that offers the potential for injury, and some use equipment that could be dangerous. As a result, you must ensure the health and safety of your participants and members. This is often included in the laws of your country, in particular within tort law.

Tort is a breach of duty – other than under contract – leading to liability for damages. Neglect and breach of duty could have severe financial consequences for your organisation, so it is essential to consult legal experts.

Sport administrators are in the management business, which includes risk management and paying special attention to the health and safety of athletes. But everyone involved in sport has this duty of care, including coaches, officials, parents, managers and the participants themselves. It is your duty to:

- provide a safe environment for participants, with safe facilities and equipment;

- ensure that equipment is regularly inspected and maintenance work is carried out;
- avoid mismatches in contact sports in terms of size, weights, level of skill and experience; and
- keep participants and officials safe from injury – whether due to the opposition, spectators or poor procedures on your part.

To manage health and safety, you should carry out:
- a risk assessment on all new activities, with regular risk assessment throughout the year;
- a safety audit that evaluates the organisation's operations against current legislation;
- a regular review of operations and policies to ensure they reflect current thinking;
- regular training of all staff and volunteers to make sure they are safe in their work and the way they deliver services; and
- record-keeping to demonstrate good practice in this area.

? **Who has overall responsibility for health and safety in your organisation? How do you make sure you stay up to date with legislative changes?**

B. CHECKLIST

When auditing the health and safety of your organisation, ask yourself the following questions.

- Is the sport conducted in an orderly, structured manner? Is there adequate supervision?
- Are instructors, educators, coaches and others who teach and supervise sport properly qualified?
- Are the equipment and facilities safe? What about ancillary facilities, such as changing rooms?

- Do you make people aware of proper conduct?
- Do you obtain informed consent? Are participants clearly aware of the risks involved in a certain sports activity?
- Do you manage injuries properly and take appropriate medical precautions at events?
- Are your transportation arrangements safe?
- What are your responsibilities regarding spectator violence against athletes, officials or each other?

? **What changes do you need to make to your health and safety practices?**

SECTION 5, THEME 2
UNIT 49: RISK MANAGEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 50: HEALTH AND SAFETY

UNIT 51
PROTECTION AND INSURANCE

A. INDEMNIFICATION AND WAIVERS
B. INSURANCE

A. INDEMNIFICATION AND WAIVERS

Where legal agreements are required between two organisations or between a sport organisation and its members, it is advisable to include an indemnification clause, or waiver, after consulting with legal experts.

An indemnification clause releases a party from legal responsibility for the reckless or illegal behaviour of another party, such as members or contractors. It helps to minimise the risk to your organisation in the event of a lawsuit. Every contract you sign should indemnify your organisation

from any illegal behaviour on the part of a contracted service provider.

Waivers of liability are often used to reduce the possibility of a lawsuit in the event of injury or death as a result of participation in an organisational activity. Typically, a waiver asks the member to acknowledge the risk of injury and death, and releases the organisation from any legal responsibility should this occur. Signing waivers is often a condition for an athlete's participation in an event.

📷
Signing waivers is often a condition for an athlete's participation in an event.

B. INSURANCE

"INSURANCE IN CASE OF DEATH OR SERIOUS INJURY IS TO BE RECOMMENDED FOR ALL ATHLETES AND SHOULD BE MANDATORY FOR YOUNG JUNIOR ATHLETES. WHENEVER AND WHEREVER POSSIBLE, ATHLETES SHOULD BE PROVIDED WITH SOCIAL SECURITY COVERAGE. SPECIAL INSURANCE POLICIES SHOULD BE AVAILABLE FOR PROFESSIONAL ATHLETES. THE ORGANISERS OF SPORTS EVENTS SHOULD OBTAIN ADEQUATE INSURANCE COVERAGE."

BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE OF THE OLYMPIC AND SPORTS MOVEMENT (PRINCIPLE 6.5), 2009

The following information is adapted from the work of the Australian Society of Sport Administrators, as prepared for their sport administration course.

If a club is incorporated and has a formal constitution, it can offer protection to its members against internal complaints and external litigation. However, the club also needs protection against claims by other parties, and should put in place a portfolio of insurance cover.

All individuals involved in a club, whether as supervisors, coaches, players or organisers, should be protected with appropriate insurance. Many sport organisations provide insurance to their members covering public liability, professional indemnity and/or personal accident. Members should check with their organisation to ensure adequate cover is provided and, if it is not, take out insurance individually through their club.

In sport, there is the broad area of cover required against physical injury, which extends to trainers, referees, coaches, officials and spectators. There is also a need for cover against injury to someone else – for example, the insured may be a player held liable for injury to another player or a spectator. Additionally, weather insurance may save an event promoter from disaster – any sport organisation that may be affected by disruption caused by the weather should be covered against it.

Insurers today have a real interest in the way sports are played and managed. They want to see:
- rules which reduce the risk of injury and the risk of liability;
- safer equipment; and
- sport facilities constructed and controlled in a way that reduces the risk of injury to players, participants and spectators.

The following types of insurance should be considered where appropriate.

PROFESSIONAL INDEMNITY INSURANCE
Professional indemnity insurance covers individuals against legal liability when there has been an error, omission or neglect by an employee or other individual while carrying out their professional duties. Policies may include damages for libel and slander. Sport organisations should take out professional indemnity insurance to cover negligence or accidental error occurring during instruction by coaches, medical officers and trainers, or any other individuals giving professional advice or teaching skills.

PUBLIC LIABILITY INSURANCE
Public liability insurance protects volunteers, employees and other members of the organisation. It provides indemnity against its legal liability to pay damages arising from accidental injury (including death) and accidental damage to property. It covers claims arising from negligence of the organisation or one of its employees, or from the condition of the premises, and provides for

❓
Is your organisation protected properly against risk and accidents? What specific coverage do you have?

payment of legal costs related to such claims. The policy must be written specifically for the organisation, and should define the insured as all members. It may also be extended to provide cover for goods sold or supplied to customers and claims by one member against another.

PLAYER ACCIDENT INSURANCE
There is both a moral and administrative obligation to provide protection against injury arising from sport participation, which may include training and travel to and from functions. There are various types of cover:

- **Tragedy benefit**
  Based on a capital sum with a scale of benefits on a loss-of-use basis for permanent disabilities.

- **Loss of income**
  Designed to replace the income that participants will lose if injury prevents them from performing their normal occupation.

- **Student assistance benefit**
  Reimbursement of costs incurred for tutorial expenses or home help.

- **Parent inconvenience allowance**
  Reimbursement of costs incurred to visit children who have suffered a tragedy.

- **Other medical expenses**
  Reimbursement of medical expenses that are not covered by standard insurance.

DIRECTORS' AND OFFICERS' LIABILITY INSURANCE
This insurance is designed for executive members and directors of clubs and organisations who can be

sued by their own organisation for acts of negligence when it is alleged they have breached their "duty of care". It is particularly important for organisations with large financial turnovers or taxation liabilities.

PROPERTY INSURANCE
The insurance plans set out above are designed to protect an organisation and its members against liability claims. You should also take out insurance to protect your organisation's assets against:
- fire, if your organisation owns buildings or flammable equipment;
- burglary of sports equipment and saleable goods;
- burglary of money, since large sums of money are generally not covered under a regular contents policy;
- loss of income suffered as a result of fire damage and any subsequent increased operating costs (consequential loss);
- pluvius (rain), which may lead to the cancellation of events; and
- the risk of members stealing the organisation's funds (fidelity).

Any motor vehicle owned and operated by the organisation will also require insurance, to protect both its own value and that of vehicles owned by other drivers in the case of an accident.

Additionally, all gate receipts from events and functions held by the organisation may need to be insured. Sometimes funds are collected at a weekend event and cannot be banked until the following Monday. Here, a cash-in-transit insurance policy provides protection against theft or other causes of loss, until the money reaches the bank.

There is a need for insurance cover against injury to someone else – for example, the insured may be a player held liable for injury to another player.

Keep in mind that insurers can even influence the way your sport is played. For example, an insurance company could refuse to cover a school for liability unless the school changes its sport from rugby to football.

Do you review your protection policies regularly?

220

UNIT 52
INFORMATION TECHNOLOGY

A. WHY IS INFORMATION TECHNOLOGY IMPORTANT?
B. SOFTWARE AND OTHER KEY CONCEPTS
C. IT PROJECTS
D. INFORMATION SECURITY

A. WHY IS INFORMATION TECHNOLOGY IMPORTANT?

Sport organisations produce a great variety of data and information, which must be managed effectively (financial reports, competition information, etc.) and efficiently communicated with stakeholders (online, through newsletters and direct communications, etc.). It is important that organisations share information with staff, volunteers and others who deliver services – but it is also important that organisations do not share too much information, as it may not all be valuable or useful to everyone who is sent it.

Good information is:

- **Complete**
  Always collect information from a variety of sources when making decisions.

- **Relevant**
  Information must be relevant to any problem or decision under consideration. If not, it may divert attention away from the problem or lead to an incorrect decision.

- **Timely**
  Information is only useful if it is available at the right time. It can be produced too often as well as too infrequently.

- **Accurate**
  Most importantly, information must be as accurate as possible for its intended purpose.

- **Clear**
  Information must be easy to understand. It should not assume prior knowledge of the topic or contain jargon.

Organisations must store and structure their information so they can retrieve and use it in a fast and efficient way, which is why information technology is important: it can help to organise and distribute this information.

As well as helping to organise your information, IT can also help you to:
- develop services for your members and other stakeholders, such as e-newsletters, Facebook groups, Snapchat stories, Instagram profiles, online competitions and e-commerce (online shopping);
- provide meeting agendas and minutes electronically to Board members and staff; and
- make selected data (files, athlete information, contacts, etc.) available to stakeholders and others outside the organisation (competition venues, meeting participants, membership information, etc.).

IT management is often overlooked due to a lack of human resources, limited technical knowledge, an organisation's aversion to change and various other reasons. Nonetheless, it is very important for facilitating the work of an organisation and improving communication, collaboration and data exchange with its stakeholders.

Information must be easy to understand.

How often do you review your organisation's IT infrastructure and systems? What weaknesses have you identified, if any?

B. SOFTWARE AND OTHER KEY CONCEPTS

Your organisation may require different types of software.

- **Productivity software**
  Productivity software, such as the Microsoft Office suite (Word for word processing, Excel for spreadsheet, PowerPoint for presentations, etc.), is designed for producing information.

- **Publishing software**
  Desktop publishing software allows you to create and publish professional publications. The worldwide industry leader is Adobe InDesign, part of the Creative Cloud suite that also includes applications such as Photoshop (image editing) and Illustrator (image creation).

- **Financial/accounting software**
  Financial software allows detailed tracking of financial transactions and near-instantaneous reporting and analysis. More sophisticated systems also support payroll, inventory, invoicing and fixed assets.

- **Database software**
  Sometimes referred to as database management systems (DBMS), database software is primarily used for storing, modifying, extracting and searching for information within a database.

- **Cloud computing**
  Using a network of remote servers hosted on the internet to store, manage and process data. Cloud computing requires sharing computing resources rather than relying on local servers or personal devices to handle applications. Examples include:
  - **Cloud-based storage:** Google Drive, Dropbox, iCloud
  - **Cloud-based word processing/ spreadsheet applications:** Google Docs and Sheets, Office 365
  - **Cloud-based accounting software:** Intuit.com, Xero.com
  - **Cloud-based Customer Relationship Management (CRM) software:** SugarCRM, Microsoft Dynamics CRM

- **Communication software (Voice over Internet Protocol (VoIP) and instant messaging)**
  VoIP software allows you to conduct telephone-like voice conversations across the internet and make cheap or even free voice calls via your computer. Instant messaging is a form of text-based real-time communication between two or more people (e.g. Skype, WhatsApp, Slack).

- **Anti-virus software**
  Anti-virus software detects, prevents and removes damaging viruses, worms and other malware from a computer. If you access the internet or share information with other computers, ensure you have a virus checker. A virus is a programme or piece of code that is loaded onto your computer without your knowledge and runs against your wishes.

- **Browsers**
  Software used to access and navigate the worldwide web (e.g. Mozilla Firefox, Chrome, Microsoft Internet Explorer and Edge).

- **Email applications**
  Electronic mail applications, such as Microsoft Outlook, and online email services, such as Gmail (by Google) and Hotmail (from Microsoft), allow people to exchange text and pictures online.

Other web-specific concepts include:

- **Internet**
  A public network that provides access to millions of resources around the globe, the internet is both a way to communicate and a source of information.

- **Intranet**
  An internal private network only available to those who work within the organisation that hosts it. Only those with access can edit and share documents with each other on the intranet.

- **Extranet**
  An external network that allows you to communicate with members, clubs, stakeholders, suppliers and others. Extranets can be private or semi-public, with some areas secure while others are publicly available.

- **Website**
  A site (location) on the worldwide web. Each website contains a home page, the first page that users see, and usually contains other pages as well.

- **Search engine**
  A web page, such as Google, that allows users to search an index of websites.

- **File server**
  A computer and storage device dedicated to storing files. Any user on the network can store files on the server.

- **FTP (File Transfer Protocol)**
  A commonly used protocol for exchanging, upload or download files over the internet.

- **Wi-Fi (or wireless) network**
  A popular wireless networking technology that uses radio waves to provide wireless high-speed internet and network connections.

- **Social media**
  A variety of web-based platforms, applications and technologies that enable people to interact with one another online. Social media includes the likes of Facebook, YouTube, Twitter, Instagram and LinkedIn.
  📖 Unit 14

C. IT PROJECTS

Implementing and managing IT projects, such as developing a website, can be a complex task, and you may need the help and expertise of a specialised IT company to accomplish your aims.

Common difficulties include:
- limited technical knowledge among Board members and/or staff;
- lack of financial resources and/or time;
- limited IT knowledge and/or a lack of training, leading to resistance of existing or new IT tools;
- the absence of an organisation-wide IT strategy, leading to a reliance on inappropriate programmes;
- difficulties managing and integrating different IT tools;
- deficient IT management leading to poor communication with stakeholders; and
- disorganised, duplicated or missing data.

PROJECT MANAGEMENT
When developing IT infrastructure and programmes, you should consider a number of factors.

- **Organisational culture, attitude and expertise**
  Technology may be poorly used not because of bad design or a lack of functionality, but because people within the organisation do not adopt it.

- **Training**
  New IT tools require training.

- **External factors**
  The availability of internet access and broadband in a particular country, for example.

- **Budget, time and human resources**
  Do you have sufficient time, money and people?

For guidance on project management, see 📖 **Unit 53**.

📷
Information technology is very important for facilitating the work of an organisation and improving communication, collaboration and data exchange with its stakeholders.

? **How could you improve your use of IT? Which IT tools could you use to increase efficiency?**

How do you update your staff on your IT tools and make sure they understand how to use them?

222

223

SECTION 5, THEME 2
UNIT 52: INFORMATION TECHNOLOGY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 52: INFORMATION TECHNOLOGY

UNDERSTANDING YOUR NEEDS

It is important to begin each project with a clear view of what your organisation needs and what you want to achieve. For example, if you plan to improve your data management system, you must set out and understand:

- your objectives (the nature and scope of the project, and the problems it will solve);
- your needs (assessing your needs at the start will reduce the need for costly changes later);
- your current data management system (strengths and weaknesses);
- your users (consult with them to determine what they need from the system);
- your data (what it covers, who needs it, when and why they need it, how it should be structured); and
- your expertise (the availability and level of IT expertise within the organisation).

You should put these elements in writing in order to provide precise information to the IT company/expert, and to ensure all parties have a thorough understanding of the project.

The development of the IT tool should not lie only in the hands of the IT company/expert. You should conduct a thorough business analysis in advance, as only those involved in the organisation's daily activities are fully familiar with the data they handle and have the knowledge to determine the type of information they need to retrieve. It is important that a project manager is on hand to guide them through the analysis and then communicate the organisation's needs to the IT company/expert.

It can be a challenge to make sure that the IT company/expert understands the organisation's needs. However, if you don't clear up misunderstandings at the beginning, the final product may not meet your expectations, and it will be hard to make changes without additional costs and possible delays.

STAKEHOLDER ANALYSIS

Who are the project's stakeholders? Who needs to be satisfied with the outcome? For example: athletes, coaches, National Federations, General Assembly members, fans, media, volunteers, organising committees, etc.

CHOOSING AN IT COMPANY/EXPERT

Once you have analysed your needs, you will probably have to select an IT company/expert. You should contact several IT companies and ask for offers. Once your organisation and the expert have agreed on the scope of the project, the expert must present a proposal covering the project, its budget and its timeline.

The IT company/expert should:

- help you analyse your needs and objectives;
- help you to select an appropriate IT tool;
- define the project's phases and list the deliverables;
- develop and/or install the tool;
- provide training sessions and user guides; and
- regularly maintain the system (if necessary).

BUDGET

IT systems can be expensive, and new IT projects may require more money than anticipated – particularly if the initial needs analysis is incomplete and/or the scope was not fully agreed with the IT company/expert.

Always carry out a comprehensive cost analysis at the start, ensuring your organisation has the funds to complete the project, and always consider maintenance costs: the project may incur additional budget to fix problems (bugs, software not working as expected) or change functionality. You may also need to replace hardware and upgrade software.

Once the project's scope, timeline, specifications and budget have been finalised, you should co-sign an agreement with the IT company/expert, setting out the terms of reference and project specifications.

USER TRAINING

The introduction of a new IT tool often requires a change in an organisation's working culture. If your users do not see the value of the tool, they may continue working as they have done in the past. It is therefore important to identify everyone who will use the new IT tool in any way and ensure that they all receive adequate training and support.

Establish policies and procedures to ensure that your organisation's security is not compromised by the users.

?

How do you ensure data and information are secure within your IT systems?

?

Does your organisation have all the necessary IT at its disposal? If not, what improvements would you prioritise?

D. INFORMATION SECURITY

You must ensure that your information is secure.

PHYSICAL SECURITY

Every corporate and personal IT system needs an external back-up location, where computer data is copied and archived in case it is lost from the main location due to problematic software, data corruption, hardware failure, hacking or other unforeseen events. Aim to schedule a back-up at least once a week.

You should also secure your primary hardware and databases to prevent theft, and consider the likelihood of damage due to power outages through fire or other natural disasters.

TECHNICAL SECURITY

You should install security systems such as firewalls and anti-virus protection to protect your systems from technical intrusion, while allowing for application upgrades, back-ups and access management.

HUMAN SECURITY

Establish policies and procedures to ensure that your organisation's security is not compromised by the users. For example, consider allowing only administrators to install software.

SECTION 5, THEME 2
UNIT 52: INFORMATION TECHNOLOGY

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 2
UNIT 52: INFORMATION TECHNOLOGY

SECTION 5
THEME

3

MANAGING RESOURCES

A resource is an aid, tool or support that you can draw
on to help you achieve your objectives.

UNIT 53
PROJECT MANAGEMENT

A. WHAT CONSTITUTES A PROJECT?
B. ELEMENTS OF PROJECT MANAGEMENT
C. PROJECT MANAGEMENT TOOLS

A. WHAT CONSTITUTES A PROJECT?

A project is a group of connected activities that are planned and executed in a certain sequence to deliver a unique service within a specified timeframe, such as when staging an event.

Defining characteristics of a project include:
• definable and measurable outcomes;
• start and end dates;

• a governance structure, such as an organising committee;
• a multidisciplinary project team with the right skills to make the event a success;
• the involvement of stakeholders, such as athletes and sponsors; and
• the criteria to measure project performance – for example, athlete/ official satisfaction or the amount of money raised.

B. ELEMENTS OF PROJECT MANAGEMENT

Project management is essential to delivering a project by a certain time, to a specified standard, with a specific volume of resources.

Project management involves the following steps.

PLANNING AND SCOPE DEFINITION
No matter how small a project, you must spend time in advance to clearly define the project, the desired outcomes, the work required, the stakeholders involved, the necessary human and financial resources, and the timeline for completion.

You should consider the following questions before embarking on a project:
• Is the project consistent with your organisation's mission, goals and objectives?
• Is it consistent with your bye-laws and constitution?
• Is it consistent with policy statements?
• Are there sufficient human and material resources available?
• Are any other organisations implementing the same activity or project?

• Does it require the involvement or support of outside agencies through partnerships or collaboration?
• Is it consistent with national or regional interests?
• Does it contribute to the organisation's needs?
• Does it fall within the scope of an existing activity?
• Is there any research or previous evaluation suggesting this project could have significant impact?
• Will the project outcomes be measurable?
• Are there any potential consequences (positive or negative) of carrying out the project?
• What can be done to ensure cost-effectiveness?
• Is there a letter of recommendation or other expressed support for the project?

GOVERNANCE
The management structure of a project, which identifies the specific stakeholders, their roles and responsibilities, and the ways in which they interact (essentially, who does what).

STAKEHOLDER MANAGEMENT
Stakeholders, the people or organisations with an interest in the project and its outcomes, should be involved early on and should be sent regular communications about the project.

RISK MANAGEMENT
Identifying, analysing and planning a response to any potential threats to the project.
🗄 **Unit 49**

ISSUES MANAGEMENT
You need a structured approach to issues and concerns (for example, difficulties raising money), taking into account the size and importance of the issue and who raised it.

RESOURCE MANAGEMENT
This is more than simply managing money. It involves managing what people need to do; scheduling how and when they perform their tasks; managing information exchange between stakeholders; working to an agreed budget; and meeting deadlines.

QUALITY MANAGEMENT
Stakeholders must agree on the expected standard of quality, as it may have an impact on your budget. Quality can be managed by:
- engaging staff and volunteers with appropriate skills;
- sticking to the project brief;
- resolving issues quickly and to the satisfaction of stakeholders;
- monitoring progress against an agreed schedule;

- delivering a project that meets requirements; and
- completing the project on time and within budget.

STATUS REPORTING
There should be regular status reports with details on:
- any milestones achieved that move the project towards completion;
- budget performance against the agreed budget, especially noting any overspend;
- any issues and concerns that have arisen and been dealt with; and
- risks that have occurred and been dealt with.

EVALUATION
Successful evaluation using Key Performance Indicators (KPIs) will help you assess whether a project is on time and within budget, whether it adheres to the documented plan and standards, and whether the planned outcomes were achieved.
🗄 **Unit 55**

CLOSURE
The formality of the closure process will be determined by the project itself. It may involve:
- comparing the project outcomes against the plan;
- completing or reassigning outstanding tasks;
- finalising records and documentation;
- recognising staff and volunteers who have worked on the project; and
- wrapping up any remaining tasks or activities.

?

How do you currently manage major projects in your organisation? How might you improve this process?

📷
You need a structured approach to issues and concerns, taking into account the size and importance of the issue and who raised it.

C. PROJECT MANAGEMENT TOOLS

The essential concept behind project management is that some activities depend on other activities being completed first, and therefore the activities need to be completed in sequence.

A number of project management tools can help you deliver your project on time. These include a Gantt chart (see example below), which allows you to identify and monitor all aspects of your project along a specified time frame.

GANTT CHART

Completed   Remaining
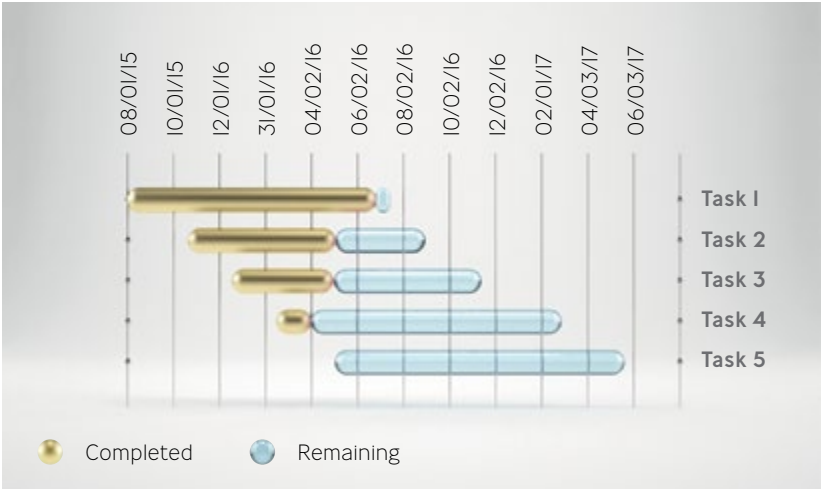
PROJECT CHARTER (PROJECT DEFINITION FORM)	
A project charter describes what your project is and how you will approach it, and lists the names of all stakeholders. It is a critical component of the project management initiation and planning phases, and you will refer to it throughout the life of the project.	
Project Title	Put a very brief title here.
State below the link with the NOC strategic plan/objective	
Project Background	The background to the project. Enough information to inform the reader.
Project Benefits	An outline of what the benefits are to the organisation, individuals or stakeholders in delivering the project.
Project Objectives	The specific objectives for the project. NOTE: the objectives can be one line or a more detailed text.
Project Deliverables	What you will be delivering at the end of the project (i.e. what you will have at the end of the project, e.g. a report, a new tool, an improved service levels, etc.).
Success Criteria	How you will measure the success of the project. NOTE: the success criteria must be measurable.
Constraints	Examples here can be specific (a skill which the project team must have) resources, or a legal deadline. NOTE: include time and money only if you can quantify them.
Project Manager	Who fulfils this role and what they do.
Budget	
Start Date	**Completion Date**
Signature of Project Manager	**Date**
Approval from Board/Steering Committee	**Date**

228

229

SECTION 5, THEME 3
UNIT 53: PROJECT MANAGEMENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 3
UNIT 53: PROJECT MANAGEMENT

UNIT 54
STRATEGIC PLANNING

A. WHY PLAN?
B. THE ELEMENTS OF A STRATEGIC PLAN
C. DEVELOPING A STRATEGIC PLAN

A. WHY PLAN?

To use resources sustainably and effectively, provide clear direction for your organisation and be as successful and impactful as possible, you need a relevant and up-to-date strategic plan.

THE BENEFITS OF A STRATEGIC PLAN
- Provides a framework for decision-making, identifying priorities for the organisation.
- Ensures the organisation becomes and remains competitive and relevant through a proactive rather than reactive approach.
- Generates motivation, engagement, productivity and creativity among members and stakeholders.
- Improves organisational performance and gauges progress or success.
- Helps an organisation cope with constant change, new competition and unexpected challenges, and benefit from emerging opportunities.
- Highlights key issues, internal strengths and weaknesses, external opportunities to leverage, and threats which must be eliminated or mitigated.

- Creates an appropriate structure and clarifies roles within the organisation, and facilitates the mobilisation and proper allocation of resources.

In many organisations, this process will lead to the development of two types of plans:

- **Strategic plan**
  A strategic plan defines the organisation's mission, vision, values, strategic priorities and strategic objectives, and the strategies for achieving them. A strategic plan will usually cover four to five years, or even longer.

- **Operational or action plan**
  An operational or action plan sets out how to move the strategic plan forward, covering associated risks, challenges, specific actions/programmes, costs, timelines and responsibilities. It should be reviewed formally at least once a year (e.g. for annual budgeting).

?

Does your organisation have written and approved strategic and operational/action plans? Why is it necessary to engage, consult and involve key stakeholders during the planning process?

How is your operational/action plan linked to your strategy?

"A PLAN IS THE CORE DISCIPLINE OF PREPARATION WHICH FREES US TO DO WHAT IS NECESSARY TO CREATE CHANGE AND TO ADAPT TO CHANGE, WITH AGILITY. PREPARATION EQUIPS US TO MANAGE THE VELOCITY, UNCERTAINTY, COMPLEXITY AND DIVERSITY OF CHANGE TO PERSONAL AND COLLECTIVE ADVANTAGE… IN THIS RESPECT, IT IS A ROUTE MAP TO REACH A DESTINATION. IT HAS PURPOSE, DIRECTION AND A TIMETABLE — WHY, WHERE AND WHEN. IT MUST COVER WHAT IS TO BE DONE, WHO IS TO DO IT, AND IN LINKING VALUES TO VISION, HOW TO DO IT."

FRANK DICK, FORMER BRITISH NATIONAL ATHLETICS COACH

B. THE ELEMENTS OF A STRATEGIC PLAN

Most strategic plans should include the following elements:

FOUNDATIONS
- **Vision**
  A vision statement reflects an organisation's long-term aspiration. It should be compelling, engaging and inspiring, and should be challenging yet achievable. An example would be: "We want to be the most successful swimming club in the country".

- **Mission statement**
  This defines the purpose of the organisation, answering questions such as:
  - Why does the organisation exist?
  - What function or service does it provide?
  - Who does it serve?
  - How does it fulfil its functions?

For example: "Our NOC supports the development of sport in our country and the Olympic Movement by creating sport development opportunities for coaches, athletes and national sport organisations, while promoting the Olympic values".

- **Core values**
  These are non-negotiable principles, such as respect, excellence and accountability, that apply to all members. They create the culture of the organisation and reflect how people act and interact within it.

STRATEGIC PRIORITIES AND OBJECTIVES
Also known as "key performance areas", strategic priorities are the broad areas an organisation will focus on in terms of delivery to members and stakeholders. Combined with the strategic objectives, these priorities help the organisation become and remain competitive and relevant. They address several areas of the organisation's SWOT analysis, an organisation's own assessment of its strengths, weaknesses, opportunities and threats.

The organisation must steer its strategic plan so as to exploit its strengths, capitalise on the opportunities identified, improve its weaknesses and reduce the threats through the implementation of a risk management process.

- **Action plans**
  Action plans help an organisation to deliver on its vision, mission, values, strategic priorities and objectives. An action plan shows: the strategic priorities; the strategic objectives under each priority; the activities to be carried out; the persons who are responsible; timeline; key performance indicators (KPIs); required resources; and status of implementation.

- **Key Performance Indicators (KPIs)**
  KPIs, or success measures, are quantifiable measures used to evaluate an organisation's performance – for example, athlete results, number of members or increases in membership. The KPIs should be incorporated into the action or work plan.

C. DEVELOPING A STRATEGIC PLAN

Developing a plan or strategy is a relatively straightforward process in theory but can be complex in practice. The process generally goes through two phases: an analysis phase, followed by a development and writing phase.

When carrying out the process, consider following these steps:

- **Analyse your organisation's environment**
  Developing a successful strategy requires knowledge, awareness and analysis of your organisation's operating environments. The internal environment is made up of areas such as the governance and financial management system,

230

231

SECTION 5, THEME 3
UNIT 54: STRATEGIC PLANNING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 3
UNIT 54: STRATEGIC PLANNING

human resources (HR) and other resources, and your organisation's programme. The external environment corresponds to legal, political or economic trends or changes in wider society.

The process of conducting an internal and external assessment (an "environmental scan") will allow you to:
- develop an understanding of your organisation's position within its market or sector;
- learn about the characteristics of your members, key stakeholders and any competitors; and
- become aware of any strengths, weaknesses, opportunities and threats facing your organisation. This is commonly referred to as a SWOT analysis.

- **Define your foundations**
  Your organisation's vision, mission and core values are vital to its smooth development.

- **Identify your strategic priorities**
  You should ideally agree on between four and six strategic priorities for your organisation.

- **Formulate specific objectives**
  Once you have determined your priorities, you must set specific objectives to guide your

organisation's operations, These objectives must fulfil the following requirements, as described by the acronym SMART:
- **Specific:** Objectives should relate directly to a service, such as membership benefits.
- **Measurable:** You must be able to quantify or measure the achievement of each objective.
- **Attainable:** You must have sufficient resources to achieve the objective.
- **Ranked:** After defining your objectives, you must prioritise them.
- **Time-based:** Set a time period or deadline for achieving each objective.

For example, a SMART objective would be "to increase overall membership of the organisation by 5% within two years".

- **Develop actions that correspond to your objectives**
  Determine a series of actions that will help you to reach your objectives, defining roles and responsibilities for each action.

- **Define the key performance indicators (KPIs)**
  Establish KPIs in order to measure how successfully each action is carried out.

What relevant factors, issues or trends should you consider when assessing your external environment?

STRENGTHS	WEAKNESSES
• Stakeholder support • Good volunteer involvement • Good public image • Satisfied sponsors • Paid staff who are very involved in the success of the organisation • Good relationship with government • Good premises • Good promotional strategy • Current lack of major competitors • Excellent transport links	• No organisational chart • Poorly developed job descriptions for volunteers and paid staff • Low level of professional training • No constitution • Weak financial base • Lack of teamwork • No support from local businesses and government
OPPORTUNITIES	THREATS
• Government capital investment programme • Increasing awareness of the benefits of exercise • Lifestyle changes for improving health • Use of management techniques to improve management • Branded image of service • Lottery funding	• Changes in government • Decrease in school physical education • Doping in sport • Increasing culture of litigation • Increasing competition

- **Determine the expected results and impact**
  Your expected results represent the concrete changes that your organisation wants to make. You should consider them when you develop your plan: they represent both the organisation's ultimate goals and the medium- to long-term results of its actions.

OTHER IMPORTANT ELEMENTS

Financial plan
It is essential to develop a financial plan that is consistent with the strategic plan.

Implementation schedule
An operational deployment schedule is the last element to integrate, as it allows you to visualise the chronology of the strategy's implementation.

Monitoring
The Board should prepare (or receive), at least on a monthly basis, a progress report, in order to ensure that they have a precise overview of the progress and that the organisation doesn't deviate from the priorities in the strategic plan.

Evaluation
Distinct from the monthly monitoring and reporting, evaluation should measure and compare the gap between expected results and actual results. Evaluation should take place at least once a year.

THE PROCESS FOR DEVELOPING A STRATEGIC PLAN
An organisation's top management or designated individuals should lead on developing the plan, in consultation with the Board and other key stakeholders, such as member federations, athletes' representatives, the government, sponsors, media etc.

It is worth setting up a small Steering Committee to coordinate the planning project and ensure the ongoing consultation with and involvement of the organisation's key stakeholders. This will ensure buy-in, and is also critical to implementing the strategy successfully.

Consider following these steps in order to keep the process on the right track:

- Consider the objectives, process and requirements for successfully

How can you measure the performance of your organisation?

How could your current planning process be improved?

developing a strategic plan, and put in place an action plan to assist the Steering Committee.
- Set timelines for completing the strategic plan.
- Appoint an appropriate facilitator or experienced individual to lead and guide the planning process.
- Review relevant organisational documents such as previous plans, annual reports, constitution etc.
- Consult stakeholders on what they think the organisation should do and what they want from it (questionnaires, interviews and focus groups may be useful means in this consultation process).
- Carry out internal and external environmental assessments.
- Arrange a planning workshop for members and stakeholders to develop the draft strategic framework, under the guidance and direction of the facilitator. You could discuss the following strategic issues and questions in the workshop:

  - Who are we?
  - Where are we now?
  - What are we currently doing, and why?
  - Where do we want to be, and why?
  - How can we get there?
  - What do we want to change?
  - Who will be responsible for it?
  - Where do we go from here?

- Formulate the various components of the strategic framework through presentations, group tasks and plenary sessions, allowing participants to develop a draft strategic plan.
- Secure the mandate of planning workshop participants to set up a small panel, led by the facilitator, to refine the content of the strategic framework (plan).
- Validate the refined (amended) plan content by circulating it to all workshop participants and incorporating their feedback into a final strategic plan.
- Develop a one-year action plan to facilitate implementation of the strategic plan on an annual basis.
- Submit strategic and action plans to the Board for approval (as soon as possible).
- Submit final strategic plan to the General Assembly for adoption (in due course).

232

233

SECTION 5, THEME 3
UNIT 54: STRATEGIC PLANNING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 3
UNIT 54: STRATEGIC PLANNING

UNIT 55

MANAGING AND EVALUATING PERFORMANCE

A. HOW TO MANAGE PERFORMANCE
B. BENEFITS AND BARRIERS OF PERFORMANCE MANAGEMENT
C. HOW TO EVALUATE PERFORMANCE

A. HOW TO MANAGE PERFORMANCE

Performance management means managing and monitoring an organisation's activities to make them as effective as possible. It makes use of systems and procedures to meet the requirements of stakeholders and the objectives set out in the strategic plan. There are four steps:

I. Start by clearly defining the objectives in your operational plan and make sure they are SMART.
   Unit 54

2. Develop plans to define how you will meet the objectives and the resources required, such as funding, equipment, athletes and coaches.

3. For the operational phase, ensure there is careful management in place and that resources are appropriate, planned, in the right place and delivered in the right way.

4. Evaluate your operations using the KPIs established during the strategy development process. This may lead you to make changes to your plan or operations, or even to revisit your objectives. You should carry out evaluation at regular intervals.
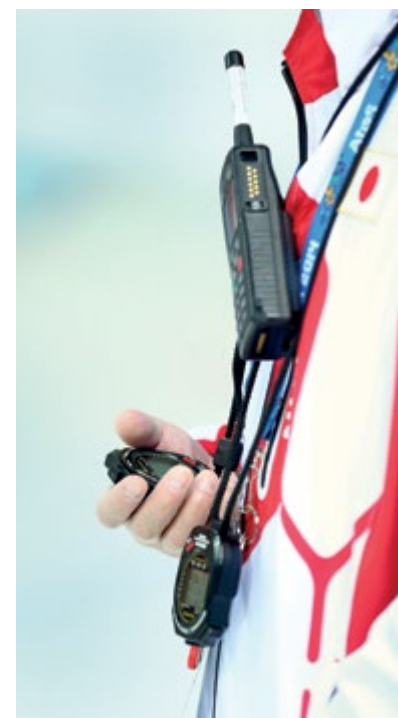
The figure opposite shows a performance management process for qualifying a team for the Olympic Games. Here, evaluation should be carried out after each competition in which the team participates to assess if the team is on track to qualify.

Performance management means managing and monitoring an organisation's activities to make them as effective as possible.

What processes and procedures do you have in place to help you manage the performance of your organisation?

"THE BASIC PRINCIPLES OF GOOD GOVERNANCE, INCLUDING TRANSPARENT AND DEMOCRATIC DECISION-MAKING PROCESSES, FINANCIAL REPORTING AND AUDITING ACCORDING TO INTERNATIONAL STANDARDS, PUBLICATION OF FINANCIAL REPORTS AND ETHICS AND COMPLIANCE RULES, WILL CONTINUE TO BE APPLIED AS THE IOC LOOKS TO MAXIMISE THE PERFORMANCE OF THE ORGANISATION IN THE FUTURE."

IOC ANNUAL REPORT, 2015

THERE ARE FOUR STEPS TO PERFORMANCE MANAGEMENT

ONE
OBJECTIVES: TO QUALIFY YOUR TEAM FOR THE OLYMPICS

TWO
PLANS FOR TRAINING, COMPETITION, SPORT SCIENCE AND TECHNOLOGY

THREE
OPERATION – CARRY OUT PLAN TEST IN COMPETITIONS

FOUR
EVALUATION – DID THE TEAM QUALIFY?
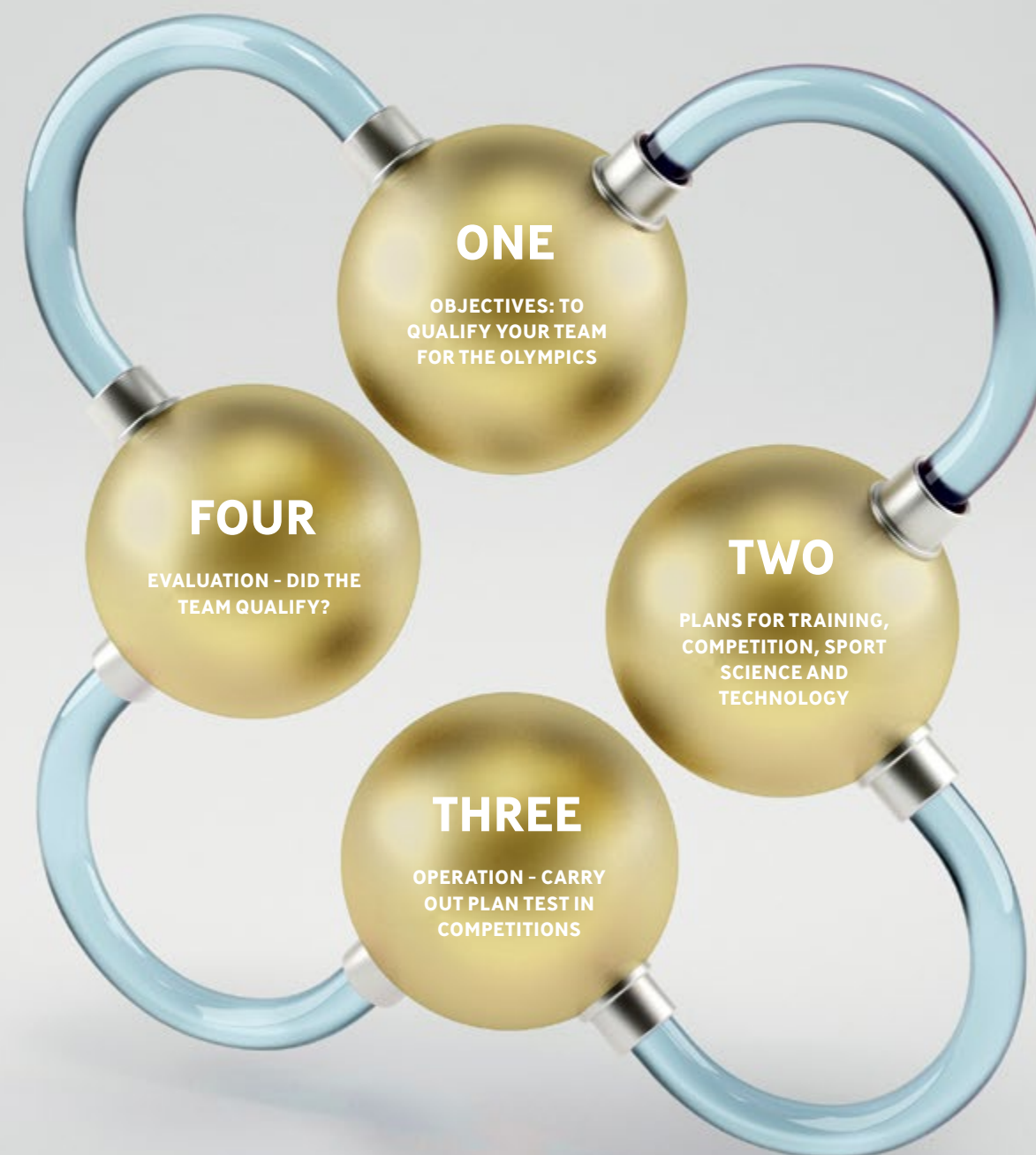
B. BENEFITS AND BARRIERS OF PERFORMANCE MANAGEMENT

BENEFITS OF PERFORMANCE MANAGEMENT

- It helps with planning by providing: a structure for controlling the implementation of plans; information on how the organisation is performing against targets; and information that can be fed into future planning.
- It allows you to evaluate and communicate your organisation's success in achieving strategic objectives, helping you operate in a more transparent and accountable way.
- It helps you to meet stakeholder expectations. If you set performance targets with the agreement of stakeholders, you can manage the service to meet these targets.
- It allows you to focus on key aspects of your service (such as achieving elite performance) and evaluate how you are doing against objectives set in targeted areas.

BARRIERS TO PERFORMANCE MANAGEMENT

- You must accept the need for performance management and use it as a key management tool. If your attitude to the process is negative, it will not be effective.
- There must be procedures and processes in place for setting objectives, collecting and analysing information and comparing targets.
- These techniques require certain skills. Without a clear understanding of the performance management process and its components, you run the risk of failing to achieve your goals.

You must accept the need for performance management.

C. HOW TO EVALUATE PERFORMANCE

Performance evaluation (step 4) looks at the extent to which you have achieved your plans, and whether your work will have its intended impact. It is usually carried out using KPIs. To ensure KPIs are useful for management, they are usually associated with a goal or objective that managers need to achieve. For example, in finance, one goal might be to put in place a monthly financial reporting system, and the KPI would be to deliver this by a specific date.
📖 **Unit 54B**

You should consider various factors when developing KPIs:
- KPIs must be based on trustworthy data. For example, if you are measuring financial performance, your financial records must be accurate.
- The data must be collected from the same sources and in the same manner to ensure performance is evaluated accurately and to facilitate comparison. For example, if you are reporting on the success of an event that aims to encourage

children to join your sport, you need to decide whether the number of children attending the event or the number joining clubs will be your measure of success.
- KPIs should also measure what they are intended to measure. For example, membership numbers are not always an accurate reflection of sport participation because they do not include non-members who play the sport and often include people who are no longer active.
- KPIs should be used as a guide only, as they do not provide an explanation for performance. For example, a KPI might show that your athletes qualified for the finals, but will not explain why they did not win a medal.
- KPIs are meaningless unless they are evaluated against objectives. You may have successfully increased membership – but you may have achieved this by offering free membership. In this instance, you have been effective from a membership perspective, but ineffective financially.

236

MANAGING PEOPLE

A. YOUR GREATEST RESOURCE
B. MANAGING PROFESSIONALS
C. MANAGING VOLUNTEERS
D. EVALUATING YOUR VOLUNTEER STRATEGY

A. YOUR GREATEST RESOURCE

"IT DOESN'T MAKE SENSE TO HIRE SMART PEOPLE AND THEN TELL THEM WHAT TO DO. WE HIRE SMART PEOPLE SO THEY CAN TELL US WHAT TO DO."

STEVE JOBS, FORMER CEO, APPLE

People are without doubt the greatest resource in your organisation. Well-managed staff and volunteers will deliver high-quality services and bring real value to your organisation.

To help you manage people properly, keep in mind the following points.

- Recruit the best people, using as many hiring sources as possible, both within and outside your sport. You can recruit by advertising, word of mouth or headhunting.

- Place people in roles that make the best use of their skills and expertise. This means you need to be clear about what a job entails, and what skills and abilities each candidate possesses.
- Provide training to staff and volunteers to fill any gaps.
  📖 **Unit 57**
- Keep staff and volunteers interested and motivated. To do this, you must understand why they choose to work or volunteer for the organisation. Recognise and reward their contributions appropriately.

People are without doubt the greatest resource in your organisation.

237

B. MANAGING PROFESSIONALS

PROFESSIONALS AND EXTERNAL SPECIALISTS

Professionals may be either administrative officers or technical specialists such as coaches, sport science experts and medical advisors.

Your organisation may also use external professionals, such as consultants, if:
- a project is short-term or a one-off;
- nobody else has time to take on the project;
- you would like an outside perspective; or
- a funding source requires you to use an expert in a project they are funding.

Professionals can be expensive, so it is critical that you make the best use of their expertise and their time with your organisation. When managing professionals, it is worth following several key principles:

- Be very clear about why you need an expert and what you expect them to achieve.
- Create a clear scope of work and use this to recruit your expert.
- Look for the best possible candidate. Ask others who they have used in the past or seek recommendations from funding bodies.
- Decide how you will recruit: will you use an advertising and application process, will you approach someone specific, or both?
- Create a legal contract with the external expert you select.
- Set a budget for the project and make sure this is clearly communicated to your expert.
- Agree on the end result of the project.
- Manage your expert to agreed deadlines, providing all agreed information and resources.

C. MANAGING VOLUNTEERS

Volunteers are increasingly in demand at sport organisations. They can help with everything from coaching and team management to administration, event organisation, governance and policy. However, it may be difficult to find volunteers, and they can create costs. You should therefore manage volunteers as carefully as you manage paid staff.

You can better meet the needs of volunteers if you understand why they have chosen to give their time. Their reasons may include:
- the chance to be of service to others or give something back to the sport;
- the opportunity for work experience;
- family involvement;
- social opportunities;
- prestige; and
- the chance to influence policy.

Consider your volunteer requirements on a regular basis, taking into account what needs to be done in your organisation and any future events or activities.

For planning purposes, it may be helpful to classify volunteers into three categories:

- **Administrative leadership**
  Volunteers may serve as Executive Board members, secretaries, treasurers or committee members. The volunteers you recruit for these positions must have the necessary skills, abilities and time. Depending on your organisation's constitution, they may need to be elected.

- **Sport technical leadership**
  Coaches, officials, medical experts, sport science and other specialists must possess in-depth knowledge and qualifications in the areas where they are volunteering.

- **Support services**
  There is always a demand for volunteers to assist with tasks such as hosting events. These volunteers may love to be involved, but they may also have limited time to commit in the long term.

RECRUITING VOLUNTEERS

Individuals who have benefited from your programme (such as former participants or coaches), students, parents/relatives and spectators may all be good sources of volunteers.

To recruit volunteers, you could:
- contact local volunteer bureaus and organisations;
- arrange to talk with specific groups to create interest;
- encourage the media to publicise the aims, objectives and volunteering opportunities of your organisation;
- distribute posters, leaflets and flyers to raise awareness;
- make presentations to schools and universities; and
- advertise on your website and other relevant sites.

Once you have identified potential sources of volunteers, contact individuals in person. You should interview applicants in advance to determine their interests, abilities and motives, and whether they are willing to accept supervision and/or responsibility. You should verify character references and, where possible, run background checks through the police.

To help your volunteer programme function smoothly and grow, consider taking the following steps:

- Create a clear job description that outlines the expected commitment, including your organisation's objectives and general philosophy.
- Train your volunteers and give them time to learn.
- Encourage people to grow in their roles and to try out new ideas and ways of working, provided the programme objectives are met.
- Create incentives and give volunteers credit and recognition for their work (this may include some tangible reward).
- Encourage self-development to further motivate volunteers and improve your own organisation.

MANAGING RELATIONSHIPS WITH VOLUNTEERS

If your organisation employs paid staff as well as volunteers, you may find that conflicts occur where responsibilities and authorities are not clear. For instance, Boards, who may meet only a few times a year, may feel that full-time staff are running the organisation their way rather than in line with their wishes.

It is therefore extremely helpful if employees, volunteers and Boards are clear about their roles and responsibilities, and about who they report to. Success depends on everyone being prepared to work cooperatively for the good of sport, and you have an important role to play.

How good is your organisation's volunteer recruitment process? Are volunteers doing the jobs best suited to their skills? How do you recognise your volunteers' contributions?

D. EVALUATING YOUR VOLUNTEER STRATEGY

Consider the following questions when evaluating your use of volunteers.

- What tasks do volunteers perform?
- Have you defined the purposes and policies of your volunteer programme in writing (for example, with job descriptions)?
- Do you regularly plan and review your volunteer programme with input from the Board, staff, users and community groups?
- Do you give volunteers a formal introduction to the organisation and their roles?
- What criteria are used to recruit and place volunteers?
- What training do they receive?
- Is there a coordinator responsible for all volunteers, and to whom volunteers can report?
- Does your organisation keep records on each volunteer?
- What expenses does your organisation cover for volunteers (e.g., transportation or childcare)?
- Do volunteers receive performance evaluations?
- Do volunteers receive clerical support? Are they allocated workspaces and equipment?

238

239

SECTION 5, THEME 3
UNIT 56: MANAGING PEOPLE

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 3
UNIT 56: MANAGING PEOPLE

UNIT 57

STAFF AND VOLUNTEER TRAINING

A. HELPING YOUR PEOPLE PERFORM
B. ANALYSING TRAINING NEEDS
C. CREATING A TRAINING PLAN

A. HELPING YOUR PEOPLE PERFORM

"WE WANT OUR CANDIDATES TO LEARN NEW THINGS, TO HAVE THE OPPORTUNITY TO HAVE A UNIQUE EXPERIENCE AND TO BE ABLE TO SHARE WITH OTHER PEOPLE THE EXPERIENCE OF HAVING WORKED ON THE WORLD'S LARGEST SPORTS EVENT."

FLÁVIA FONTES, HEAD OF VOLUNTEERS, RIO 2016

To ensure you are helping staff and volunteers do their jobs well, you should assess their training needs when they join your organisation, if their job or technology changes, or when the organisation's priorities change.

Skill shortages can lead to problems. For example, your team may fail to qualify for the finals of a competition because the head coach has not

prepared properly. When tackling performance problems, ask yourself the following questions:

*   Has a shortage of skills contributed to the problem?
*   What are the reasons for the skills shortage?
*   Can the shortage be addressed with training?
*   How important is it to rectify this situation?

To ensure you are helping staff and volunteers do their jobs well, you should assess their training needs.

B. ANALYSING TRAINING NEEDS

To address any gaps or shortages in skills and knowledge, you should undertake a training needs assessment. This entails the following steps:

I.   Break up the required activities into individual tasks.

2.   Describe the knowledge and skills required to perform each task.
3.   Assess the person against the identified knowledge and skills.
4.   Talk to the post-holder about their perceived requirements.
5.   Discuss their personal development needs.

Be aware that volunteers may not have the necessary time to devote to training, or may feel that they have sufficient skills for their role. This means you must do even more work to promote the benefits of training and personal self-development to volunteers.

How do you identify skill shortages in your organisation?

Training could be formal, such as organised courses run by experts, or informal, such as on-the-job experience.

What are the opportunities for formal or informal training in your organisation? What can you do to improve your training for staff and volunteers?

C. CREATING A TRAINING PLAN

Training could be formal, such as organised courses run by experts, or informal, such as on-the-job experience. To get the most out of training, you should try and make it as practical as possible. For example, you could hold briefing sessions on various topics, led by different people from across the organisation.

The preparation of a training plan should cover the following areas:

*   objectives, such as the acquisition of new skills;
*   the target group;
*   the choice of training method (how the training will be delivered);

*   how you will measure the success of the training; and
*   an evaluation of the training.

EVALUATING YOUR TRAINING
If training is successful, you should see improvements in both individual and organisational performance. When evaluating your plan against your objectives, there are three key questions:

*   Have the necessary skills and/or knowledge been acquired?
*   Have these skills and/or knowledge been put into practice?
*   Have these skills and/or knowledge helped the organisation function more effectively?

240

241

SECTION 5, THEME 3
UNIT 57: STAFF AND VOLUNTEER TRAINING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 3
UNIT 57: STAFF AND VOLUNTEER TRAINING
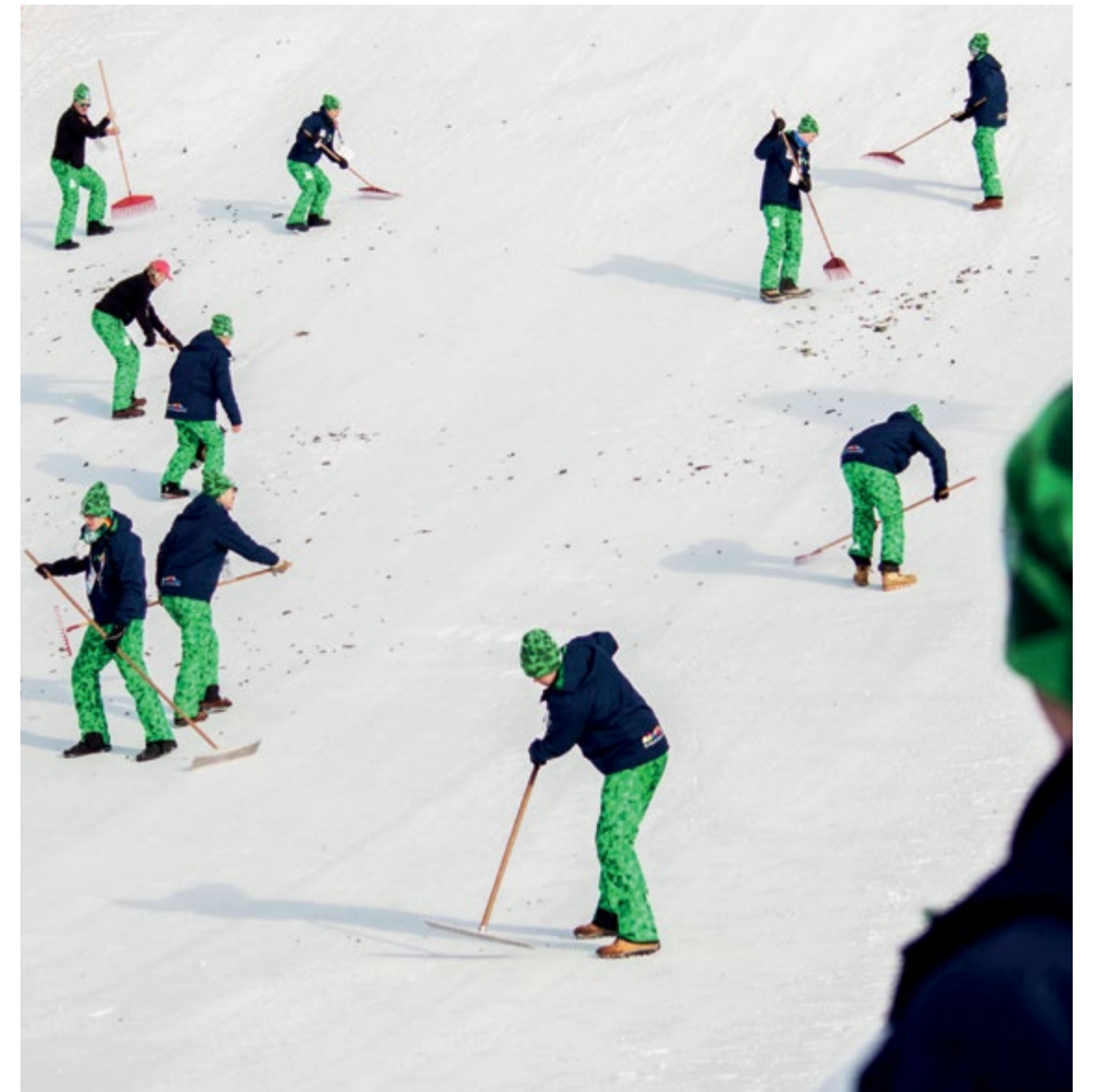
UNIT 58

FINANCIAL MANAGEMENT AND BUDGETING

A.   WHO IS RESPONSIBLE?
B.   FINANCIAL MANAGEMENT
C.   FINANCIAL STATEMENTS
D.   BUDGET
E.   ASSESSING FINANCIAL MANAGEMENT

A. WHO IS RESPONSIBLE?

"GOOD FINANCIAL MANAGEMENT INVOLVES BEING ABLE TO REVIEW FINANCIAL INFORMATION, EFFECTIVELY MANAGE FUNDS, IMPLEMENT SOUND FINANCIAL PRACTICES AND UNDERSTAND YOUR CLUB'S FINANCIAL POSITION AND OBLIGATIONS."

NEW SOUTH WALES OFFICE OF SPORT

Financial management involves monitoring and communicating your organisation's financial affairs in accordance with approved accounting practices and the law. You must manage your funds transparently, efficiently and effectively in order to help your organisation plan for continued income and growth.

The financial management and budgeting terms, definitions and management practices used in this Unit refer to a not-for-profit organisation.

ROLES AND RESPONSIBILITIES
All Board members and staff are responsible for your organisation's financial management, and everyone must behave ethically and responsibly. Few people are more important in the process than the person responsible for finance: usually the Treasurer or Financial Director, who plays a crucial role in establishing and following budgets. The Board is responsible for the organisation's financial plan and ensuring that it is linked to the strategic plan. A good Treasurer will ensure that the organisation stays solvent and grows its assets while effectively managing its cash flow.

All Board members and staff are responsible for your organisation's financial management, and everyone must behave ethically and responsibly.

B. FINANCIAL MANAGEMENT

KEY TERMS

- **Assets**
  Something of value that your organisation owns or has use of. They may be current assets that are only owned for a short time, such as cash, or fixed or long-term assets, such as buildings.

- **Liability**
  An organisation's debts. Again, these can be current, which must be paid off within a short time frame, or long-term, such as a mortgage.

- **Overheads**
  The costs needed to run daily operations, including the cost of heating, electricity and staff.

- **Surplus**
  When income exceeds expenditure.

- **Deficit**
  When expenditure exceeds income.

- **Liquidity**
  The amount of money you can access immediately to pay your debts.

- **Reserves**
  The amount of unspent funds.

- **Balance sheet**
  A list of all assets owned and liabilities owed by an organisation.

- **Income and expenditure statement**
  A record of income and expenditure over a given period, showing whether you have a surplus or a deficit.

- **Capital expenditure**
  Expenditure that results in acquiring or making improvements to fixed assets such as buildings.

- **Operating expenditure**
  Expenditure incurred through operations or maintaining the earning capacity of fixed assets, such as buildings maintenance.

- **Audit**
  An independent and objective annual examination of an organisation's financial statements, accounting records and financial assets, performed by a certified external accountant. An annual audit is considered best practice for not-for-profit organisations.

KEEPING ACCOUNTS
Accounting is the process of tracking and cataloguing income and expenditure, assets and liabilities, and is a key tool in financial control.

Accounting makes an organisation's financial information retrievable at any time, a necessary requirement of an audit. Without such records, funding sources such as public grants or sponsorships could be withdrawn. It is especially important for not-for-profit organisations to be able to demonstrate spending in accordance with the expressed intent of the organisation, and that they comply with all national and international acceptable accounting procedures and practice.

You may need external support to set up a financial accounting system. There are also several computer-based accounting packages appropriate for small organisations.

FINANCIAL TRANSACTIONS
Financial transactions are organised into ledger accounts for income, expenditure, assets and liabilities. These categories are often given numerical account codes, and sometimes sub-account designations and numbers:

Ledger category	Ledger account code
Assets	1000
Liabilities	2000
Income	3000
Expenses	4000-7000

Transactional purchases, debits, deposits and credits are posted to the ledger account under which the items are categorised. Accounting software automatically assigns ledger account numbers.

The general ledger collates financial information via the ledger categories. It displays income and expenditure on an income statement or profit and loss statement, and keeps track of assets and liabilities via the balance sheet or the statement of financial position.

How could you ensure financial procedures are properly followed within your organisation?

SECTION 5, THEME 3
UNIT 58: FINANCIAL MANAGEMENT AND BUDGETING

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 3
UNIT 58: FINANCIAL MANAGEMENT AND BUDGETING

PROCESSING BANK TRANSACTIONS (PAYMENTS AND DEPOSITS)

If you are using a bank ledger system and are not employing an accounts-payable or accounts-receivable accounting system, you should record bank transactions as follows:

- Record the date of issue or deposit of a debit, cheque or credit.
- Check the amount and name matches the corresponding purchase order, requisition, sales request or invoice.
- Check the request has been signed off and coded by the correct budget manager.
- Record the issuer or giver of the credit/debit and, if applicable, the cheque number.
- Record the purchase or deposit in the general ledger via the appropriate ledger account: expense, income, asset or liability.

RECONCILING A BANK ACCOUNT

You should reconcile banking statements with the organisation's general ledger daily, weekly and monthly. This reconciliation process can help you identify and rectify any differences between the bank statement and the general ledger, and will greatly assist with cash management and fraud prevention.

FINANCIAL POLICY AND PROCEDURES

An organisation's written policies and procedures are a guide for how to operate and conduct daily business such as setting expenditure limits;

authorising expenditure beyond prescribed levels; agreed payment processes; and financial controls, such as requiring two signatures on all cheques.

There are several computer-based accounting packages that significantly simplify the management of financial records and are suitable for small organisations, which will nonetheless eventually need to employ a chartered accountant to verify and audit its records.

PETTY CASH

Most organisations need actual cash on hand, and you need clear procedures for accounting for it. Open a petty cash account, separate from other accounts, keep the cash in a safe place and record expenses carefully using a cashbook, keeping all receipts. Check the account regularly.

Petty cash should be used to cover small expenses. At the end of a set period, check the account expenditure and top it up if necessary. For example:

Initial float (petty cash)	$200
Amount spent	$170
Amount remaining	$30
Top-up cash from bank	$170
New cash balance	$200

You should include rules governing the distribution of this petty cash in the organisation's policies and procedures, and insist on two signatures for any withdrawals.

It is important that you control your finances carefully and consistently.

Accounting is the process of tracking and cataloguing income and expenditure, assets and liabilities.

C. FINANCIAL STATEMENTS

"FINANCIAL INFORMATION SHOULD BE DISCLOSED GRADUALLY AND IN APPROPRIATE FORM TO MEMBERS, STAKEHOLDERS AND THE PUBLIC. DISCLOSURE OF FINANCIAL INFORMATION SHOULD BE DONE ON AN ANNUAL BASIS. THE FINANCIAL STATEMENTS OF SPORTS ORGANISATIONS SHOULD BE PRESENTED IN A CONSISTENT WAY IN ORDER TO BE EASILY UNDERSTOOD."

BASIC UNIVERSAL PRINCIPLES OF GOOD GOVERNANCE OF THE OLYMPIC AND SPORTS MOVEMENT (PRINCIPLE 4.3), 2009

The two main documents that need to be presented to an organisation's membership are the balance sheet and the income and expenditure statement (also known as the profit and loss account), which are key documents for financial control. You may need to provide additional documents depending on local laws.

BALANCE SHEET

A balance sheet puts a value on the net worth of an organisation by measuring assets, such as buildings and cash, and liabilities, such as loans. The difference between these two figures is the net worth, or equity, of the organisation. The balance sheet must contain:

- the final balances of the preceding financial year;
- a breakdown of the capital employed;
- details of freeholds and leases;
- a valuation of fixed assets and how the figures were calculated;
- details of any investments and their value;
- loans;
- cash and debts;
- stock and the basis of its valuation; and
- bank loans and overdrafts.

INCOME AND EXPENDITURE STATEMENT

The income and expenditure statement records income and expenditure generated and incurred by your organisation over a given period. It reports changes in worth, but does not show liquidity or present a full picture of financial performance (the purpose of the balance sheet). An income and expenditure account must show:

- turnover – the total income that your organisation receives;
- income from rents and investments;
- equipment hire charges;
- depreciation charges and how they are calculated;
- interest on loans;
- tax charges (if applicable);
- transfers to and from reserves; and
- any exceptional accounting adjustments.

Every organisation has different needs and will have different financial practices. However, it is important that you control your finances carefully and consistently. Too much variation can make it impossible to evaluate current performance against past performance, and can suggest both a lack of control and possible misuse or abuse. This is why financial statements must be audited by an external body.

Does your organisation systematically produce the necessary financial documents?

SECTION 5, THEME 3
UNIT 58: FINANCIAL MANAGEMENT AND BUDGETING

SPORT ADMINISTRATION MANUAL

244

245

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 3
UNIT 58: FINANCIAL MANAGEMENT AND BUDGETING

D. BUDGET

A budget is an estimate of income and expenditure. Budgets can also forecast two, three or four years into the future, helping an organisation to understand its future financial status and determine how to allocate and plan for the years ahead.

DRAWING UP THE BUDGET
To create your budget, you must be aware of how much money you have coming in, how much you are spending and how much you should be spending. This requires you to identify:

- sources of revenue, including in-kind contributions;
- costs of services, activities and projects the organisation delivers;
- overhead costs, including salaries, rent and electricity; and
- any other costs, such as investment in equipment, maintenance, fringe benefits, volunteer benefits and other taxes.

Once you have this information, you can develop your budget and outline areas where revenue will be spent. When calculating expenditure, remember to consider inflation or increases in costs, such as fuel increases or annual salary increases.

The last step is to get your budget approved. In many sport organisations, this requires approval from the Board. You should avoid:

- spending resources without a budget;
- starting initiatives for which there is no budget allotted in the respective calendar year;
- re-allocating budget resources from one item to another (this shows a lack of financial control);
- asking funding sources for more resources because your budget was not accurate;
- setting a large "miscellaneous/ other" budget allocation; and
- having unrealistically high budget estimates where the costs are not carefully determined.

If an organisation does not adhere to its budget, it will not deliver its programmes, activities and services, and stakeholders may become concerned – making future relationships more difficult.
A budget is a critical management tool. You should therefore report regularly on the differences between actual and budgeted results ("variances"), which can be categorised as favourable or unfavourable. This analysis will help you to:

- identify where corrective action is required;
- review plans, policies and decisions in light of performance;
- revise budgets, if necessary;
- plan and coordinate the use of resources; and
- anticipate potential problems.

Be aware of how much money you have coming in, how much you are spending and how much you should be spending.

E. ASSESSING FINANCIAL MANAGEMENT

To determine whether you are managing your organisation's finances in a prudent and sensible manner, ask yourself the following questions:

- Where does your organisation keep its money?
- What interest are you earning?
- Is this the best place for your money?
- Who has the authority to withdraw money, how much, and for what reasons?
- What policies guide items and levels of expenditure?
- How should you report what was spent?
- Who keeps and checks the records?
- Who audits your accounts?
- What financial controls are in place?

- How do you save on projected expenditure?
- How successful have your money management practices been to date?
- What do you need to improve?

? How do you go about creating a budget for your organisation? Do people understand the need to stick to the budget?

Do you have adequate control procedures in place? What financial controls or reporting do you need to improve?

246

247

UNIT 59
SOURCES OF FUNDS

A. **WHERE TO FIND FUNDS**
B. **FUNDRAISING ACTIVITIES**
C. **GRANTS**

A. WHERE TO FIND FUNDS

Generating your own revenue is necessary for effective development, planning and maintaining independence.

Raising funds is one of the most critical activities for a sport organisation. Generating your own revenue is necessary for effective development, planning and maintaining independence. However, few organisations are as successful at fundraising as they would like to be. It is a difficult and time-consuming task, but nevertheless is a necessity.

You will likely have to raise funds from a number of sources to get all the resources you need to run your desired services and programmes.

Funds can be obtained from:
- membership;
- funding agencies (such as the government, NOC, schools or a National Federation);
- fundraising activities (see below);
- grants (see below);
- sponsorship (📖 Unit 60); and
- licensing, a commercial process where you grant rights to a sponsor or other organisation or individual to use your property (such as a logo or athlete image) for a limited period.

B. FUNDRAISING ACTIVITIES

There are lots of different activities that can raise funds for your organisation, from product sales to sport events.

When deciding which ideas to explore, consider the following points:

- **Commitment of the fundraisers**
  Activities are only successful if those who are responsible are committed and motivated.

- **Novelty**
  A general rule of thumb is that the more novel the activity, the more interest it will create.

- **Estimated net profit**
  Make sure the costs of hosting an event or activity do not exceed the fundraising income.

- **Resources**
  Check you have the equipment, facilities and, most importantly, people to execute your idea and make it a success.

- **Timing**
  Ensure you have time to organise an event or activity properly, and ideally arrange it for a time when it faces the least competition.

? Where do most of your funds come from? Do you regularly explore other sources of funds?

- **Risk and legal implications**
  Think about what could go wrong and how you would deal with any problems. You should also be aware of any permits or licences you may need to hold.
  📖 **Unit 49**

No matter how you decide to raise funds, it is important that your event or activity is managed efficiently to make the best use of resources and the goodwill of those who attend, and to maximise income. Think carefully about whether you are choosing an event or activity that will appeal to the public and encourage participation. Use the checklist below to help you.

- You have a worthwhile cause that will be supported.
- You have identified the project

leader, prospective volunteers and, where appropriate, committees and chairpersons.
- You have put together initial publicity plans.
- You have a financial goal and know how you will use the funds.
- You have financial and human resources in place.
- You have drawn up a project budget.
- You have established your target market.
- You have set the time of your event.
- You have a plan for acknowledging individuals who helped make your event a success.
- You have scheduled a meeting to evaluate the event.
- You have planned a post-event party to thank workers.

📷
Activities are only successful if those who are responsible are committed and motivated.

C. GRANTS

In many countries, the economic situation does not support local fundraising from companies or individuals. In these instances, it is worth exploring the options

available through international foundations or foreign government funding agencies. These organisations offer guidelines on their relevant application processes.

❓

What "property" does your organisation have that is of value and may be of interest to a sponsor?

Does your organisation have a strategy for fundraising?

PROMOTION AND SPONSORSHIP

A. WHAT ARE PROMOTION AND SPONSORSHIP?
B. PROMOTION
C. SPONSORSHIP
D. MAKING THE PITCH

A. WHAT ARE PROMOTION AND SPONSORSHIP?

Promotion and sponsorship are two important elements in marketing sport organisations. Marketing includes:
- promoting your organisation's business to your target audience;
- increasing stakeholders' satisfaction; and
- promoting your brands.

It can involve many elements, such as:
- planning, including identifying goals and strategies;
- research to learn about stakeholder expectations;

- branding;
- communication strategies;
- digital marketing;
- customer and partner relationship management;
- sponsorship;
- fan engagement;
- merchandising and licensing;
- social responsibility; and
- event promotion.

Sport organisations must consider all these elements to deliver value.

📷
Promotion and sponsorship are two important elements in marketing sport organisations.

B. PROMOTION

Promotion communicates what your organisation does, summarising why people and organisations should get involved with you and use your services. It has three main objectives:

- to raise awareness of a sport, a team or a group of players and explain more about them (for example, to increase participation or sell event tickets);
- to encourage support (for example, by promoting sport's health benefits to sponsors and funding agencies); and
- to build loyalty (for example, by promoting the benefits of membership to members and existing sponsors).

ADVERTISING
You can pay to promote your sport or organisation in the media, cinema, radio, billboards or brochures. It is often expensive.

MERCHANDISING
You can put your organisation's name and/or logo on products such as T-shirts, key rings and caps, and sell them or use them as giveaways.

EVENTS
Hosting events can help develop and build relationships with stakeholders, and generate media and public interest.

DIRECT MAIL
You could arrange to deliver promotional material directly by email or post, either to specific individuals or to an entire stakeholder database. This can be expensive, and you should be aware of data protection legislation in your country before arranging such a campaign.

PUBLIC RELATIONS
Public relations (PR) work is not just about generating publicity. It should also focus on:

- boosting, maintaining and protecting your organisation's image and reputation;
- generating goodwill;
- educating specific audiences about your organisation; and
- supporting marketing and fund development initiatives.

PR should make the public think favourably about your organisation and its activities. It requires two-way communication between your organisation and your stakeholders to understand their behaviour and attitudes towards you.

Executing an effective PR campaign

1. Analyse and research all relevant aspects to help you understand stakeholders and how they view your organisation.

2. Create a policy for developing and subsequently evaluating the campaign. This will involve defining your goals and desired outcomes, as well as determining your financial and time constraints.

3. Set out your PR strategies and tactics, and tailor them to specific stakeholders. Common PR tools include social media, media releases and conferences (📖 **Unit 36**), speaking engagements and community service programmes.

4. Start the campaign and begin communicating with stakeholders.

5. After the campaign, approach stakeholders for feedback.

6. Finally, assess the campaign and make any necessary adjustments for next time.

📷
Sponsorship creates a direct association between your organisation and another organisation.

C. SPONSORSHIP

Sponsorship creates a direct association between your organisation and another organisation, and should benefit both parties. It identifies, creates, delivers and maintains value for both sport organisation and the sponsor. Sponsors will offer cash and/or goods and services of value (known as value-in-kind, or VIK) in exchange for:

- **Use of logo**
  Can a sponsor use the logo of your organisation or event? (Ensure you have the legal right to offer this option.)

- **"Official sponsor" status**
  Can you offer "official sponsor" status?

- **Exclusivity**
  Will you have a limited number of sponsors for an event, making it more exclusive? Can you assign each sponsor an exclusive product category?

- **Publications**
  Will you be producing publications in which a sponsor can advertise? Can they use their logo in a prominent position?

- **Television**
  Can you secure good advertising rates for your sponsors? Do you have your own television programmes through which they can get exposure?

- **Athlete and VIP appearances**
  Can you offer personal appearances by athletes, VIPs or other personalities at sponsor functions or other events?

- **Internet**
  Can you give sponsors exposure on your website?

- **Event tickets**
  Can you offer sponsors access to event tickets, either for purchase or free of charge?

- **Hospitality**
  Do you stage events where you can offer hospitality to sponsors?

Try to develop an attractive package of benefits and opportunities, and present them in a written proposal. This proposal will usually form the basis for any contractual agreement.

When deciding which companies to approach, consider whether an association with them may be controversial. For example, it may not be appropriate for your organisation to seek sponsorship from a tobacco company. Look at companies that may have similar values to the Olympic Movement, such as financial institutions, car manufacturers, airlines and telecommunications companies.

> "THE IOC'S STRONG FINANCIAL FOUNDATION IS DRIVEN BY ITS PARTNERSHIPS WITH SPONSORS AND BROADCASTERS, WHICH PROVIDE SUSTAINABLE REVENUE STREAMS TO ENSURE THE INDEPENDENT FINANCIAL STABILITY OF THE OLYMPIC MOVEMENT."
>
> **IOC ANNUAL REPORT, 2015**

? Why might your organisation be attractive to a sponsor?

D. MAKING THE PITCH

Try to present your proposal directly to potential sponsors. If this is not possible, send a letter or an email requesting a presentation, ensuring that it is addressed to the correct person, then follow it up with a phone call. When approaching corporations for sponsorship, you should:

- Ensure your logo and other symbols are registered and legally protected so you can control their use.
- Identify your offer: e.g. use of your logo, statement such as "Official team sponsor", etc.
- Determine the market value of each part of your offer.
- Offer only one company in each product category (e.g. airlines, banks, clothing companies) the right to use your logo. Sponsors need to know that rivals cannot compete with them by acquiring the same rights.
- Design the offer so it meets the perceived needs of the potential sponsor.
- Sell your offer to sponsors by emphasising that sport is universal and easy to understand, it attracts media attention, and its athletes are worthy of support and make the country proud.
- Arrange a meeting with a potential sponsor so you can present your offer to them.

Consider how you should present your offer to a potential sponsor. You could do it yourself or employ an agency, and you may wish to supplement your written proposal with a video, a flipchart or a multimedia presentation.

Whichever route you choose, rehearse your presentation thoroughly. You could even test it on companies you have dealt with in the past. Keep it concise – no more than 15–20 minutes. Your presentation should include: an introduction to your organisation; an overview of the sponsorship package and its benefits; and a concluding summary that leads into the investment. Focus on partnership and being part of a team.

NEGOTIATING CONTRACTS
Once a company has expressed an interest, the major hurdle is to get them to sign a contract, which must be legally binding on both sides and must be drafted by legal advisors.

The cost of sponsorship will vary greatly from country to country. Try to identify the cost of other sponsorships in your country and be aware of what your competitors could offer. Ensure any agreement guarantees you a specific sum of money, regardless of the success of the company's promotion. When negotiating the value of a sponsorship, consider how much you will receive as cash and how much as value-in-kind. It is often easier to accept services and equipment from a sponsor, such as team uniforms and travel. In addition, consider the cost of operating each sponsorship: you may have to buy event tickets or accreditation for sponsors, or employ a dedicated agent to take care of their needs.

RETAINING SPONSORS
You should aim to develop long-term relationships with your sponsors – poor servicing is the reason why many sponsorships fail. Maintain communications with sponsors, and provide new initiatives and opportunities for them to exploit their sponsorship. Update them regularly on all your activities and give them exposure whenever you can. You can also demonstrate how the sponsorship has benefited sponsors, for example, by highlighting the sales figures of a magazine featuring the sponsor's advertisement.

252

SECTION 5, THEME 3
UNIT 60: PROMOTION AND SPONSORSHIP

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

253

SECTION 5, THEME 3
UNIT 60: PROMOTION AND SPONSORSHIP

SECTION 5
THEME

4

MANAGING ACTIVITIES

This section covers a number of key activities that your organisation may need to run.

UNIT 61

PLANNING A SPORT TRIP

A. BEING PREPARED
B. PLANNING YOUR TRIP
C. BEFORE, DURING AND AFTER YOUR TRIP

A. BEING PREPARED

Travel can be an inspiring, enjoyable and educational experience. However, competing away from home can also be upsetting or difficult if the tour members are not prepared for the adjustments they face. It is important to plan ahead and try to anticipate and eliminate all problems in order to minimise disruption to the athletes' performance.

Preparation will often make the difference between a smooth trip and a difficult trip. However, there will always be unexpected occurrences and things you will only learn through experience.

When things go wrong, try to remain calm, use your resources and, above all else, keep a sense of humour.

How carefully do you evaluate whether your trips are appropriate and offer value in terms of time, cost and athlete development?

B. PLANNING YOUR TRIP

Appoint a Team Manager to plan and lead the tour. You must ensure they have the experience, leadership and organisational skills for the job. In the words of one Team Manager: "Coaches coach, players play and the managers do everything else."

Their duties will include:
- supervising the coordination of clothing, equipment, finances, transportation, accommodation and scheduling;
- coordinating all efforts to meet the needs and desires of the athletes, coaching staff and trainers, and minimising problems (at least in the athletes' minds);
- acting as liaison between the organisers and the sports team; and
- leading the team delegation and fulfilling all protocol functions while on tour.

cultural and climatic changes that may affect your athletes' performance, you should send someone on an advance visit to the country.

Alternatively, find a reliable contact in the country to brief you in advance. In the case of the Olympic Games, the role of Olympic Attaché, the role of Olympic Attaché was established to meet this very need.

You will need to know about everything that may affect your trip, including food, accommodation, facilities, transportation, training and competition schedules, local customs and laws, geography, language, exchange rates, and banking and medical services. Make sure you know where your nearest embassy is and whom to contact, and let them know you are coming before you leave.

KNOW WHAT TO EXPECT
You are unlikely to be travelling to a place that nobody has visited before, so consult available sources to find out what to expect.

If you are entering a very significant competition, and if the country to which you are travelling requires major

TRAVEL
Travel is often the most expensive item on the trip budget. Contact a reliable travel agency or deal directly with the organisation providing the transport, such as an international airline, to find the best method of travel and the best available rates.

Do you follow a specific checklist when planning trips?

DOCUMENTS

- **Passport**
  You will need a passport to enter most countries. Check expiry dates, as passports may need to be valid for a further six months following your departure from the country you're visiting. The manager should record everyone's passport number and names and store the list separately – make three or four copies as they may be useful at hotels. If a passport is lost or stolen, contact your embassy immediately and inform the police.

- **Entry visa**
  Some countries require you to have an entry visa. Check in advance with your travel agent, foreign affairs department or embassy. Find out how long the visa is valid for, and if it will allow you to bring in any medication and special equipment required by your team. You should start processing visa requests far in advance to avoid last-minute problems.

- **Insurance**
  Ensure you have adequate travel insurance to cover all possible medical needs and replace anything lost or stolen. If you are flying, check your airline's policy. You are likely to require additional cover for you, your athletes and your equipment. You should ensure that all personnel are covered before, during and after the event, including during periods when they are not covered by the organising committee. Keep copies of insurance documentation and details on how to access help if necessary.

- **Competition documents**
  Take all documents required to compete, such as team registration lists, forms for registering athletes taking prescription medicines and copies of entry forms.

- **Medical information**
  For prescriptions, take a typed document showing the full generic name, plus a doctor's certificate describing the medication and its purpose and dosage. You should take the full amount required for use during the trip and register medication with competition officials. Where necessary, obtain medical clearance to bring medications into the country.

VACCINATIONS

You may require vaccinations when entering or leaving a country. Find out what is necessary and what is recommended, taking into account the effect on your athletes, and allow plenty of time for adjustment and recovery.

CUSTOMS REGULATIONS

Find out if there are any restrictions on what you can take into and bring out of the country. Do not take letters or gifts with unknown contents to people in the country you are visiting: you will be held responsible for the contents and, if they are illegal, you

⊙ Travel can be an inspiring, enjoyable and educational experience.

256

257

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 6I: PLANNING A SPORT TRIP

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 6I: PLANNING A SPORT TRIP

may be subject to criminal proceedings. In addition, record the serial numbers of all equipment and valuables, such as cameras, with your customs office before or after you leave so you have proof that you took them with you. Check specific regulations on importing sport equipment, such as firearms.

MONEY

- Try to pay for as much of the trip in advance as possible to reduce the amount of currency you have to carry.
- Find out the exchange rate and be aware of any money-changing regulations, such as limits on the amount you can exchange.
- Carry an internationally recognised credit card for use in emergencies.
- Be aware that some countries will not allow you to purchase their currency until you arrive, or to take their currency out of that country. Exchanging currency with private citizens may be illegal.
- Be clear how you will pay for expenses and whether you have to make advance arrangements to use foreign banks.

LOCAL CUSTOMS, LAWS AND CULTURE

- Are you aware of local laws concerning the use of drugs and alcohol, and offensive behaviour?
- Who should you contact in case of trouble?
- Can your medical staff practise in the foreign country?
- What are the major religions? Can the religious needs of your team be met?
- Are there any political issues or sensitivities?
- What are the acceptable dress customs?
- What are the acceptable social customs (for example, tipping)?
- Will your team observe or participate in any cultural events?

FOOD

- What kind of food will be available, and how will it be served?
- Will there be adequate food available?
- Will food be available at appropriate times for training and competition?
- Will meals be served at only one location (for example, your hotel)?
- Will you be able to obtain packed lunches?

- Will snacks be available? What will they be and how can you arrange them?
- Will meals be available for diabetics, vegetarians and others requiring special diets?
- What types of drinks are available – water, juice, carbonated drinks, tea? Are the beverages safe to drink? When and where will they be available?
- How will you pay for meals? What is included in the price?

ACCOMMODATION

- Where is the accommodation?
- Who is it for – athletes, trainers, coaches, managers?
- How many people sleep per room? Are rooms all together in one unit?
- Is a common meeting room available?
- Are toilets and showers shared or private?
- Will medical and physiotherapy space be available? Will doctors and physiotherapists be available to visiting teams and, if so, at what cost?
- Will there be equipment storage areas? Where are they? Are they secure?

COMPETITION AND TRAINING FACILITIES

- Are there any security concerns?
- Will practice facilities be available? If so, where and when, and how will you reach them?
- Will there be transportation to the competition site? How flexible is it?
- Will there be changing room facilities for each team or will they be shared?
- Will medical services be available? What is included?
- What are the playing surfaces?
- What food and drink will be available at the training and competition facilities?

TRANSPORTATION

- What transport will be available – charter buses, personal vans, taxis, rental cars?
- How will the team travel from the airport to the accommodation? Will the team be met by someone from the OCOG?
- How will the team travel from its accommodation to the practice and competition venues?
- What costs will be incurred for transportation?

Above is a standard form showing the information you may need from athletes. This information must be kept confidential and only made available to those with authority to use it.

C. BEFORE, DURING AND AFTER YOUR TRIP

HOLDING A BRIEFING

Before you leave, organise a briefing session with athletes and coaches to address the following:

- **Itinerary**
  Give a day-by-day overview of what to expect.

- **Accommodation and food**
  Provide accommodation details so family members have a point of contact. Make sure everyone knows the official team mobile phone number.

- **Host country customs**
  Explain the religious, political and economic situation.

- **Adjustments**
  Give details of the time zone, climate, altitude, food and water, insects, animals and medical information.

- **Code of conduct**
  Address sportsmanship, friendship, kindness and representing your country.

- **Security**
  Identify safety precautions, including how to safeguard personal belongings.

- **Team rules**
  Explain team rules, including curfews, and how non-compliance will be handled.

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 6I: PLANNING A SPORT TRIP

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 6I: PLANNING A SPORT TRIP

- **Public relations**
  Encourage everyone to learn a few phrases in the host country's language, to dress smartly, to respect local laws and customs, and to be discreet in expressing political, economic and religious views.

- **Media interviews**
  Offer guidance on questions to expect and how to respond to the media.

- **Miscellaneous aspects**
  Outline any technical matters concerning training and competition.

ORGANISING EQUIPMENT AND BAGGAGE

- Mark each piece of baggage clearly with identical large, bright tags to ease collection.
- Make sure you know how many pieces were checked in.
- Ensure arrangements have been made for baggage transportation.
- Leave a forwarding address with the hotel and double-check nothing was left behind.

MANAGING MONEY

- Make sure you know how much you have at your disposal.
- Take some small currency for use on arrival, such as taxis and tips.
- Keep all receipts and a note of what they are for.
- Retain credit card receipts.
- Keep a record of what you spend and check the balance at the end of each day against your receipts.
- Balance the total at the end of the trip, and return any unspent money or claim back your expenses.

WORKING WITH THE MEDIA

- Arrange an opportunity for the media to interview the team before departure.
- Have a team media guide ready with data and photos of each athlete.
- Prepare media releases as required.
- Keep a list of media contact telephone numbers and/or email addresses so you can pass on results.

OTHER USEFUL TIPS

- Expect to be self-reliant and plan accordingly.
- Make sure you stand up for your athletes' rights if you think they are being taken advantage of.
- Remember that everyone is there to help the athletes.
- Set shared goals so you can focus on the objectives of the trip.
- Standardise routines before competition so the athletes have some familiarity and security, even in a different country.
- Try to learn a few key phrases – you may need an interpreter but might not always have one with you. People in the host country will be more responsive if you make an effort.

WHEN YOU RETURN

- Prepare a media release or arrange an opportunity for the media to review your trip.
- Send thank-you letters or emails to everyone who helped you.
- Evaluate the trip with input from the manager, coaches and possibly athletes.
- Write the required reports for your sport governing body.
- Complete a financial report.

Expect to be self-reliant and plan accordingly.

How do you evaluate a trip once it is over?

ORGANISING A SPORTING EVENT

A. HOSTING SUCCESSFUL EVENTS
B. BIDDING
C. PLANNING
D. ORGANISING YOUR EVENT

A. HOSTING SUCCESSFUL EVENTS

Organising successful events involves plenty of planning and forethought, and can be broken down into four steps:

- **Bidding**
  Deciding whether your organisation wants or has the capacity to organise an event.

- **Planning**
  Deciding what the event will be, what it might look like and which activities will be involved, then performing the necessary tasks for the event to take place.

- **Operations**
  Running the event.

- **Closing**
  Wrapping up everything after the event is over.

B. BIDDING

You should ask yourself a number of questions before spending time and resources on bidding for an event that you may have little chance of winning or staging successfully:

- Do you have the facilities available?
- Can you source the funds to execute the project?
- Do you have the necessary manpower and leadership?
- Do you have the necessary willpower, expertise and time?

Organising successful events involves a great deal of planning and forethought.

- Do you have willing partners to assist you?
- Is the community interested in the event?
- What do you hope to achieve from hosting the event?

LOCATION OF THE EVENT

- Are local people interested in the sport?
- Are they likely to support the event?
- Will the local media be interested?

PAST HISTORY

- Have any similar events been hosted before?
- How successful were they?
- What factors contributed to their success?
- Can those factors be replicated or improved if you take on the event?

ACCEPTANCE

- Is your organisation in favour of organising the event? Are there any individuals or other issues that may inhibit its success?
- Are local authorities aware that you are bidding for the event? Will they support it if you are successful?

C. PLANNING

If you win the right to host the event, you must first appoint a person who will make sure the event happens: the Local Organising Committe (LOC) president, project chairperson or tournament convener. You must then create an LOC to begin the planning process and oversee major operations, including:
- facilities and equipment;
- technical aspects (referees, umpires, training, draw, schedule);
- liaison with sport bodies and participants (entries, information, registration, eligibility);
- transportation;
- accommodation;
- media and publicity;
- protocol (ceremonies, VIPs);
- hospitality;
- finance and financial control;
- social programme;
- medical matters; and
- post-event clean-up, evaluation and report.

For some events, one person may perform more than one function – for example, overseeing both accommodation and transportation. You can combine areas by thinking about the size of the event and the amount of time that an individual may have.

Once all the key people are in place, you can start planning. Use a Gantt Chart (or flow chart) to outline activities, meetings and timelines. Think about following the project planning process. 📖 **Unit 27**

Here is an example of a planning timeline for a national championship.

SIX MONTHS BEFORE AN EVENT
- Meet with as many committee chairpersons as possible.
- Ask chairpersons to draw up a list of tasks and set preliminary budgets by the date of the next meeting.
- Establish methods of communication and regular reporting times.

FIVE MONTHS BEFORE AN EVENT
- Review all committee budgets and consolidate them in one.
- Ask chairpersons to present flow charts outlining tasks, with details of who will do them and by which date.

- Book facilities and equipment as necessary.
- Begin promotional plans.
- Set up registration procedures.
- Schedule biweekly meetings with chairpersons to check progress.
- Complete all tasks that require lead time (promotion, printing, financing, attracting volunteers, etc.).

TWO MONTHS BEFORE AN EVENT
- Continue to meet with all committee chairpersons to share progress.
- Review flow charts to make sure they are on track.
- Send out entry and/or registration forms and other paperwork.
- Begin weekly meetings/contact with chairpersons.

ONE WEEK BEFORE AN EVENT
- Review all flow charts to ensure they are on track.
- Discuss emerging problems and how to deal with them.
- Coordinate final interactions between chairpersons.

OTHER ACTIVITIES
Special events are often only interesting for those who are directly involved in or have a special commitment to the event. However, you can broaden your appeal and boost participation if you add "extras" such as photography, music, dance, visual arts, and food or clothing. Every country and community has its own unique culture that can make events special for wider groups of people.

- Think about your country or region: what local, national or special cultural aspects could you tie into special sport events?
- Which aspects would you be able to organise alongside your event?
- Which age groups would you like to target with your special event, and why?
- Could you involve any individuals in your country who are linked to sport through culture, such as media personalities, photographers and caterers, in your programme?
- How could you involve individuals who have played a role in your country's sport history?
- What other ideas come to mind when thinking about "extras" for your event?

?

What could you have improved about the last event you organised? What will you change for next time?

📷
Maintain consistent and frequent communication between the event director and the committees.

D. ORGANISING YOUR EVENT

Here are some tips for organising your sport event:

- Keep a record of the names and phone numbers of all the main people involved in delivering the event.
- Create a Gantt chart and stick to it.
- Set up a detailed agreement of duties and expectations for each committee chairperson, which the event director can use to coordinate work.
- Prepare more extensive checklists related to procedures, personnel, cooperative arrangements with other committees, and equipment and supplies, and ensure they cover every detail.
- Ask each committee to keep and update a checklist of all the tasks in their remit.
- Consider spectators' needs as well as participant requirements.
- Meet regularly to monitor progress.
- Hold a rehearsal far in advance so you can rectify any issues.
- Delegate as much responsibility as you can without risking quality of work.
- Continually thank and support all volunteers.
- Maintain consistent and frequent communication between the event director and the committees.

- Prioritise safety and risk management.
- Ask everyone involved for feedback.
- Develop written guidelines on how to record expenses, receipts and invoices.
- Use clear registration forms that can easily be organised and filed.
- Remember that the follow-up is just as crucial as planning and delivering the event, and make sure your final report covers the history of the project, the committee structure, the programme outline, outcomes and recommendations.

INFORMATION SHEETS AND ENTRY FORMS
Each club, team or participant should be sent an information sheet, either printed or electronic, detailing:
- the name of the event;
- details of the organisers, with a name, address and telephone number;
- the location and details of how to get there;
- the dates and times of the events;
- the conditions for entry;
- the deadlines for entry and how to enter;
- details of where participants should send entries and other information; and
- any other details, such as the competition format, prizes and entry fees.

Each club, team or participant should return their entry form by the deadline, detailing:
- the names of the participants;
- playing standards (if required for seeding);
- participants' signatures, agreeing to abide by the terms of competition;
- the name of the team, club and individual contact person, with addresses and telephone numbers; and
- entry fees, if applicable.

GREETING YOUR GUESTS
- Meet your visitors when they arrive at airports, bus terminals, etc.
- Have information kiosks readily visible and staffed with friendly, helpful volunteers.
- Offer assistance with customs and immigration, where possible.
- Ensure transportation options and schedules are clear.

?

What new events could you consider to promote your sport or organisation or to raise money?

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 62: ORGANISING A SPORTING EVENT

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 62: ORGANISING A SPORTING EVENT

UNIT 63

MANAGING AND OPERATING FACILITIES

A. MANAGING AND OPERATING FACILITIES
B. PROGRAMMING

A. MANAGING AND OPERATING FACILITIES

From physically supervising the facilities to implementing programmes and managing personnel, systems and policies, managing and operating sport facilities can be a complex task.

Many skills discussed in this manual are critical when running facilities, but there are also many specific operational considerations to keep in mind:

- Operate the facility like a business, from the policies you follow to the fees you charge. If you receive a large government subsidy, try to reduce costs and increase revenue.
- Put in place a detailed staffing plan, then recruit excellent workers and ensure they are well trained. Staffing costs will probably be the largest ongoing expense.
- Keep the facility clean, modern and tailored to community needs, with high-quality programmes and services.
- Purchase high-quality, durable equipment. It will save money in the long run.
- Develop detailed operations manuals and update them when

needed. Available to all employees, these manuals should include job descriptions, floor plans, event protocols, policies and inventory for sport equipment and machinery, lists of general duties for staff, emergency response protocols and time sheets.
- Ensure good business practices: for example, proper financial controls and reporting, insurance, emergency protocols and staff training.
- Manage the accounts, keeping in mind fixed assets.
- Promote the facility and programmes to the community through newsletters, a bulletin board and local media ads.
- Set up an ongoing replacement fund to undertake major improvements or purchase major equipment, such as scoreboards, timing systems or roofing.
- When scheduling activities, give priority to activities such as national training and major events (as opposed to leisure activities), unless the management committee views community sport as more important.

📷 Put in place a detailed staffing plan, then recruit excellent workers and ensure they are well trained.

📷 You should provide a range of services and activities to help make your facility successful.

❓ **How do you decide which programmes to offer at your facility? How do you identify your users' preferences? Are you meeting their needs?**

B. PROGRAMMING

You should provide a range of services and activities to help make your facility successful. Start by identifying potential user groups – schools, adults, sport groups, etc. – and consider their needs. Offer activities that encourage people to use your facility regularly, increasing physical activity in your community and boosting your income. There are a number of possible approaches to programming:

- **Traditional programmes**
  Continue what has been done in the past.

- **Demand-based programmes**
  Ask people what they want and programme activities accordingly.

- **Policy-based programmes**
  Deliver programmes to meet specific policies, such as focusing on children.

- **Variety-based programmes**
  Offer a diverse range of activities.

- **Requirement-based programmes**
  Present activities in line with the wishes of an external body, such as a local authority.

264

265

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 63: MANAGING AND OPERATING FACILITIES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 63: MANAGING AND OPERATING FACILITIES

UNIT 64
SELECTING A SPORTING TEAM

A. FAIRNESS AND IMPARTIALITY
B. ELIGIBILITY UNDER THE OLYMPIC CHARTER
C. TEAM SELECTION CONSIDERATIONS

A. FAIRNESS AND IMPARTIALITY

"THE NOCS… DECIDE UPON THE ENTRY OF ATHLETES PROPOSED BY THEIR RESPECTIVE NATIONAL FEDERATIONS. SUCH SELECTION SHALL BE BASED NOT ONLY ON THE SPORTS PERFORMANCE OF AN ATHLETE, BUT ALSO ON HIS ABILITY TO SERVE AS AN EXAMPLE TO THE SPORTING YOUTH OF HIS COUNTRY."

OLYMPIC CHARTER (RULE 28, BYE-LAW 2, PARAGRAPH I), 2017

Selecting a team may be the most important task that an NOC or National Federation (NF) undertakes, and it is imperative that it is done openly and in accordance with clear, objective criteria. Closely watched by all, including the media, the process must be extremely fair from the perspectives of the athletes, their coaches and their sport organisations. An NOC and/or the NF is responsible for determining the selection criteria for an event, including the Olympic Games. The selection process should be done in accordance with the relevant sections of the NOC's and/or NF's statutes and policies, fairly and impartially.

Does your sport and NOC have a written team selection policy? Can it be improved and, if so, who would be responsible for doing so?

⊕ **NOC Games Preparation – Proven Practices and Guidelines (IOC Publication, 2007)**

Selecting a team may be the most important task that an NOC or NF undertakes.

B. ELIGIBILITY UNDER THE OLYMPIC CHARTER

NOCs have the right and responsibility to select their athletes for the Games, keeping in mind the related IOC and IF restrictions. The Olympic Charter (2017) refers to these matters in Rules 40–44 and their Bye-laws.

"TO PARTICIPATE IN THE OLYMPIC GAMES, A COMPETITOR, TEAM OFFICIAL OR OTHER TEAM PERSONNEL MUST RESPECT AND COMPLY WITH THE OLYMPIC CHARTER AND WORLD ANTI-DOPING CODE, INCLUDING THE CONDITIONS OF PARTICIPATION ESTABLISHED BY THE IOC, AS WELL AS WITH THE RULES OF THE RELEVANT IF AS APPROVED BY THE IOC, AND THE COMPETITOR, TEAM OFFICIAL OR OTHER TEAM PERSONNEL MUST BE ENTERED BY HIS NOC."
OLYMPIC CHARTER (RULE 40), 2017

"AN NOC SHALL ONLY ENTER COMPETITORS UPON THE RECOMMENDATIONS FOR ENTRIES GIVEN BY NATIONAL FEDERATIONS. IF THE NOC APPROVES THEREOF, IT SHALL TRANSMIT SUCH ENTRIES TO THE OCOG. THE OCOG MUST ACKNOWLEDGE THEIR RECEIPT. NOCS MUST INVESTIGATE THE VALIDITY OF THE ENTRIES PROPOSED BY THE NATIONAL FEDERATIONS AND ENSURE THAT NO ONE HAS BEEN EXCLUDED FOR RACIAL, RELIGIOUS OR POLITICAL REASONS OR BY REASON OF OTHER FORMS OF DISCRIMINATION."
OLYMPIC CHARTER (RULE 44.4), 2017

NOCs have the right and responsibility to select their athletes for the Games.

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 64: SELECTING A SPORTING TEAM

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 64: SELECTING A SPORTING TEAM

C. TEAM SELECTION CONSIDERATIONS

1. **Were the selection criteria established by the appropriate authorities?** It is essential that the members of an NOC or sport organisation agree on the general philosophy and specific details of selection criteria, which may be created with input from member sports, athletes and technical staff or committees.

2. **Are the selection criteria clear, objective and sport-specific?** In some sports, such as weightlifting, athletics or swimming, there are easy ways of comparing performances. In other sports, it is more difficult. For example, if a wrestler loses a first-round match to the current world champion, he will go out of the tournament with a low ranking, but he may have been the second-best wrestler in the competition.

3. **Are the criteria defined in terms appropriate for each sport?** If the criteria are that the athlete must be ranked in the top 10 in the world to be selected, is the top 10 easily definable?

4. **Can one sport use the IF qualification system and participation criteria for eligibility, while another sport ignores its IF standards and imposes its own (possibly more difficult) standards?** Can a sport use only selection trials, while another sport uses a series of performances or other criteria?

5. **Are the criteria published well in advance of the selection process?** It is very useful if clear, objective criteria are announced three years before the Olympic Games, to give everyone a full understanding of the challenge ahead.

6. **Is there a formal written agreement between the NOC and the NFs, outlining the criteria for each sport?** This is a necessity.

7. **Do the selectors have discretionary and clearly defined powers?** The selectors will need such powers to consider any special cases that may arise. They must use these powers carefully and only in special circumstances, and it may be appropriate for such decisions to be confirmed by the organisation's Executive Board.

8. **Should coaches be involved in the selection process if their athletes are under consideration?** In team events such as rowing, the answer is usually "yes". However, this subjective process may, in some circumstances, be biased and violate an athlete's rights. In individual sports, it is fair to base selection strictly on competition

performance. In team sports, fair selection may require coaches and other selectors to publish clear statements of the basis for team selection.

9. **Are athletes protected from bias?** How can a sport organisation or NOC ensure their nominations are unbiased? Each sport organisation must explain clearly to athletes and coaches exactly how it will apply selection criteria.

10. **Do athletes have an appeal process other than through the courts?** There should be only two grounds for appeal: if the selection process violated the rules, or if there is a reasonable suspicion that one or more selectors was biased or had a conflict of interest. The existence of an appeals process is the ultimate safeguard, and so a selection committee set up by the NOC or NF may be given the final authority over selection and the responsibility for hearing appeals. A sport arbitration court may also be involved. There will be additional pressure on the process if an appeal is considered just before the Organising Committee's (OCOG) deadline for entries.

11. **What considerations are given to a top athlete if they are injured and either cannot take part in the Olympic trials (or other competitions) or get injured after meeting the selection criteria?** An athlete may try particularly hard to be in top shape on the day of the trials, which may also be scheduled close to the competition itself. Whatever the policy, the basis for any decisions must be clearly spelled out in advance so all athletes and coaches know how the rules will be applied.

12. **What considerations are given to the sport organisation?** Some argue that sport organisations should be discreet during the selection process, but such discretion may lead to significant unfairness. For example, if an athlete won the Olympic trials with a poor performance and the selectors decided to replace him with a very promising young athlete to give him experience, would their decision be unfair?

13. **A sport may decide not to enter a national trial winner in an international competition because the athlete has not met a specific performance standard. But should it then be allowed to enter another athlete who also has not met the same standard?**

14. **What happens if a sport nominates an athlete, but the NOC chooses not to select the athlete for non-performance reasons?** Can the NOC defend its decision?

15. **What problems are associated with selecting athletes months before the Games?** For example, what should be done if the performance level of a pre-selected athlete drops after selection and another athlete betters their performance? Cases such as these are easier to resolve if appropriate policies are established in advance.

16. **Is event placing as good a selection criterion as best time, especially in events where conditions vary from competition to competition?** For example, two runners from a country dominated an event. One had met the Olympic standard in a race but could never beat her rival – who repeatedly failed to meet the Olympic standard. Which athlete should you send? The NF might try to overcome these difficulties by establishing multiple criteria and a system of trials, but a committee may have to determine marginal cases. Fairness decrees that selectors' discretion should be eliminated.

17. **Should physical, psychological, physiological or other tests be used for selection purposes?** A particular physical or physiological characteristic may suggest an athlete can achieve an outstanding performance in a particular sport, but there is no guarantee that an athlete who possesses that characteristic will perform better than someone who does not.

SELECTION OF COACHES
Like athletes, coaches are nominated by NFs to the NOC for the Olympic team. The number of coaches is ultimately determined by the quotas for team officials (including coaches) in the Accreditation at the Olympic Games – Detailed Specifications.

?

What is your appeals process for selection? Are there clear rules, and who is the review group?

ORGANISING AN OLYMPIC GAMES MISSION

A. MISSION GOALS AND ACTIVITIES
B. STRUCTURE AND STAFFING
C. LIFE IN THE OLYMPIC VILLAGE

A. MISSION GOALS AND ACTIVITIES

The most common and important task for NOCs is the effective organisation of a mission to support athletes competing in the Olympic Games.

GAMES MISSION GOALS
The goals for a mission might be:
- to assemble and support a team that represents its country with distinction;
- to create an environment that will allow the athletes to perform their best;
- to provide opportunities for team members to live the Olympic ideals: fair play, respect, friendship, international understanding, peace and excellence; and
- to offer opportunities for team members to enjoy the culture of the host community.

GAMES MISSION ACTIVITIES
To prepare for a mission, your tasks might include:
- planning the mission;
- selecting staff;
- choosing athletes and the sport managers, coaching and other sport staff;
- hosting orientation seminars for mission staff, including team leaders;
- organising pre-visits to the OCOG to arrange accreditation, housing, services, etc.;
- arranging and hosting pre-Games team-building meetings;
- assembling the team;
- providing information to selected athletes; and
- initiating the mission.

?

Does your NOC or NF hold a pre-Games camp? If so, what are its programmes?

📷
The most common and important task for all NOCs is the effective organisation of a mission to support athletes competing in the Olympic Games.

B. STRUCTURE AND STAFFING

📷
It is vital to establish a clear structure for a Games mission.

- NOC President
- NOC Chief Executive Officer/ Secretary General
- Chef de Mission
- Director of Sport and Programmes
- Medical Director
- Director of Marketing and/or Communications
- Team Leader
- IOC Member in that country (if there is one)
- Olympic Attaché

The coordinating group's responsibilities may include:
- coordinating the NOC's activities at the Games, in close coordination with the Chef de Mission;
- crisis management, including handling positive drug tests;
- corporate promotions, public relations and managing NOC media relations at the Games;
- arranging dignitaries and guests' accreditation, and overall protocol and ticket allocation priorities;
- facilitating NOC and IOC relations;
- liaising with the host city and/or OCOG;
- maintaining relations with NF officials outside the Olympic Village;
- coordinating logistics outside the Village; and
- communicating between and among members of the Olympic family.

it is vital to establish a clear structure for a Games mission, and to clearly define the roles of the authorities governing it. The guidelines below are based on the needs, resources and responsibilities of a large NOC. Smaller NOCs will require significantly fewer appointments.

NOC EXECUTIVE BOARD
The NOC Executive Board determines and approves the size and composition of the Olympic team, in accordance with the Olympic Charter, and appoints the mission staff. The Executive Board may also hear and resolve selection appeals, though this may also be the responsibility of another committee.

COORDINATING GROUP
The coordinating group represents the NOC's management team on site at the Games, and may include the following:

THE GAMES MISSION TEAM
The Games mission team is appointed in accordance with the NOC's policy, and usually consists of a core group of professional staff and a group of volunteer and professional support staff selected via an application process. The team has responsibility for planning, implementing, coordinating and managing all aspects of the Games mission, including:
- providing optimum service to athletes, coaches and team leaders;
- ensuring effective liaison with the OCOG and other NOCs, as required;
- ensuring the effective servicing of sponsors, media, dignitaries, NOC guests, government representatives, team members' family and friends, and other members of the Olympic family; and
- maintaining an effective rapport with the NOC coordinating group.

270

271

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 65: ORGANISING AN OLYMPIC GAMES MISSION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 65: ORGANISING AN OLYMPIC GAMES MISSION

Some delegations will have dedicated staff assigned to areas such as accreditation, sport entries, ticketing, accommodation, logistics, media and other services. All these staff will report to the Chef de Mission.

CHEF DE MISSION

"DURING THE PERIOD OF THE OLYMPIC GAMES, THE CHEF DE MISSION RESIDES IN THE OLYMPIC VILLAGE AND HAS ACCESS TO ALL MEDICAL, TRAINING AND COMPETITION FACILITIES, AS WELL AS TO THE MEDIA CENTRES AND THE OLYMPIC FAMILY HOTELS."
OLYMPIC CHARTER (RULE 28, BYE-LAW 5), 2017

The Chef de Mission is responsible for all matters concerning their delegation. They should ideally be appointed by their NOC approximately 18 months before the Games. Their rights and duties are based on the rules and provisions of the Olympic Charter and, accordingly, the Chef must ensure that all members of the delegation respect these rules and provisions. For larger delegations, the Chef is supported by the Deputy Chef de Mission.

The Chef de Mission:
- leads NOC representatives in pre-Games visits to the host city;
- attends OCOG Chefs de Mission seminars and liaises with the OCOG to solve NOC issues;
- ensures that all NOC athletes' and team officials' needs are met and their problems solved;
- collates Games information and forwards it to NFs, medical personnel, athletes, national media and other relevant individuals and organisations;
- defines and implements a Games operational plan;
- supervises clothing, equipment, finance, transport, arrivals and departures, accreditation and accommodation issues;
- oversees team administration and logistical support in the Village;
- holds regular meetings with sport team managers on Games issues;
- attends daily Chefs de Mission meetings;
- liaises with the media, government organisations and dignitaries attending the Games;

- organises team attendance at team welcome ceremonies, the Opening and Closing Ceremonies and team functions;
- manages all elements of doping infractions, including informing athletes if they test positive and managing athletes' whereabouts information for doping control;
- requests and distributes complimentary sport tickets and guest passes;
- manages NOC finances, including rate card orders; and
- completes a post-Games report on the team and mission.

OLYMPIC ATTACHÉ
(TEAM LIAISON OFFICER)

"EACH NOC MAY APPOINT AN ATTACHÉ IN ORDER TO FACILITATE COOPERATION WITH THE OCOG. THE ATTACHÉ ACTS AS AN INTERMEDIARY BETWEEN THE OCOG AND HIS NOC, IN ORDER TO ASSIST IN SOLVING PRACTICAL PROBLEMS SUCH AS TRAVEL AND ACCOMMODATION. DURING THE PERIOD OF THE OLYMPIC GAMES, THE ATTACHÉ MUST BE ACCREDITED AS A MEMBER OF HIS NOC DELEGATION."
OLYMPIC CHARTER (RULE 28, BYE-LAW 6), 2017

PRESS ATTACHÉ
The Press Attaché (and any assistant, if present):
- directs communication team operations;
- liaises with the OCOG, IOC, NOC, sponsor and government officials;
- liaises with the rights-holder network and accredited media for issues management;
- is responsible, with NOC officials, for crisis management;
- serves as a spokesperson for the NOC, along with NOC officials;
- manages the media team office in the main press centre;
- manages news conference or media release logistics;
- manages media assignments and scheduling;
- manages the team bulletin board and newsletters on the digital information system;
- champions media relations for assigned sports, facilitating all interview and information requests;

📷
Team leaders are a vital part of the Olympic team management structure.

- assists in the day-to-day operations of the media team office;
- acts as media liaison officer at all NOC functions when required;
- allocates and distributes accreditations for domestic media; and
- collects and allocates high-demand event tickets to domestic media.

SPORT TEAM LEADERS/MANAGERS
Team leaders are a vital part of the Olympic team management structure. They are appointed by the NOC on recommendation by their NF, and become members of the mission staff during the period of preparation for and implementation of the Games mission. Team leaders are responsible for managing their particular sport and the needs of their athletes. Depending on its size, an NOC may appoint a coach to act as team leader.

Each team leader should be appointed at least 10 months before the Games mission. They provide the link between the NOC and their NF, and liaise between the athletes/coaches and NOC mission staff. They are responsible to the NOC and ultimately to the Chef de Mission for all activities involving the team they are appointed to lead, both within and outside the competition arena.

Team leaders are expected to follow and promote the policies and values that guide the activities of the NOC and its member NFs. First and foremost, they must observe the needs of the athletes at all times.

❓
What would be the appropriate mission staffing for your NOC?

The NOC must also be satisfied that every team leader:
- is competent and experienced in managing national teams;
- is knowledgeable and up-to-date on the policies of their NF and on national and international issues concerning their sport/discipline;
- is respected by team athletes and officials;
- can communicate effectively;
- can commit the necessary time before and during the Games, including attending the orientation seminar and pre-Games camp;
- will contribute to team building; and
- will embrace, promote and perform their role according to the Fundamental Principles of Olympism.

Team leaders must be knowledgeable about team management principles and best practice; the Olympic Village; the needs of Olympic competitors; logistics and administration; the roles of the NOC and the media; financial, stress, and time management; the ethical basis for sport and Olympism; and conflict resolution. They must possess the required skills and understanding to be an effective team leader, including the ability to communicate, motivate and delegate; establish priorities; set realistic targets; maintain high morale; handle success and failure; reconcile conflicting views; maintain discipline; and set high personal standards.

MEDICAL STAFF
Games-time medical staff will generally be led by the Chief Medical Officer, who has the goal of ensuring the health and welfare of the athletes and team officials. The Chief Medical Officer:
- ensures the coordination and delivery of suitable health care services to the delegation;
- oversees the medical policies, personnel, equipment and supplies for the Games;
- coordinates importation of the delegation's medical supplies into the host country, in accordance with customs procedures;
- guarantees the professional status of their NOC medical practitioners team;
- is aware of doping control regulations and procedures and can educate athletes, coaches and medical staff accordingly; and
- monitors Therapeutic Use Exemptions (TUEs).

272

273

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 65: ORGANISING AN OLYMPIC GAMES MISSION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 65: ORGANISING AN OLYMPIC GAMES MISSION

C. LIFE IN THE OLYMPIC VILLAGE

In addition to the incredible pressure of competition, the Olympic Village is fraught with tension. During the Olympic Games, there is great media interest and huge demands on athletes from press, family and friends, which can lead to unwanted distractions. These additional pressures may lead to poor performance in competition.

Both athletes and coaches should prepare themselves for the overwhelming nature of the Village. The Chef de Mission and team managers must be prepared to deal with the following issues if they arise.

- **Arrivals process**
  Upon arrival in the host city, sometimes after a long international flight, the team delegation may face the delays and frustration of collecting luggage, loading it on to buses and passing through accreditation.

- **Sleep**
  Establish a plan to ensure that athletes who have finished their competitions do not disturb those who have yet to finish competing.

- **Security**
  You may face a daily wait to pass through security. Some athletes may be on edge because of the presence of police with weapons. Consider what you would do if an athlete realises they have lost their accreditation but need to enter a competition venue.

- **Food**
  Athletes who do not like the food on offer may be tempted to stay in their rooms and eat convenience foods. Alternatively, the dining hall may become the social centre of the Village, causing athletes to linger and eat more. Food taken to rooms can become contaminated and present a health risk.

📷 Both athletes and coaches should prepare themselves for the overwhelming nature of the Olympic Village.

- **Family and friends**
  Athletes' family and friends may want to see them, which may interrupt their preparations for training and competition, or they may ask athletes or their coaches for help with accommodation, tickets or transportation, further distracting them. On the other hand, the presence of family and friends can bring comfort or reassurance to athletes.

- **Extravaganza**
  First-time athletes can become very distracted by the size of the Games, the media and corporate attention, the diverse range of Village entertainment, and the athletes from other countries and sports.

- **Big names**
  The presence of superstar athletes can be distracting. Athletes should respect the rights of others when considering whether to ask for a photograph or autograph.

- **Opening Ceremonies**
  Opening Ceremonies disrupt athletes' routine and may place an enormous strain on them. Following the Ceremony, it can take several hours for athletes to return to the Village.

- **Phone calls, texting and social media**
  Communication technologies can disrupt an athlete's preparation. Calling family and friends may be a source of additional stress, but it may also be a valuable stress-reducer. IOC guidelines help athletes understand what is and is not permitted with respect to social media. 🔖 **Unit 14**

- **Selection and bench-warming**
  Athletes may find uncertainty around their participation difficult to manage. Some athletes may go to the Games and never participate – and after getting wrapped up in the excitement of the Games, they may become a disruptive influence.

- **Romances**
  Romances have a habit of springing up in the Village, and not just among athletes. A new partner may lead athletes to feelings of guilt and/or distraction, which then affects their training and performance.

- **Life events**
  Major personal issues may crop up during the Games, such as an accident or death in the family. They can have a major impact on both performance and behaviour.

- **Spare time**
  When athletes have too much spare time, perhaps between or after competitions, they may distract others. Many athletes need positive things to do, such as seeing the local sights before returning home.

- **Team uniforms**
  Team uniforms may not fit properly, or athletes might not like them. Some athletes may want to wear their sponsor's uniform. Rule 50 of the Olympic Charter (2017) and its Bye-laws identify the general rules concerning authorised identifications on clothing, equipment, accessories and footwear. 🔖 **Unit 12**

- **Media**
  The media can have an enormous influence, creating extraordinary pressure on athletes. They can also be devastating in their criticism, or ever-present and pestering athletes. Some athletes welcome the attention, while others may find it distracting.

- **Codes of conduct**
  Athletes should respect the codes of conduct of the IOC, their NOC and their sport, around the use of social media and other matters.

❓ **What can your NOC do to better prepare your sport team managers, coaches and athletes in the months before the Games?**

🌐 Olympic Charter, IOC Anti-Doping Rules, Olympic Movement Medical Code: www.olympic.org/documents
🌐 WADA Prohibited List & World Anti-Doping Code: www.wada-ama.org
🌐 OCOG Chefs De Mission Dossier & Manual Rio 2016: https://library.olympic.org

274

275

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 65: ORGANISING AN OLYMPIC GAMES MISSION

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

SECTION 5, THEME 4: MANAGING ACTIVITIES
UNIT 65: ORGANISING AN OLYMPIC GAMES MISSION

APPENDICES

APPENDICES

NOCS AND THEIR CONTINENTAL ASSOCIATIONS
Unit 4C

Association of National Olympic Committees of Africa (ANOCA)

ALG	Algeria		LES	Lesotho
ANG	Angola		MAD	Madagascar
BDI	Burundi		MAR	Morocco
BEN	Benin		MAW	Malawi
BOT	Botswana		MLI	Mali
BUR	Burkina Faso		MOZ	Mozambique
CAF	Central African Republic		MRI	Mauritius
CGO	Congo		MTN	Mauritania
CHA	Chad		NAM	Namibia
CIV	Côte d'Ivoire		NGR	Nigeria
CMR	Cameroon		NIG	Niger
COD	Democratic Republic of the Congo		RSA	South Africa
COM	Comoros		RWA	Rwanda
CPV	Cape Verde		SEN	Senegal
DJI	Djibouti		SEY	Seychelles
EGY	Egypt		SLE	Sierra Leone
ERI	Eritrea		SOM	Somalia
ETH	Ethiopia		SSD	South Sudan
GAB	Gabon		STP	São Tomé and Príncipe
GAM	Gambia		SUD	Sudan
GBS	Guinea-Bissau		SWZ	Eswatini
GEQ	Equatorial Guinea		TAN	United Republic of Tanzania
GHA	Ghana		TOG	Togo
GUI	Guinea		TUN	Tunisia
KEN	Kenya		UGA	Uganda
LBA	Libya		ZAM	Zambia
LBR	Liberia		ZIM	Zimbabwe

Pan American Sports Organization (Panam Sports)

ANT	Antigua and Barbuda		GUY	Guyana
ARG	Argentina		HAI	Haiti
ARU	Aruba		HON	Honduras
BAH	Bahamas		ISV	Virgin Islands, US
BAR	Barbados		IVB	Virgin Islands, British
BER	Bermuda		JAM	Jamaica
BIZ	Belize		LCA	Saint Lucia
BOL	Bolivia		MEX	Mexico
BRA	Brazil		NCA	Nicaragua
CAN	Canada		PAN	Panama
CAY	Cayman Islands		PAR	Paraguay
CHI	Chile		PER	Peru
COL	Colombia		PUR	Puerto Rico
CRC	Costa Rica		SKN	Saint Kitts and Nevis
CUB	Cuba		SUR	Suriname
DMA	Dominica		TTO	Trinidad and Tobago
DOM	Dominican Republic		URU	Uruguay
ECU	Ecuador		USA	United States of America
ESA	El Salvador		VEN	Venezuela
GRN	Grenada		VIN	St Vincent and the Grenadines
GUA	Guatemala			

Olympic Council of Asia (OCA)

AFG	Afghanistan	MDV	Maldives
BAN	Bangladesh	MGL	Mongolia
BHU	Bhutan	MYA	Myanmar
BRN	Bahrain	NEP	Nepal
BRU	Brunei Darussalam	OMA	Oman
CAM	Cambodia	PAK	Pakistan
CHN	People's Republic of China	PHI	Philippines
HKG	Hong Kong, China	PLE	Palestine
INA	Indonesia	PRK	Democratic People's Republic of Korea
IND	India	QAT	Qatar
IRI	Islamic Republic of Iran	SGP	Singapore
IRQ	Iraq	SRI	Sri Lanka
JOR	Jordan	SYR	Syrian Arab Republic
JPN	Japan	THA	Thailand
KAZ	Kazakhstan	TJK	Tajikistan
KGZ	Kyrgyzstan	TKM	Turkmenistan
KOR	Republic of Korea	TLS	Democratic Republic of Timor-Leste
KSA	Saudi Arabia	TPE	Chinese Taipei
KUW	Kuwait	UAE	United Arab Emirates
LAO	Lao People's Democratic Republic	UZB	Uzbekistan
LBN	Lebanon	VIE	Vietnam
MAS	Malaysia	YEM	Yemen

European Olympic Committees (EOC)

ALB	Albania	KOS	Kosovo
AND	Andorra	ITA	Italy
ARM	Armenia	LAT	Latvia
AUT	Austria	LIE	Liechtenstein
AZE	Azerbaijan	LTU	Lithuania
BEL	Belgium	LUX	Luxembourg
BIH	Bosnia and Herzegovina	MDA	Republic of Moldova
BLR	Belarus	MKD	The Former Yugoslav Republic of Macedonia
BUL	Bulgaria	MLT	Malta
CRO	Croatia	MNE	Montenegro
CYP	Cyprus	MON	Monaco
CZE	Czech Republic	NED	Netherlands
DEN	Denmark	NOR	Norway
ESP	Spain	POL	Poland
EST	Estonia	POR	Portugal
FIN	Finland	ROU	Romania
FRA	France	RUS	Russian Federation
GBR	Great Britain	SLO	Slovenia
GEO	Georgia	SMR	San Marino
GER	Germany	SRB	Serbia
GRE	Greece	SUI	Switzerland
HUN	Hungary	SVK	Slovakia
IRL	Ireland	SWE	Sweden
ISL	Iceland	TUR	Turkey
ISR	Israel	UKR	Ukraine

Oceania National Olympic Committees (ONOC)

ASA	American Samoa	NZL	New Zealand
AUS	Australia	PLW	Palau
COK	Cook Islands	PNG	Papua New Guinea
FIJ	Fiji	SAM	Samoa
FSM	Federated States of Micronesia	SOL	Solomon Islands
GUM	Guam	TGA	Tonga
KIR	Kiribati	TUV	Tuvalu
MHL	Marshall Islands	VAN	Vanuatu
NRU	Nauru		

OLYMPIC SUMMER FEDERATIONS

⊡ Unit 5A

The IFs listed below are members of the Association of Summer Olympic International Federations (ASOIF)
🌐 www.asoif.com/members

Sport	International Federation (IF)	
Aquatics	FINA	International Swimming Federation
Archery	WA	World Archery Federation
Athletics	IAAF	International Association of Athletics Federations
Badminton	BWF	Badminton World Federation
Basketball	FIBA	International Basketball Federation
Boxing	AIBA	International Boxing Association
Canoe	ICF	International Canoe Federation
Cycling	UCI	International Cycling Union
Equestrian	FEI	International Equestrian Federation
Fencing	FIE	International Fencing Federation
Football	FIFA	International Association Football Federation
Golf	IGF	International Golf Federation
Gymnastics	FIG	International Gymnastics Federation
Handball	IHF	International Handball Federation
Hockey	FIH	International Hockey Federation
Judo	IJF	International Judo Federation
Modern pentathlon	UIPM	International Modern Pentathlon Union
Rowing	FISA	World Rowing Federation
Rugby	WR	World Rugby
Sailing	WS	World Sailing
Shooting	ISSF	International Shooting Sport Federation
Table tennis	ITTF	International Table Tennis Federation
Taekwondo	WT	World Taekwondo
Tennis	ITF	International Tennis Federation
Triathlon	ITU	International Triathlon Union
Volleyball	FIVB	International Volleyball Federation
Weightlifting	IWF	International Weightlifting Federation
Wrestling	UWW	United World Wrestling

Sports included as part of the Tokyo 2020 Organising Committee proposal:

Sport	International Federation (IF)	
Baseball and softball	WBSC	World Baseball Softball Confederation
Karate	WKF	World Karate Federation
Skateboarding	—	World Skate
Sport climbing	IFSC	International Federation of Sport Climbing
Surfing	ISA	International Surfing Association

OLYMPIC WINTER FEDERATIONS

⊡ Unit 5A

The IFs listed below are members of the Association of International Olympic Winter Sports Federations (AIOWF).

Sport	International Federation (IF)	
Bobsleigh	IBSF	International Bobsleigh & Skeleton Federation
Curling	WCF	World Curling Federation
Ice hockey	IIHF	International Ice Hockey Federation
Luge	FIL	International Luge Federation
Biathlon	IBU	International Biathlon Union
Skating	ISU	International Skating Union
Skiing	FIS	International Ski Federation

OLYMPIC SUMMER FEDERATIONS

Sports included as part of the Tokyo 2020 Organising Committee proposal

OLYMPIC WINTER FEDERATIONS

IOC-RECOGNISED IFS

⬚ Unit 5A

The IOC recognises certain IFs that administer one or more sports at world level which are not currently included in the Olympic programme. These IFs are members of the Association of IOC Recognised International Sports Federations (ARISF)

🌐 www.arisf.org/members.aspx

Sport	International Federation (IF)	
Air sports	FAI	World Air Sports Federation
American football	IFAF	International Federation of American Football
Bandy	FIB	Federation of International Bandy
Billiard sports	WCBS	World Confederation of Billiards Sports
Boules sports	CMSB	World Confederation of Boules Sports
Bowling	WB	World Bowling
Bridge	WBF	World Bridge Federation
Cheer	ICU	International Cheer Union
Chess	FIDE	World Chess Federation
Cricket	ICC	International Cricket Council
DanceSport	WDSF	World DanceSport Federation
Floorball	IFF	International Floorball Federation
Flying disc	WFDF	World Flying Disc Federation
Korfball	IKF	International Korfball Federation
Lifesaving	ILS	International Life Saving Federation
Motor sport	FIA	International Automobile Federation
Motorcycle sports	FIM	International Motorcycling Federation
Mountaineering	UIAA	International Climbing & Mountaineering Federation
Muaythai	IFMA	International Federation of Muaythai Amateur
Netball	INF	International Netball Federation
Orienteering	IOF	International Orienteering Federation
Pelota vasca	FIPV	International Federation of Pelota Vasca
Polo	FIP	Federation of International Polo
Powerboating	UIM	International Powerboating Federation
Racquetball	IRF	International Racquetball Federation
Ski mountaineering	ISMF	International Ski Mountaineering Federation
Squash	WSF	World Squash Federation
Sumo	IFS	International Sumo Federation
Tug of war	TWIF	Tug of War International Federation
Underwater sports	CMAS	World Underwater Federation
Waterski and wakeboard	IWWF	International Waterski & Wakeboard Federation
Wushu	IWUF	International Wushu Federation

OLYMPIC SUMMER SPORTS AND DISCIPLINES

⬚ Unit 6E

Sports and disciplines for the Olympic Games Tokyo 2020

Sports and disciplines	First included		Events in 2020[1]
	Men	Women	
Aquatics			
• Artistic swimming[2]	—	1984	2
• Diving	1904	1912	8
• Swimming	1896	1912	35
• Marathon swimming	2012	2012	2
• Water polo	1900	2000	2
Archery[3]	1900	1904	5
Athletics	1896	1928	48
Badminton	1992	1992	5
Baseball and softball[4]			
• Baseball	1992	—	1
• Softball	—	1996	1
Basketball			
• 3x3	2020	2020	2
• Basketball	1936	1976	2
Boxing	1904	2012	13
Canoe/kayak			
• Slalom[5]	1972	1972	4
• Sprint	1936	1948	12
Cycling			
• BMX freestyle	2020	2020	2
• BMX racing	2008	2008	2
• Mountain bike	1996	1996	2
• Road	1896	1984	4
• Track	1896	1988	12
Equestrian[6]			
• Dressage	1912	1952	2
• Eventing	1912	1952	2
• Jumping	1900	1952	2
Fencing	1896	1924	12
Football	1900	1996	2
Golf[7]	1900	1900	2
Gymnastics			
• Artistic	1896	1928	14
• Rhythmic	—	1984	2
• Trampoline	2000	2000	2
Handball[8]	1936	1976	2
Hockey	1908	1980	2

284

285

APPENDICES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

APPENDICES

Judo	1964	1992	15
Karate			
• Kata	2020	2020	2
• Kumite	2020	2020	6
Modern pentathlon	1912	2000	2
Rowing[9]	1896	1976	14
Rugby			
• Rugby sevens[10]	2016	2016	2
Sailing[11]	1900	1900	10
Shooting[12]	1896	1968	15
Skateboarding	2020	2020	4
Sport climbing	2020	2020	2
Surfing	2020	2020	2
Table tennis	1988	1988	5
Taekwondo	2000	2000	8
Tennis[13]	1896	1900	5
Triathlon	2000	2000	3
Volleyball			
• Indoor	1964	1964	2
• Beach	1996	1996	2
Weightlifting	1896	2000	14
Wrestling			
• Freestyle[14]	1904	2004	12
• Greco-Roman	1896	—	6

1. The event programme for all sports and disciplines at the Olympic Games Tokyo 2020, except for those due to make their first appearance on the Olympic programme at these Games, was confirmed by the IOC Executive Board in June 2017.
2. Artistic swimming was named "synchronised swimming" up to and including the Olympic Games Rio 2016.
3. Archery was an Olympic sport in 1900, 1904, 1908 and 1920, then disappeared from the Olympic programme until 1972.
4. Baseball and softball were both dropped after 2008, but will return to the Games in 2020.
5. Canoe slalom was included for the first time in 1972, then returned in 1992.
6. Only male military officers participated in equestrian events until 1952, since when men and women have competed against each other in the same events.
7. Golf was included in 1900 and 1904, then returned in 2016.
8. Handball was introduced (on grass) in 1936, then reappeared in its current form (indoors) in 1972.
9. Rowing was on the 1896 Olympic programme, but the events were cancelled due to bad weather.
10. Rugby union was included in 1900, 1908, 1920 and 1924. Rugby sevens then made its Olympic debut in 2016.
11. Before separate women's sailing events were introduced in 1988, women competed in mixed events.
12. Women participated in mixed shooting events for the first time in 1968. The programme has included separate men's and women's events since 1996.
13. Tennis was included from 1896 to 1924, and was then reintroduced in 1988.
14. Since 1920, freestyle and Greco-Roman wrestling have been two separate competitions. Before that date (apart from 1908), only one style was included, usually Greco-Roman.

OLYMPIC WINTER SPORTS AND DISCIPLINES
Unit 6E

Sports and disciplines for the Olympic Winter Games PyeongChang 2018

Sports and disciplines	First included		Events in 2018
	Men	Women	
Biathlon	1960	1992	11
Bobsleigh			
• Bobsleigh	1924	2002	3
• Skeleton[1]	1928	2002	2
Curling[2]	1924	1998	3
Ice hockey[3]	1924	1998	2
Luge	1964	1964	4
Skating			
• Figure skating[4]	1924	1924	5
• Short-track speed skating	1992	1992	8
• Speed skating	1924	1960	14
Skiing			
• Alpine skiing	1936	1936	11
• Cross-country skiing	1924	1952	12
• Freestyle skiing	1992	1992	10
• Nordic combined	1924	—	3
• Ski jumping	1924	2014	4
• Snowboarding	1998	1998	10

1. Skeleton was included in 1928 and 1948, and was then reintroduced in 2002.
2. Curling was included in 1924, then reappeared in 1998.
3. Before the first Olympic Winter Games in 1924, ice hockey was included at the Summer Olympic Games Antwerp 1920.
4. Before the first Olympic Winter Games in 1924, figure skating was included at the Summer Olympic Games in 1908 and 1920.

YOUTH OLYMPIC GAMES
🗓 Unit 7A

Youth Olympic Games

	Year	Location	Days	NOCs	Athletes	Events
Summer	2010	Singapore, Singapore	13	204	3,524	201
Winter	2012	Innsbruck, Austria	10	69	1,022	63
Summer	2014	Nanjing, People's Republic of China	13	203	3,579	222
Winter	2016	Lillehammer, Norway	10	71	1,060	70
Summer	2018	Buenos Aires, Argentina	6-18 October 2018			
Winter	2020	Lausanne, Switzerland	9-22 January 2020			

Sports and disciplines for the Summer Youth Olympic Games Buenos Aires 2018

Sports and disciplines	Athletes	Ages
Aquatics		
• Diving	48	16-18
• Swimming	400	15-18
Archery	64	15-17
Athletics	680	16-17
Badminton	64	15-18
Basketball: 3x3	160	16-18
Boxing	82	17-18
Canoe	64	15-16
Cycling	128	17-18
DanceSport: Breaking*	24	16-18
Equestrian: Jumping	30	15-18
Fencing	78	15-17
Football: Futsal	200	15-18
Golf	64	15-18
Gymnastics	156	15-18
Handball: Beach handball	216	16-18
Hockey: Hockey 5s	216	15-18
Judo	104	15-17
Karate: Kumite*	48	16-17
Modern pentathlon	48	15-18
Roller sports: Roller speed skating*	24	15-18
Rowing	96	17-18
Rugby: Rugby sevens	144	17-18
Sailing	100	15-18
Shooting	80	15-18
Sport climbing*	40	17-18
Table tennis	64	15-18
Taekwondo	100	16-17
Tennis	64	15-18
Triathlon	64	16-17
Volleyball: Beach volleyball	128	15-18
Weightlifting	110	15-17
Wrestling	110	15-17
	3,998	

* Proposed by the YOGOC and approved by the IOC for this edition only.

Sports and disciplines for the Winter Youth Olympic Games Lausanne 2020

Sports and disciplines	Athletes	Ages
Biathlon	200	17-18
Bobsleigh		
• Monobob	36	15-18
• Skeleton	40	15-18
Curling	96	15-18
Ice hockey*	412	15-16
Luge	100	15-18
Skating		
• Figure skating	76	15-19
• Short-track speed skating	64	16-18
• Speed skating	64	16-18
Skiing		
• Alpine skiing	160	17-18
• Cross-country skiing	160	16-18
• Freestyle skiing	128	16-18
• Nordic combined	80	16-18
• Ski jumping	80	16-18
• Snowboarding	128	16-18
• Combined disciplines	neutral	16-18
Ski mountaineering*	48	17-18
	1,872	

* Proposed by the YOGOC and approved by the IOC for this edition only.

PARALYMPIC GAMES
⊡ Unit 8A

Paralympic Games

	Year	Location	NPCs	Athletes	Sports	Events
Summer	1960	Rome, Italy	23	400	8	57
Summer	1964	Tokyo, Japan	21	375	9	144
Summer	1968	Tel Aviv, Israel	29	750	10	181
Summer	1972	Heidelberg, Germany	43	984	10	—
Winter	1976	Örnsköldsvik, Sweden	16	53	2	—
Summer	1976	Toronto, Canada	40	1,657	13	—
Winter	1980	Geilo, Norway	18	229	3	—
Summer	1980	Arnhem, Netherlands	43	1,973	13	—
Winter	1984	Innsbruck, Austria	22	419	3	—
Summer	1984	Stoke Mandeville, UK	41	1,100	18	300
		New York, USA	45	1,800		
Winter	1988	Innsbruck, Austria	22	377	4	96
Summer	1988	Seoul, Republic of Korea	61	3,057	18	—
Winter	1992	Tignes-Albertville, France	24	365	4	79
Summer	1992	Barcelona, Spain	83	3,001	16	431
Winter	1994	Lillehammer, Norway	31	471	5	—
Summer	1996	Atlanta, USA	104	3,259	19	508
Winter	1998	Nagano, Japan	31	561	5	34
Summer	2000	Sydney, Australia	122	3,881	18	561
Winter	2002	Salt Lake City, USA	36	416	4	—
Summer	2004	Athens, Greece	135	3,808	19	518
Winter	2006	Turin, Italy	38	474	5	58
Summer	2008	Beijing, People's Republic of China	146	3,951	20	472
Winter	2010	Vancouver, Canada	44	502	5	64
Summer	2012	London, UK	164	4,237	20	503
Winter	2014	Sochi, Russian Federation	45	547	5	72
Summer	2016	Rio de Janeiro, Brazil	159	4,316	22	528
Winter	2018	PyeongChang, Republic of Korea	49	567	6	80
Summer	2020	Tokyo, Japan	*25 August – 6 September 2020*			

290

291

APPENDICES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

APPENDICES

CONTINENTAL GAMES

Unit 8B

African Games

Year	Games	Host	Nations	Athletes (approx)	Sports	Events
1965	I *	Brazzaville, Congo	30	2,500	10	54
1973	II *	Lagos, Nigeria	36	unknown	12	92
1978	III *	Algiers, Algeria	45	3,000	12	117
1987	IV *	Nairobi, Kenya	41	unknown	14	164
1991	V *	Cairo, Egypt	43	unknown	18	213
1995	VI *	Harare, Zimbabwe	46	6,000	19	224
1999	VII *	Johannesburg, South Africa	51	6,000	20	224
2003	VIII *	Abuja, Nigeria	50	6,000	22	332
2007	IX *	Algiers, Algeria	52	4,793	27	374
2011	X *	Maputo, Mozambique	53	5,000	20	249
2015	XI	Brazzaville, Congo	54	8,000	22	172
2019	XII	to be confirmed		September 2019		

* From 1965 to 2011, the event was called the All-Africa Games.

African Youth Games

Year	Games	Host	Nations	Athletes	Sports
2010	I	Rabat, Morocco	40	1,008	16
2014	II	Gaborone, Botswana	54	2,500 (approx)	21
2018	III	Algiers, Algeria		19-28 July 2018	

Pan American Games

Year	Games	Host	Nations	Athletes	Sports	Events
1951	I	Buenos Aires, Argentina	21	2,513	18	140
1955	II	Mexico City, Mexico	22	2,583	17	146
1959	III	Chicago, USA	25	2,263	18	166
1963	IV	São Paulo, Brazil	22	1,665	19	160
1967	V	Winnipeg, Canada	29	2,361	18	169
1971	VI	Cali, Colombia	32	2,935	18	169
1975	VII	Mexico City, Mexico	33	3,146	18	190
1979	VIII	San Juan, Puerto Rico	34	3,700	22	250
1983	IX	Caracas, Venezuela	36	3,426	23	269
1987	X	Indianapolis, USA	38	4,453	30	297
1991	XI	Havana, Cuba	39	4,519	33	329
1995	XII	Mar del Plata, Argentina	42	5,144	34	309
1999	XIII	Winnipeg, Canada	42	5,083	35	330
2003	XIV	Santo Domingo, Dominican Republic	42	5,223	35	338
2007	XV	Rio de Janeiro, Brazil	42	5,633	34	334
2011	XVI	Guadalajara, Mexico	42	5,996	36	361
2015	XVII	Toronto, Canada	41	6,132	36	364
2019	XVIII	Lima, Peru		26 July – 11 August 2019		
2023	XIX	Santiago, Chile		6-22 October 2023		

Asian Games

Year	Games	Host	Nations	Athletes	Sports	Events
1951	I	New Delhi, India	11	489	7	57
1954	II	Manila, Philippines	19	970	8	76
1958	III	Tokyo, Japan	16	1,820	13	97
1962	IV	Jakarta, Indonesia	12	1,460	13	88
1966	V	Bangkok, Thailand	16	1,945	14	143
1970	VI	Bangkok, Thailand	16	2,400	13	135
1974	VII	Tehran, Islamic Republic of Iran	19	3,010	16	202
1978	VIII	Bangkok, Thailand	19	3,842	19	201
1982	IX	New Delhi, India	23	3,411	21	199
1986	X	Seoul, Republic of Korea	22	4,839	25	270
1990	XI	Beijing, People's Republic of China	36	6,122	27	310
1994	XII	Hiroshima, Japan	42	6,828	34	337
1998	XIII	Bangkok, Thailand	41	6,554	36	376
2002	XIV	Busan, Republic of Korea	44	6,572	38	419
2006	XV	Doha, Qatar	45	9,520	39	424
2010	XVI	Guangzhou, People's Republic of China	45	9,704	42	476
2014	XVII	Incheon, Republic of Korea	45	9,501	36	437
2018	XVIII	Jakarta-Palembang, Indonesia		18 August – 2 September 2018		
2022	XIX	Hangzhou, People's Republic of China		10-25 September 2022		

Asian Winter Games

Year	Games	Host	Nations	Athletes	Sports	Events
1986	I	Sapporo, Japan	7	430	7	35
1990	II	Sapporo, Japan	10	310	6	33
1996	III	Harbin, People's Republic of China	18	453	8	43
1999	IV	Kangwon, Republic of Korea	21	799	7	43
2003	V	Aomori, Japan	29	636	6	51
2007	VI	Changchun, People's Republic of China	45	796	10	47
2011	VII	Astana-Almaty, Kazakhstan	27	991	5	69
2017	VIII	Sapporo, Japan	32	1,200	5	64
tbc	IX	*tbc*			*dates tbc*	

Asian Youth Games

Year	Games	Host	Nations	Athletes	Sports	Events
2009	2009	Singapore, Singapore	43	1,321	9	90
2013	2013	Nanjing, People's Republic of China	45	2,404	16	122
2021	2021	Surabaya, Indonesia			*2021 (dates tbc)*	

Pacific Games

Year	Games	Host	Nations	Athletes	Sports
1963	I *	Suva, Fiji	13	700	10
1966	II *	Nouméa, New Caledonia	14	1,200	12
1969	III *	Port Moresby, Papua New Guinea	12	1,150	15
1971	IV *	Papeete, French Polynesia	14	2,000	17
1975	V *	Tumon, Guam	13	1,205	16
1979	VI *	Suva, Fiji	19	2,672	18
1983	VII *	Apia, Samoa	19	2,500	14
1987	VIII *	Nouméa, New Caledonia	12	1,650	18
1991	IX *	Port Moresby, Papua New Guinea	16	2,000	17
1995	X *	Papeete, French Polynesia	12	2,000	25
1999	XI *	Santa Rita, Guam	21	3,000+	22
2003	XII *	Suva, Fiji	22	5,000	32
2007	XIII *	Apia, Samoa	22	5,000	33
2011	XIV	Nouméa, New Caledonia	22	4,300	28
2015	XV	Port Moresby, Papua New Guinea	24	3,700	28
2019	XVI	Apia, Samoa		*8-20 July 2019*	
2023	XVII	Honiara, Solomon Islands		*2023 (dates tbc)*	

* From 1963 to 2007, the event was officially called the South Pacific Games.

Pacific Mini Games

Year	Games	Host	Nations	Athletes	Sports
1981	I	Honiara, Solomon Islands	15	600	5
1985	II	Rarotonga, Cook Islands	15	700	6
1989	III	Nuku'alofa, Tonga	16	832	6
1993	IV	Port Vila, Vanuatu	15	unknown	6
1997	V	Pago Pago, American Samoa	19	1,798	11
2001	VI	Kingston, Norfolk Islands	18	unknown	10
2005	VII	Koror, Palau	20	unknown	12
2009	VIII	Rarotonga, Cook Islands	21	unknown	15
2013	IX	Mata-Utu, Wallis and Futuna	22	1,052	8
2017	X	Port Vila, Vanuatu	24	1,130	14
2021	XI	Saipan, Northern Mariana Islands		*2021 (dates tbc)*	

OLYMPIC REVENUE
🗒 Unit 9B

The table below shows the IOC's total revenues in billions of US dollars. Source: IOC's audited financial statement; amounts rounded to the nearest billion.

Source	2001-2004	2005-2008	2009-2012	2013-2016
Television broadcasting rights	2.2	2.6	3.8	4.2
TOP programme marketing rights	0.7	1.0	0.9	1.0
Other rights	0.1	0.2	0.2	0.2
Other revenues	0.0	0.1	0.2	0.3
Total	**3.0**	**3.9**	**5.2**	**5.7**

294

295

APPENDICES

SPORT ADMINISTRATION MANUAL

SPORT ADMINISTRATION MANUAL

APPENDICES

SPORT ADMINISTRATION MANUAL

The Sport Leadership curriculum for the Olympic Solidarity Sport Leadership Courses was first published in 1986 and was revised and renamed the Sport Administration Manual in 1998.

The Manual was further revised in 2000, 2001, 2005, 2009, 2013 and 2018. It serves as the basic curriculum for the Sport Administrators Courses, which are organised as part of the Olympic Solidarity NOC Management & Knowledge Sharing Programmes.