

# IOC ACTIVITIES

CHAPTER TWO



THE PRESIDENT'S FIRST FOUR YEARS

A GREAT LEGACY

Jacques Rogge was elected to the presidency of the IOC in Moscow at the 112th Session on 16 July 2001. He succeeded Juan Antonio Samaranch of Spain, who had been elected IOC President 21 years earlier in the same city. An orthopaedic surgeon by profession and an Olympian representing Belgium at the 1968, 1972 and 1976 Olympic Games, Rogge was elected to the role from five candidates, winning more than 50 per cent of the votes needed in the second round of voting. Rogge became the second Belgian to be named President of the IOC. In 1925, Henri de Baillet-Latour was elected following the retirement of Baron Pierre de Coubertin.

In accordance with the reforms implemented by the IOC in December 1999, its president is elected to office for an initial term of eight years. Under these reforms a president's term of office is renewable only once, for an additional four years.

The period of 1980 to 2001, the presidency of Juan Antonio Samaranch, was one of unprecedented growth and renown for the Olympic Movement. The political difficulties, which had led to boycotts at the 1976, 1980 and 1984 Summer Games, were overcome, resulting in record numbers of countries taking part in the quadrennial celebrations. Applications to host both the Summer and Winter Olympic Games increased dramatically. Revenue from television rights rose from US\$ 101 million for Moscow in 1980 to more than US\$ 1,715 million for Beijing. For the Winter Games, this went up from US\$ 21 million for Lake Placid in 1980 to more than US\$ 832 million for Turin in 2006. The TOP Programme of sponsorships, established in 1985, had also gone from strength to strength. At the end of Samaranch's mandate, the IOC had to face the Salt Lake City crisis. Samaranch had the wisdom to initiate important reforms within the IOC, and he left a remarkable legacy for his successor.



HANDOVER

When Jacques Rogge was elected to the presidency he set three major tasks for the Movement. These were: the consolidation of this legacy; the promotion of Olympic values; and the focus on the core objective, the organisation of the Olympic Games.

FINANCIAL SUPPORT AND SECURITY

Rogge set about increasing the resources ploughed back by the IOC to sport. Specifically, the financial and administrative support to the International Federations (IFs) and the National Olympic Committees (NOCs) have seen significant increases. The 28 International Summer Federations enjoyed US\$ 253.9 million in funding following the successful Olympic Games of Athens 2004, an increase of over 50% from the previous Summer Games. The Olympic Solidarity development and assistance budget managed and administered for the NOCs almost doubled to US\$ 209.48 million for the 2001 to 2004 quadrennial. The



Left IOC Honorary President for Life Juan Antonio Samaranch congratulates the new IOC President Jacques Rogge at the 112th Session. Right Athens 2004 Opening Ceremony. A focus on the organisation of the Games was one of the major missions for the Olympic Movement outlined by Jacques Rogge.



Salt Lake City Organising Committee received US\$ 570 million from the IOC towards its operational expenses for the 2002 Olympic Winter Games. The Athens Organising Committee received about US\$ 960 million.

Ensuring financial security for the Olympic Movement has been a key policy implemented in the past four-year period. Although the overt political threats to the Games seemed to have diminished during the period of the previous President, the threat of international terrorism remained evident. Jacques Rogge, therefore, concentrated on ensuring the well-being of the IOC should any celebration be cancelled. In 2001, the IOC could have survived for only 18 months, if such an emergency were to have occurred. However, by the end of 2004, he had made certain that the financial reserves were adequate to cover such an eventuality. The goal set at the end of 2001, namely to double the IOC's financial reserves to allow the organisation to function for four years in the absence of income from the Games, has been achieved. Since 2001 the IOC reserves have risen from US\$ 105 million to US\$ 240 million.

Furthermore, an insurance policy was taken out to cover any unexpected cancellation of the Olympic Games, a move which not only protected the IOC but also the NOCs and the IFs, which share in the financial benefits of the celebrations. The first Games to be covered by this new policy were those in Athens in 2004. The total coverage was for US\$ 170 million. Similar approaches will be carried out for Turin in 2006, Beijing in 2008 and Vancouver in 2010. The insurance was first discussed during the IOC's Extraordinary Session in Mexico City in November 2002 and implemented in April 2004. Rogge said: "Taking out a policy to manage the risk associated with one's core business is standard, prudent behaviour for any modern organisation."



#### PROMOTING OLYMPISM, INTEGRITY AND SOCIAL VALUES

Further work to promote Olympism and the integrity of the Olympic Movement was seen during the past four years in the collaboration between the IOC, NOCs and IFs, and specifically in the work of the IOC commissions.

Of particular note was the support of the Olympic Truce by the United Nations during both the Salt Lake City and Athens Olympic Games, the attention to environmental sustainable development, the Commission for Culture and Olympic Education, the Olympic Museum, the Sport for All Commission and the increased participation of female athletes at the Games. At Athens 2004, the percentage of women participating was higher than ever.

The IOC's good governance was reinforced through the work of the Ethics Commission and the maintenance of the IOC reforms which had been adopted in December 1999 and upheld at the Extraordinary IOC Session in Mexico City in 2002.

The IOC has also entered into a number of agreements with other stakeholders and international organisations, most notably the Red Cross Movement and other United Nations Special Agencies and Programmes and continues to uphold and develop the social values of humanitarian action and sports development.

**Left** China's Yang Yang pictured at Salt Lake City 2002. More women competed at the two Games of the past quadrennial period than ever before.

**Right** The 117 recommendations made by the Olympic Games Study Commission were approved at the 115th Session in Prague.



### ATHLETES' HEALTH AND ANTI-DOPING

The fight against doping was stepped up in the past four years. Rogge, who regards doping, together with violence and corruption, as the major threats to the credibility of sport, communicated a clear message on doping: zero tolerance. The IOC's zero-tolerance policy has been put into action with an increase in the number of tests conducted during the Games, as well as an extension of the Games time testing period. In Salt Lake City there were seven violations of anti-doping rules, which is more than the five cases detected at all 18 editions of the previous Olympic Winter Games. In Athens, 2,926 urine and 741 blood tests were conducted, 25 per cent more than in Sydney. This resulted in 26 violations of anti-doping rules compared to the 11 in Sydney.

The IOC took the lead in establishing the World Anti-Doping Agency (WADA) in 1999 and strongly supported the adoption of the first World-Anti-Doping Code, which was signed at the World Conference on Doping in Sport in Copenhagen in March 2003. The code was adopted by all IFs and NOCs before Athens and the governments are expected to adopt it before the 2006 Games in Turin.

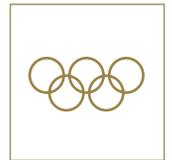
The IOC also broadened its scope of action in medical areas through the work of the IOC Medical Commission which, since the establishment of WADA has been able to give more focus to programmes aimed at protecting the health of athletes. Issues covered have included studies on sudden death in sport, athlete eating disorders and training young athletes.

### INCREASING GAMES QUALITY

Rogge's strategy of enhanced professionalism in the running of the IOC, the Olympic Games and the Olympic Movement have been driven through a number of measures over the 2001-2004 quadrennial period. At first, Rogge ordered an audit which resulted in better synergy between the various IOC departments and the creation of the Olympic Games Department, which would pool all resources involved with the Games' delivery.

The second such policy has been the management of the Games, specifically their ever-growing size, cost and complexity. Rogge summed it up by saying: "We are endeavouring to reduce the size and complexity of the Games to a more manageable level. A reasonable size for the Games is important because it must allow the continents that support them to be able to host them."

To identify ways of achieving the objective of controlling the cost, size and complexity of organising the Games, whilst maintaining their quality and position as the world's leading sporting event, an Olympic Games Study Commission was set up in 2002. The 117 recommendations made by the Commission were approved at the IOC Session in Prague in July 2003. Thirty per cent of the recommendations were implemented for the Games in Athens and an aim set for 100 per cent to be implemented by 2012.



The third significant development in the last four years has been in the area of Olympic Games Knowledge Management whereby the IOC provides information and services that allow future Organising Committees to benefit from the know-how of previous OCOGs. The motivation for this comes from the IOC's desire to assist candidate and host cities and steer them away from mistakes made in the past. Olympic Games Knowledge Services (OGKS) was officially launched during the Salt Lake City Games.

The IOC had also set up Olympic Broadcast Services (OBS) in 2003 to oversee the host broadcaster function of the Games, thus ensuring the quality and continuity of Olympic Games Broadcasting.

Finally, the means of the Evaluation and Coordination Commissions have also been augmented and the Host City Contract and Technical Manuals have been made more precise.

Looking further towards the future, the past quadrennium has seen the establishment of principles that will allow any desired evolution of the Olympic Programme. The Olympic Programme Commission was set up in 2002 with the aim of reviewing and analysing the programme of sports, disciplines and events, and also the number of athletes in each sport for the Games of the Olympiad and the Olympic Winter Games. Following recommendations by the Commission, the IOC members took the decision at the IOC Extraordinary Session in Mexico City in 2002 to cap the numbers of the Games of the Olympiad to 28 sports, 301 events and 10,500 athletes, in order to control what until that point had been a continual inflation. Most notably, it was decided to systematically review the Olympic Programme after each edition of the Games. Hence a review of the Athens 2004 Olympic Programme will allow the IOC members to vote on the composition of the programme for the 2012 Olympic Games during the 117th IOC Session in Singapore.



#### LONG-TERM FUTURE

The strategic direction and policies implemented by the IOC during the past four years, both as regards the Olympic Games and the promotion of Olympic values, have seen tangible results. The health of the IOC and the Olympic Movement is evident in a number of areas, not least in the record-breaking contracts negotiated for broadcast rights, the support from Olympic sponsor partners and the growing number of cities wishing to bid to host future Games.



During the last four years, the IOC has concluded record-breaking contracts for broadcast rights in the United States, Europe and Canada. The US contract was awarded to GE and NBC for the 2010 and 2012 Olympic Games worth US\$ 2.01 billion, a 34 per cent increase from the previous contract. The European rights, excluding Italy, went to the European Broadcasting Union, representing 51 countries, for US\$ 746 million, a 40 per cent rise. In Canada the rights were awarded to Bell Globemedia/Rogers for a total cost of US\$ 153 million, representing a 110 per cent increase.

The well-being of the Movement was further demonstrated when nine cities applied to host the 2012 Summer Games, a radically different situation from the late 1970s when Los Angeles was the sole candidate for 1984. The stability of the Movement has been reinforced by the success of the two Olympic Games in the period. The Games in Salt Lake City were brilliantly organised by a country still under shock from the recent terrorist attack that had struck the United States less than six months earlier in September 2001. Record audiences were attracted to watch an event that again proclaimed the popularity of winter sports.



**Left** In Mexico City in 2002, the IOC voted to cap the numbers of sports at the Summer Games to 28 and review the Olympic Programme after each edition of the Games.

**Right** Vancouver is elected host city for the 2010 Olympic Winter Games.

Athens had as its slogan for the Games the words “Welcome Home”. And the Greeks delivered what President Rogge described as “Unforgettable Dream Games”, an unforgettable experience in the city where the modern Olympic Games were revived in 1896. Athens was left with a superb coastal zone and a fresh infrastructure. The excellent facilities will provide a significant legacy for the country in the years to come.

As the eyes of the Olympic Movement turn towards Turin, there is confirmed faith in the health of both the Summer and Winter Games. Preparations are progressing well for the staging of the Beijing Games in 2008, which in the most populous country in the world will provide a unique experience and opportunity for the world’s involvement in Olympic values. Vancouver has been selected for the 2010 Winter Games and five prestigious cities compete for the 2012 Games. The appetite from cities around the globe to host Games beyond 2012 is very healthy.



**EXECUTIVE BOARD MEETINGS**

Year	Month	City	Year	Month	City
2001	5-7 February	Dakar	2003	20-21 February	Lausanne
2001	15-17 May	Lausanne	2003	15-17 May	Madrid
2001	9-12 July	Moscow	2003	29-30 June	Prague
2001	3 August	Edmonton	2003	22 August	Paris
2001	18-20 September	Lausanne	2003	23-26 September	Lausanne
2001	11-12 December	Lausanne	2003	4-6 December	Lausanne
2002	1-3 February	Salt Lake City	2004	27-28 February	Athens
2002	25-27 May	Kuala Lumpur	2004	17-19 May	Lausanne
2002	28-29 August	Lausanne	2004	7-8 August	Athens
2002	25-27 November	Mexico	2004	24-26 November	Lausanne

**IOC SESSIONS**

No 112th  
 YEAR 2001  
 CITY Moscow  
 MEMBERS PRESENT 118

**MAJOR DECISIONS**

- Jacques Rogge was elected IOC President.
- Juan Antonio Samaranch was elected IOC Honorary President for Life. The Olympic Order in gold (the IOC's highest distinction) was also awarded to him.
- Beijing was chosen as the host city for the Games of the XXIX Olympiad.
- The IOC Executive Board decided to reverse the order of presenting medals so that gold would be presented last. This change would be tested at the Salt Lake City Olympic Winter Games.
- Vitaly Smirnov, Lambis V. Nikolaou and Toni Khoury – replacing Jacques Rogge – became IOC Executive Board members.
- John Dowling Coates, Issa Hayatou, Juan Antonio Samaranch Jr, Randhir Singh, Timothy Tsun Ting Fok and Els van Breda Vriesman were appointed as IOC members.
- Flor Isava Fonseca and Vladimir Cernusak became IOC honorary members.



No 113th  
 YEAR 2002  
 CITY Salt Lake City  
 MEMBERS PRESENT 105

**MAJOR DECISIONS**

- The list of eight National Olympic Committees/cities that had submitted a request for the organisation of the XXI Olympic Winter Games in 2010 was approved. The eight applicant cities were: Andorra la Vella (Andorra), Bern (Switzerland), Harbin (People's Republic of China), Jaca (Spain), PyeongChang (Korea), Salzburg (Austria), Sarajevo (Bosnia and Herzegovina) and Vancouver (Canada).
- James L. Easton was elected to the position of Vice-President.
- Toni Khoury and Tomas Amos Ganda Sithole were elected as Executive Board members.
- Prince Nawaf Fahd Abdul Aziz, Sheik Tamim Bin Hamad bin Khalifa Al-Thani, Sandra Baldwin, Patrick Chamunda, Kai Holm, Kikis Lazarides, François Narmon, Youssoupha Ndiaye, Yong Sung Park and Matthew Pinsent became IOC members.

No 114th  
 Extraordinary Session  
 YEAR 2002  
 CITY Mexico City  
 MEMBERS PRESENT 115

**MAJOR DECISIONS**

- The Session confirmed the principle of periodically reviewing the Olympic programme. It decided to postpone the decision concerning the exclusion of three sports (softball, baseball and modern pentathlon) until after the Games of the XXVIII Olympiad in Athens in 2004, in order to allow the International Federations concerned to implement changes imposed on them. The decision to limit the number of sports to 28, the events to 300 and athletes to 10,500 was adopted unanimously.
- It was decided to study in depth the ways of controlling the size, cost and complexity of the Olympic Games, while reiterating that the quality of the Games should be preserved essentially for the athletes.
- The reforms adopted by the 110th IOC Session in December 1999 were maintained. The decision not to visit the candidate cities for the organisation of the Olympic Games was largely supported.
- The Session received explanations on the new IOC organisational chart, as well as information linked to the financial reserve that the IOC wanted to constitute as a preventative measure in order to be able to financially survive a possible partial or full cancellation of an edition of the Games.
- Pernilla Wiberg, Manuela Di Centa, Jari Kurri and Ådne Søndrål were elected as IOC members.

No 115th  
 YEAR 2003  
 CITY Prague  
 MEMBERS PRESENT 118

**MAJOR DECISIONS**

- Vancouver was elected as the host city for the XXI Olympic Winter Games in 2010.
- IOC recognition was granted to the NOCs of Timor-Leste and Kiribati.
- The Session adopted the World Anti-Doping Code unanimously.
- Un Yong Kim was elected to the position of IOC Vice-President.
- Gerhard Heiberg and Alpha Ibrahim Diallo were elected as Executive Board members.
- Philip Craven was elected as an IOC member.

No 116th  
 YEAR 2004  
 CITY Athens  
 MEMBERS PRESENT 120

**MAJOR DECISIONS**

- The Session accepted the revised Olympic Charter unanimously.
- Mohamad Hasan was excluded from the IOC with effect from 10 August 2004.
- Gunilla Lindberg was elected as IOC Vice-President.
- Sergey Bubka, Denis Oswald, Ottavio Cinqunta, Mario Vázquez Raña, Zaiqing Yu and Richard Carrión were elected to the Executive Board.
- Four new IOC members were elected: Rania Elwani, Frank Fredericks, Jan Zelezny and Hicham El Guerrouj (new IOC athlete representatives elected by their peers at the Athens Games).

