



**41ST ASOIF GENERAL ASSEMBLY
SCANDINAVIAN CENTER, AARHUS, DENMARK
4 APRIL 2017**

PRESENTATIONS

1. [First Review of IF Governance](#): Page 2-17
2. [Report from Tokyo 2020 OCOG](#): Page 18-40
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association of summer olympic international federations
as o i f



First Review of IF Governance

ROWLAND JACK

Independent review

- ▶ Appointed by ASOIF on behalf of GTF
- ▶ Independent review of questionnaires
- ▶ Moderated scores for consistency
- ▶ Analysis for report

Scoring system

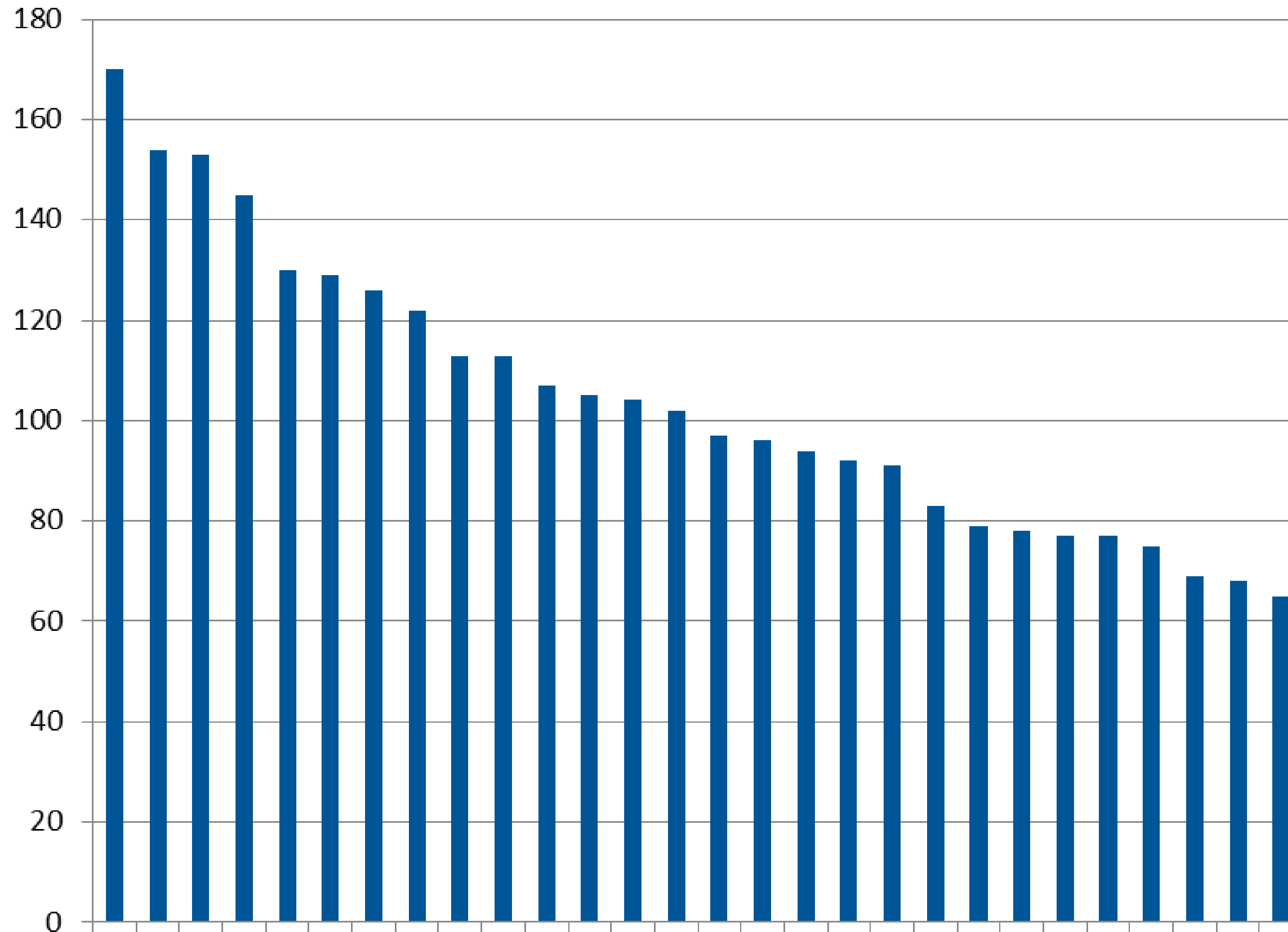
0	• Not fulfilled at all
1	• Partially fulfilled
2	• Fulfilled
3	• Well-fulfilled according to published rules / procedures
4	• Totally fulfilled in a state-of-the-art way

Moderation process

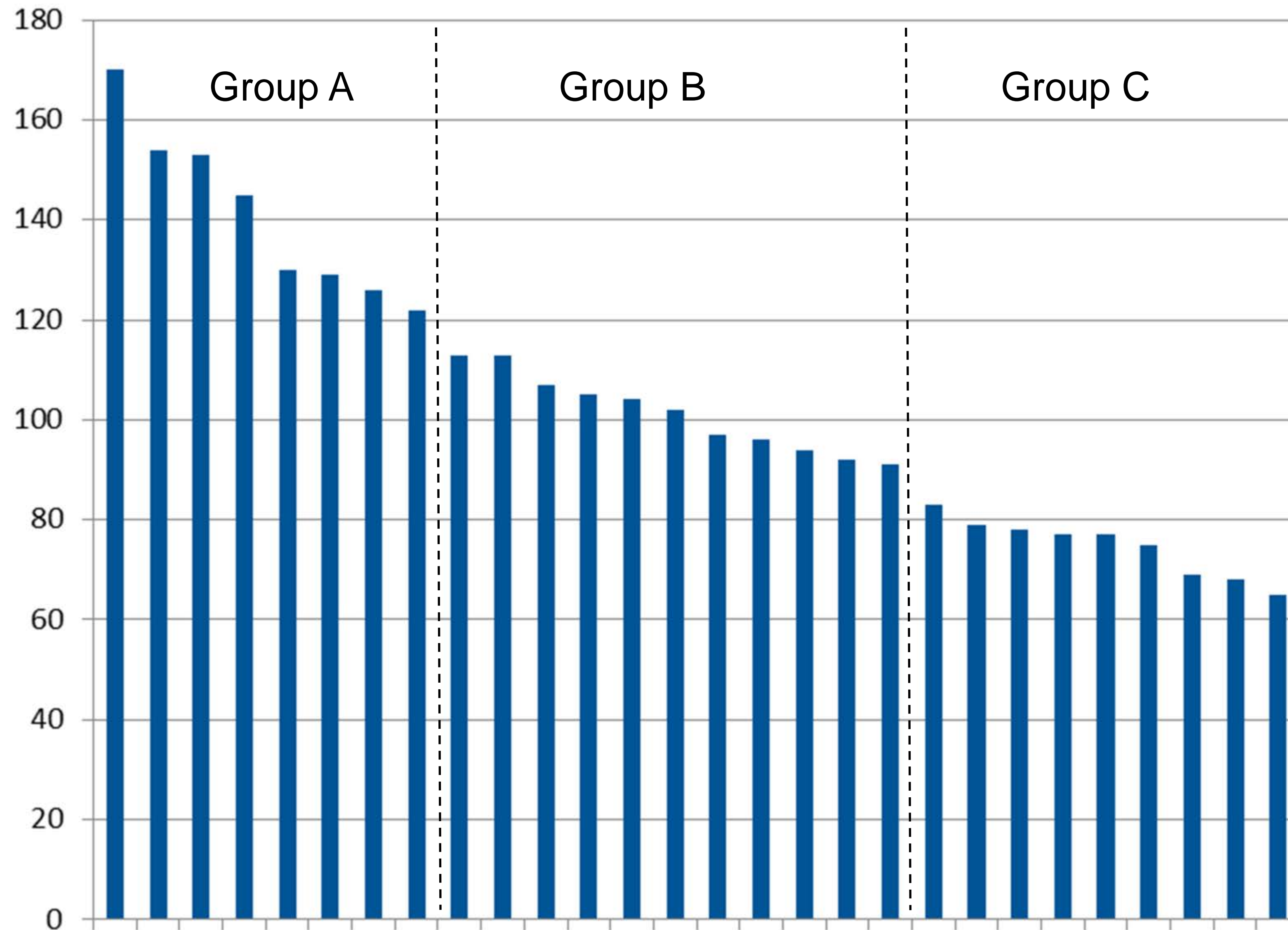
- ▶ Scores based on:
 - ▶ Questionnaires / websites
 - ▶ Sections 2-6
 - ▶ Day of assessment
 - ▶ Policies applied
 - ▶ Some proportionality
 - ▶ Margin of error -7 to +7

- ▶ Large range: -81 to +23
- ▶ Mean change: -18
- ▶ Median change: -12.5

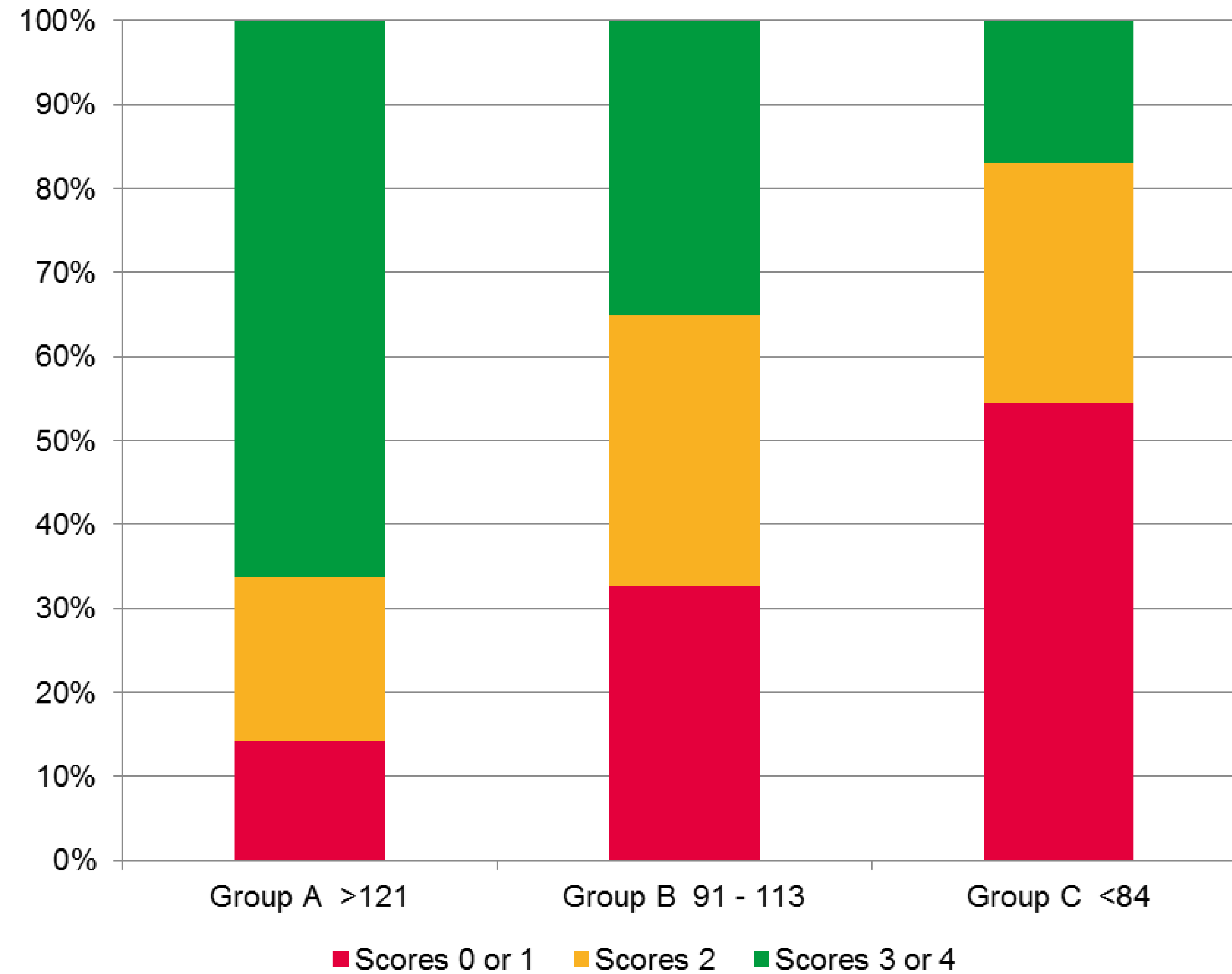
Total scores in rank order for each IF



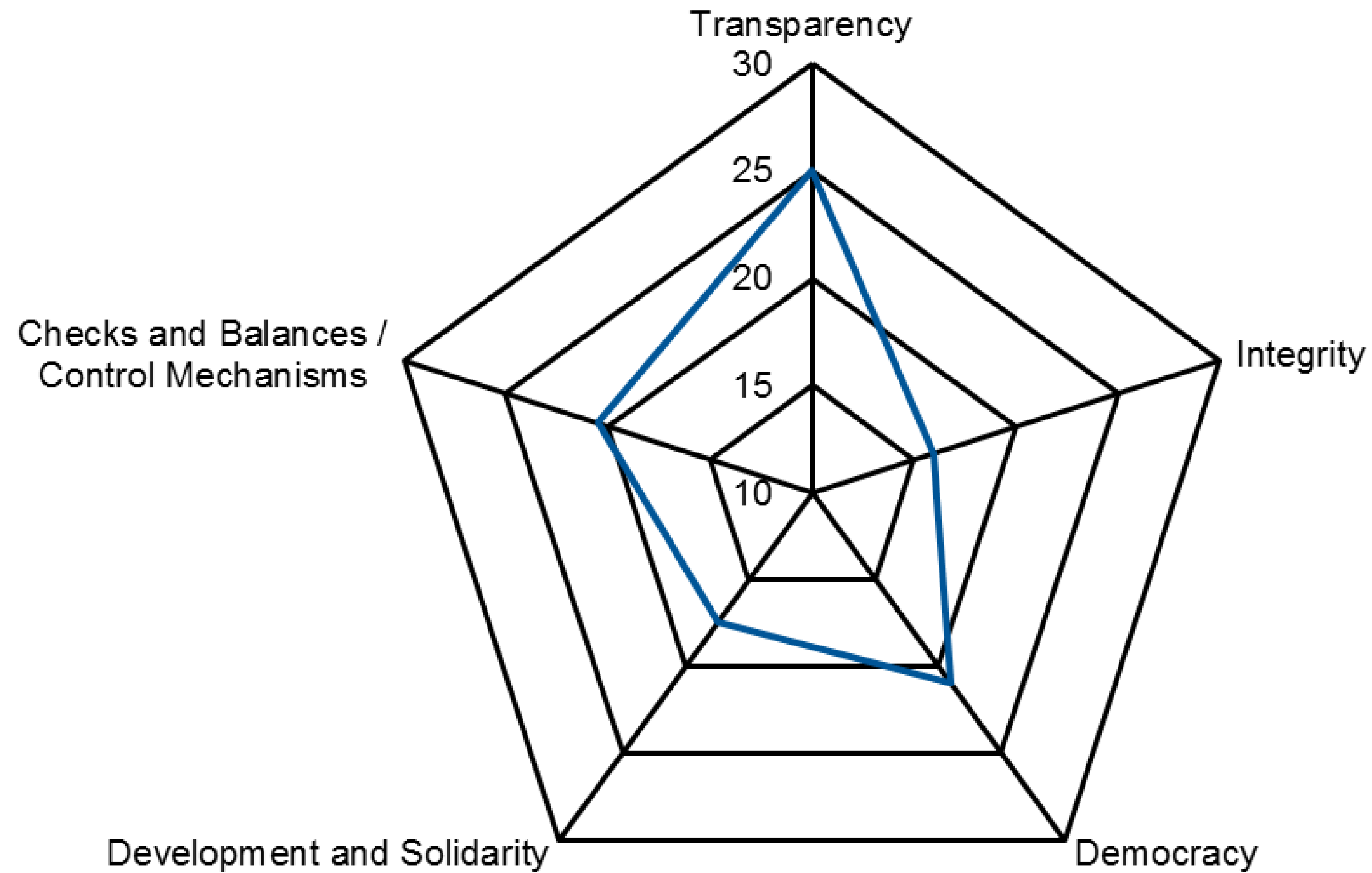
Total scores in rank order for each IF



Distribution of scores by group



Median scores by section



Transparency

- ▶ Best scoring section
- ▶ All IFs published rules and information about members
- ▶ 7 IFs published allowances / per diems
- ▶ 18 IFs published audited accounts

Integrity

- ▶ Lowest scoring for 11 IFs
- ▶ Low scores for 3 indicators on tackling match manipulation:
 - ▶ Integrity awareness programmes
 - ▶ Investigations process
 - ▶ Co-operation with public authorities
- ▶ 11 IFs had no confidential reporting mechanism

Democracy

- ▶ All IFs had election rules
- ▶ President and majority of Executive Board usually elected by all members
- ▶ 15 IFs had some type of term limits
- ▶ Congress / General Assembly:
 - ▶ 13 IFs – annual
 - ▶ 13 IFs – biennial
 - ▶ 2 IFs – every 4 years

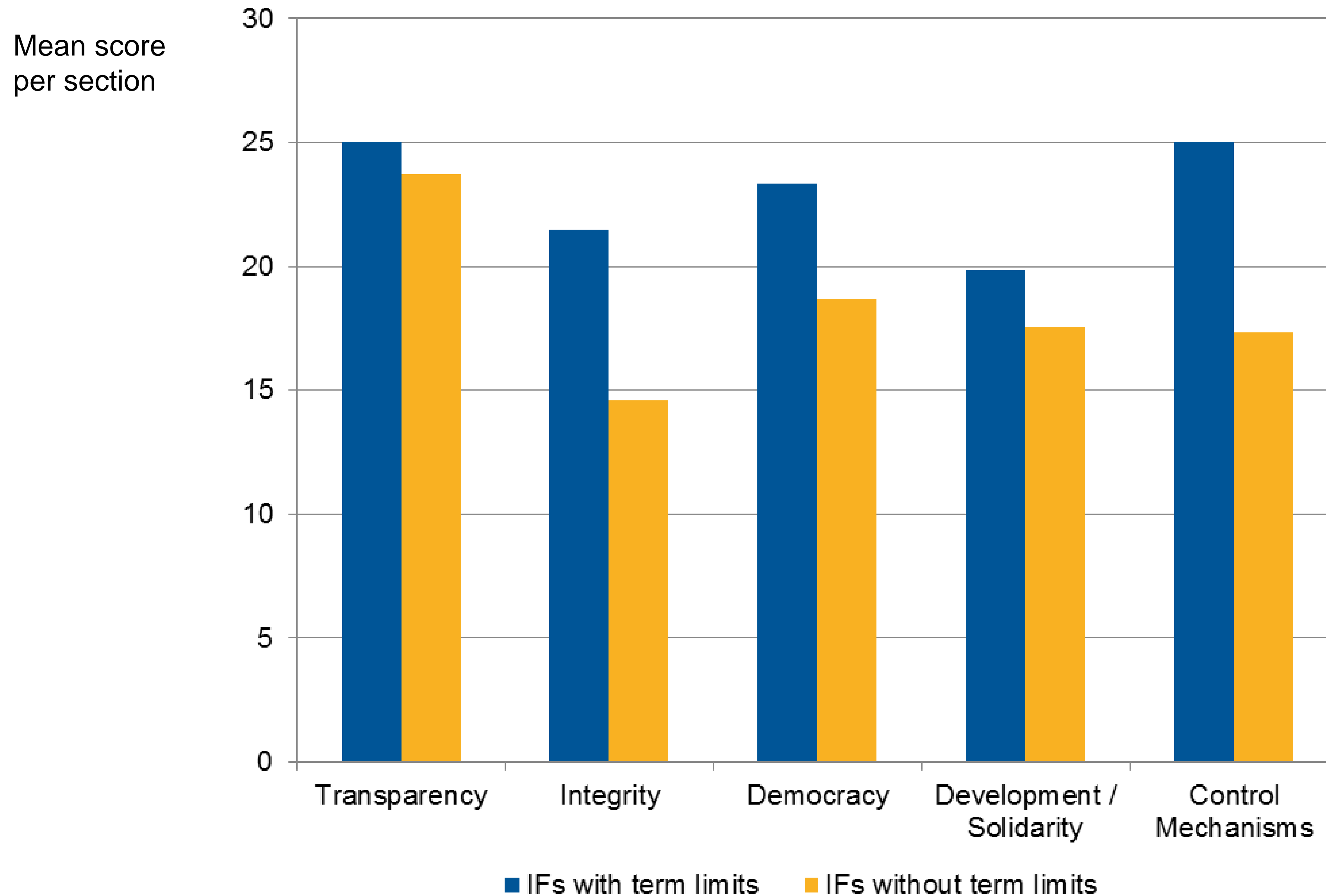
Development and Solidarity

- ▶ Education programmes well-established
- ▶ Lack of information about strategy, targeting, monitoring
- ▶ 15 IFs had no evidence of formal monitoring
- ▶ Lowest or joint-lowest scoring section for 10 IFs

Control Mechanisms

- ▶ All IFs had right of appeal to CAS
- ▶ 16 IFs did not hold regular, open tenders for contracts
- ▶ 14 IFs had internal audit committee with some independent representation
- ▶ Few policies to prevent commercial influence on sporting rules

IFs with and without Term Limits



Mean scores:

- With term limits 115

- Without term limits 92

Conclusion

- ▶ Useful exercise, positive response from IFs
- ▶ Acknowledge limitations
- ▶ Large differences in scores
- ▶ Some very good examples but also significant gaps
- ▶ Rapid progress being made:
 - ▶ Adoption of term limits
 - ▶ Implementation of Congress decisions

Next Steps

- ▶ Compile best practice examples
- ▶ Identify official governance contact for each IF
- ▶ Meet IFs to review governance assessments
- ▶ Workshop for designated governance contacts
- ▶ Revise questionnaire and assessment process
- ▶ Second iteration of assessment process
- ▶ Explore creation of compliance certification system



Tokyo 2020 Presentation

to the ASOIF General Assembly

4 April 2017



Yukihiko Nunomura COO, Tokyo 2020

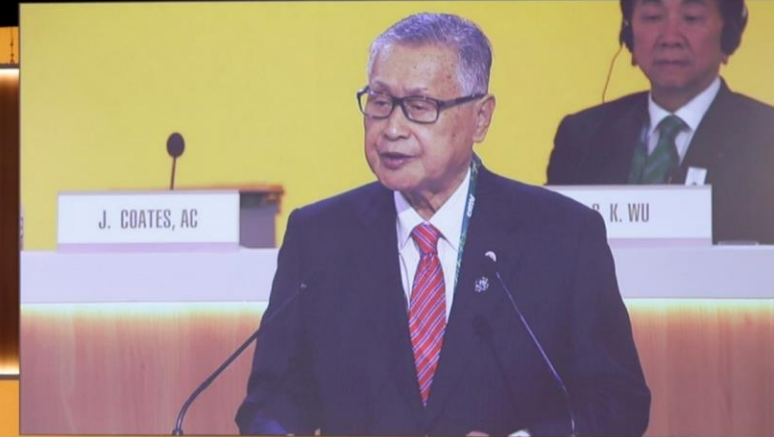
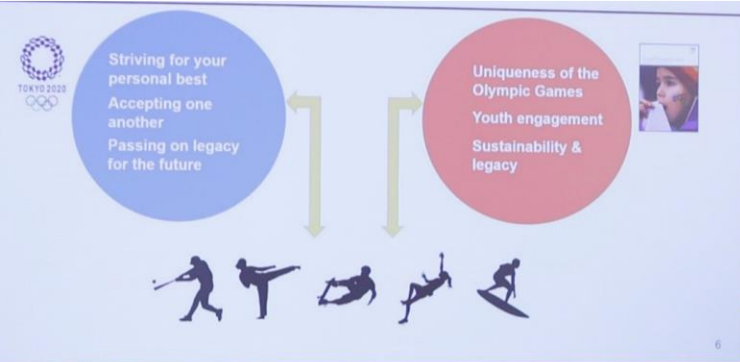


Olympic Games Rio 2016



5 ADDITIONAL SPORTS APPROVED

AT IOC SESSION





ADDITIONAL SPORTS

OBSERVER PROGRAMME



SPORTS & VENUES



SPORTS & VENUES

SPORTS

Baseball / Softball

Karate

Skateboarding

Sport Climbing

Surfing

VENUES

Yokohama Stadium (Main Stadium)
Fukushima Azuma Baseball Stadium

Nippon Budokan

Aomi Urban Sports Venue

Aomi Urban Sports Venue

Tsurigasaki Beach Surfing Venue

SPORTS & VENUES

■ Olympic Games
■ Paralympic Games

Existing (VENUES) : 23

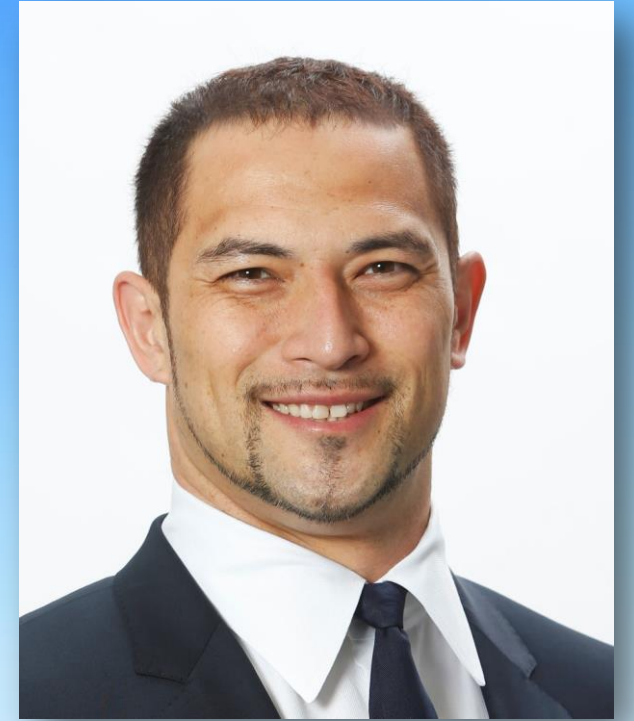
New Permanent (VENUES) : 8

Temporary (VENUES) : 9



Koji Murofushi

Executive Director of the Sport, Tokyo 2020



SPORTS

Sports Bureau



Koji Murofushi
Executive Director of Sports Bureau



Naoko Hirayama
Deputy Executive Director of Sport
Bureau



Kenji Kobayashi
Deputy Executive Director of Sport
Bureau

SPORTS

Sports Manager

■ The role and responsibility of Sports Manager

Internally — *Playing a central role in the planning and operations of the sports included in the Tokyo 2020 Games*
Externally — *Engagement and enhancing ties with IFs*

SPORTS

Sports Managers

Sports Managers to be active full-time this year

**25 Sports Managers
have been appointed**
(As of April 1, 2017)



**30 Sports Managers
will be hired**

■ List of Sport Managers (As of 1st April, 2017)



Aquatics
Kihou Abe



Canoe
Toshihiko Furuya



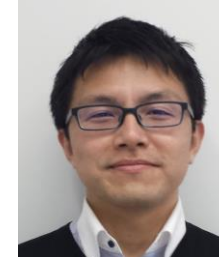
Fencing
Yuko Kato



Archery
Yuko Okura



Cycling
Tatsuo Hayashi



Football
Kenya Otani



Athletics
Kazuhiro Suzuki



Badminton
Shigeru Kondo



Golf
Yasutaka Tateishi

■ List of Sport Managers (As of 1st April, 2017)



Gymnastics
Koichi Endo



Judo
Toshihiko Yamada



Rugby
Amy Matsuo



Hockey
Satoshi Kondo



Karate
Toshie Murata



Sailing
Toru Iribe



Handball
Takafumi Inafuku



Rowing
Daisuke Nakajima



Sport Climbing
Toru Kobinata

■ List of Sport Managers (As of 1st March, 2017)



Table Tennis
Sachiko Yokota



Triathlon
Kiriyo Suzuki



Taekwondo
Hiroaki Onohara



Volleyball
Takahiro Fujino



Wrestling
Yasukazu Fujimori



Tennis
Jun Nakagawa



Weightlifting
Reiko Chinen

IF Engagement

Tokyo 2020 Operational Readiness Programme

Tokyo 2020 Operational Readiness Programme

Schedule

2019						2020				
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May

WAVE 1
Mainly outdoor

WAVE 2 Mainly indoor

WAVE 3

- We are provisionally dividing the scheduling for the Games Readiness Programme into three different wave. However, should the impact on operations, costs, etc. prove excessive, we will reconsider each of the wave.
- Wave 1 – Conducting of testing during the peak season for outdoor sports/disciplines (same months as the Tokyo 2020 Games)
- Wave 2 – Testing of indoor sports/disciplines
- Wave 3 – Testing to be conducted once final approval has been obtained from the chain of command

IF Visit Policy

Tokyo 2020 IF Visit policy reflects:

- Progress of the venues and wider Games operations
- IFs' site inspections for successful delivery of their sports
- A clear framework, including all of the requirements that go along with the visits

Process now: Between Tokyo 2020 and the IF/IPSF to organise the site visits in order to enhance IF engagement

Outcome of discussions: Reflected in the form of the Tokyo 2020 IF/IPSF Visit Policy, based on the existing service level, needs and complexity surrounding your sport.

Sports Delivery Plan (On-going project)

March 1, 2017

IOC hold the SDP Educational Workshop

IOC provided Tokyo 2020 with the SDP generic templates

Tokyo 2020 to review the templates internally and develop Tokyo 2020 specific SDP

March 21-22, 2017

IOC, BWF and Tokyo 2020 conducted the SDP Pilot Study

SDP Pilot Study with BWF

2 days intensive schedule
23 relevant FAs
136 SDP milestones

SDP Pilot Study with BWF

Key Lessons from the SDP Pilot Study:

- Objectives and operational methods of the SDP
- Role division and schedule for the SDP milestones
- Tasks to undertake and issues identified
- The Sports FA to lead key internal relationships with related operational FAs
- Strong relationship with Sport FA and Venue Management FA

MOST IMPORTANTLY... We re-recognised IFs are valuable partners for Tokyo 2020.

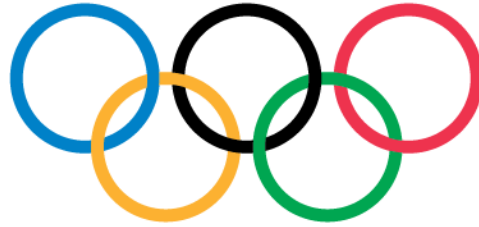
- The roles of the IFs have been defined, aiming to work together for operational efficiency in the running of the Games.

CONCLUSION



Report on the status of the 2018 Youth Olympic Games preparations





INTERNATIONAL OLYMPIC COMMITTEE

ASOIF General Assembly

Kit McConnell, IOC Sports Director

4 April 2017

Agenda

1 | Tokyo 2020

2 | Olympic Games 2024

3 | Buenos Aires 2018

4 | Key Topics



Tokyo 2020

Update



- **Sport Managers**
- **Test events** – revised concept
- **National Federations**
- **Venue Finalisation**



IF Partnership

Update



- Creation of a **working group**
- Partner with OCOG in implementation of **Sport Delivery Plan**
- Developing **sport-by-sport TOK** approach
- Future development : **Generic Olympic Venue Briefs**



Tokyo 2020

Event Programme



28 February 2017

IF Submission for modification requests

5 May 2017

Olympic Programme Commission

9-10 July 2017

Tokyo 2020 Event Programme Decision



Olympic Games 2024

Sports Programme



5 May 2017

Olympic Programme Commission
Recommendations

9-10 July 2017

IOC Executive Board **Proposal**

13-17 September 2017

IOC Session **Decision**

Olympic Games 2024

Candidate Procedure



Advisors pre-visits

**Presentation
to all IFs**
ASOIF General
Assembly

**IOC Evaluation
Commission
visits**

**Presentation to
all IFs and IOC
members**

**Election
2024 Host City**
IOC Session in Lima



PARIS

LOS ANGELES

March 2017

April 2017

May 2017

July 2017

September 2017

Buenos Aires 2018

Update



- Date change confirmed
- Qualification period has started
- Laboratory for implementing recommendations
 - Park concept
 - New events and disciplines
 - Gender balance
 - Event management approach
- Young and dynamic team





- IOC Athletes' Commission Strategy
 - Effective Athletes' Commissions
- 8th IOC International Athletes Forum in 2017
- Athlete Career Programme

Gender Equality Review Project



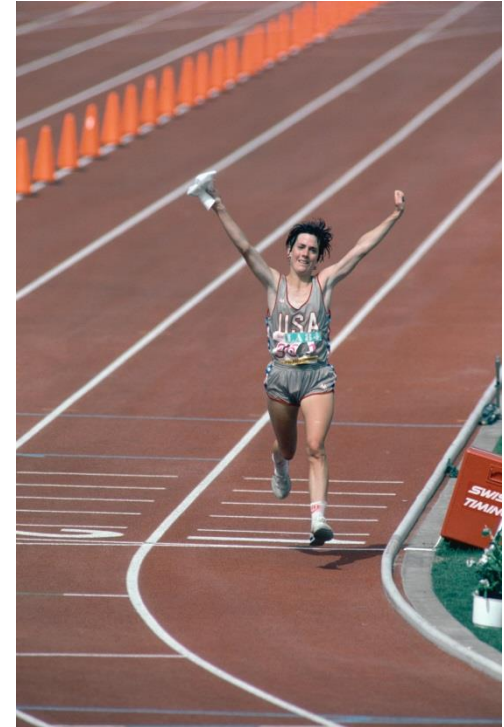
- Follow-up to presentation from the last Women in Sport Commission in 2016
- IOC launched comprehensive review of gender equality in Olympic Movement
- Builds on ASOIF Women in Sport conference



Gender Equality Review Project



- Five Essential Themes Assessed:
 1. Sport
 2. Portrayal
 3. Funding
 4. Governance
 5. Human Resources
- Project Working Group of IOC Members, IF and NOC Delegates
- Working Group Chair: Marisol Casado



Workshop programme

- **Dates** 10 May & 11 May
- **Concept**
 - ✓ Provide the International Federations with
 - ✓ latest information on the Olympic Channel
 - ✓ possible content & communication synergies
 - ✓ services available
- **Programme**
 - ✓ Visit of the facilities
 - ✓ Meet the Olympic Channel teams
 - ✓ Content collaboration + Q&A





Olympism in Action Forum

14 - 15 September 2017



Olympism in Action FORUM

BY THE INTERNATIONAL OLYMPIC COMMITTEE

Support & adjust the implementation of Olympic Agenda 2020

Discuss and showcase how sport and the Olympic Movement can contribute to UN's Sustainable Development Goals

FORUM MISSION

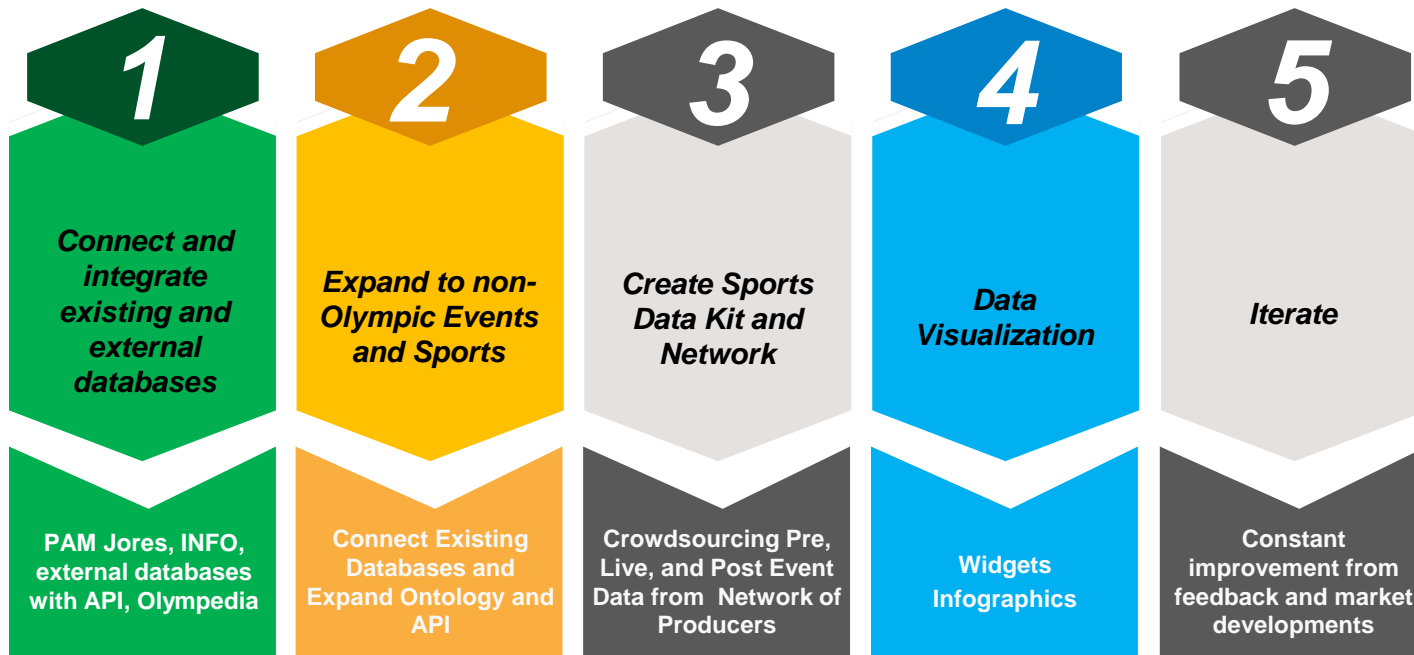
COMMUNITY

DIALOGUE

AWARENESS

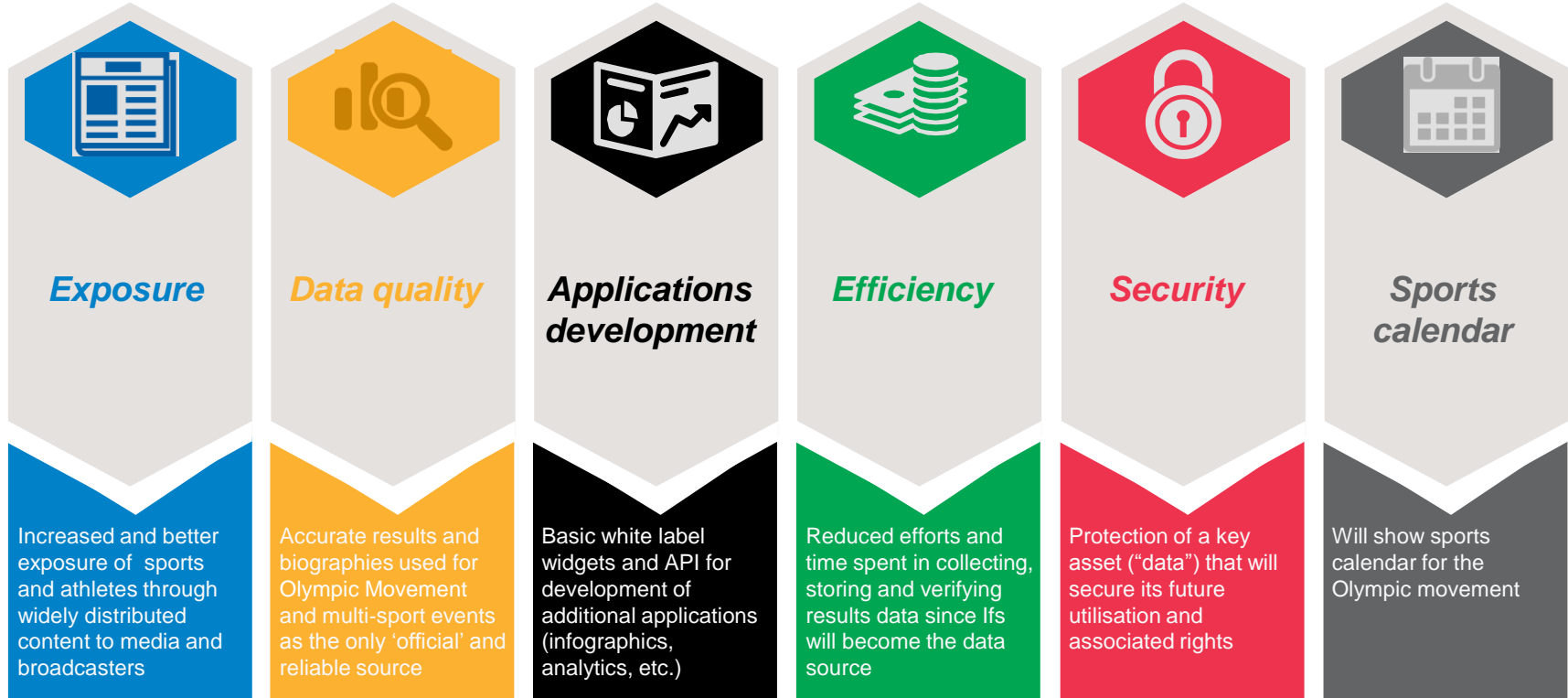
Sports Data Project

Progress



Sports Data Project

Benefits for Olympic Movement Federations & Athletes



Sports Data Project

High Level platform concept



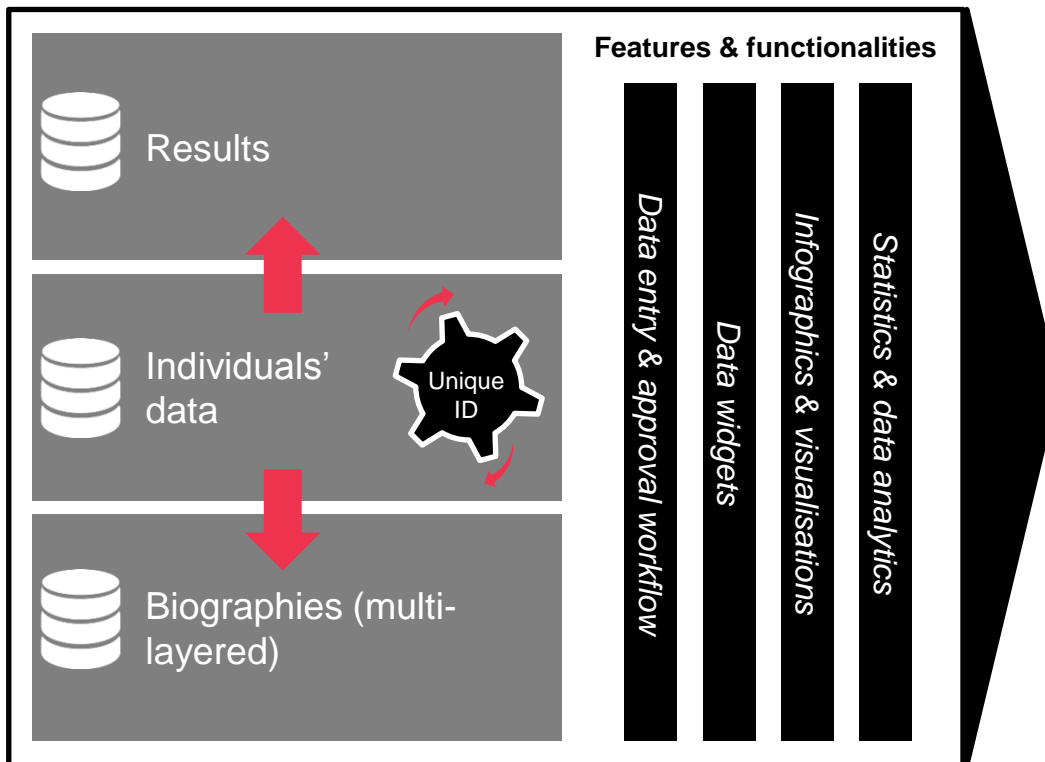
Contributors

IOC
IFs
Event org/ers

IOC (historical)
IFs (hist+actual)
NOCs
Athletes

IOC
IFs
NOCs
Athletes
Experts

Data Warehouse



Users

IOC
Oly. Channel
IFs
OCOG
NOCs
Media
Athletes
Partners
Event org/ers

Sports Data Project

Next steps



- Hire Solution Architect
- Requirements and Scope Review
- Consolidation of existing IOC Databases
- Schedule Steering and Governance Meetings
- Legal Workshops, Licences, Data Handling Procedures
- Tender Creation and Release

Manipulation of Competitions

Lessons learnt from Rio de Janeiro



- Prior to the Olympic Games: **risk assessment**
- During the Olympic Games: **Targeted monitoring** of the betting activities
- **Disciplinary sanctions** needed in specific cases
- Risk analysis showed **insufficient awareness** of accredited participants
- **Conclusion** = There is clear need for more awareness raising before the Olympic Games
- **Action** = IFs and NOCs to receive the IOC e-learning to educate the athletes, their entourage and officials about the risks

IOC Integrity in Sport Initiatives



A. Regulations/ Legislation

Sports Regulations

- Olympic Movement Code on the Prevention of the Manipulation of Competitions
- IOC Olympic Games Rules
- Support to IFs for their regulations



Recommended **Minimum Criminal Law Provisions** to Fight Competition Manipulation (in collaboration with UNODC)



Support for the Signature, Ratification or Accession to:

- COE Convention on the Manipulation of Sports Competitions
- UN Convention Against Corruption
- UN Convention Against Transnational Organised Crime



B. Awareness Raising and Capacity Building

PlayFair Booth during Olympic Games, Youth Olympic Games and other events (includes Workshops, Quiz, Game etc.)



Integrity e-learning



Integrity in Sport Capacity Building and Training in partnership with INTERPOL

IN PROGRESS

Integrity in Sport Handbooks in partnership with INTERPOL



C. Monitoring/ Intelligence/ Investigations

Integrity Betting Intelligence System (IBIS)



IOC Integrity and Compliance Hotline



Investigative capacity building with the support of INTERPOL

IN PROGRESS

International Forum for Sports Integrity

Second edition, Lausanne 15 February 2017



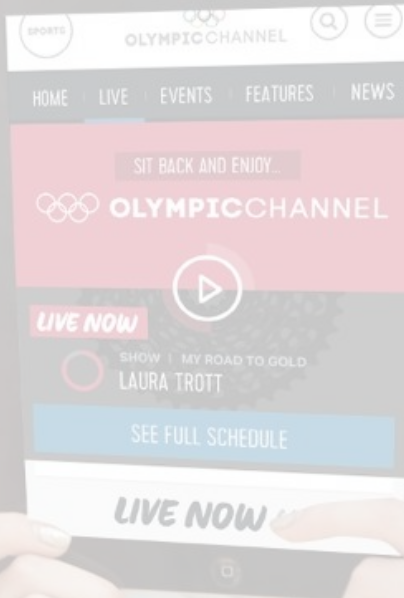
- **Olympic Movement Unit on Prevention of the Manipulation of Competitions:**
In order to better engage the OM stakeholders within the IOC 3 Pillars Strategy: Regulation – Awareness Raising – Intelligence.
- **International Sport Integrity Partnership:**
To mitigate the risks of corruption in sport organisations, the launch of an *International Sport Integrity Partnership* was agreed, as a pragmatic cross-sector and multi-stakeholder platform to enable more efficiency in all initiatives to promote the highest standards of good governance principles.
- **ASOIF Good Governance Task Force:**
Initiative to be followed and implemented by all IFs.

Thank you

integrityprotection@olympic.org

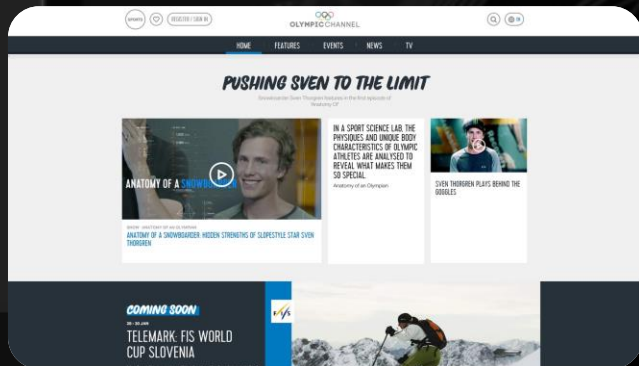


SAMSUNG

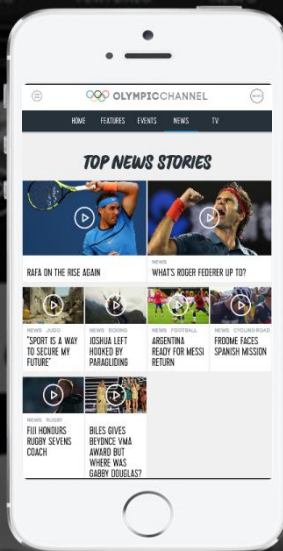


Platform Development

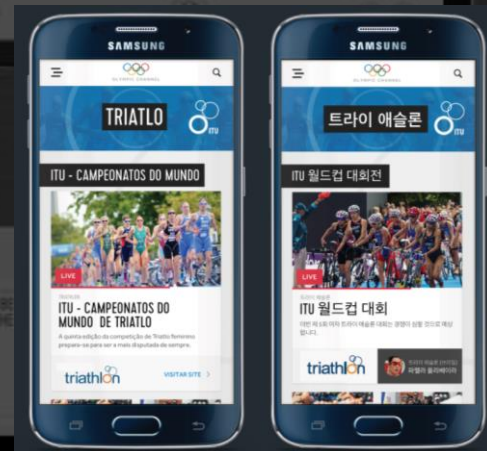
- Website



- iOS

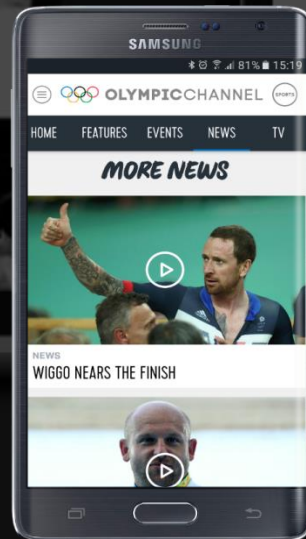


- 360



- Languages

- Android



A background image showing a judo match in progress. One athlete in a dark blue gi is performing a high kick or throw on an opponent in a white gi who is on the mat. The scene is set in a competition hall with spectators visible in the background.

Localisation

- RHBs and/or NOCs
- Content creation
- Content streaming
- Promotion
- Co-joined Platform
- Hosting of Platforms

Languages

Available now

*Chinese, English, French,
German, Italian, Japanese,
Portuguese and Spanish*

Coming soon

*Arabic, Korean
and Russian*



Content Creation

- More than **5,000** pieces of content are currently available on the platform
- ✓ **All** Sports and Disciplines Represented
- ✓ **206** Countries Represented
- ✓ **1,400** Rio 2016 Related Content
- ✓ **1,760** News items
- ✓ **300** Athlete Highlights
- ✓ **280** Athlete Pages
- ✓ **20** Original Series
- Up to 25 new pieces of content added daily

A speed skater in a blue and black suit is shown in a dynamic pose, gliding on ice skis. The skater is leaning forward, with one leg extended back and arms outstretched for balance. The background is a solid dark gray.

Live Events

- **49** IFs have signed agreements with the Olympic Channel.
- **55** events and **201** live transmissions in 2016.
- **198** events and **488*** live transmissions in 2017.

*estimated

Social Media Activity

Started 27 July 2016



2.022.111
FANS



239.713
FOLLOWERS



123.672
FOLLOWERS



1.666.842
SUBSCRIBERS



2.468.889.572
IMPRESSIONS



50.621.536
ENGAGEMENTS



570+ MILLION
VIDEO VIEWS



AGES



94% < 35

13-17	15%
18-24	56%
25-34	23%
35-44	2.9%
45-54	1.17%
55-64	0.43%
65+	0.55%

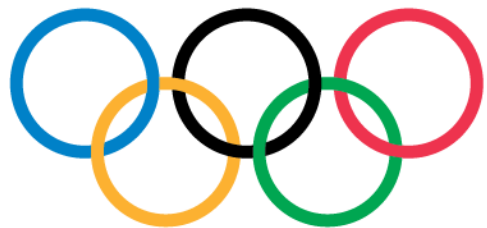


Professional services

- **OTT**
 - ✓ Delivery of white label solution
 - ✓ Fully customizable and flexible for specific needs
- **Archive**
 - ✓ Including digitation, logging and hosting of assets
 - ✓ Development of MAM for encouraging exploitation and potentially monetisation
- **Embeddable video player**
 - ✓ Both live and delayed (single videos and playlists) for IF content, original programming and Olympic Archive
 - ✓ Integration strategies with data feeds (to be developed)
- **Live clipping**
 - ✓ Edit and upload of both lo-res and hi-res individual clips from international feeds
 - ✓ Reduced investment for increasing coverage and worldwide exposure
- **Commentating**
 - ✓ Delivery of audio feed featuring international unbiased commentary
 - ✓ Provided in English for international distribution, other languages upon request



Thank You



INTERNATIONAL OLYMPIC COMMITTEE

ASOIF General Assembly

Kit McConnell, IOC Sports Director

Pâquerette Girard Zappelli, IOC Chief Ethics and Compliance Officer

4 April 2017



playtrue

WADA President Report

ASOIF General Assembly

Sir Craig Reedie, WADA President
4 April 2017, Aarhus

A dramatic photograph of a surfer riding a massive, curling wave. The wave is a deep teal color with white foam at the top. The surfer is a small figure in the lower center, wearing a dark wetsuit and riding a yellow surfboard. The sky is a pale blue. The overall mood is one of power and adventure.

LOOKING BACK ON TURBULENT TIMES FOR ANTI-DOPING

WADA applies new investigative powers

- 2015 and 2016 consumed by high-profile doping scandals
- Pound Commission and McLaren Investigation outcomes were significant
- Outcomes, and action taken, were challenging for anti-doping and sport



WADA and partners come together to shape the future

- By end-2016, WADA stakeholders including IFs reached agreement for an empowered Agency and enhanced system
- Together, we defined a path forward backed by many athletes
- Today, we are working very hard to shape an anti-doping system that meets their needs and is truly 'Fit for the Future'
- Throughout, WADA has shown strength and resolve



TURBULENCE SHARPENED FOCUS ON KEY PRIORITIES



Key Priorities for WADA

- Stakeholders mobilized and provided valuable input:
 - Athlete engagement
 - Olympic Summits
 - National Anti-Doping Organization (NADO) Summits
 - A WADA Think Tank
 - Government Sport Ministers Meetings
 - A resolution passed by the Council of Europe
 - ASOIF Report on ASOIF Members Anti-doping Processes and Expenditure
- WADA carried ideas into November 2016 Foundation Board
- Board approved series of recommendations that would shape the Agency to be Fit for the Future



Key Priorities for WADA (Cont.)

1. Strong WADA-led compliance program supported by new Graded Sanction Framework*
2. Strengthened investigative capacity and robust Whistleblower Program*
3. Review of Laboratory accreditation process*
4. Further secure ADAMS and I.T.*
5. Continue the process to evaluate establishing an Independent Testing Authority (ITA)*
6. Establish an ad-hoc Working Group to review WADA's Governance*
7. Increase commitments and financial support*



Key Priorities for WADA (Cont.)

8. Work with International Federations (IFs) / National Anti-Doping Organizations (NADOs) / Regional Anti-Doping Organizations (RADOs) to enhance anti-doping capacity
9. Manage the outcomes of the McLaren Report
10. Further develop the Athlete Biological Passport (ABP) Program
11. Further develop scientific-based knowledge in key areas
12. Increase and enhance research-led anti-doping education



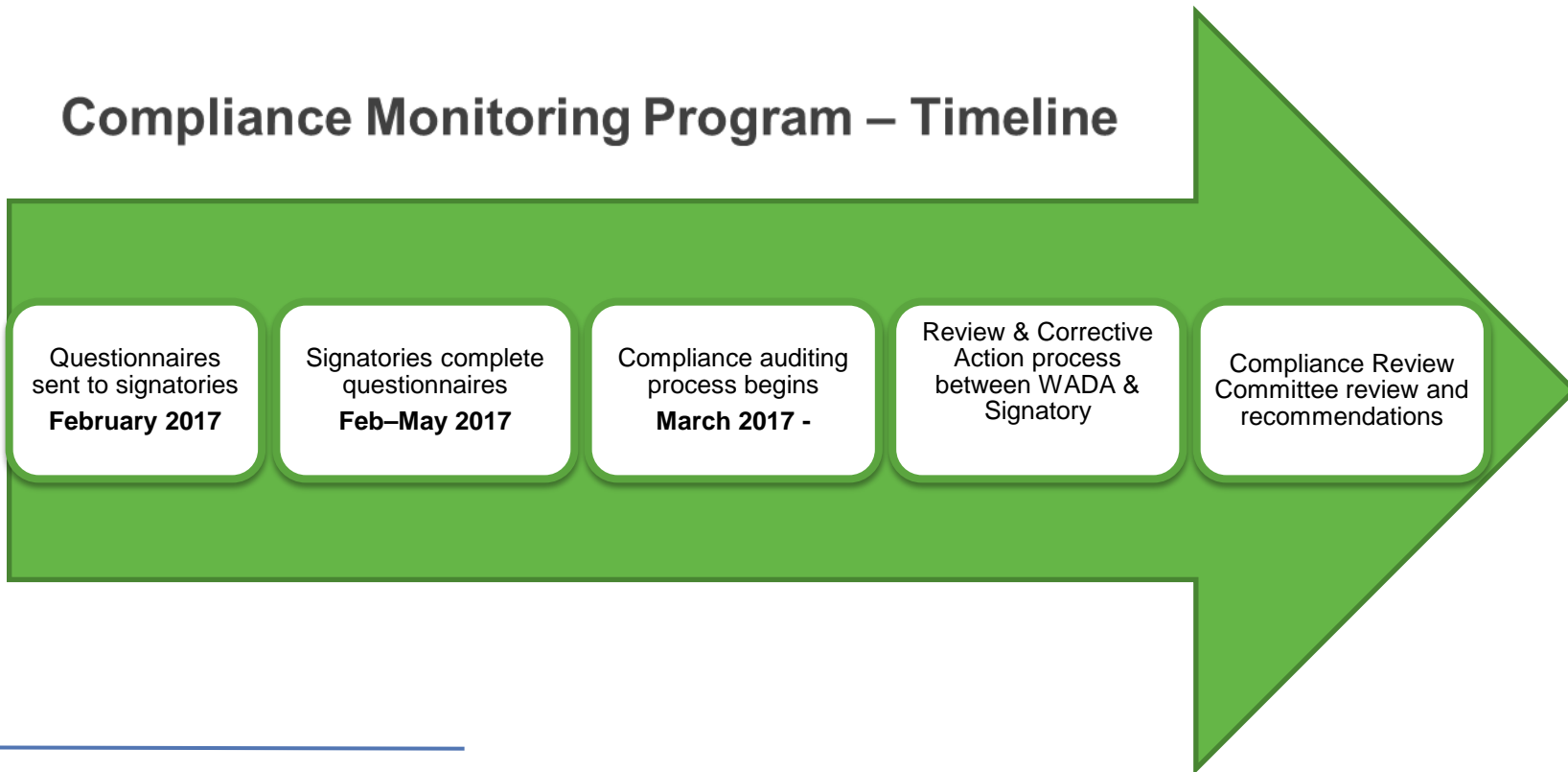
Strong WADA-led compliance program supported by new Graded Sanction Framework

- Code compliance monitoring is increasingly important for WADA
- Shift from rule compliance to quality program compliance
- Commitment to consistent application of quality anti-doping programs
- Need for clear, consistent and predictable consequences for non-compliance
- Compliance Review Committee to consider legal instrument
- Graded Sanctioning Framework would replace fragmented approach
- Would deter future non-compliance by ADOs, including IFs
- Has widespread athlete backing



Strong WADA-led compliance program supported by new Graded Sanction Framework (Cont.)

Compliance Monitoring Program – Timeline



Strengthen investigative capacity through network and robust Whistleblower Program

- Pound and McLaren Investigations proved that investigations and whistleblowing are key
- Proved that WADA's investigations and intelligence-gathering capability needed to be enhanced
- Establishing an Anti-Doping Investigations Network with IFs and NADOs
- WADA's new Whistleblower Program 'Speak Up!' launched



Continue the process to evaluate establishing an Independent Testing Authority (ITA)

- A request made by the Sport Movement
- WADA agreed for multi-stakeholder evaluation of proposal
- If introduced, the ITA could remove 'conflict of interest' perception – between promoting and policing a sport
- The Committee will report back at WADA May Foundation Board Meeting.



Funding our Key Priorities

- High expectations of WADA require greater funding
 - 2018 'clean slate' WADA budget
 - IFs and NADOs need to have adequate funding, too
 - Exploration of other potential funding streams for WADA
 - Urgent need to encourage more financial commitments
-



Manage the outcomes of the McLaren Report

- **Part I** (July 2016) unveiled institutionalized manipulation of doping control process in Russia
- **Part II** (December 2016) reconfirmed institutionalized manipulation and identified athletes that may have benefitted
- McLaren Investigation was not intended to determine athlete ADRVs
- WADA is supporting impacted IFs with their Results Management
- IFs' obligations under the Code



UPDATE ON RUSSIA

RUSADA

РОССИЙСКОЕ
АНТИДОПИНГОВОЕ
АГЕНТСТВО

Russia: An Overview

- RUSADA was declared non-compliant on 18 November 2015. WADA has since:
 - Worked with RUSADA & Ministry of Sport
 - Engaged UKAD to fill testing gaps
 - Positioned two international experts in Moscow, paid by RUSADA
 - Engaged a Council of Europe expert on the RUSADA Board
-



Russia: The Roadmap to reinstatement

- RUSADA has been set a roadmap to re-instatement.
 - Operational and financial autonomy
 - Independent Supervisory Board
 - Two international experts
 - More staff & doping control personnel
 - Full access to closed cities
 - Access to sealed samples at the Moscow laboratory
 - Complete training plan for its operations



Russia: The Roadmap to reinstatement

- WADA has developed this roadmap for RUSADA with:
 - Key deliverables and timelines
 - Full involvement of UKAD and international experts
 - Regular updating of the Compliance Review Committee
- WADA is resolutely focussed on RUSADA's re-instatement.



play true
