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MASTER'S THESIS

“OLYMPIC STUDIES, OLYMPIC EDUCATION, ORGANIZATION AND
 MANAGEMENT OF OLYMPIC EVENTS”

**DEVELOPMENT OF THE 129TH IOC SESSION BID DOCUMENT
 FOR LILONGWE CITY**

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Table of contents

PREAMBLE.....	4
INTRODUCTION	5
CHAPTER 1	6
THE BID ANNOUNCEMENT.....	6
1.1. ABOUT MALAWI OLYMPIC COMMITTEE.....	6
1.2. THE MALAWI GOVERNMENT AND ITS ROLE IN SPORTS.....	8
1.3 INTRODUCTION TO THE IOC SESSIONS	9
1.4. THE OLYMPIC MOVEMENT	10
1.5. OBJECTIVE FOR THIS PROJECT RESEARCH	11
1.6. THE OLYMPIC CONGRESS	12
1.6.1. THE IOC EXECUTIVE BOARD	13
1.6.2. THE IOC PRESIDENT	13
1.6.3. THE IOC SESSION	13
CHAPTER 2.....	15
2.1. LITERATURE REVIEW	15
2.2. STEPS TO THE HOSTING OF THE IOC SESSIONS	15
A. THE BID PROCESS	15
B. ASSESSMENT	15
CHAPTER 3.....	17
3.1. SPECIFIC REQUIREMENTS FOR THE BID	17
3.2. THE IOC TECHNICAL MANUAL	17
3.3. KEY REQUIREMENTS AND RECOMMENDATIONS	18
3.3.1. SUSTAINABILITY	18
3.3.2. STORY-TELLING.....	20
3.3.3. AIR QUALITY	20
3.3.4. FINANCE	20
CHAPTER 4.....	22
4.1. PHASES INTO THE DEVELOPMENT OF THE LILONGWE BID DOCUMENT	22

4.1.1.	THE LOBBY TEAM.....	22
4.1.2.	THE STAKEHOLDER CONSULTATIONS	22
4.1.3.	PUBLIC OPINION.....	24
4.1.4.	COMPOSITION AND MANDATE OF THE BID COMMITTEE	25
CHAPTER 5		26
THE BID COMMITTEE MEETINGS		26
5.1.	THE FIRST BID COMMITTEE MEETING.....	26
5.2.	THE SECOND BID COMMITTEE MEETING.....	27
5.3.	THE FINAL BID COMMITTEE MEETING.....	27
5.4.	PROGRESS AND CHALLENGES FACED BY THE COMMITTEE	28
CHAPTER 6		31
THE FINAL BID DOCUMENT		31
6.1.1.	EXTRACTS FROM THE LILONGWE CITY BID DOCUMENT	31
6.1.2.	STATEMENT FROM MINISTRY OF YOUTH AND SPORT.....	31
6.1.3.	MALAWI AT A GLANCE.....	32
6.1.4.	POLITICS	34
6.1.4.	ORGANISATION	34
6.1.5.	INTERNATIONAL FLIGHTS AND TRANSPORT.....	35
6.1.6.	ACCOMODATION	36
6.1.7.	MEDIA	37
6.1.8.	CONVENTION FACILITIES AND WORKING AREAS	37
6.1.9.	GOVERNMENT GUARANTEES.....	38
6.1.10.	CUSTOMS AND HEALTH REGULATIONS.....	38
6.1.11.	TRAVEL: VISAS, IMMIGRATION AND CUSTOMS CLEARING	39
6.1.12.	CLIMATE.....	39
6.1.13.	CATERING.....	39
6.1.14.	SECURITY	39
6.1.15.	FINANCE	39
6.1.16.	CONCLUSION	40

6.1.17. SUBMISSION OF THE BID	40
CHAPTER 7	42
7.1. LESSONS LEARNT FROM THE PROCESS	42
7.2. OBSERVATIONS RELATING TO THE IOC's DECISION MAKING.....	43
7.2.1. ECONOMIC STRENGTH.....	43
7.2.2. COMPOSITION OF IOC & IOC COMMISSION MEMBERSHIP.....	45
7.2.3. GOING BEYOND IOC REQUIREMENTS.....	46
7.2.4. CONTRIBUTION OF PUBLIC OPINION	47
CHAPTER 8.....	48
CONCLUSION AND RECOMMENDATIONS	48
8.1.1. VISION AND STRATEGY	48
8.1.2. OBJECTIVITY	49
8.1.3. EARLY PREPARATIONS.....	49
8.1.4. CREATIVITY	50
8.1.5. QUALITY OF PRESENTATION.....	51
8.1.6. MAKING USE OF THE POWER OF MEDIA IN MARKETING	51
8.1.7. REFERENCING WITH OTHER PREVIOUS BIDDERS	51
8.1.8. DOES THE SELECTION OF THE WINNING BID ALWAYS REFLECT THE CONTENT OF THE BID DOCUMENT?	52
BIBLIOGRAPHY	54
GLOSSARY	57
ABBREVIATIONS.....	58
APPENDIXES.....	59

PREAMBLE

The author is a sitting president of the Malawi Olympic Committee (MOC). In his first year in charge he championed the formulation of a new four - year Strategic Plan for the Committee for the period 2013 – 2016. The plan was jointly developed by the MOCs major stakeholders and widely sold to the general public in Malawi and indeed to the International Olympic Committee who helped to part finance the Plan’s production. One strategic objective in the plan was to ensure visibility and growth of the organization (MOC) by way of being able to bid for and possibly host a major sporting event during the plan’s implementation period. Against this background the author found it appealing to sell the idea to his fellow countrymen using all available structures. The idea was to get major items in the plan executed while the energy and enthusiasm was still in the Malawian people’s minds. Expectations from lovers of sports for such major events generally were very high. Special thanks go to all who helped the Malawi Olympic Committee in many ways to realise such an ambitious dream, notwithstanding the decision that was to follow by the International Olympic Committee. I wish to pay special tribute to both the outgoing and incoming Principle Secretaries in the Ministry of Youth and Sports Mr Alexander Mseka and Mr Justin Saidi respectively and their staff, the Chief Executive Officer of the City of Lilongwe Mr Richard Hara, Malawi Olympic Committee Board Members and Staff, all for their commitment to ensure the success of the bid.

INTRODUCTION

Just like the hosting of the Olympic Games has become a fierce battle for nations across the globe, so too is the opportunity to host the IOC Sessions. What more with the numbers and calibre of the delegates to this gathering? The hosting itself appears to stand out more of a diplomatic victory for countries. The IOC therefore opens out this window of opportunity to willing nations. National Olympic Committees have the exclusive authority to select and designate the city which may apply to organise Olympic events in their respective countries. Malawi successfully hosted the Association of National Olympic Committees for Africa (ANOCA) Secretaries General Conference in the city of Blantyre in 2007. This was on a smaller scale, drawing 103 participants from 53 African NOCs and delegations for bid, candidate and host cities for specific Olympic events. One such delegate to this meeting was Lord Sebastian Coe, Chairman of the London 2012 Olympic Games' Organizing Committee. The author was at that time Chairman of the Organizing Committee for the Conference. The attempt to bid for the IOC Session could therefore be viewed as a show of growth in maturity and confidence in this lesser known NOC and use this to test its resolve against some well established powers on the sporting scene.

CHAPTER 1

THE BID ANNOUNCEMENT

The IOC invited all National Olympic Committees to bid for the 129th session of the IOC to be held in 2017. With this attraction the writer initiated a process of submitting a bid through the Malawi Olympic Committee (MOC) by selling the idea to them. After Board members unanimously accepted the proposal it was then agreed to try and engage in preliminary consultations with some selected key stakeholders. It was resolved to first sell the idea to the Chief Executive Officer of the Lilongwe City Council, the Sports Ministry, the Department of Tourism, the State House and one Financing conglomerate. To the delight of members all institutions were in support of the idea, and indicated willingness to assist in many different ways as a confirmation their desire to showcase the capacity the country could offer to the world.

1.1. ABOUT MALAWI OLYMPIC COMMITTEE

The NOC in Malawi is known as the Malawi Olympic Committee (MOC), which was formed in 1968 and it is an organization belonging to the Olympic Movement under the provisions of the Olympic Charter and World Anti-Doping Code. The current MOC President (since 2011), Mr. Oscar Kanjala, is the seventh in line since establishment. The mandate of MOC is “to promote peace and sports for all and also to support and encourage the promotion of sport ethics, to fight against doping and to demonstrate responsible concern for environmental, cultural, gender, corruption and HIV/Aids issues”.

According to the MOC Constitution,¹ objectives of MOC include:

- To ensure the observance of the Olympic Charter in Malawi
- To propagate the fundamental principles of Olympism at national level within the framework of sports activity in the teaching programs of physical education and sport in schools and institutions of higher learning.

¹ Appendix 1: Malawi Olympic Committee Constitution

- To encourage the creation of institutions which devote themselves to Olympic education.
- To participate in and encourage the development of high performance sport as well as sport at grassroots level.
- To help develop among people, the culture of participating in sport for all
- To organize courses and workshops, local and international, for sports administrators, coaches and technical officials
- To commit itself to taking action against any form of discrimination and violence in sport
- To adopt and implement the World Anti-Doping Code.

MOC Organizational Structure (Organogram)

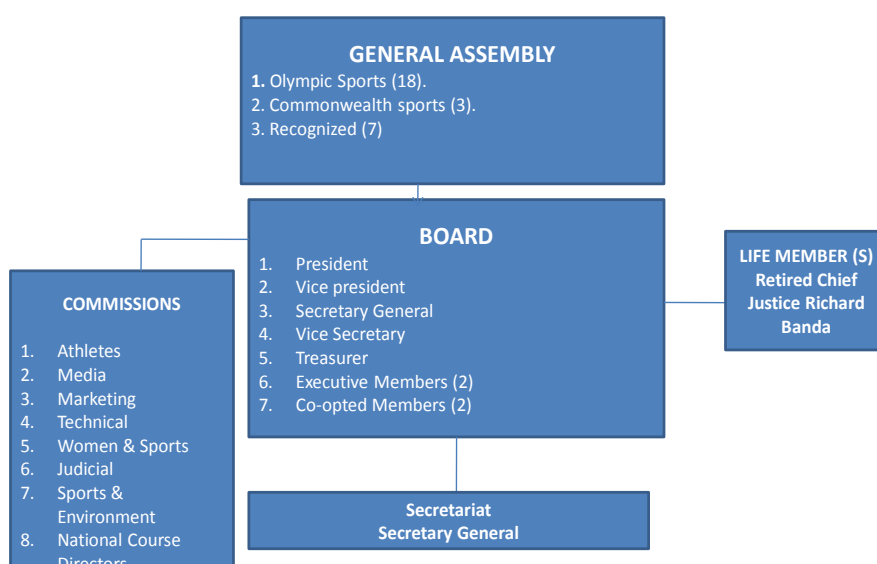


Diagram 1: The Malawi Olympic Committee governance structure (adopted from the 2010 MOC Constitution).

As can be seen from the diagram above Sport governing bodies affiliated to MOC are grouped into three categories:

- i. Olympic and Commonwealth Sports
- ii. Commonwealth sports
- iii. Recognized by MOC but not Olympic nor Commonwealth Sport.

The diagram below gives an outlook of the country’s overall governing structure, which includes MOC and all other relevant stakeholders.

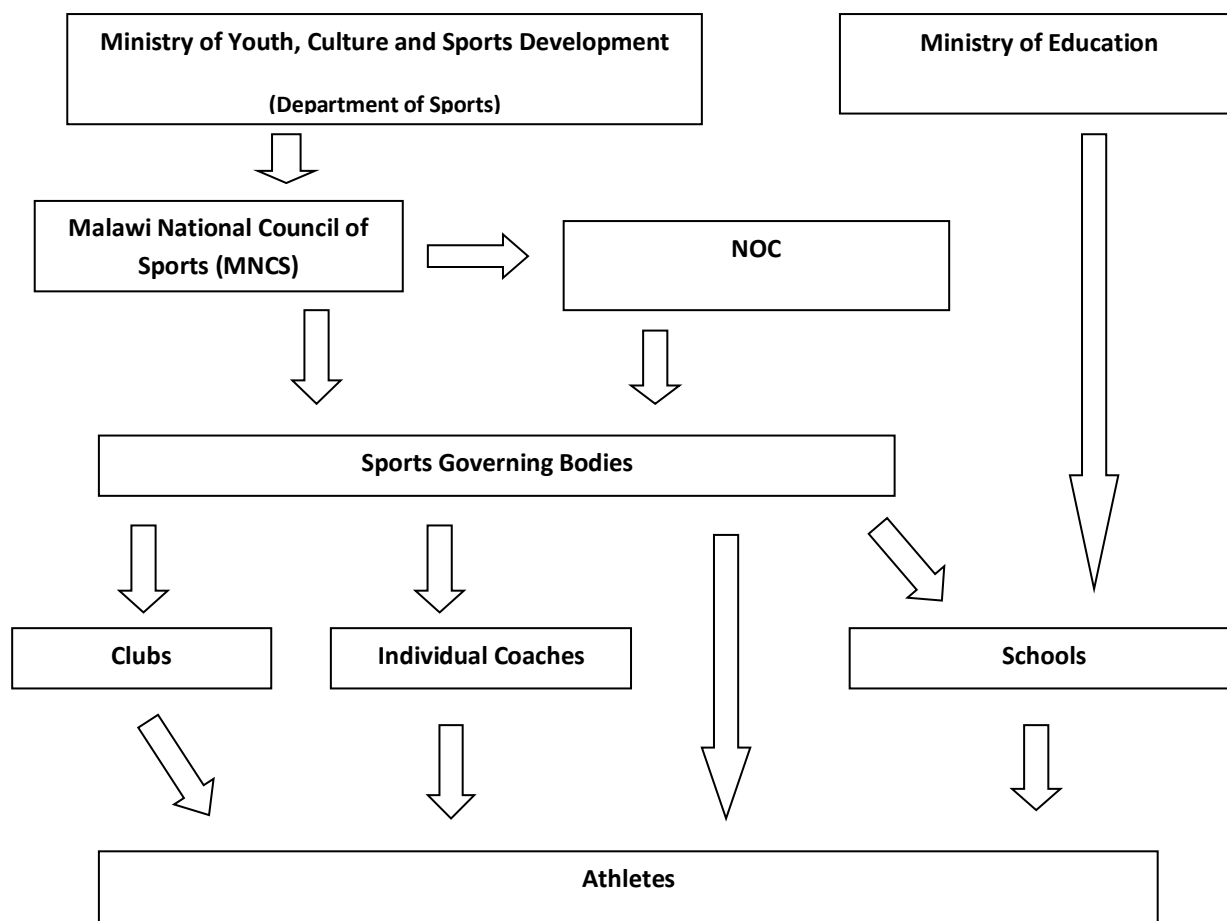


Diagram 2: Sport Governing Structure in Malawi

1.2. THE MALAWI GOVERNMENT AND ITS ROLE IN SPORTS

The government of Malawi makes its interventions towards sports development and administration mainly through the department of sports, which falls under the Ministry of Youth Development and Sports. It must be noted that after a recent cabinet reshuffle in November 2013, the department of Sports is being recognized under the umbrella of the Ministry of Youth Development. The Ministry of Education is also concerned with sports development through its structures; the primary schools, secondary schools and the tertiary education institutions.

The Department of Sports exists to promote the Malawian national identity and unity in diversity through youth empowerment, promotion and management of sports and recreational activities, for educational, posterity and poverty reduction (<http://www.malawi.gov.mw>). The department of sports reaches the grassroots through the Malawi National Council of Sports (MNCS). All the sporting bodies in Malawi including the Malawi Olympic Committee are affiliated to MNCS.

Furthermore, besides other sources, all the sport governing bodies access their funding from government through the MNCS. The MNCS' mission is to develop and promote sports in Malawi through a commercially vibrant and self-sustaining programme that will enhance national identity and the welfare of Malawians. The Council's operations are guided by a parliamentary Act (2001)². With the Act, the Council formulates a Sports Policy with full Ministerial support. With this support the Council makes available to its affiliates some of the funds required for various sporting activities.

However over dependence on Government Funding; and inadequate funding to support all sports are the major weaknesses for the MNCS. Other major factors that limit the level of excellence for the MNCS are: interference from government particularly in the type of sport codes that the Council decides to support; poor current state of sports infrastructure in Malawi; structural/economic adjustments, i.e. low priority given to sports in government development programmes; inadequate support of sports in Schools. In addition the Malawi culture does not promote the participation of women in sports.

1.3 INTRODUCTION TO THE IOC SESSIONS

Popularly known as 'The IOC Session', what is it, and what makes it so special? According to the Olympic Charter³, The International Olympic Committee was constituted in 1894 under the initiative of Pierre De Coubertin. It is an independent international body whose Mission is "to promote Olympism throughout the world and to lead the Olympic Movement"⁴. Under its umbrella there are also several sport related 'recognized constituents' that complement its functions. These include International bodies like the Associations of International Regional

² Malawi National Council of Sport Act (2001)

³ The Olympic Charter p 9

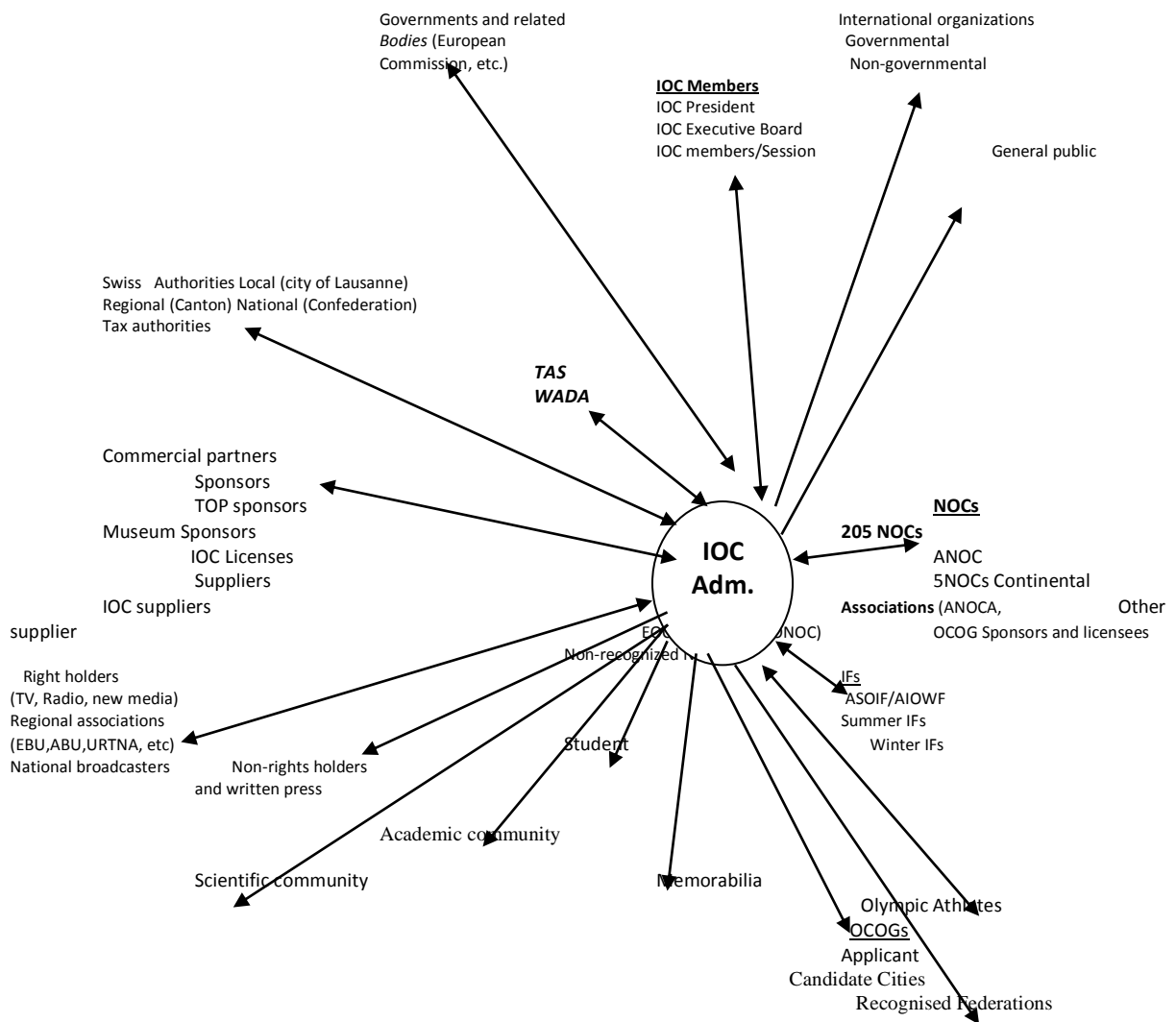
⁴ The Olympic Charter p 14

or Continental Sports Confederations, Association of National Olympic Committees, Association of the International Olympic Winter Sports Federations (AIOWF), United Nations Education and Scientific Cooperation (UNESCO), World Anti-Doping Agency (WADA), and the International Olympic Academy (IOA), among others. All these form part of a family known as the Olympic Movement. The Sessions are therefore a property of the International Olympic Committee and as such it is necessary to first understand the existence, relation and duties of the Movement.

1.4. THE OLYMPIC MOVEMENT

According to the Olympic Charter, the International Olympic Committee assumes the supreme authority of the Olympic Movement, which encompasses organisations, athletes and other persons who agree to be guided by the Olympic Charter. The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.

The Olympic Movement has three main constituents: the International Olympic Committee (“IOC”), the International Sports Federations (“IFs”) and the National Olympic Committees (“NOCs”). In addition to its three main constituents, the Olympic Movement also encompasses the Organising Committees of the Olympic Games (“OCOGs”), the national associations, clubs and persons belonging to the IFs and NOCs, particularly the athletes, whose interests constitute a fundamental element of the Olympic Movement’s action, as well as the judges, referees, coaches and the other sports officials and technicians. It also includes other organisations and institutions as recognised by the IOC. Such is the scale of this organization that it only made sense to rank its administration, down into the following levels:



(Diagram 3. The Structure of the Olympic Movement)

Following these levels the IOC hosts three major and separate meetings: The IOC Session, The IOC Congress and the Executive Board meeting.

1.5. OBJECTIVE FOR THIS PROJECT RESEARCH

For the purpose of this essay, it is important for this introductory chapter to briefly discuss in general the significance of these gatherings and the agenda requirements for the IOC Session. The chapter also researches the origins and significance of the standards set by the IOC for any city bidding to host the Session. On a lighter note the latter chapters will highlight which

cities had previously hosted the Session and their motivation. These facts will culminate into what the city of Lilongwe experienced after she decided to take up the challenge of submitting its own bid to the IOC. Finally the essay will critically analyze the limitations of the conditions set by the IOC for bid cities against the current global economic, demographic and trends, and relate these to the IOCs own set values and principles. It also attempts to ascertain whether some factors and conditions do create a level playing field for the competing bidders.

1.6. THE OLYMPIC CONGRESS

The Olympic Congress gathers representatives of the constituents of the Olympic Movement, at intervals determined by the IOC. The Congress is convened by the IOC President and its role is a consultative one. Bye-Law to Rule 4 clarifies that “The Olympic Congress is convened by the President, upon decision of the Session, and organised by the IOC”⁵. The Olympic Congress consists of the members, Honorary President, honorary members and honorary members of the IOC, the delegates representing the IFs and the NOCs. The charter also goes on to say that it may also include representatives of organisations recognised by the IOC. In addition, the Olympic Congress is attended by athletes and personalities invited in their individual or representative capacity. The IOC Executive Board determines the agenda of the Olympic Congress after consultation with the IFs and the NOCs.

IOC members are natural persons. The total number of IOC members may not exceed 115. The IOC is composed of: members, active athletes, Presidents or persons holding an executive or senior leadership position within IFs, associations of IFs or other organisations recognised by the IOC, Presidents or persons holding an executive or senior leadership position within NOCs, or world or continental associations of NOCs. The IOC recruits and elects its members from among such eligible persons as it considers qualified. The IOC admits its new members at a ceremony during which they agree to fulfil their obligations by taking an oath.

In strictly structured reality the powers of the IOC are exercised by its three organs: the Session, the IOC Executive Board and the IOC President.

⁵ Olympic Charter p 17

1.6.1. THE IOC EXECUTIVE BOARD

The IOC Executive Board consists of the President, four Vice-Presidents and ten other members. The choice of its members will reflect the composition of the Session. At each election, the **Session** is empowered see to it that the above-mentioned principle is respected. All members of the IOC Executive Board are elected by the Session, in a secret ballot, by a majority of the votes cast. The duration of the terms of office of the Vice-Presidents and of the ten other members of the IOC Executive Board is four years. A member may serve for a maximum of two successive terms on the IOC Executive Board, regardless of the capacity in which he has been elected.

1.6.2. THE IOC PRESIDENT

The Session elects a President from among its members for a term of eight years, renewable once for four years. The President represents the IOC and presides over all its activities. The President may take any action or decision on behalf of the IOC when circumstances prevent it from being taken by the Session or the IOC Executive Board.

However such action or decision must be submitted promptly for ratification by the competent organ.

1.6.3. THE IOC SESSION

The Olympic Charter⁶ defines 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.

The powers of the Session are the following:

- To adopt or amend the Olympic Charter.
- To elect the members of the IOC, the Honorary President, honorary members and honour members.
- To elect the President, the Vice-Presidents and all other members of the IOC Executive Board.
- To elect the host city of the Olympic Games.
- To elect the city in which an ordinary Session is held (the President having the authority to determine the city in which an extraordinary Session is held).

⁶ Olympic Charter p 39

- To approve the annual report and accounts of the IOC.
- To appoint the IOC's auditors.
- To decide on the awarding or withdrawal by the IOC of full recognition to or from NOCs, associations of NOCs, IFs, associations of IFs and other organisations.
- To expel IOC members and to withdraw the status of Honorary President, honorary members and honour members.
- To resolve and decide upon all other matters assigned to it by law or by the Olympic Charter.

The Session may delegate powers to the IOC Executive Board.

Bye-law to Rule 18 states that The IOC Executive Board is responsible for the organisation and preparation of all Sessions, including all financial matters relating thereto. The ordinary and extraordinary Session is formally convened by order of the President. Any decision of the Session, including decisions on amendments to the Olympic Charter, comes into effect immediately, unless otherwise decided by the Session.

CHAPTER 2

2.1. LITERATURE REVIEW

This review mainly analyzes and critiques first the steps which the IOC follows in a lead up to offering the bid. Secondly it analyzes conditions laid down by the IOC for any potential bidders. The conditions are twofold; general guidelines for the presentation of the bid to the IOC, and the other, specific requirements to be outlined or explained within the bid document.

2.2. STEPS TO THE HOSTING OF THE IOC SESSIONS

A. THE BID PROCESS

Bid documents usually spell out the technical, operational, financial and legal obligations of each bid/candidate city. Currently the IOC sends out offers to NOCs for the hosting of a session some four years prior to the event. The letter requests that within 30 days NOCs indicates intent to submit a bid. Once the letter of intent is submitted the IOC sends out guidelines to the requirements and contents of the bid. This also includes the deadline for the final submissions. The process, as far as the bid NOC/City ends at the point where the bid is submitted.

B. ASSESSMENT

Just like the Olympic Games bids, the Sessions bid are assessed by the IOCs Evaluation Commission. The Commission, Chaired by IOC Executive Board member, is composed of representatives of the IOC, the athletes, the International Federations, the National Olympic Committees, and specialists in specific areas such as finance, law, sport organization of Olympic Winter Games and the protection of the environment. **It is worth noting at this point that the Chairman of the Evaluation Commission also sits on the IOC Electoral College, which is responsible for the final selection of the “Host” city.**

The bids are first shortlisted where some selected bids graduate their cities from being “Bid cities” to “Candidate cities”. The selection criterion is not very clear. For the Olympic Games bids, after this qualification candidate cities are then advised to engage another gear by confirming how they would achieve as per their promises. This is done by a revised

submission, which is later followed by visits by IOC evaluation Commission. During a visit to each city, the Commission verifies the information presented in the Candidature File and studies the feasibility of implementing each city's plans as proposed. The Commission's findings are thereafter discussed in the subsequent sections of the respective reports: Vision, Concept and Legacy, Venues, Accommodation, Transport, Media Operations, Environment, Safety and Security, Legal Aspects, Games Governance and Delivery, Political and Public Support, Marketing and Finance, among others.

The mandate of the Evaluation Commission is to carry out a technical risk assessment to assist IOC members in the difficult task of electing the host city of the IOC Session. The Commission must confirm whether the Candidate Cities are capable of hosting the Session by the nature of their vision and concept. These must be identified throughout the Commission's report. The knowledge and expertise the IOC makes it imperative that Candidate City bids are of an extremely high level and demonstrate detailed planning and comprehensive strategies in technical and operational matters. In the case of the Olympic Games bid, other areas would include sustainability, the environment, legacy for the hosting and for the bid itself, accessibility and integrated city development.

The IOC, following the Olympic Charter guidelines⁷ requests that the bid committees, once they have official status, refrain from inviting to visit any persons taking part directly in the election of future host cities for the Games. This is recommended in order to ensure all candidate cities are treated equally. Surprisingly, this does not however apply to the official commissions of enquiry appointed by the IOC. Whatever the case when a city graduates from being an 'Applicant' to being a 'Bid' there are also further requirements which will not be discussed in this review as it is not so relevant. In some instances as was the case of the 1984 Olympic Games, the city of Los Angeles ended up the only city to bid. Organizers promised private investors to finance the Games.

⁷ Olympic Charter p 86

CHAPTER 3

3.1. SPECIFIC REQUIREMENTS FOR THE BID

At first when the offer to bid was sent out to NOCs on 8th March, 2013, it indicated only one requirement: to express intent to host the Session. There were no extra guidelines, except a cut off date of 30th September, 2013 for the submission of the bid files. This was rather peculiar as a commitment was sought without any relevant information. Nonetheless the MOC went ahead with communicating Lilongwe City Council's intent to host. The IOC sent a letter of acknowledgement of receipt of MOCs intent to enter the bid process.⁸ The letter also outlined step leading to the evaluation, selection of Candidate cities and eventual election of the Host city. The IOC made a promise to send the comprehensive guidelines by end of July. On 6th May, 2013 the MOC received an electronic sample document which was circulated by the IOC for the 127th Session bid in 2015, which the city of Kuala Lumpur won.⁹ This in a small way helped as it was used to kick-start the process of mobilizing resources for the development of the bid. With the information, members of the MOC Board felt it was sufficient enough to clarify the requirements and get a buy-in from other stakeholders.

3.2. THE IOC TECHNICAL MANUAL

On 23rd July, 2013 the MOC received by courier a 154 – page printed document from IOC titled “Technical Manual on Organising an IOC Session and Related Meetings”¹⁰ The manual was an integral part of the IOC Host City Contract. Alongside the hard copy was also a soft copy of the same document on a memory stick. This document was deemed confidential and contained the main contractual requirements for any bid. It also contained key recommendations and educational information. Its contents however are subject to evolve depending, on technological and other changes, some of which may be beyond the control of the Host City parties.

⁸ Appendix 4, 127th IOC Offer Letter to NOCs

⁹ Appendix 5: 127th IOC Session Guidelines

¹⁰ Appendix 6: IOC Technical Manual, 129th Session Bid Guidelines

3.3. KEY REQUIREMENTS AND RECOMMENDATIONS

The technical manual is divided into three main parts: The first part of the document contains the Olympic Games experience as well as the IOC's Games management approach. Also included are the Games' technical manuals with any other relevant changes for both the Olympic and Paralympic Games. The second part defines the IOC Session and also gives guidelines on how to organise the Session. The third section outlines the General guidelines and obligations of the (bid/host) city. It also includes specific requirements by the city for the successful hosting of the Session.

Key contractual requirements contained in the document include: Financial and Organizational Rules and Obligations, Conference Room Facilities and equipment, Marketing, Insurance Requirements, Transport System, Accreditation System, Access to Venues and Security, IOC Offices, Accommodation, Medical and other Facilities, among others.

3.3.1. SUSTAINABILITY

In line with the IOC's aim to promote sustainability, the IOC normally shares some specific guiding principles with all its event organisers, partners and suppliers. These guiding principles are intended as source of reference in order to encourage event organisers to take sustainability in consideration, ensuring that Olympic events are seen as positive examples in practice. In choosing a venue for example key selection criteria should include:

1. The Venue

Accessible by all, meeting or exceeding the disability discrimination act requirements. Venues must also be accessible by public transport Compliance with Health and Safety regulations. There is also a requirement for evidence of environmental sustainability policy in place and in use (e.g. ready availability of facilities for recycling water and water efficient systems etc.). The IOC takes particular interest in the appreciation for potential impact on environmentally and culturally sensitive features within or near the venue.

2. The Sourcing of Materials and Services

For all purchases relating to an Olympic event, the starting point should be to consider if the material / service is essential for delivering the customer experience. Where items can be hired in or reused from previous events, this is preferable to commissioning new items.

Some equipment and materials for these big events can impact on venue and local areas.

Events, especially large-scale and outdoor events, can cause local impacts on the environment and communities, (including along routes to and from the venue). These may relate to noise and litter, as well as physical impacts on natural habitats and other features.

3. Food provision

This aims to facilitate and encourage healthy eating habits: Showcasing the cuisine and cultural diversity of the country and cater for ethnic and cultural dietary needs and preferences. There is also need to be sensitive to the fact that delivering world-class food safety and hygiene standards ensures the integrity of all food and beverage products.

4. Waste Management

Events of this magnitude generally produce large quantities of waste. Given careful planning there is considerable scope for much of this waste to be avoided. It is advisable to consider the following points:

- a. Providing bins appropriate for the quantity and type of waste produced from the event, including build-up and breakdown phases,
- b. Providing for separation of waste streams in public and back-of-house areas with clear labelling and information: e.g. reusable items, recyclables, composting and general waste collateral products.
- c. Events typically involve the production of large quantities of give-aways; handouts, gifts generally produce large quantities of waste. Given careful planning there is considerable scope for much of this to be avoided. If a give-away really is essential – i.e. it adds to the customer experience – key considerations should include: Ensuring that give-aways are useful and re-usable, or have souvenir value, providing give-aways made of recycled and recyclable materials.
- d. Minimising packaging by ensuring packaging is made of reusable or recyclable materials are also recommended.

- e. Considerable waste can be eliminated at source by questioning the need for printed materials for communication. It is important to question the most effective way to communicate to ensure all participants can receive information before, during and after the event.

3.3.2. STORY-TELLING

It is also important to communicate the sustainability measures that have been implemented and their successes. These can include both specific communications about sustainability and embedded messages within general event communications. Some examples may include: Providing information about the sustainability achievements in staff briefings. Labelling and signage – e.g. source and/or nutritional content of food, providing clearly visible and labelled recycling receptacles and ensuring printed documents / materials carry information about recycled volumes of printing processes – e.g. tickets, brochures, programs, merchandise and banners.

3.3.3. AIR QUALITY

The management of air quality is a constant challenge for cities throughout the world and according to the IOC, it is always important for the Host City to monitor the situation very closely throughout the lifecycle of the project, particularly if the event is the Games. It therefore makes sense to keep the IOC Coordination Commission regularly informed of progress and any additional measures undertaken or require to be attended to. Air quality should be one of the matters to be addressed during the bidding phase. Candidate cities must convince the IOC's evaluation Commission that the measures proposed by the city would be compatible with the hosting of the meeting or the sport competition.

3.3.4. FINANCE

DISPARITY WITH OLYMPIC GAMES HOSTING

For budgeting purposes (OCOG revenue), the IOC advised the Candidate Cities to include figures of USD 790 million for the IOC contribution and USD 335 million for the IOC TOP programme contribution (2020 values) and to discount values to appropriate 2012 equivalents. The cities have approached discounting in different manners taking into account various inflation assumptions which results in different figures in 2012 USD in each city's

budget. In addition, the IOC confirmed to the Candidate Cities that the IOC would assume the responsibility and operational cost of the Olympic Broadcasting Organisation (OBO).

CHAPTER 4

4.1. PHASES INTO THE DEVELOPMENT OF THE LILONGWE BID DOCUMENT

4.1.1. THE LOBBY TEAM

As alluded to earlier, when the offer to bid from IOC was received in June, 2013 the idea was discussed at the subsequent MOC Board meeting at which members unanimously agreed that the Malawi Olympic Committee attempts to lodge a bid. A small committee of three members led by the MOC president was mandated to lobby with a selection of major stakeholders. Five key stakeholders were identified for this first phase: The State House, Two Government Ministries, The Lilongwe City Council and two Government Departments.

4.1.2. THE STAKEHOLDER CONSULTATIONS

There was need to carefully strategise on which stakeholders to approach first. There is apparent sensitivity in how public offices in Malawi view each other, especially where one department feels deserved to have the first priority to decide on certain issues. The first proposal by the MOC Board was to approach the country's leadership for its support. It is almost impossible to be granted audience with the Head of State without having to go through certain structures which could, in effect take advantage and block the move, if they so felt. Nonetheless the significance of acquiring political support at the highest level could not be undermined. What more with some world super powers trying to capitalise on the power of sport as demonstrated, for example, by the United States government which offered to host the Olympic office in the White House? Such can be the scale of political support that US President Barak Obama had to travel to the IOC Session in Copenhagen to support the 2016 Chicago bid for the Olympic Games.

One catch was to manoeuvre through the First Gentleman, Retired Chief Justice Richard Banda, and husband to the Malawi's State President. He himself was a former President of the Malawi Olympic Committee, a post he held for 16 years. During his tenure he also was appointed member of the Court of Arbitration for Sports (CAS). It was therefore suggested that his experience with the Olympic Movement could help clear the path for this project. MOC had over the years maintained close ties with him, and he had been continually

followed and supported some of the MOCs projects. At the time of this proposal the MOC was conducting some project in which the First Gentleman was directly involved, out of his personal commitment. When he agreed audience with MOC, three members of the Board led by the MOC President made the presentation at his State residence. The Board appraised him on the ongoing projects by MOC and finally tabled the proposal to bid to host the 129th IOC Session. This excited him and promised to give his full support to the Board to pursue the idea.

After the meeting at the State House, next to be approached was the Ministry of Youth and Sport. The Board made the presentation to the Director of Sport who, in his opinion thought it was a good idea to bid. Officially the Ministry endorsed the idea barely a week after the meeting. Not only did the Ministry grant its approval, but also pledged support by offering to be part of the organizing team for the bid.

What about the candidate city itself? Was it in a position to commit itself to such a task considering its scale and indeed the officials' lack of any prior knowledge and experience? Next therefore the Board decided to sell the idea to the Chief Executive of the proposed candidate city of Lilongwe. The city's CEO was equally happy that MOC had thought of handing his city such an opportunity to showcase its achievements and potential to the world. The city had after all hosted the Heads of State summit for the Southern African region only three months prior to this offer. The CEO therefore endorsed the idea and went on to offer extra support to the proposed committee by offering that all meetings be held in his office chambers at no cost to the MOC.

The next key stakeholder to approach was the Department of Tourism. This is a government department responsible for all tourist activities in and outside the country. Its strategic role in this case was to provide as much information about Malawi, the city of Lilongwe and any other related issues that could add value to the enriching of the bid to the International Olympic Committee evaluation panel. Its activities and those of the Ministry of Information are complimentary, although at this stage it was deemed premature to approach the latter. The highest ranking official, the Director of Tourism was equally upbeat in his response, boasting of immense volumes of tourism information within his files.

4.1.3. PUBLIC OPINION

The Board felt it was a good idea to solicit views of the general public about Malawi hosting such a function. Many bidding cities had in the past faltered in their efforts to host major international events due to poor public opinion. Bruce Kidd (1992) quotes Tames Royson (1990) who suggests the framers of the city of Toronto's 1996 Olympic Games bid were convinced that public and media criticisms cost the city the Games. Perhaps this may not be too important for decision making, but the experience could be used for other future proposals. Malawi is a country economically struggling, but the majority of its citizens are very excited when it comes to sporting issues. Perhaps this is one of the consolations that have bound the citizenry together. It was not surprising that 80% of the population supported the idea of hosting the Session as indicated in the diagrams below. Some even felt that the country should even vie to host the actual sporting event, like the continental All African Games.

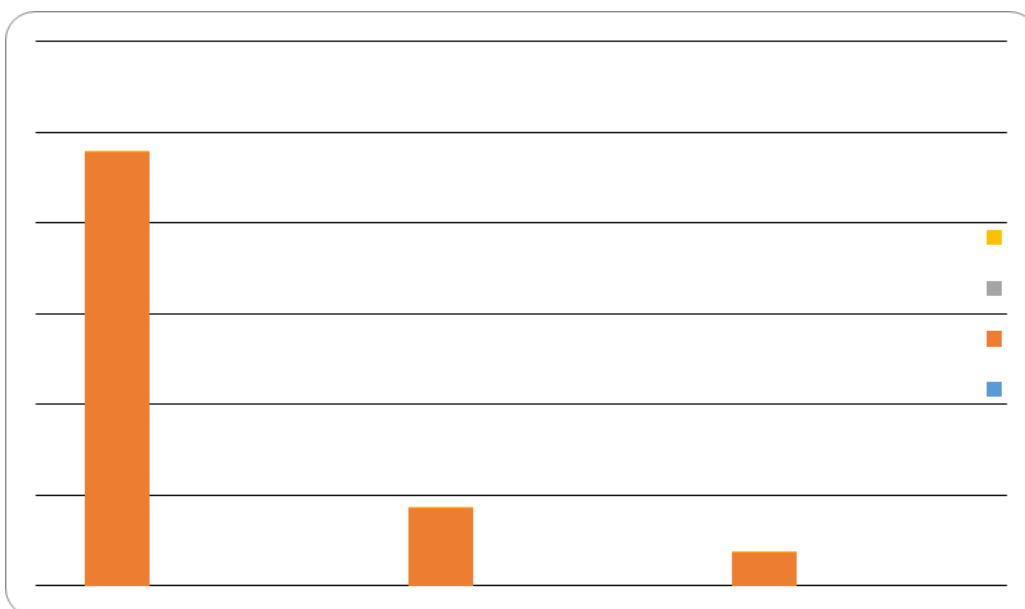


Diagram 4: Public Opinion to host the 129th IOC Session by numbers.

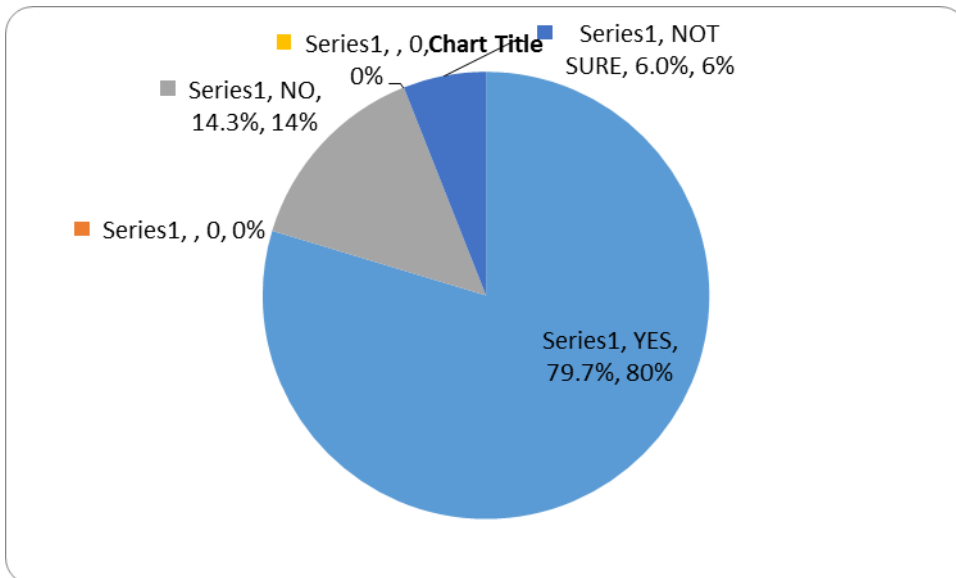


Diagram 5: Public Opinion to host the 129th IOC Session.

4.1.4. COMPOSITION AND MANDATE OF THE BID COMMITTEE

An initial list of sixteen members was drawn up to form the bid committee. An attempt was made in their selection to incorporate all relevant areas to the development of the bid. Members were selected from the Ministries of Information and Youth and Sports, Departments of Civil aviation, Department of Tourism, Wildlife & Culture, the Lilongwe City Assembly, Malawi Police Service, Malawi Defence Force, Malawi Schools’ Sports Association, the Immigration Department, Ministry of Transport, Department of Housing and the Malawi Olympic Committee.

Their mandate, according to the terms of reference, was very clear: to develop an attractive 129th IOC Session bid document. Ideally the bid should have facts and features that would catch the eye of the IOC through its relevant structures.

CHAPTER 5

THE BID COMMITTEE MEETINGS

The Committee met five times, in a period of two months. All meeting took place at the same venue, which was the boardroom of the Lilongwe City Council offices. We take a look at only three of those meetings and look at the highlights.

5.1. THE FIRST BID COMMITTEE MEETING

The meeting was primarily introductory, with the coordinator from MOC briefing members of the intent by the City of Lilongwe to host the 129th IOC Session, having sought approvals and commitments from all the major departments. Members of this committee therefore were selected according to their capabilities for specific details which would eventually be combined to form a complete and acceptable and successful bid. Seven key departments were present at this meeting.¹¹ These were mainly either heads of their institutions or related departments. Members unanimously agreed to give the Chairmanship of the Committee to the MOC Board representative after a long debate. Mr Jappie Mhango, the MOC Treasures took up the position. Members were introduced to the content of the bid guidelines to study and come up with their independent proposals at the next meeting. Key decisions made at this meeting were mainly the confirmations and commitments to be part of the development of the Bid document. One notable observation at this meeting was that members felt there was need to incorporate more departments in order to simplify information gathering as well as speed up the process. Opponents of this proposal felt too many players sometimes could slow down the process. Eventually it was agreed four extra departments were necessary for inclusion: The Department of Civil Aviation, The National Intelligence Bureau, Ministry of Foreign Affairs and Ministry of Health.

Members also provided some useful preliminary information about their departments in figures and facts of what is in existence as well as any future developmental plans which

¹¹ First Bid Committee meeting. Present at this meeting were representatives from the Lilongwe City Council, Ministries of Sports, Transport, Tourism, Malawi Defence Forces, Malawi Police Service, Department of Housing

could be used relative to the Bid requirements. There were still some grey areas in the Bid requirements which prompted members to ask for further guidelines from MOC. The suggestion was to provide at the next meeting some video and other documentary materials from previous hosts or bids.¹² Members were also asked to bring documentary evidence (hard or soft copies) for presentation at the subsequent meetings.

5.2. THE SECOND BID COMMITTEE MEETING

This followed just about a week after the first one, with almost representations to the first meeting. Basically the meeting received more clarifications and specific details of what each department has, or what processes and procedures are involved and how these could be incorporated to suit the Bid recommendations. Further resolutions were made, among them:

- 1.1 Ministry of Tourism and Culture was requested to provide pictures for hotels, conference facilities, media galleries and sites of attraction.
- 1.2 Malawi Olympic Committee was asked to beam the video clips and power point presentations of past Sessions to the meeting.
- 1.3 Lilongwe City Council was asked to provide road network with assistance from National Roads Authority and Ministry of Transport.
- 1.4 The Ministry of Youth and Sports requested to liaise with other departments that had failed to attend the second meeting: The Ministry of Transport and the Department of Civil Aviation.

At this point the Committee became conscious of the deadline for Submission of the bid and recommended that with all information collected, the “draft” bid document be compiled by Wednesday 4th September 2013.¹³

5.3. THE FINAL BID COMMITTEE MEETING

Notable at this meeting was the attendance of members representing the other three key departments that had missed the previous two meetings. These were department of Immigration, The National Intelligence Bureau and the Department of Civil Aviation.¹⁴ The other notable fact at this point was the lower level representation from some key departments, notably the City Council. This now meant that all new representatives had to be oriented from

¹² Appendix 7: Minutes from the 1st Bid Committee meeting. Unfortunately for IOC Sessions this information is not easily accessible by the general public.

¹³ Appendix 8: Minutes of the 2nd Bid Committee meeting

¹⁴ Appendix 9: Minutes of the 3rd Bid Committee meeting.

the start, effectively slowing down the whole process. The worst experience was where the new representative from the City Council did not bring any relevant information due to lack of hand-over from his superior. To make things worse he was not sure how he would access files or information as he did not have any knowledge of where to start from. Both the Chief Executive and his Deputy were out of the country.

Nonetheless the meeting progressed with more detailed information from representatives. A lot of attention at this meeting went to Media and Television Broadcasting arrangements. Other key recommendations were:

- 1.1 Ministry of Tourism and Culture to provide extra pictorial evidence. The Department was also requested to concentrate on the interiors of the main venues
- 1.2 Malawi Olympic Committee was asked to bear the cost of hiring experts to put together the document if the Bid Committee was to beat the submission deadline.
- 1.3 Lilongwe City Council was asked to provide a thorough road network and all other future plans that will materialize by 2017. These were to include hotels, roads and other infrastructure of interest that were earmarked for development in the city.
- 1.4 The Ministry of Youth and Sports together with Civil Aviation were asked to push the Ministry of Transport to ensure that it made its submission in good time.
- 1.5 Ministry of Information was tasked with providing information on accreditation requirements and any other useful information, despite the department assuring members that by 2015, broadcasting systems will change to digital for the whole country.
- 1.6 During the fourth meeting members would recommend the actual content and layout of the draft bid document.

5.4. PROGRESS AND CHALLENGES FACED BY THE COMMITTEE

a. Patronage / Attendance

As indicated earlier, initially only key stakeholders were incorporated by the MOC. This was identified as the Appointment Committee. The whole point was to jointly make an analysis of other potential stakeholders that could form the bid committee. Special emphasis was to have a lean, at the same time absolutely relevant and strong willed members. Any margin of error was to be avoided right from the start of the process. The relevant departments were identified

and their respective heads approached for briefings by the Appointment Committee. All departments welcomed the development and agreed to take part in the bid committee. The majority indicated the heads themselves offered to be part of the membership of the bid committee, while others pledged to release their senior officers to the committee, as a minimum requirement by the appointment committee.

Sadly though, as time went by, some of the senior members started missing the bid committee meetings, replacing themselves with their junior officers. This resulted in meetings taking long and decisions sometimes being inconclusive. Handovers between original members became a big challenge and as a result a lot of time was being wasted in trying to re-explain the concept to new members. The worst case scenario was when the Ministry of transport and Public Works sent four different representatives in a span of six committee meetings. Additionally the City itself was represented by a very junior officer for three consecutive weeks, which sadly could not access most of the vital information which had been kept in his juniors office; (two senior managers above him had gone out of the country on business trips!)

b. Budgeting and Financing

For the bid process financial resources were to be planned for two specific needs:

- Commitment by the host country / city as per terms set out in the bid conditions' document. The requirement is that a candidate city must pledge to bear operational cost pegged at a minimum US\$ 4.5. The Ministry of Sports indicated its consent to the requirement.
- Commitment by the MOC to bear the operational costs of the meetings: transport, food, accommodation and per-diem for all committee members at each of the meetings. Further costs were to be uncovered as the process went on. At the close of the process the whole exercise of developing the bid cost approximately US \$4,750. Malawi Olympic Committee did in fact finance the total cost of the exercise.

c. Time Constraints

The period offered from indicating intent to host, to the submission of the final bid is only 4 months. This proved a big challenge, considering a lot of time was devoted to gathering vital information which was to eventually be used to develop the bid. Even at committee level the delays, as earlier indicated were very much unavoidable. The strain was to be felt towards the end of the project when some short cut measures had to be taken. The bid was actually

submitted (received by the IOC) on the deadline day. Such was the pressure that the MOC requested the IOC to acknowledge receipt of the documents on that final day.¹⁵

One other issue which could possibly have indirectly influenced the timing was the fact that the MOC itself had embarked on another major project: the staging of its first “Mini Olympic Games” by end of November, 2013. It would appear the intensity and demand from this project was underestimated. Most members of the MOC Board and its Commissions who could have offered support to the bid committee were busy working on the Mini Games project.

¹⁵ Copy of the IOC acknowledgement information on appendix 7

CHAPTER 6

THE FINAL BID DOCUMENT

6.1.1. EXTRACTS FROM THE LILONGWE CITY BID DOCUMENT

The bulk of the bid document, with most of the key requirements is expressed in its raw form below. It must be remembered that the writer of this essay formed part of the bid team throughout the process, justifying part ownership of the document.

The complete document also included supporting details like photographs, contracts, pledges and references. Alongside the printed document was also two soft copies written on a compact disk as a requirement.

6.1.2. STATEMENT FROM MINISTRY OF YOUTH AND SPORT

This was a brief and introductory message by the Secretary for Youth and Sport, pledging the commitment of the Government of Malawi and her readiness to host the Session. Ideally this is the first diplomatic contact between the IOC and a sovereign State which brings a sense of respect and confidence between the two institutions. Some bid documents may even contain statements from Heads of State, perhaps hoping this would carry more weight. It must also be pointed out that a senior member from the Ministry of Youth and Sport was part of the Bid Committee. Although not specific the statement also included the promise by the Government of Malawi to ensure that the IOCs vision was realised through Malawi's hosting of the Session. Below is the extract from the statement:

STATEMENT FROM SECRETARY FOR MINISTRY OF YOUTH AND SPORT

Introduction

Malawi is delighted to have been associated with the Olympic Movement for decades. Popularly known as the Warm Heart of Africa we are pleased to submit a bid document for the hosting of the 129th session of the International Olympic Committee which will be held in 2017.

Malawi has all the requirements that qualify a particular country to host the session. For example, Malawi has good fresh water, unpolluted air, and beautiful scenery, active and well experienced personnel in the organization and management of events, good reliable mode of transport, adequate security, and quality lodging space and conference centres.

With all these parameters in place, Malawi is confident and justified to host the 129th Session of the International Olympic Committee in 2017 at Bingu International Conference Centre that is situated within Lilongwe, the Capital City of Malawi. In addition to these factors, Malawi has democratic type of government, peaceful and friendly people.

This document, therefore, presents Malawi's interest to bid for the hosting of the 129th Session of the International Olympic Committee. We promise to maintain, through this bid, close ties with the IOC to ensure its mission and goals are achieved.

We hope to welcome the delegates to Malawi in 2017

The letter was signed by the Principle Secretary, Mr Alexander Mseka.

6.1.3. MALAWI AT A GLANCE

“The Republic of Malawi is a landlocked country in southeast Africa that was formerly known as Nyasaland. It is bordered by Zambia to the north-west, Tanzania to the north-east, and Mozambique on the east, south and west. The country is partly separated from Tanzania and Mozambique by Lake Malawi. Malawi is over 118,000 km² (45,560 sq mi). Malawi prides in this gem, as this Crater Lake has fresh water. There are four other smaller lakes, also with fresh water. Other sources of water include rivers flowing in and out of Lake Malawi. Malawi also has the third highest Mountain in Africa, Mount Mulanje, with the highest point, the Sapitwa, standing at 3002 metres.



Malawi's economy depends largely on agriculture and this can coincidentally justify the IOC's decision to host the Session in this 'green' country. Visitors to Malawi experience natural, maiden green and clean environment which produces a variety of mostly organic food of their choice. Apart from that, the country also depends on tourism as its fourth major foreign exchange earner. The country has vast amount of tourist attractions to meet entertainment and recreational aspirations of visitors during their stay in the country. In addition to that, the country falls under a liberalised economy since 1994, a thing which enables delegates to use any of the major global currency with ease, when transacting their businesses.

Malawi has a population of 16,777,547(July 2013 Population estimates), out of which, 60% are the youths. One third of the total population, live in the rural areas of Blantyre, Zomba, Lilongwe, and Mzuzu. Lilongwe which is the capital city of the country has a population of 1,902, 388.

Malawi is popularly known as the "Warm heart of Africa" due to its genuinely friendly, safe, hardworking and peace loving people. It is also rich in culture as it has a diversified cultural beliefs and traditions. For instance, delegates will be entertained with some of the popular traditional dances such as Gule wa Mkulu, Beni, Vimbuza and Ingoma among others.

6.1.4. POLITICS

The country is politically stable, with a democratic kind of government since 1964. The current State President is Dr. Joyce Banda who took over in 2012 after the death of Late Prof. Bingu wa Mutharika. Dr. Bakili Muluzi was the second president after the Late Dr H. Kamuzu Banda. President Joyce Banda is the first female president in the SADC region and the second female President in Africa.

Malawi as a developing nation, in its infancy stage, realizes the need to host the IOC so that the country can acquire proper recognition by the IOC and the world at large. The country is in a position to stage the event through the recognition and respect of the spirit of the Olympic Movement. We also believe that through this sport tourism, the sector can benefit by sharing experiences with the delegates who will come to attend the 129th IOC session. We feel that the IOC does provide a platform for the Malawi to be on the world map if given the opportunity to host the event.

6.1.4. ORGANISATION

The following services and structures will be provided for prior to, during and post event periods. Most of these are already in operation, while a few are earmarked for upgrading.

- a. Perfect hospitality will provided to our delegates by our well trained, dedicated and disciplined personnel in the hospitality sector.
- b. The Malawi Police Service has formulated accurate and up-to-date security details which it expects to provide during the Session. Delegates are therefore assured maximum security. That aside, members might wish to learn that Malawi is historically a stable, peaceful and violence free country. Accreditation cards will be issued to all delegates and journalists for security purposes.
- c. Medical services are readily available with a Government Central hospital, Kamuzu Central Hospital with emergency department, within 3 kilometre reach of the conference venue. Plans are in place to upgrade the hospital's services.
- d. Immigration department and Officials will be at the disposal of delegates' needs, including visas and other travel requirements. An elaborate arrangement by the department has been made to ensure there are no delays by delegates in obtaining the necessary authorizations.

- e. The roads to all designated places are in good shape for the smooth running of traffic. Traffic in the city of Lilongwe is generally mild and easy to manage in peak hours. There are plans to construct a super highway cutting through the city by 2015 to improve the road network
- f. Accommodation facilities are within a walking (a radius of 2.5 Km) distance from the designated conference venue. There are 14 hotels within the vicinity with grading of 2, 3 and 4 ranges. With the exception of only two, all of them are less than five years old, with total combined rooms in excess of 2000.
- g. The Lilongwe City Council has all the capacities to provide fire cover in case of fire emergencies. The City recently acquired new fire engines to boost its fire fighting capacity when needed.
- h. Sanitation of the city of Lilongwe is generally very is good. There is need however for improvements to be done and indeed plans are already underway to improve the overall outlook. The IOC will be happy to learn that the city has several waste recycling installations which are in full use. This is one of the contributing factors to the cleanliness of the city.

6.1.5. INTERNATIONAL FLIGHTS AND TRANSPORT

For air travel, the city of Lilongwe is served by one airport: the Kamuzu International Airport. The airport is located 30KM north of Lilongwe City. Kamuzu International Airport accommodates several airlines operating into it. Among them are the three giants of Africa namely Kenya Airways, South African Airways and Ethiopian Airlines.

Kenya Airways operates into Kamuzu International Airport on a daily basis. The airlines fleet of aircraft comprises Boeing 777s, Boeing 767s and Embraer190s and flights are conducted between Jomo Kenyatta International and Kamuzu International Airports.

The South African Airways operates between Oliver Tambo International Airport (Johannesburg) and Kamuzu International Airport Sundays through Saturdays. The fleet of aircraft operating into KIA by SAA comprises Boeing 737-800s, Airbus A330s and Airbus A340s. The flights between these two cities take approximately two-and-half hours.

Ethiopian Airlines operate B737-800s, B767-200ER, and B737-700s between Addis Ababa and Lilongwe. The daily flights which take approximately 4 hours normally arrive at KIA at midday.

There is a newly formed Malawian Airlines which is in partnership with Ethiopian Airlines and expected to start its operation in March 2014. This will provide daily flights in and out of Johannesburg and domestic flights between cities of Lilongwe and Blantyre.

Pro-flight Airways is another new air operator which has just commenced its operations recently between Lusaka, Zambia and Lilongwe, Malawi. It operates on Mondays, Tuesdays and Thursdays. Only small to mid-size aircraft is used.

There are also International air Medical Evacuation operations in case of emergencies. Mostly the services are between cities of Lilongwe and Johannesburg.

Ground transport between the Kamuzu International Airport and the conference and accommodation venues will be provided to delegates for free. Limousines, busses and Mini Vans will be made available for VIPs and other delegates alike. For the IOC VIP delegates special transport protocols will be made available so that they have access to their dedicated vehicles at all times of their stay in the country. Special vans will also be made available for the transportation of delegates' special equipment for the Session. The City of Lilongwe has several car hiring operators which include well known and worldwide outfits like SS Rent-A-Car, Country Wide Car Hire, Hertz Car Hire, Avis Car Hire and many more. There are also shuttle Bus operated by Lilongwe Handling company (LIHACO) between Kamuzu International Airport and the Capital district of Lilongwe. There are also many private taxi operators ferrying passengers between the airport and the city Centre of Lilongwe. Transport from the airport can also be arranged with any Sunbird Hotel within the City of Lilongwe which will accommodate some of the delegates.

6.1.6. ACCOMODATION

As mentioned earlier, Lilongwe has 3, 4 and 5 starred hotels totalling more than 2,000 rooms. The city also boasts 10 presidential villas which are a huge attraction to the VIP guests. The Villas are only 5 minute drive from the Conference venue. The costs range from US\$150-1500 per night for standard single, Deluxe single, Standard double, Deluxe double and Suites, with breakfast and internet access, among other facilities.

6.1.7. MEDIA

The Ministry of Information, which is also a member of the committee, will organize the internal broadcast centre (IBC) as the task of taking care of the welfare of journalists fall under its mandate. In the designated venue of the Session, there are rooms that were specially configured for use by journalists and digital media companies. For instance, venue facility has several sound-proofed rooms equipped with state of the art equipment. These are available for use by digital media houses to send or broadcast their materials across. The ministry will set aside at least 30 computers with wireless internet connectivity for both local and international journalists. This will be done in collaboration with the Department of e-government and Malawi Communications and Regulation Authority (MACRA). This arrangement was first and successfully executed during the recent 49th SADC Summit Heads of State the, which Malawi hosted at the very same venue. There is a team of well trained and dedicated media coordinators from the ministry that will be at the disposal of both local and international journalists. The broadcast technical equipment such as lighting, cables and uplinks will also be provided to the journalists. The information personnel will also be available as a link between news makers and the media as they will be coordinating for all the press conferences that will be taking place in the media briefing room at the designated venue. The ministry of Information in collaboration, with the Malawi Olympic Committee, have plans to develop a news website, specifically for this event. This will enable delegates to view all the stories in five languages such as English, French, Swahili, Amharic and Portuguese. By 2015, Malawi will go digital in terms of broadcasting and will lessen the burden for journalists to rely on internet only. The Bingu International Conference Centre and all hotels earmarked for this event have standby generators for electricity in case of the emergency power failures.

6.1.8. CONVETION FACILITIES AND WORKING AREAS

The IOC session will take place in the Bingu International Conference Centre (BCIC). The conference centre has two major conference room apart from several smaller ones with each of these conference rooms having a sitting capacity of 1 500, making total capacity of 3 000 seats. There are six other rooms that can be used as the business centres. The conference hall also has public viewing areas as well as digital screen displays which can be used during Sessions. An Administration block is available within the BICC for use as administrative offices or the secretariat. In short all these facilities such as the Media Centre, Press Work Room, Press Briefing Room, Media Agencies, and IBC will be under one roof, the BICC. The

facility and its setup worked perfectly well during the hosting of the SADC Heads of State Summit, proving its suitability and convenience for such massive gatherings like the IOC Session. Finally the conference centre has top quality digital viewing screens for both indoor and outdoor observers.

On catering, it is worth noting that all meals are prepared served within the same facility. There are three dining halls, each with a capacity of 1500 seats.

6.1.9. GOVERNMENT GUARANTEES

The Government of Malawi through Ministry of Youth and Sports fully supports the idea of hosting the 129th IOC session within this country. The Ministry has committed to working in collaboration with Ministry of Finance in funding some of the key obligations. This includes the requirement to invest a minimum of US\$ 4.5 million as stipulated in the bid conditions. Collaboration with the Ministry of Tourism would be key to providing bed space and conference rooms for special guests, while collaboration with the Ministry of Information and Civic Education would benefit top class publicity of the event by way of supporting both the public and private media. The Ministry of Home Affairs has been tasked with providing security and visa logistics to delegates, and finally the Ministry of Transport and Public Works in providing aviation services and Ministry of Health and Population in providing health services to delegates (Refer Appendix). This will be a (Government) Department to Department collaboration to ensure all meet their targets within minimum specifications.

6.1.10. CUSTOMS AND HEALTH REGULATIONS

Health regulation for Malawi requires that visitors from all countries to possess Yellow books certified by their respective health providers. Malawi as one of the Malaria prone countries will require delegates to have undergone Malaria fortification process in their respective countries. The air in Lilongwe, just like the rest of the country is very fresh due to the existence of generally light industry. Lilongwe in particular has minimal industrial activities and is covered with large vegetation. Lilongwe uses water that meets international standard chemically. Water is drawn from Lilongwe River, whose water shed is the Dzalanyama Forest Reserve. The city is also supplied with bottled fresh water from Mulanje Mountain and Nyika plateau. Lilongwe is 110km away from fresh water of Lake Malawi where many visitors and tourists opt to go for series recreation activities: swimming, angling and yachting etc. The Ministry of Health and population updates visitors and the general public of any emerging health related issues.

6.1.11. TRAVEL: VISAS, IMMIGRATION AND CUSTOMS CLEARING

In terms of travel documents such as VISAs refer provisions by the Department of Immigration.¹⁶ Temporary importation of materials and equipments for media systems and personal assets will be handled by Customs Department in consultation with relevant authorities.

6.1.12. CLIMATE

Malawi is a tropical country with three main seasons namely, hot dry season, hot wet season and cold dry season. For the city of Lilongwe the minimum temperature is 10°C and maximum temperature is around 36°C.

6.1.13. CATERING

Food served in most hotels in Malawi is generally organically produced by farmers. Some hotels however provide cuisines from combination of both local and imported food ingredients. Delegates should expect to be treated to sumptuous menus prepared by Malawi's renowned and qualified chefs. All hotel services are quality assessed and certified by the Malawi Bureau of Standards, an affiliate to International Standards Organization.

6.1.14. SECURITY

The issue of security has been thoroughly investigated and articulated by a combination of three main security providers: The Malawi defence forces, The Malawi Police Services and The National Intelligence Bureau. In depth arrangement can be discussed directly with these institutions upon request from the IOC. As has been mentioned before, Malawi is generally a peaceful and safe place to be and so delegates need not worry about their safety.

6.1.15. FINANCE

A 16.5% Value Added Tax is applicable for all services and goods purchased. Local services where this is applicable include Transport (car rentals), Catering Services Lodging services, Stationary, Communication (Broadcasting, Mobile Phone Airtime, IT services), Security Services (Police, Malawi Defence Force, National Intelligence Bureau, Private Security Guards), Volunteers' involvements (Allowances and welfare), Conference facilities, Medical services (First Aiders, medication) and Utility services (mobile toilets, waste management).

¹⁶ Appendix 11: Immigration requirements for Malawi

6.1.16. CONCLUSION

Malawi might be a developing third world country on the world rankings, but the city of Lilongwe and the entire nation believe we deserve to be given the opportunity to host the 129th IOC Session in 2017. Malawi's strengths lie in the following crucial points, a combination which is rare to find in most countries, all in one instant:

1. Experiences from previous hosting of Continental events. These include the already mentioned Heads of State Summit of Southern African countries in 2013 on the political front, as well as the Association of National Olympic Committee (ANOCAs) Secretaries General conference by the MOC in 2008 at the Olympic level. In between these there have been several other events which confirm that the country already has some levels of experience in hosting such important events.
2. Peace: Probably one of the most peaceful countries of the world, this has always endeared Malawi with the term “ The Warm Heart of Africa” Malawians are by nature very warm and friendly among themselves as well as to visitors
3. Cordial International relations: Malawi has enjoyed and continues to enjoy cordial relationship with her neighbours and beyond due to her international policies.
4. Nature: despite economic hardships the country continues to experience its nationals still maintain high levels of respect and care for the environment they live in.

This point marks the end of the extract from the bid document. The full text included photographic details to support some of the worded contents, like the venues and their facilities.

6.1.17. SUBMISSION OF THE BID

The requirement, apart from the deadlines was to submit the bid in written hard copy as well as an electronic version on compact disk. Members agreed that document presentation needed to be made with total care. To accomplish this there was need to outsource some expertise: technology, photographers, graphic designers and printing. Members felt the hard copy document had to look attractive and so decided to have the copies printed in South Africa. This unfortunately posed a huge challenge as there was not enough time left to the submission deadline. Nonetheless chance had to be taken and so all possible arrangements were made, regardless of the unexpected high costs, to expedite the process, including couriers.

Meanwhile, advance notice was sent to the IOC to expect the documents by courier on 30th September, 2013. Throughout the bid development process there had never been anxiety by the committee than that created by the deadline. Members held their breath. When the IOC sent confirmation on 30th September that it had received the bid, members celebrated as if the bid itself had been won by Lilongwe city!

CHAPTER 7

7.1. LESSONS LEARNT FROM THE PROCESS

This is as good a contest as a combat one on the sporting field; terms are laid down, sometimes negotiated, contracts drawn up, agreed and signed for. One thing about such competitions is that competitors may not have much knowledge about each other's ammunition. In today's technological world it is possible to assume that vital information can be easily accessed at any instant. That in itself is perhaps half a battle won. The key however is to unravel any hidden bits and tactics which a rival bid could have and use that to counter. We therefore try and look at a few issues that arise from the whole bid process which could possibly lead to imbalances. First we look at the way the IOC announces the bid brings a few questions.

The guidelines are mostly quantitative and to a lesser extent, it might also define qualitative requirements. The idea is to necessitate the comfort of delegates to the Session: travel, comfortable accommodation, meeting facilities, communication and security for the duration, prior to, during and after the Session. While the guidelines appear simple and straight forward, it appears there are some hidden facts which come in to influence the outcomes of the bid. One can argue, for example how the first selection of the submissions is based upon, for example where all bidders have ably met all the minimum bid requirements. Ironically this is not shared by the IOC. Also competitors do not know each other at this stage. If they did, perhaps (future) contestant would have an idea of how they could gauge their chances and perhaps reposition to their advantage. Only those who have emerged winners before will know what these 'competitive advantages' are.

The second issue is that the timing of the bid is potentially another issue of contest. While IOC the announcement appears to be made in good time, the bid conditions themselves from are provided rather late. Realistically bidders are given just about two months to gather and compile facts. It is clear from the process which the Lilongwe city bid committee underwent was very long and at times complicated. The committee had to be thorough, at the same time all relevant departments and authorities had to be involved, ideally be part of the process.

Coupled with this is the way in which the bid guidelines are issued. The guidelines are provided two months after the initial announcement through hard and soft copies, sent by courier. Meanwhile the announcement is made by ordinary email (from the IOC to NOC). The official guidelines document is labelled “confidential”. One would wonder why confidential and why by courier, after all, the sample (one for the 127th Session) was sent via ordinary email almost midway between the announcement and the sending of the official guidelines. Secondly looking at the 127th bid condition there are no significant differences with the 129th bid conditions. Why does it have to be confidential and why does the IOC not just send via the easy, quick and straightforward email?

Thirdly we consider the issue of knowledge transfer: Consultation with other bidding/winning cities proved extremely difficult. It appears naturally there is an element of unwillingness from other contestants to share information. On this one it can be thought that the IOC is aware of the problem; the hosting of the Olympic Games is a clear indication, where the IOC realised the need for knowledge transfer and declared this process a requirement. Currently the IOC set standard procedures for knowledge transfer among previous, current and future host cities. It is not clear why this does not apply to the Sessions.

7.2. OBSERVATIONS RELATING TO THE IOCs DECISION MAKING

7.2.1. ECONOMIC STRENGTH

It appears there could be many reasons for countries bidding to host sports events in the different corners of the world. Some reasons are

- a. Economic gains emanating from TV broadcasting rights, Spectators tickets, official sponsors and other marketing strategies. This has indeed proved true in certain cities, especially during the Olympic Games. Not much is mentioned about the direct economic benefits from hosting the IOC Sessions though.
- b. Portrayal of (good) Image by some nations whose political history has come under condemnation from the international community. How far this goes to achieve this goal is also a subject of debate as independent observers feel the opportunity serves mainly as a political stunt, where realities on the ground tend to remain unchanged.

- c. Opportunity may sometimes arise when there is no other opposition available making automatic selection for some candidate bids, as was the case in the Los Angeles 1984 Olympic bid.

Whatever the reasons or opportunities might be, there is a strong argument that economic strength of a bidding nation plays a crucial role in the decision by the IOC. History has shown that very few countries from the underdeveloped (or third world as they are popularly known) have succeeded in their bids. On the other hand China appears to have benefited from her boasts of its economic growth and improvement in its human rights record, political and social stability. Recent examples of hosting of the following events can back this up as shown in the tables below.

INTERNATIONAL OLYMPIC COMMITTEE SESSIONS HOSTS

SESSION	HOST CITY, COUNTRY	YEAR	GDP (NOMINAL)Per Capita US \$	WORLD RANKING
117	Singapore, Singapore	2005	52052	9
118				
119	Guatemala	2007	3326	118
120				
121	Copenhagen, Denmark	2009	56426	6
122				
123	Durban, South Africa	2011	7525	73
124				
125	Buenos Aires, Brazil	2013	11359	60
126				
127	Kuala Lumpur, Malaysia	2015	10345	63
	Lilongwe, Malawi		251	181

RECENT OLYMPIC GAMES HOSTS

YEAR	HOST CITY, COUNTRY	WORLD RANKING	GDP (Nominal) Per Capita (US \$)	FINAL BIDDING COUNTRIES
		2012	IMF INDEX	
2008	Beijing, China	87	6,071	Beijing, Istanbul, Osaka, Paris, Toronto
2010	Vancouver, Canada	8	53,200	Vancouver, PyeongChang, Salzburg
2012	London, United Kingdom	23	39,161	UK, France, Spain, Russia, USA
2014	Sochi, Russia	47	14,302	Sochi, Salzburg, PyeongChang
2016	Rio De Janeiro, Brazil	60	11,359	Brazil, Spain, USA, Japan
2018	PyeongChang, South Korea	34	22,589	PyeongChang, Munich, Annecy
2020	Tokyo, Japan	12	46,707	Tokyo, Istanbul, Madrid
	Malawi	181	251	

In reality these are what are generally known as final candidate cities in the selection process. Consider the following Media statement which normally reads: “The International Olympic Committee (IOC) Executive Board today in Lausanne determined the following cities have been accepted as candidate cities to host the Games of the (xxx) Olympiad in 2xxx....”¹⁷

7.2.2. COMPOSITION OF IOC & IOC COMMISSION MEMBERSHIP

The composition of the IOC commission members has already been mentioned. Looking at the membership itself the composition raises a lot of questions when it comes to certain decisions, for example, the selection of the host cities for the Games and other important IOC functions. Membership into the IOC and its Commissions is by invitation. We are not privy to information on who invites and what qualifies individuals into the movement. While there seem to be a few guidelines to an individual being admitted into any IOC Commission it is

¹⁷ Extract from IOC website: <http://www.olympic.org/content/news/media-resources/manual-news/1999-2009/2000/08/28/five-cities-to-compete-to-host-2008-olympic-games/on> 2nd Dec, 2013.

difficult to pinpoint the specific credentials from the members. One such qualification for eligibility as indicated in the Charter is that such candidates must have been “examined and reported upon by the Nominations Commission” All members of the IOC Commissions are required to take an Oath by which they promise to act “free from any political or commercial influence and from any racial or religious consideration...”¹⁸. Perhaps one further assumption, judging from composition of current Commissions is that members must be of good standing and reputation in society. One other notable thing is that members are either very influential political figures or financially very stable. This is a case for debate in this essay as these facts could have a huge influence in the decision making of the (Bid Evaluation) Commission, for example.

Another argument which can be used is that relationships build compliance. In their examination of Kelma’s functional approach to attitude change, Bee, C and Kahle, L (2006) argue that the social effect of personal relationships can yield extrinsic rewards of economic and social in nature. Interpersonal relationships tend to yield reciprocal exchange of favours between partners. This is one of the reasoning behind Relationship Marketing theory, where compliance where an individual gives in to influence (p106). Within the commissions are individuals who could be influenced directly or indirectly by their closeness to fellow members. This may apply where one or several members within the setup are linked to a bidding city, one way or the other. Malawi might have at that instant been at a disadvantage for not having a known figure within the IOC membership circles. This could have been one of the prior thoughts to be considered before attempting to bid.

7.2.3. GOING BEYOND IOC REQUIREMENTS

Throughout bid processes, the IOC has witnesses a growing tendency by cities to try to go above and beyond IOC’s requirements. Whilst such offers may appeal to a certain client group or represent “nice to haves”, the future OCOG inevitably finds itself facing additional costs to deliver services that have not been requested by the IOC. The IOC attempts to underline the efforts it is making to manage the cost, size and complexity of organising the IOC Sessions as well as the Olympic Games. Candidate Cities are reminded that IOC requirements are actual requirements and should not be interpreted as minimum requirements.

¹⁸ Olympic Charter p 31

Cities are also instructed that should proposals be made which go beyond requirements a clear case would have to be made demonstrating the rationale for this - operational reasons, legacy considerations, etc.

It must be noted that some of these instances have arisen as a result of IOC stakeholders asking bid cities to offer more than is strictly required and this is an issue which the Olympic Movement must address, both in the interests of the bid process and in the interest of managing the complexity and cost of organising the Olympic events.

The Istanbul 2020 Candidature File makes several references to an innovation fund (“a dedicated budget of USD 250 million will be held by the Prime Minister of Turkey for allocation exclusively to projects determined by and with the IOC and IPC Presidents”). In addition, references are also made to the provision of NOC pre-Games training facilities and cash grants, as well as an extended freight grant programme for all NOCs/NPCs. With regard to the “innovation fund”, Istanbul 2020 was instructed to revise all references to this in the electronic version of its Candidature File to reflect explanations accepted by the IOC during a meeting with the bid committee that the aim of this fund is in fact to create legacies for and from the Games related to Turkey’s overall youth agenda.

The Tokyo 2020 Candidature File includes a commitment to cover the NOCs’ cargo costs. Following discussions with the IOC Istanbul and Tokyo were instructed to refrain from making any reference to the proposals originally made in the Candidature File in any presentation or written document which might be distributed prior to the election of the host city.

In all this it is the obligation of the IOC that all ideologies of the Olympic Movement, including Fair Play, are respected at all times, including during bid selection process, a process which should be looked into not just at the evaluation stage, but right from the composition of the Evaluation Commissions.

7.2.4. CONTRIBUTION OF PUBLIC OPINION

Whilst it appears the IOC still maintains public opinion is important to hosting these major events, it is unclear how the IOC implements this guideline during the selection process. One would question what scales or pointers are followed. How does, for example, the IOC verify the opinion results conducted by a host country? The 2008 Tokyo Olympic bid indicated very

poor public opinion of the Games. The Tokyo 2020 Olympic bid success indicated 69% approval by the public. This still leaves questions as to the reliability of these figures and indeed how much they contribute to the success of the bid. Recent unrest in cities of Brazil indicates a stern disapproval of the Brazilian nationals to host the Football 2014 World Cup as well as the Rio 2016 Olympic Games. It appears there is need for more research to be conducted in this area otherwise these sporting events will continue to be viewed with negativity. Storytelling can be a powerful tool which can be used to counter this. Nowadays marketers are working very hard to create stories about their products and services. Kourovskaja (2011) attests that “stories can make us care – about a sport we’ve never watched, a person we’ve never met, or a country we’ve never located on a map”.

CHAPTER 8

CONCLUSION AND RECOMMENDATIONS

Undoubtedly the future of the Olympic Movement, its Games and indeed Sessions appears guaranteed¹⁹ and so any country can keep dreams of opportunities alive. It has to be understood though that the main element of preparing a Bid is to put up a case as to why a city thinks it deserve to be awarded the event more than the rest of the bidders. In this case the assumption is that all candidate cities will have met the minimum recommendations and requirements available either before or by the time the event takes place.

8.1.1. VISION AND STRATEGY

For any Olympic bid each city is expected to explain its own vision, with each offering a unique opportunity for the Olympic Movement. The detailed plans of how each city proposes to deliver the event are set out in the Candidature File. One notable fact in the Lilongwe city bid was the absence of the foreword where perhaps one would understand the country / city’s vision and how it expected to achieve this. Clearly missing from the document was a statement from the city boss. As a key stakeholder the City’s statement would have added weight to the impression by not only through promise of fulfilling its obligations, but also how other sectors of Malawi’s society would benefit. For example, for the IOC, meeting the IOCs technical and organizational requirements alone is not enough. This is where the city

¹⁹ According to Denis Oswald, when he was IOC Chairman of the Athens 2014 Games’ Coordination Commission when he was asked how he foresaw the future of the Olympic Games.

should have, as a way of forward thinking, mentioned the post event legacy plans. In his analysis of the 2008 Beijing Olympic bid, Kanjala (2013) mentions the importance of first establishing vision and linking this to the broader post event benefits to the host citizenry, whether political, economical or social. He quotes McLaughlin and Torres (2011) statement on the Olympic events that “Given the IOCs stated mission, they are more than just mere games for they have an explicit moral underpinning”. First impressions are always crucial in any form of communication.

8.1.2. OBJECTIVITY

Probably the first question to have been addressed was whether there was anything that would have driven the MOC, the City and indeed the Government to decide to engage into such an ambitious act. It is one thing committing to undertake something, and very much another if there is a reason behind it. Countries decide to bid mostly out of need. China, for example felt the need to integrate with the world and showcase her apparent change in political administration. China had felt left out from the world sporting (Olympic) community. One of the questions posed in an article written by the Tianjin Young Men Christian Association (YMCA) was whether China would one day host the Olympic Games.²⁰ That question had been referred to when eventually, after almost a century of soul searching, the country felt time had come, and formed a strong basis of its decision to bid. Even before the bid, China had gradually and steadily taken itself through the participation of the Olympic events, including the Games. The country’s success by its athletes in recent Olympic Games further cemented its desire to realise the “Olympic dream”. In the case of the Malawi bid it appears the decision did not have any concrete backing, and this probably could not trigger the passion from the participating stakeholders and members of the committee to go that extra mile to produce an outstanding document. This could be observed as there was a lot of education to be done to members about what the Olympic Movement stands for, what the Session was all about and all relevant and beneficial information. It was easy to notice apparent feet-dragging especially when it came to providing vital information by the majority of the members.

8.1.3. EARLY PREPARATIONS

The IOC does not give adequate time to develop the document, especially where a large section of stakeholders have to be consulted. The same applies to bid from International Federations. The new sport of Roller Games bid documents gives bidders about 11 months to

²⁰ Official Report of the 2008 Beijing Olympic Games

submit for its first (2017) World Championship.²¹ The situation with the Lilongwe city demonstrated this shortfall. The majority of the information had to be sourced from government departments. Officials from these departments are not always available and work at their own pace. It was very difficult therefore to push members of the committee, for example into respecting punctuality at meetings and deadlines for the submission of the necessary information.

Launching any a bid in sport circles should not be a reactionary process. The most appropriate option would have been to start researching on any probable future bids and create a database of some vital (and updated) information about the cities and the country as a whole, and fill up any relevant information when time comes to develop the final documents.

8.1.4. CREATIVITY

Absence of a Marketing expert in the Bid Committee was a huge drawback. The committee could have done better with the Marketing person to bring in some creativity. The key stakeholders should have realised that most successful institutions and establishments rely heavily on marketing for competitive advantage. Even simple bait in the document, like a promise to offer proceeds from the Session to vulnerable members of Malawian society would be enough to get the IOC Commission to ponder about. Any smarter way of ‘going beyond the requirements’ without breaking the back like this one would be a welcome idea in the eyes of the IOC.

The Lilongwe city bid certainly did address all questions from the guidelines. The majority of the content of all bids are simply reported but often unverified. It therefore makes sense for the bidding city to try and include elements in the bid that differentiate it from the rest. The content and how this could be delivered may not be easy to unveil as mostly will be kept secret by the owners. This calls for creativity by the Bid committee. What can be noticed from the Lilongwe bid is that there is no indication of that ‘extra’ or even a form of creativity which could have caught the eye of the evaluators.

Derived from their personal experience in organising Olympic Games, both Gangas, D. (2013) and Toohey, K. (2013) concur on how to win a bid: Strong Leadership, Professionalism, Creativity, Accountability, Technical skills, Political and Public support,

²¹ Appendix 12: FIRS World Championship 2017 “The Bidding Process”

Relationship Marketing, Sport specific event management expertise, Communication and Exposure, Existing facilities and Infrastructure.

8.1.5. QUALITY OF PRESENTATION

Story-Telling techniques can take the example of P&G marketing which inspire and trigger emotions in their audiences. P&G's *Raising an Olympian* campaign for London 2012 Olympic Games featured stories of real Olympic athletes and their mothers. This approach could be used in the local bid campaign.

8.1.6. MAKING USE OF THE POWER OF MEDIA IN MARKETING

A lot of research and experimentation has gone into sport marketing in recent years. It has been established that sport marketing is a very powerful tool in the growth and wealth generation of the sector. Olympic events in particular attract media focus, which in turn draws the attention of the entire world. In this case study, the bid committee did very little to put in place proper marketing strategy. One key player missing is the media, who, in true sense can directly link sport to its stakeholders. Marketing, through media partnership has been linked to the growth and success of sport in general. Indeed, even the IOC (2008) has come to ascertain this by claiming that “without the support of the business community, without its technology, expertise, people, services, products, telecommunications, its financing – the Olympic Games could not and cannot happen. Without this support the athletes cannot compete and achieve their very best”. One of the objectives of Lilongwe city bid was to showcase the city, with its development, to the outside world. Media and Marketing experts should therefore not have been left out of the equation. The quality of the presentation of the bid grossly fell short of the emotional hype of marketing expertise. A typical example of poor presentation was the foreword, the statement from the Secretary for Youth and Sport. If the facts and figures in the document were given to an expert marketer the bid could have been more appealing, and perhaps have scored better points.

8.1.7. REFERENCING WITH OTHER PREVIOUS BIDDERS

Are there lessons to be learnt from previous hosts/bidders? Are there trends that can be followed and capitalised upon? Attempts were made to gain knowledge from fellow African countries who had won bids of similar magnitude. The first and probably the strongest option was the Republic of South Africa RSA. The country had, since the post apartheid era, hosted some events, including the Rugby World Cup in 1996, International Olympic Committee (IOC) Session in 2008, the Football World Cup in 2010 and the recent World Anti-Doping (WADA) Congress in 2013. The main interest was to understand what had been the key

factors to winning the bid to host such events. Secondly, based on these previous successes it was important to know whether the country had any intentions to bid for other future World sporting events, like the Olympic Games.

During the time of the Salt Lake City bid, the world vehemently condemned the conduct of IOC members who solicited and/or accepted financial or other benefits from the Bid committee. The IOC passed legislation in 1992 that limited the value of gifts that could be received by IOC members and outlined the conduct expected from IOC members. There was however no mechanisms of overseeing the lobbying efforts of bid committees or monitoring the conduct of IOC members on bid city visits evolved from this process.

The investigation demonstrates the state of the IOCs relationship with its corporate partners. This result confirmed the commercial allure and strength of the Olympic brand for those who wished to place their company's products and/or services before a worldwide consumer market. Investments in Olympic bids must generate positive legacies irrespective of whether a city is awarded the events. The investments must also safeguard the organization's relations with its corporate partners, and protect the value of the Olympic brand.

At a time of the bid being prepared the MOC had been undergoing internal reforms. One of the major pillars was the issue of governance. The MOC board therefore had a difficult decision to make as to how it would compensate the Local Bid Committee without appearing to disburse cash payments in a manner the public would not misinterpret as being improper. Still somehow members requested to be paid for their time and energy. MOC board members do not receive a salary had always, but at the same time the Board has always advocated firmness in the face of corruption.

8.1.8. DOES THE SELECTION OF THE WINNING BID ALWAYS REFLECT THE CONTENT OF THE BID DOCUMENT?

The IOC uses Commissioners in its crucial decisions. This is based on the assumption that the world will understand this based on the selection criteria as well as the moral or ethical standards of members themselves. It can be argued though that it is not easy to directly relate an individual's judgement to ethics alone. Other factors may affect decisions. Hoberman (1986) argues that "moral claims can occasionally outweigh the claims of sport". He goes on to suggest that sport could even be "antagonistic to ethics, or it is amoral..." (p30). Bidding itself is a competition, not by athletes, but by countries and cities.

Preuss (1996) suggests two theories in his Methodological Assumptions. He writes ‘The first is rational choice theory, which explains the multidimensional field of factors in reaching a decision. One restriction is that perfect rationality can only be achieved by a “homo-economicus.” Human beings never act totally rationally in reality. There are always emotions influencing the ranking of preferences. The second one is the theory on collective action by Olson (1968) because individual rationality is not always equal to collective rationality’.

Bidding countries therefore must bear this in mind and must therefore consider utilizing some silent or undocumented theories. One such tool is the public relations tactic, especially where an NOC, a city or a nation does not have any “highly” influential personalities directly connected to the Olympic Movement. Publically the IOC does not wish this to be documented for the mere reasons of public misinterpretation which could ultimately draw public criticism.

Finally, every bid is prepared with high hopes of success. Whatever the probability ultimately, for all competitors, there can be only one winner. This is a fact that has to be expected and accepted. However history has shown that for most of the bidding cities / countries, success has come after several attempts. In recent times, countries like Republic of China and Japan have found success in their Olympic Bids after more than one attempt. Whatever the outcome of the 129th Bid, opportunities should be used for any future action.

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GLOSSARY

1. Malawi Olympic Committee Constitution (2010)
2. Malawi National Council of Sports Act (2001)
3. Olympic Charter (2011)
4. International Olympic Committee Bid offer to National Olympic Committees
5. 127th IOC Session Bid Guidelines
6. 129th IOC Session Technical Manual
7. Minutes of the First Bid Committee meeting
8. Minutes of the Second Bid Committee meeting
9. Minutes of the Third Bid Committee meeting
10. IOC acknowledgement of receipt of Bid document
11. Immigration requirements for Malawi
12. Standard letter requesting NOCs for information on developing IOC Bids
13. Quotation for the production and printing of the Bid

ABBREVIATIONS

IOC: International Olympic Committee

MOC: Malawi Olympic Committee

OC: Olympic Charter

R...: Olympic Charter Rule...

BLR...: Olympic Charter Bye-Law to Rule...

OCOG: Organising Committee of the Olympic Games

IF: International Federation

ASOIF: Association of Summer Olympic International Federations

AIOWF: Association of the International Olympic Winter Sports Federations

NOC: National Olympic Committee

IPC: International Paralympic Committee

ANOC: Association of National Olympic Committees

ANOCA: Association of National Olympic Committees of Africa

OCA: Olympic Council of Asia

PASO: Pan-American Sports Organisation

ONOC: Oceania National Olympic Committees

EOC: The European Olympic Committees

CAS: Court of Arbitration for Sport

OGKM: Olympic Games Knowledge Management Programme

WADA: World Anti-Doping Agency

IOA: International Olympic Academy

APPENDIXES

APPENDIX 1

MALAWI OLYMPIC COMMITTEE CONSTITUTION (2010)

Submitted as an attachment.

APPENDIX 2

MALAWI NATIONAL COUNCIL OF SPORTS ACT

Submitted as an attachment.

APPENDIX 3

OLYMPIC CHARTER

APPENDIX 4

IOC OFFER TO NOCs TO BID FOR 129TH IOC SESSION

From: Céline Etienne [mailto:celine.etienne@olympic.org] **On Behalf Of** Christophe De Kepper

Sent: Wednesday, June 19, 2013 5:20 PM

To: Malawi Olympic Committee

Cc: Christophe De Kepper; Sylvia Zulauf-Courtine; Elizabeth Commissaire

Subject: RE: 129th IOC Session - 2017 - Malawi

Dear Ms Mpinganjira,

Please kindly find attached a letter addressed to you from Mr. De Kepper, IOC Director General.

Kind regards,

Céline Etienne

Direction générale

Office of the Director General

INTERNATIONAL OLYMPIC COMMITTEE

Château de Vidy

1007 Lausanne, Switzerland

Tel +41 (0)21 621 6497

Fax +41 (0)21 621 6351

From: Malawi Olympic Committee [<mailto:info@moc.org.mw>]

Sent: lundi, 8. avril 2013 12:38

To: Céline Etienne

Cc: Christophe De Kepper; Sylvia Zulauf-Courtine; Florence Graf Boillat

Subject: RE: 129th IOC Session - 2017

Dear Sir/Madam,

We refer to your email dated 8th March, 2013 in which NOCs are being requested to express interest to host the 129th IOC Session.

We write to express our intention to host the Session in the City of Lilongwe.

A comprehensive document will be submitted soon.

Regards,

Helene Mpinganjira

SECRETARY GENERAL

From: Céline Etienne [<mailto:celine.etienne@olympic.org>]

Sent: Friday, March 08, 2013 3:06 PM

To: Liste CNO - Présidents; Liste CIO - tous membres

Cc: Christophe De Kepper; Sylvia Zulauf-Courtine; Florence Graf Boillat

Subject: 129th IOC Session - 2017

Mesdames, Messieurs,

Veillez trouver, ci-joint, un courrier de la part de Christophe De Kepper, directeur général, relatif à la 129^e Session du CIO en 2017.

Cordiales salutations.

Dear Sir, Madam,

Please find attached correspondence on behalf of Christophe De Kepper, Director General, in respect of the 129th IOC Session in 2017.

Yours sincerely,

Céline Etienne

Direction générale

Office of the Director General

INTERNATIONAL OLYMPIC COMMITTEE

Château de Vidy

1007 Lausanne, Switzerland

Tel +41 (0)21 621 6497

Fax +41 (0)21 621 6351

APPENDIX 5

IOC OFFER LETTER FOR 127TH SESSION BID GUIDELINES

From: Sylvia Zulauf-Courtine [mailto:sylvia.zulauf_courtine@olympic.org]

Sent: Monday, May 06, 2013 9:21 AM

To: Malawi Olympic Committee

Cc: Céline Etienne

Subject: 129th IOC Session

Dear Ms Mpinganjira,

First of all, I wish to thank for your interest regarding the organization of the IOC Session in 2017.

The information documents for the 129th IOC Session are currently under revision and will be sent to the applicant cities next July.

However and in order for you to evaluate the necessary needs, please find enclosed, the documents that were given to the applicant cities bidding for the 127th IOC Session which, as you may know, will take place in Kuala Lumpur in 2015.

Please note that the IOC now requests that the Session must be held in a congress centre that can meet the needs of a Session with a host city election, and can also offer sufficient hotel rooms nearby.

Please feel free to contact me again,

In the meantime, I remain,

Yours sincerely,

Sylvia Zulauf-Courtine
Event manager
INTERNATIONAL OLYMPIC COMMITTEE
Château de Vidy
1007 Lausanne, Switzerland
Tel +41 (0)21 621 6302
Fax +41 (0)21 621 6352
Email sylvia.zulauf_courtine@olympic.org

APPENDIX 6

129TH IOC SESSION TECHNICAL MANUAL

This manual is submitted separately as an attachment

APPENDIX 7

MINUTES OF THE MEETING HELD ON 30TH AUGUST, 2013 AT LILONGWE CITY COUNCIL OFFICES TO DISCUSS THE PROGRESS ON THE BIDDING FOR THE 129TH INTERNATIONAL OLYMPIC COMMITTEE (IOC) SESSION.

2.0 Present

- 2.1 Jappie Mhango – Malawi Olympic Committee
- 2.2 Henry Sakala – Lilongwe City Council
- 2.3 Edgar Gondwe – Malawi Olympic Committee
- 2.4 Sarah Njanji – Ministry of Tourism, Wildlife and Culture
- 2.5 Henderson Chilenga – Malawi Defense Force
- 2.6 Joseph Mazaza – Ministry of Youth and Sports
- 2.7 Justice Msopera – Ministry of Youth and Sports
- 2.8 C Chirwa – Malawi National Council of Sports
- 2.9 Benson Mtajiri – National Police Headquarters

3.0 Briefing

Mr. Jappie Mhango welcomed all members present and requested that previous minutes be read to which all members agreed.

Minutes were read with a few changes being made which are:

- Ministry of Tourism and Culture instead of Tourism, Wildlife and Culture
- On hotel ratings it should be standard hotels to star graded
- On transport there is an additional airline called Proflight flying between Lusaka and Lilongwe.
- Though negotiations are under way, no airline should be mentioned at this stage.

There being no any amendments, the minutes were adopted.

4.0 Hotel Accommodation

Ministry of Tourism and Culture maintained that all remain the same and had nothing further to give.

5.0 Transport

Ministry of Transport and Public Works was not represented and therefore the team asked Ministry of Youth and Sports through Mr. Mazaza to touch base with them and make sure that they do their part. Touch base to be done soon after the meeting.

6.0 Security

They provided a note on security in terms of a proposed security plan.

7.0 Lilongwe City Council

Lilongwe City Council explained that the city is ready to host the event if bidding is successful. Despite their insistence, there is little being done in terms of representation from the central office.

8.0 Resolutions

The meeting resolved that the following be done with immediate effect:

- 8.1 Ministry of Tourism and Culture should provide pictures for hotels, conference facilities, media galleries and sites of attraction.
- 8.2 Malawi Olympic Committee should bring a laptop and a projector to beam the video clips to the meeting.
- 8.3 Lilongwe City Council to provide road network with assistance from National Roads Authority and Ministry of Transport.
- 8.4 The Ministry of Youth and Sports should touch base with all those departments that are failing to attend especially Ministry of Transport. Mr. Mazaza is the reference point. Civil Aviation to be contacted through Ministry of Youth and Sports.
- 8.5 With all information collected, the bid document will be compiled and finished on Wednesday 4th September 2013.
- 8.6 Next meeting will be held on 4th September, 2013 at 09:00 hours at
Lilongwe City Council Offices (Civic Offices)
- 8.7 All stakeholders should make sure that they do their pieces diligently as time is not on our side.

8.8 Ministry of Youth and Sports will help on those facing difficulties in meeting their schedules provided they shout.

9.0 Closing Remarks

The Chairperson, Jappie Mhango thanked members for their attendance to the meeting and encouraged all to double their efforts.

ATTENDANCE LIST

NO	NAME	ORGANIZATION	E-MAIL	MOBILE
1	Jappie Mhango	Malawi Olympic Committee	jappiemhango@yahoo.com	0999 919 739
2	Henry Sakala	Lilongwe City Council	henrysakala69@yahoo.com	0888 378 574
3	Edgar Gondwe	Malawi Olympic Committee	gondweedgar@gmail.com	0888 306 503
4	Sara Njanji	Ministry of Tourism	snjanji@yahoo.com	0999 049 439
5	Henderson Chilenga	Malawi Defence Force	mhchilenga@yahoo.co.uk	0999 229 223
6	Joseph Mazaza	Ministry of Youth and Sports	mazazajoseph52@gmail.com	0888/999 762 676
7	Justice Msopera	Ministry of Youth and Sports	jmsopera@yahoo.com	0999 344 610
8	C Chirwa	Malawi Council of Sports	rsdocentre@gmail.com	
9	Benson Mtajiri	Malawi Police Service	bmtajiri@gmail.com	0884 105 191

APPENDIX 8

MINUTES OF THE MEETING HELD ON 22ND AUGUST, 2013 AT LILONGWE CITY COUNCIL OFFICES TO DISCUSS THE BIDDING PROCESS FOR THE 129TH INTERNATIONAL OLYMPIC COMMITTEE (IOC) SESSION.

10.0 Present

- 10.1 Jappie Mhango – Malawi Olympic Committee
- 10.2 Francis Luwani – Ministry of Transport
- 10.3 Henry Sakala – Lilongwe City Council
- 10.4 Edgar Gondwe – Malawi Olympic Committee
- 10.5 Sarah Njanji – Ministry of Tourism, Wildlife and Culture
- 10.6 Henderson Chilenga – Malawi Defense Force
- 10.7 Joseph Mazaza – Ministry of Youth and Sports
- 10.8 M.J.K. Chiundira – Department of Housing
- 10.9 Justice Msopera – Ministry of Youth and Sports
- 10.10 Isaac Phiri – Malawi National Council of Sports
- 10.11 Benson Mtajiri – National Police Headquarters

11.0 Briefing on the bidding process

Mr. Jappie Mhango briefed members that for the city to host the IOC Session it needs to consider logistics in the following areas: international airports that can easily connect to international hubs, hotel accommodation that can accommodate about 2500 delegates, convention centre with facilities within walking distances from hotels, local transport, accreditation systems, security, meals and health services.

He further informed members that some of the delegates to IOC Session like IOC President are accorded the Head of State status. The session itself also attracts heads of states and governments.

Mr. Mhango also explained that IOC provided a document to all interested bidders to guide them on the logistical requirements in the bidding process.

He further informed the meeting that once the bid document is submitted to IOC the country is flooded with members from IOC that come for inspection of the facilities or to see where the facilities in preparation for event will be contracted.

12.0 Hotel Accommodation

Ministry of Tourism, Wildlife and Culture highlighted that currently the city has about 1700 rooms from various hotels which rated from standard hotels to 4 star hotels. However, it was indicated that by 2017 when the session will take place the hotels might have increased.

Department of Housing indicated that with approval from government, some guests are accommodated in hired houses the situation that alleviates scarcity of accommodation.

It was also explained that during such major international events various inter-ministerial committees are involved in a number of activities towards thorough preparations of the event.

13.0 Transport

Ministry of Transport and Public Works informed the meeting that currently there are three airlines which are operational in the country but negotiations are under way with Qatar Airlines and Emirates to provide their services in the country. Malawi Airlines will also be operational very soon.

It was also explained that Chileka and KIA airports are under renovations to allow bigger and more airlines to come to Malawi.

14.0 Security

Police and MDF explained that they work hand in hand with NIB and Immigration on issues of security and they have capacity to handle such functions as they always do with other international functions Malawi hosts.

15.0 Lilongwe City Council

Lilongwe City Council explained that the city is ready to host the event if bidding is successful.

16.0 Resolutions

The meeting resolved that:

- 16.1 Malawi should bid to host the 129th IOC session in 2017
- 16.2 Ministry of Transport and Civil Aviation should negotiate with the airlines so that during this event they should send to Malawi larger aircrafts to increase capacity of passengers and increase number of flights between Lilongwe and Blantyre and other international hubs.
- 16.3 Malawi Olympic Committee should send video clips and samples of bid documents, both hard and soft copies, to all members by 26th August 2013.
- 16.4 The finished bid document will be sent to IOC once approved by the government.
- 16.5 The Ministry of Youth and Sports should invite other important stakeholders such as MACRA, Ministry of Information, Immigration, OPC, Foreign Affairs, Ministry of Health and NIB to the next meeting.
- 16.6 Next meeting will be held on 30th August, 2013 at 09:00 hours at Lilongwe City Council Offices (Civic Offices)
- 16.7 All stakeholders should immediately start collecting data which they will submit by the 30th August meeting for consolidation.

OTHER ISSUES

Accreditation

Accreditation of foreign journalists is done on arrival in Malawi by the Ministry of Information. Accreditation fees are US\$100 per journalist. Application for accreditation can be done online.

Waiver on Temporary Importation

The Ministry of Information facilitates waiver on temporary importation of equipment brought for use by foreign journalists in the country. The waiver is granted on condition that the equipment will be brought back to the original country.

It is advisable that a detailed list of equipment is submitted at least 30 days prior to the event.

Television Broadcasting

Television Stations with broadcasting rights from the organisers of the event will be allowed to broadcast live from Malawi.

By 2015, Malawi will have migrated from analogue to digital terrestrial broadcasting in line with the resolution of the International Telecommunications Union (ITU), the United Nations specialised agency for information and communication technologies-ICTs that all member countries are supposed to migrate from analogue to digital television broadcasting by 17th June 2015.

This means Malawi will have not less than twenty (20) Television stations/channels which might be interested to apply/bid for broadcasting rights for the conference.

17.0 Closing Remarks

The Chairperson, Jappie Mhango thanked members for their attendance to the meeting.

ATTENDANCE LIST

NO	NAME	ORGANIZATION	E-MAIL	MOBILE
1	Jappie Mhango	Malawi Olympic Committee	jappiemhango@yahoo.com	0999 919 739
2	Francis Luwa	Ministry of Transport	francisluwani@yahoo.co.uk	0999 570 292
3	Henry Sakala	Lilongwe City Council	henrysakala69@yahoo.com	0888 378 574
4	Edgar Gondwe	Malawi Olympic Committee	gondweedgar@gmail.com	0888 306 503
5	Sara Njanji	Ministry of Tourism	snjanji@yahoo.com	0999 049 439
6	Henderson Chilenga	Malawi Defence Force	mhchilenga@yahoo.co.uk	0999 229 223
7	Joseph Mazaza	Ministry of Youth and Sports	mazazajoseph52@gmail.com	0888/999 762 676

APPENDIX 9

MINUTES OF THE MEETING HELD ON 4TH September, 2013 AT LILONGWE CITY COUNCIL OFFICES MAP THE WAY FORWARD ON THE BIDDING FOR THE 129TH INTERNATIONAL OLYMPIC COMMITTEE (IOC) SESSION.

18.0 Present

- 18.1 Jappie Mhango – Malawi Olympic Committee
- 18.2 Henry Sakala – Lilongwe City Council
- 18.3 Edgar Gondwe – Malawi Olympic Committee
- 18.4 Sarah Njanji – Ministry of Tourism and Culture
- 18.5 Dentex Mtungama – Lilongwe City Council
- 18.6 John Mchilikizo – Ministry of Information
- 18.7 Justice Msopera – Ministry of Youth and Sports
- 18.8 Charity Chirwa – Malawi National Council of Sports
- 18.9 Benson Mtajiri – National Police Headquarters
- 18.10 Henderson Kokha – Immigration
- 18.11 Hastings Phiri – NIB
- 18.12 Francis Kholowa – Civil Aviation
- 18.13 Oscar Kanjala – Malawi Olympic Committee

19.0 Briefing

Mr. Justice Msopera welcomed all members present and requested that previous minutes be read to which all members agreed and were adopted. He explained to members about the meeting as there were a number of new stakeholders attending for the first time. He then requested that MOC to show a sample of how the bidding city can put forward its presentation.

20.0 Malawi Olympic Committee

MOC presented three video clips depicting different situations which were submitted by Gold Coast City of Australia for Commonwealth Games 2018 which was a winning bid. This was aimed at giving member a feel of how bids are done elsewhere.

21.0 Transport

Ministry of Transport and Public Works was not represented but a member from Civil Aviation was present. When asked about their situation, he assured the team that renovations are underway for both Chileka and KIA and felt they will be ready by 2017. He also indicated that they have pictures for the control tower, runways and airport facilities. However, aerial views may need a separate arrangement which might require chartering a plane and hiring cameras.

22.0 Ministry of Tourism

They have provided picture for the main session venue and the city as a whole (both during the day and at night) which members feel is enough but requested that interiors of these rooms be captured so that they can be shown in the document. They have promised to come with extra photos like on recreation and other places of interest.

23.0 Lilongwe City Council

Lilongwe City Council though having nothing to show feels their role is somehow interrelated with those of others. It was overruled that they come up with their own as they are city owners and must have a better knowledge of the city.

24.0 Resolutions

The meeting resolved that the following be done with immediate effect:

- 24.1 Ministry of Tourism and Culture to provide remaining and extra pictures. They requested that for interiors they need to be in time informed so that they get access permission.
- 24.2 Malawi Olympic Committee should be prepared to shoulder the cost of hiring experts if we are beat the timeline.
- 24.3 Lilongwe City Council to provide road network and all other plans that will materialize by 2017. These can be hotels, roads and other infrastructure of interest that will develop in the city
- 24.4 The Ministry of Youth and Sports together with Civil Aviation should touch base with Ministry of Transport as they still have a big role to play.
- 24.5 Ministry of Youth and Sports to include Ministry of Health on invitation list for their input.

24.6 Ministry of Information to come up with information on accreditation requirement and any other helpful information. They have assured the team that come 2015 the scenario will change as the broadcasting systems will change to digital.

24.7 All stakeholders need to come up with pieces of information that will be helpful to the formulation of the bid document. These should include even plans or pictures which will be ready by 2017.

24.8 Next meeting will be held on 6th September, 2013 at 09:00 hours at Lilongwe City Council Offices (Civic Offices) during which all stakeholders' information will be combined to produce one document which will be a draft bid.

25.0 Closing Remarks

The Chairperson, Justice Msopera thanked members for their attendance and their contributions to the meeting but warned that time is not on our side therefore there is need for all to provide information on Friday 6th September, 2013.

ATTENDANCE LIST

NO	NAME	ORGANIZATION	E-MAIL	MOBILE
1	Jappie Mhango	Malawi Olympic Committee	jappiemhango@yahoo.com	0999 919 739
2	Henry Sakala	Lilongwe City Council	henrysakala69@yahoo.com	0888 378 574
3	Edgar Gondwe	Malawi Olympic Committee	gondweedgar@gmail.com	0888 306 503
4	Sara Njanji	Ministry of Tourism	s_njanji@yahoo.com	0999 049 439
5	Henderson Kokha	Immigration		0881 470 727
6	Hastings Phiri	NIB	hestingphiri@gmail.com	0999 257 812
7	Justice Msopera	Ministry of Youth and Sports	jmsopera@yahoo.com	0999 344 610

8	Charity Chirwa	Malawi Council of Sports	rsdocentre@gmail.com	0888 829 402
9	Benson Mtajiri	Malawi Police Service	bmtajiri@gmail.com	0884 105 191
10	Dentex Mtungama	Lilongwe City Council	dentexm@gmail.com	0884 449 647
11	John Mchilikizo	Ministry of Information	John.mchilikizo@gmail.com	0888 569 425
12	Francis Kholowa	Civil Aviation	francykholowa@yahoo.co.uk	
13	Oscar Kanjala	Malawi Olympic Committee	Kanjalao@yahoo.com	0999 950 367

APPENDIX 10

IOC ACKNOWLEDGEMENT

This document is submitted separately as an attachment.

APPENDIX 11

IMMIGRATION REQUIREMENTS FOR MALAWI

APPENDIX 12

STANDARD LETTER REQUESTING NOCs FOR INFORMATION ON DEVELOPING IOC BIDS

Oscar C. Kanjala,
Malawi Olympic Committee,
P. O. Box 31757,
Lilongwe, Malawi.
29th October, 2013.

Dear President/SG,

REQUEST FOR INFORMATION ON HOSTING IOC AND OTHER MAJOR EVENTS.

I send you warm greetings from Malawi.

I am conducting a research on the success and potential chances of African states hosting major world sporting events. I am mindful of the successes that South Africa has so far achieved in hosting some events, including the Rugby World Cup, Football World Cup, the 123rd International Olympic Committee (IOC) Session and the recent (2013) World Anti-Doping (WADA) Congress.

My main interest is to understand what, in your opinion, has been the key factors to winning the bid to host such events. Secondly I would wish to know if at all, based on these previous successes your country intends to bid for other future World sporting events, like the Olympic Games.

If possible I would be very delighted to be furnished with draft copies of the related bid documents. All information relating to my research would be handled with strict confidentiality. At your request I would also gladly share the results of my research with you.

I eagerly look forward to hearing from you.

Yours Sincerely,



