

OTHER OLYMPIC GAMES MATTERS

Technical Manual on

Other Olympic Games Matters





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International Olympic Committee

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I. Global Reference Data

Name **Technical Manual on Other Olympic Games Matters**

Date/Version November 2005

Note This manual is part of the IOC Host City Contract. It will often refer to other IOC documents and manuals in an effort to synthesize information under specific functions.

In order to provide Games organisers with a complete picture of a Games function, both Olympic and Paralympic information is integrated within the technical manuals. General information may apply to both Olympic and Paralympic Games even though not explicitly mentioned, while Paralympic-specific information is identified as such.

Disclosure

The material and the information contained herein are provided by the IOC to be used for the sole purpose of preparing, organising and staging an edition of the Olympic Games. This material and information is the property of the IOC and may not be disclosed to third parties or the general public, whether in whole or in part, without the prior written approval of the IOC. Sharing of such material and information is only permitted, under the condition of strict confidentiality, with third parties assisting in the preparation, organisation and staging of an edition of the Olympic Games.



II. Changes from Previous Version

Introduction This section lists the changes found in this version in relation to the previous version of May 2004.

Context This manual is a collection of appendices previously attached with the IOC Host City Contract as part of the IOC initiative to update and standardise the technical manuals provided to OCOGs.

X

Changes from the previous version consist of the following:

Section	Status
Provisions Regarding Transport	Section has been entirely removed. Content has been incorporated into the new Technical Manual on Transport .
Provisions Regarding Insurance	A new clause has been added concerning Cancellation Insurance.
Provisions Regarding IOC Medical Commission	Section has been entirely removed. Content has been incorporated into the new Technical Manual on Medical Services .
Provisions Regarding World Anti-Doping Agency	Section has been entirely removed. Content has been incorporated into the new Technical Manual on Medical Services .
Provisions Regarding Culture, Heritage and IOC Archives	This section has been updated with clarifications and more detail concerning the deliverables for the IOC Museum and IOC archives, including film, video and photo material. Information on Publications has been moved to the Technical Manual on Communications .



III. Related Documents

List

The following is a list of all documents this Technical Manual refers to:

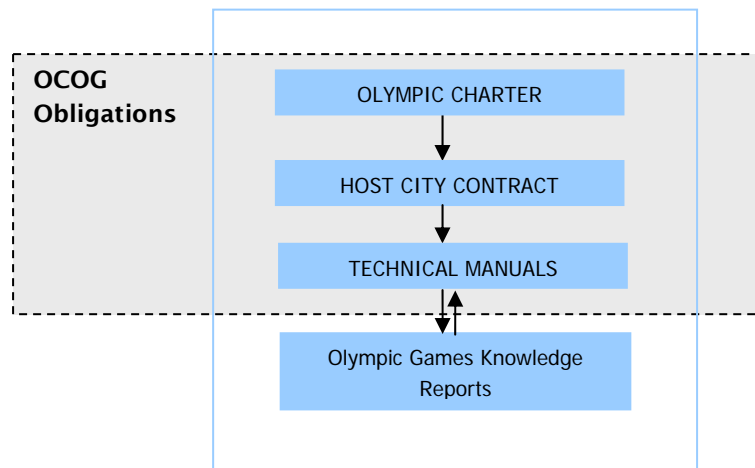
- Olympic Charter
- Host City Contract
- Joint Marketing Programme Agreement
- Technical Manual on Brand Protection
- Technical Manual on Hospitality
- Technical Manual on Communications



IV. Information Road Map

Introduction The aim of this section is to explain how the Technical Manuals fit into the general context of the various IOC guidelines and supporting documents. The Technical Manuals are part of an information chain that needs to be clearly understood by all Games organisers including OCOGs, government entities, and partners, as well as by bidding cities. This will enable them to understand their obligations and distinguish them from the recommendations and advice provided through the Olympic Games Knowledge Programme.

Presentation The diagram below illustrates the “information road map” and the position of the Technical Manuals within the context of other related documents. Each of the documents is described in more detail on the following pages.



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IV. Information Road Map, Continued

Olympic Charter (OC) The Olympic Charter governs the organisation and operation of the Olympic Movement, and stipulates the conditions for the celebration of the Olympic Games. It is the codification of the:

- Fundamental Principles
- Rules
- Bye-laws

as adopted by the IOC. Thus, the Olympic Charter represents the permanent fundamental reference document for all parties of the Olympic Movement. It can only be modified with the approval of the IOC Session. The Olympic Charter is updated periodically and therefore, the only applicable version is the most current version.

Host City Contract (HCC) The Host City Contract sets out the legal, commercial, and financial rights and obligations of the IOC, the host city and the NOC of the host country in relation to the Olympic Games. The Host City Contract represents the written agreement entered into between the:

- IOC, on the one hand
- Host city and NOC of the host country, on the other hand

In case of any conflict between the provisions of the Host City Contract and the Olympic Charter, the provision of the Host City Contract shall take precedence.

The Host City Contract is signed by the IOC, the host city and the NOC of the host country immediately following the announcement by the IOC of the host city elected to host the Olympic and Paralympic Games. As such, the Host City Contract is specific to each edition of the Olympic Games, and may vary from Games to Games due to changes and modifications.

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IV. Information Road Map, Continued

Technical Manuals

The Technical Manuals annexed to the Host City Contract form an integral part thereof. They contain the following information regarding a given subject/theme of Olympic Games organisation:

- Detailed technical obligations
- Planning information
- Procedures and processes
- Proven practices

Thus, they provide the technical requirements and information for the implementation of the key functions by the OCOGs and their partners. The IOC may amend the Technical Manuals and update them as necessary to include the most recent and relevant information for the Games organisers. Therefore, the only applicable version of any Technical Manual is the most current version. The English version of the manuals shall prevail.

Olympic Games Knowledge Reports (Formerly called "TOK Guides")

The Olympic Games Knowledge Reports* represent a description of practices and experiences from previous Games organisers, referring to a given local host city context and environment.

The reports contain:

- Technical and organisational information from the OCOG's point of view referring to a given edition of the Olympic Games. This can include practice examples, scale and scope data, as well as information on resources, planning, strategy and operations.

They do not contain:

- Legal obligations
- IOC recommendations

Once edited after each edition of the Olympic Games, the Olympic Games Knowledge Reports are no longer modified. For this reason, there is one version of reports that is specific to each edition of the Olympic Games.

** These reports are part of the Olympic Games Knowledge Programme put in place by the IOC to facilitate the transfer of Olympic Games Knowledge and assist in the exchange of information from one Olympic Games to the next. The programme comprises several components (written information, workshops etc.) and features the Olympic Games Knowledge Reports as one of its key elements. These reports can be found on the Olympic Games Knowledge Extranet.*



V. Olympic Games Study

Introduction This section provides an introduction to the work undertaken by the IOC that directly impacts Games preparation, operations, and long-term sustainability. Therefore, it is crucial for the reader of this manual to understand the general context and philosophy of the IOC, which will help adopt the mindset of cost consciousness and continuing improvement introduced by the IOC. Detailed technical recommendations from Olympic Games Study have been incorporated directly in the manual-specific content.

Games Study Commission The Olympic Games Study Commission was established by IOC President Jacques Rogge to analyse the current scale and scope of the Olympic Games and the Olympic Winter Games. The Commission's mandate was to propose solutions to manage the inherent size, complexity and cost of staging the Olympic Games in the future, and to assess how the Games can be made more streamlined and efficient.

The decision to undertake this work recognises the IOC's desire to maintain the position of the Games as the most important sporting event in the world while, at the same time, balancing the need to keep the impacts associated with Games organisation under reasonable control. In particular, the IOC addressed measures to ensure that Games Host Cities do not incur greater expenses than are necessary for the proper organisation of the Games.

The IOC ensured that proposed measures should not undermine the universal appeal of the Games, nor compromise the conditions which allow athletes to achieve their best sporting performance, and which allow the media to transmit the unique atmosphere and celebration of the Games to the world.

The Commission presented its complete report to the IOC Session in Prague in July 2003. At this meeting, the general principles and detailed recommendations were adopted as well as the calendar of dates for the implementation of these recommendations.

The IOC Olympic Games Department owns the task of managing the detailed implementation of all recommendations. The objective is to integrate the recommendations and principles of the study into the general IOC guidelines and Games management processes, so that future Games organisers will automatically work from this basis. At the same time, it is key that the organisers understand and adopt its general philosophy and guiding principles.

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V. Olympic Games Study, Continued

Main Recommendations of Games Study Report

The Olympic Games Study report lists 117 detailed practical recommendations, which have been structured according to five major themes. Please note that the detailed recommendations have been incorporated in relevant parts of the Technical Manuals. Detailed information can be found in the complete report; however, the following represents a general explanation of the five major themes:

1. Games Format

The IOC should re-affirm the following Olympic Charter principles:

- The Olympic Games are awarded to a single Host City
- The duration of competitions shall not exceed 16 days
- Only sports practised on snow and ice may be considered as winter sports

2. Venues & Facilities

Minimise the costs and maximise the use of competition, non-competition and training venues and guarantee an efficient usage in terms of time, space and services, while taking into consideration the needs of the Olympic Family.

3. Games Management

Recognising the fact that the Games are evolving, the IOC should clearly define its role and responsibilities within the Olympic Movement vis-à-vis all involved parties with the objective of improving Games governance. The OCOG should adopt more effective business processes with the objective of creating a more efficient and coordinated Games management through work practices that maximise all resources.

4. Number of Accredited Persons

The IOC should establish appropriate guidelines and find ways of containing (and ideally decreasing) the overall number of accredited persons on the occasion of the Games. The focus should be on groups that have experienced the most dramatic increases, those that have more flexible rules and those that do not have any maximum numbers.

5. Service Levels

Stop the ever increasing "benchmark inflation" that arises from comparisons of services provided at past Games or other major events. Service levels should be of a reasonable standard and be adapted to each client groups' real needs. Acceptable risk levels must also be addressed with some key stakeholders.

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V. Olympic Games Study, Continued

Games Debriefing & Post-Games Analysis

Games Debriefing

Following every edition of the Games, a formal debriefing is conducted with the participation of the following:

- IOC
- OCOG having just organised the Games
- OCOG to organise the subsequent edition of the Games in four years time

The debriefing takes place within months immediately following the Games, and in the city of the next OCOG. At this time, a high-level analysis is conducted on the strategy, planning and operations of that specific edition of the Games, with the intention of passing on key conclusions and recommendations for the next organisers to improve the delivery of the Games.

Post-Games Analysis

Based on the various analysis, reports, and observation of each Games edition, the IOC gathers all relevant information and presents a final summary report. Within this report, the IOC proposes the major policy changes and key actions necessary to implement improvements for future Games. Following the necessary approval, these key conclusions are adopted and integrated into the IOC guidelines, forming the framework for future Games organisers.

Olympic Games Global Impact (OGGI)

In recognising the importance of sustainable development and social responsibility, the IOC launched the OGGI project with the objective to:

- Measure the global impact of the Olympic Games
- Create a comparable benchmark across all future Games editions
- Help bidding cities and future organisers identify potential legacies to maximise the Games' benefits

OGGI takes into account the specificities of each Games and related host city context, and covers economic, social and environmental dimensions. The main OGGI report forms part of the Official Report to be produced by the OCOG after each Games, and therefore is an official requirement to be fulfilled by each Host City.

The OGGI project allows for the IOC to measure the long-term implications of Games organisation, in order to analyse the global impact of the Games on a given host city. Based on the findings, the IOC integrates the appropriate changes to maintain the long-term viability and success for the Games in keeping with the ideals of the Olympic Movement.

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V. Olympic Games Study, Continued

Key Messages

- As a responsible organisation, the IOC wants to ensure that host cities and residents are left with the best possible legacy in terms of venues, infrastructure, environment, expertise and experience.
- Bigger does not necessarily mean better and higher expenditure does not necessarily guarantee the quality of the Games. The IOC made clear that excessive or unjustified costs and infrastructure could even be counterproductive.
- Games Study should involve the commitment and participation of all Olympic stakeholders, as the improvements will ultimately be to their benefit as well. The notions of "teamwork" and striving for the same goal are key in this context.
- It has to be ensured that the underlying philosophy and conclusions with regard to the size and complexity of the Olympic Games are widespread, understood, and properly assimilated within the Olympic Movement and beyond.
- No single recommendation can provide a solution, but the sum is reflective of an attitude and mindset that should be adopted by all parties of the Olympic Movement.
- Underpinning this approach, the IOC has strengthened its support and collaboration with the Games organisers through, for example, enhanced Games management processes, and a strong transfer of knowledge programme to provide assistance and advice as needed.



VI. Introduction

- Context** The majority of the content found in this manual previously existed as the smaller appendices attached to the Host City Contract (HCC). These appendices have all been included in this Technical Manual, or may now be covered in new technical manuals. Information from other areas or sources may also be added to this manual.
- Objectives** The objectives of the Technical Manual on Other Olympic Games Matters are to:
- Address technical requirements for specific areas or topics that are not covered in any other existing function-based Technical Manuals.
 - Outline the basic existing requirements of key functional areas that are scheduled to be elaborated in a more detailed function Technical Manual at a later stage.
 - Consolidate various smaller and specific requirements for which it would not be justified to create a separate Technical Manual.
- Limits** This manual does not claim to be exhaustive or to cover all aspects of a given subject and, in general, does not provide best practice solutions or recommendations. It focuses on specific areas or projects that are currently existing IOC requirements, and are therefore specific obligations that Games organisers must fulfil.
- Target Audience** The target audience for this manual is:
- Candidate Cities
 - OCOG staff working directly within, or in relation to these relevant departments
 - For other entities working with the OCOG, including public agencies, providers or partners



VII. Executive Summary

Content of the manual The manual covers the following topics:

- Marketing
- Insurance
- Culture, Heritage, and IOC Archives
- Court of Arbitration for Sport (CAS)




Obligations The focus of this manual is on specific obligations that OCOGs must fulfil in the above-listed areas. Therefore, this manual does not make a distinction between obligatory and recommended or best practice elements, as they should all be considered obligatory deliverables for the OCOGs.



VIII. Specific Glossary

Presentation Please refer to the Official Core Terminology on Olympic and Paralympic Games for the definition of any terms used in this manual. This core terminology comprises approximately 400 general terms that are amongst the most used terms for Olympic Games organisation.

Icons The following table provides definitions of the icons and colours used in this manual.

Icon and Colour	Type of Information
	Third party reference
	IPC Reference
	Cross-Reference

Disclaimer Please note that these symbols as well as the grey background indicating OCOG obligations are used for illustration purposes to guide the reader through this manual, without however limiting the general validity and contractual character of this document.



List of Provisions

Executive Summary

Introduction The following section lists the obligations of certain subjects which were previously found as attachments to the IOC Host City Contract. Therefore, all the items found in these provisions are considered obligations and must be satisfied as terms of the IOC Host City Contract.

Contents This section contains the following subjects:

Topic
1.0 IOC Marketing Guidelines
2.0 Provisions Regarding Insurance
3.0 Provisions Regarding Education and IOC Archives
4.0 Provisions Regarding the Court of Arbitration for Sport





1.0 IOC Marketing Guidelines

Introduction This section presents Guidelines related to IOC Marketing in addition to those in the main body of the Host City Contract.

Marketing Plan Agreement
X As referenced in the [Host City Contract](#), a [Marketing Plan Agreement](#), as prepared by the IOC, shall be executed between the IOC and the OCOG. The objective of the Marketing Plan Agreement is to identify all aspects of the management related to the marketing programme of the Games. The City, the NOC and the OCOG acknowledge and agree that:

- Pursuant to the Host City Contract, the Games are the exclusive property of the IOC and that the IOC owns all rights concerning their exploitation and is entitled to assign them at its sole discretion;
- It is of great significance to the IOC and the Olympic Movement that the marketing programme be developed and conducted in such a manner as to protect and to preserve the integrity of the Olympic Movement and to enhance the goodwill of the IOC, the National Olympic Committees and the Organising Committees of Olympic Games subsequent to the Games in respect of marketing opportunities as well as to protect and enhance the NOC's and the IOC's long-term relationship with the business community, and the OCOG shall take all appropriate steps to this effect; and
- The IOC has completed significant research and work on the Olympic image and the OCOG agrees to act at all times in a manner which protects, builds, and enhances the Olympic image.

The Marketing Plan Agreement shall address key issues concerning the domestic marketing plan, implications vis-à-vis the International Programme, the worldwide suppliership programme and the worldwide licensing programme, operational implications of the marketing plan as well as other related administrative and intellectual property matters.

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1.0 IOC Marketing Guidelines, Continued

Development of the International Programme, the Worldwide Suppliership Programme, the Worldwide Licensing Programme and the Domestic Programme	<p>The structure and content of the International Programme, the worldwide suppliership programme, the worldwide licensing programme and the domestic programme, including but not limited to the management structure, product categories, pricing and nature of marketing rights, shall rest solely with the IOC, in accordance with experiences of Olympic Games prior to the Games.</p> <p>As concerns the International Programme, the worldwide suppliership programme and the worldwide licensing programme, the IOC shall have the sole authority of deciding on the division of revenues between the OCOG (including the share to be allocated to the NOC) and the Organizing Committee for the XX Olympic Winter Games.</p>
Financial Aspects of the Olympic Marketing Programme X	<p>The financial aspects of the domestic programme shall be governed in accordance with the Host City Contract.</p> <p>In accordance with the terms of the Marketing Plan Agreement and for the purposes of securing the due and proper performance by the OCOG of its covenants and obligations in respect of the Marketing Plan Agreement, the IOC shall retain a percentage of the OCOG's net cash share of the International Programme.</p>
Hospitality and Ambush Prevention X	<p>The obligations contained in the Host City Contract concerning hospitality and ambush prevention are supplemented through the Marketing Plan Agreement, the Technical Manual on Hospitality and the Technical Manual on Brand Protection.</p>



2.0 Provisions Regarding Insurance

Introduction

This section describes existing provisions regarding insurance.

OCO Insurance in Respect of All Risks Associated with Games

The protection of the revenues generated pursuant to the Games, the protection of persons, as well as the problems related to liability, require a sophisticated insurance program. The Games insurance program should be based on an exhaustive risk analysis.

The OCOG shall secure and maintain, well in advance of the Opening Ceremony of the Games and for some time after the Closing Ceremony, at its expense, adequate insurance coverage in respect of all risks associated with the planning, organizing and staging of the Games. Such risks shall include, without limitation:

- Third parties risks (e.g. Olympic Family, competitors, teams officials and other team personnel, volunteers, local population, spectators, sponsors, media, all accredited persons at the Games) in order to cover all such third parties against, without limitation, bodily injury, property damage or purely financial risks including professional liability;
- Product liability (resulting from the sale of products specifically carrying the OCOG emblem or other OCOG trademarks or otherwise licensed or authorised by the OCOG);
- Directors and officers;
- Accident and medical health, including repatriation;
- Property damage;
- Crime;
- Fidelity (intended to cover the risks of ticketing, fraudulent use of E.D.P. systems or embezzlement of securities);
- Financial risks such as cancellation policy;
- Risks of construction (where the OCOG is responsible for specific construction projects);
- Risks connected with the broadcasting and reproduction of the Games by any means whatsoever; and
- All other risks in connection with the Games.

The Games insurance program and the extent and level of coverage shall be subject to the prior written approval of the IOC. This shall not relieve the City, the NOC or the OCOG of their responsibilities.

Cancellation Insurance

If the OCOG plans to acquire cancellation insurance in relation to the Games, the OCOG shall give the IOC the option to include the OCOG in the IOC's insurance programme.

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2.0 Provisions Regarding Insurance, Continued

**IOC as
Additional
Insured**

The OCOG shall designate and maintain the IOC as an additional named insured in all policies of insurance in connection with the Games.

**OCOG Reports
to IOC**

The OCOG shall report to the IOC, from time to time and upon its request, in respect of all matters of risk and insurance.



3.0 Provisions Regarding Culture, Heritage, and IOC Archives

Introduction	This section lists provisions regarding Olympic-related Education and the IOC Archives.
Support to IOC Museum Activities	The OCOG shall provide to the IOC Olympic Museum the necessary staff to assist at Olympic Museum stand, and perform the necessary functions at the Games. This staff may be volunteers, but should be identified before the opening of the Olympic Village, and trained appropriately by the IOC before the assignment. The OCOG shall also provide enough space (minimum 60m ² room space) within the International Zone of the Olympic Village to conduct the Olympic Museum operations.
Education	The IOC Olympic Museum has gained much knowledge and experience with respect to Olympic-related education, as well the knowledge and expertise found within the IOC. This represents a source of expertise and valuable resource for the OCOG, and may be consulted and integrated for these types of activities.
Copies of Objects and Materials for IOC Archives X	<p>The OCOG shall provide to the IOC, free of charge, for its archives, three (3) sets of all objects directly relating to the Games, including but not limited to all reference materials, medals (note, however, the increased number of Olympic medals to be provided as per the main body of the Host City Contract), Olympic torches (as mentioned in the Host City Contract), entry tickets, publicity materials, Olympic coins and banknotes, flags, uniforms, costumes and accessories used at the ceremonies at the Games, licensed products, decorations, posters and other souvenir-type items.</p> <p>Negotiable Elements</p> <p>Based on the unique Games context, many unique items related to an Olympic Games may be valuable for posterity. The OCOG shall work with the IOC Olympic Museum, beginning 6 months before the start of the Games, in order to identify the appropriate objects to be included within the Museum collection, and agree on a working process for their collection.</p>

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3.0 Provisions Regarding Culture, Heritage, and IOC Archives, Continued

**Copies of
Objects and
Materials for
IOC Archives
(continued)**
X

Non-Negotiable Elements

As referenced in the [Host City Contract](#), certain items must be delivered by the OCOG, which are listed below:

Item	#
Torches	40
Safety lamps (if they exist)	1
Winners' medals, 1st place, gold	20 (minimum)
Winners' medals, 2nd place, silver	20 (minimum)
Winners' medals, 3rd place, bronze	20 (minimum)
Moulds of the winners' medals (obverse, reverse)	All
Official commemorative medal	20
Winners' diploma, 1 st , 2 nd and 3rd place	5 each
Diploma of honour, 4 th , 5 th , 6 th , 7 th , 8th place	3 each
Participants' diploma	10
Official poster of the Games	10
Complete set of posters of the sports on the Olympic programme (if produced) - Number of sets	5
Bouquet, crown or any other item presented to the medallists or the Olympic champion only - Number of each item to be provided	3
Complete Opening Ceremony kit	3
Complete Closing Ceremony kit	3
Mascots (figurines, soft toys or dolls, available in the various versions produced) - Number of items per version to be provided	3
Complete volunteers' uniforms - number of sets by uniform type	1
Money (coins or notes) from the numismatic programme - Number of each set to be provided	2

Continued on next page



3.0 Provisions Regarding Culture, Heritage, and IOC Archives, Continued

OCOG Film, Video and Photographic Material

Official Film

The OCOG will be responsible, at its expense, to produce an official Olympic Film of the Games, as a visual, historical record of the Games. The production shall be done in a format as agreed with the IOC. Only one film production will be considered the Official Film of the Games. The script, the name of the producer, and the production plan of the Official Film must be submitted to the IOC for approval no later than eighteen (18) months before the Games. The edited, final version must be approved by the IOC before release. Any plan for the distribution, broadcast or sale of the Official Film must be approved and coordinated with the IOC.

Archive

The OCOG must deliver to the IOC, at the OCOG's expense, and according to the terms determined by the IOC, the following:

- The original edited official film as well as all out takes, including the accompanying logsheets in English for both the film and out takes, in a format as agreed with the IOC.
- A digital copy (or master version) of all other films, including technical and biomechanical films, as well as accompanying log sheets or scripts in English, in a format as agreed with the IOC.
- A digital version (high definition) of its entire photo archives, including the appropriate log sheets in English, in a format as agreed with the IOC.
- A digital copy (or master version) of the entire OCOG video library, including the accompanying log sheets in English, in a format as agreed with the IOC.
- Audio recording of the national anthems used during Medals Ceremonies,

Copyrights of the official Olympic film, any technical and biomechanical films, photographs, and video shall be registered, from inception, in the name of the IOC. Notwithstanding the foregoing the IOC reserves the right to assume all rights and obligations relating to the Official Film of the Games. The IOC may produce other films in relation to the Games and shall be entitled to authorise appropriate accreditations in this respect.





4.0 Provisions Regarding Court of Arbitration for Sport

Introduction	This section describes the provisions relating to the CAS.
Rooms and Offices	<p>The OCOG shall provide, at its expense, to the CAS the following rooms, offices and equipment for a period determined by the IOC.</p> <ul style="list-style-type: none">- 1 hearing room for at least 24 people, including interpretation booths (90m²);- 1 meeting room for at least 12 people (45m²);- 2 small breakout meeting rooms for at least 6 people (25m²);- 1 office for the CAS President;- 1 office for the CAS Secretary General;- 2 offices for the CAS secretariat (with at least 4 + 2 workstations); and- A welcome area (reception). <p>All the above-mentioned rooms (8 plus reception) must be separate from one another (i.e. no open-plan offices). The CAS offices must not be mixed with other offices (e.g., those of the IOC or OCOG). They must be located in or within close proximity to the hotel where the CAS delegation members are staying.</p> <p>The CAS offices must be equipped with technical equipment in accordance with a precise list which will be prepared in due course (telephones with voice mail, fax, printers, photocopier, television and video recorder, bookshelves, interpreters' booths, microphones, recording equipment and Internet connections).</p>
Interpreters	The OCOG shall also provide, at its expense, interpreters and the technical equipment reasonably required by the CAS for the meetings referred to above.
Administrative Assistants at the Games	The OCOG shall provide the CAS with a minimum of two (2) administrative assistants in order to assist the members of the CAS delegation in the performance of their functions at the Games.
Security	The OCOG shall guarantee proper security of the CAS offices during the Games.
Miscellaneous	In case of divergent interpretation of these Provisions and/or for any other matter not provided for in these Provisions, the IOC shall decide.