



Olympic Committee of Israel

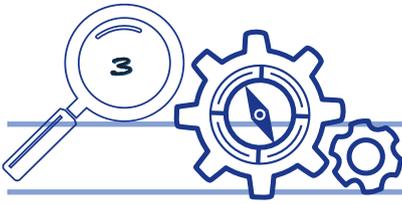
The Strategic Plan and Gender Standardization as a Compass for Instilling Gender Equality 2020-2024



#Faster #More Equal #More Just



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Message from the Chair and CEO of the Olympic Committee of Israel

We are at an important milestone when the International Olympic Committee has launched a strategic road map for the future of the Olympic Movement within the 2020 Olympic agenda to include encouragement, support and promotion of women and girls in sport at all levels, making significant changes to achieve equality between the genders.

We at the Olympic Committee of Israel have joined the call made by Dr. Thomas Bach, President of the Olympic Movement, to reduce gender gaps in sport and to strive for equality between the genders through commitment and responsibility, by making an influence and serving as an example to sport organizations in Israel.

As early as 2018, equality was implemented in effect in the Youth Olympic Games which took place in Argentina, and the Tokyo Olympic Games (2021) will show far reaching changes with female representation aspiring to equality. In the Paris Olympic Games (2024) 50% of participating athletes in the Olympic Games will be females.

The situation report presented in the current document shows the long way made to bridge the gaps, and the areas that have yet to be improved.

Fostering gender equality and increasing participation of females, thereby creating social change, are central objectives of the Olympic Committee of Israel.

We have established the Gender Equality Committee, signed the Gender Equality Treaty, offered training courses for senior female directors from the world of sport, nominated a supervisor for the prevention of sexual harassment and the promotion of a safeguarded environment in sport, and drafted regulations specifying prohibitions and responsibilities required to ensure a safeguarded training, competition and work environment.

With the principle of total equality in mind, we continue to foster female athletes on our teams as our male athletes, so that they can express their skills, professionalize in sport and reach achievements in the international arena, in general, and in the Olympic Games, in particular.

We promote projects and actions to raise awareness and educate for Olympic values, among them equality, setting a clear ethical model to all sport organizations under the umbrella of the Olympic Committee of Israel.

We are faced with important challenges: addressing underrepresentation of females in sport organizations (currently standing at 22.5%); addressing significant underrepresentation of female coaches at all levels; promoting and assuring appropriate and equal budgets allocated to female sport and instilling a management culture in which women are considered an ingrained part of the norm.

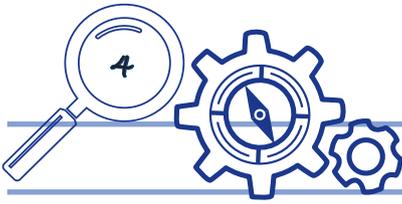
We at the Olympic Committee of Israel are committed to the task and believe that the faster this happens, the more just it will be!

Igal Carmi, President
Olympic Committee of Israel



Gilad (Gili) Lustig, CEO
Olympic Committee of Israel





Prologue – Chair of the Commission for Gender Equality

The Olympic Committee of Israel's strategic plan for the promotion of gender equality was designed with the aim of providing a strategic tool to accelerate the processes for bridging the gaps between men and women. It considers the five essential themes identified by the Olympic Movement as interconnected tools: Sport, Portrayal, Funding, Governance, and HR, Monitoring and Communications (See Appendix 1).

In **2018-2020** the Olympic Committee of Israel implemented 10 out of 25 recommendations presented by the International Olympic Committee via diverse projects, plans and allocation of budgets for their execution (see situation report).

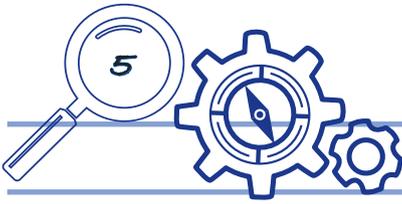
Gender Standardization serves as a compass for a strategic guide of action to implement gender equality in the Olympic Committee of Israel. These standards outline 10 themes and challenges. Implementing them in the Olympic Committee of Israel and thereafter in national sport associations and centers under its auspices, will position females as equals and endorse their rights in the field of sport.

Four principles guided our work:

The Principle of a Strategic Focus

The Olympic Committee of Israel made two strategic decisions which enabled us to set the objectives, goals, and a multi-year program for 2018-2020, and currently for 2020-2024.

1. Adopting the 25 Olympic Movement recommendations as our 'road map', as manifested in the IOC Gender Equality Report.
2. Becoming a leading organization in Israel to implement gender equality in sport. The Gender Equality Treaty of the Olympic Committee of Israel constitutes an ethical and normative gauge, clarifying our gender vision and emphasizing the basic actions required to make a change regarding gender issues within the field of sport in Israel as detailed below:
 - **Removing obstacles:** fostering gender equality and increasing participation of women and girls in sport by removing all obstacles for optimal integration in sport.
 - **Equal representation:** promoting acknowledgment that there is a fundamental value in equal representation at all levels of participation and management of sport, and that underrepresentation of women and girls in sport is a socio-cultural phenomenon, rather than a physiological-biological one.
 - **Promoting motivation for achievement:** promoting legitimacy for social motivation to ambition in amateur and professional sport among men and women, in order to increase their involvement and achievements in elite sport.
 - **Equal allocation of resources:** equal allocation of resources for female sport – in training, wages, awards and remuneration distribution, apparatus, uniforms, and equipment in all Olympic branches, applying affirmative action where necessary.
 - **Acknowledgement of diversity:** acknowledgement that female athletes and coaches have needs that are different from male athletes and coaches which must be recognized as a condition for equality and for the enhancement of their achievements and functioning.
 - **Equal leadership and representation:** giving an appropriate expression to representation of women in management, directorates, coaching positions, and key positions in the various sport associations and centers under the management of the Olympic Committee of Israel, with public portrayal given to the change in all public arenas.
 - **Integration and appropriate representation:** encouragement and support to integrate women in post-competition career options in sport, including academic studies, management courses and leadership roles, and their appropriate representation in key positions within the sport arena as well as Israeli society.
 - **A safe environment:** ensuring safeguarded training areas, competition and activities in sport for both genders, especially those with diverse gender preferences, and ensuring openness, efficiency, diligence and transparency in matters concerning the provision of a safeguarded environment in Olympic sport.



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- **Promotion of gender equality education in sport:** the promotion of gender education awareness among male and female athletes through personal example and extensive publicity, as a lever for building models advancing equality in society.
- **Olympism Education:** integration of sport values and the Olympic spirit in society, in general, emphasizing girls, young women and women, as a goal and means to improving quality of life, personal and social development, and as a tool for success in life.
- **Encouragement and promotion of fair and balanced portrayal in all forms of communication:** giving fair and balanced gender sport coverage in all forms of communication.

The Principle of Cooperation in the Process

The Olympic Committee of Israel by means of its management and commissions, including the Gender Equality Commission, conducts a cooperative process and an open discourse in all matters concerning gender equality in sport. We hosted the First International Conference on Sport and Gender, as a platform to enable practical and academic discussion, greater awareness, and a better understanding of the processes promoting gender equality and fairness in sport in Israel and around the world. We listen to 'voices from the ground,' generate cooperative and inclusive working processes with the Sport Administration, Athena (the professional unit of the national project for the advancement of women in sport) and the Elite Sport Department, participate in international forums and conferences, and gain exposure in the local press through all means available to us, including international newsletters and involvement in the Olympic Academy. These steps allow for a wide and comprehensive view of the challenges and opportunities for promoting gender equality, contributing to mutual trust and commitment to future actions and to broadening the community of gender equality trustees among the general public.

The Compass Principle as a Guideline for Action

Gender standardization constitutes a compass as a strategic guideline for action. Standardization defines the desired outcomes describing the reality we expect to find in all 10 defined parameters. The desired outcomes are formulated in a measurable and achievable manner. They will be updated as needed after the 2024 Paris Olympic Games.

The goal is to generate a substantial change quickly through standardization in the Olympic Committee of Israel and the associations and centers working under its auspices. In addition, it aims to guide us in taking required actions and prioritizing resources and projects. At the same time, it aims to establish an effective evaluation of our activities and to quantify our progress within the Olympic Committee of Israel. Defining desirable outcomes enables the examination of those areas which require improvement, sustaining and learning from success (abiding by the standards/desired standards), and strengthening required areas as necessary.

The Principle of Spaces of Influence

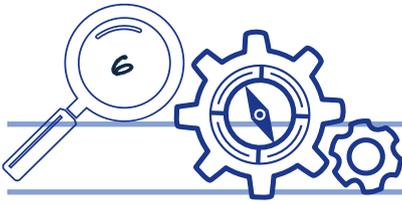
Implementing the standards in their entirety in the Olympic Committee of Israel as a model and an example will accelerate their implementation in all the sport organizations united under the auspices of the Olympic Committee of Israel together with the Sport Administration.

Those organizations which define a standard and strive to apply it in effect will be awarded the **“Equal Gender Standards”** Badge by the Olympic Committee of Israel, and exceptional organizations will be awarded the **“Champions of Gender Equality”** Badge by the Olympic Committee of Israel and the Sport Administration. We hope that many other bodies in the Israeli market will join.

I know that we have many sport leaders with an influential and prominent voice, who with an enlightened vision, are working towards making a change and are creating it in their respected fields. At the same time, we can make a change in the sport arena in Israel if we do much more, much more quickly, and together!

**With best wishes for equal sport,
Suzy Yogev, Chair, Gender Equality Commission
Olympic Committee of Israel**





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Moving Forward Towards Gender Equality

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"Sport organizations and we share an important responsibility to set an example to others in the world of sport and in society, in general. This is the reason that the IOC is committed to bridging the gaps between the genders."

"Promoting females in sport and through sport is a team effort. By joining hands and team work, sport can trigger the required change and lead the way".

Dr. Thomas Bach, President of the IOC, in his greetings to the Olympic Committee of Israel and the participants of the First Gender Equality Conference held in Israel by the Olympic Committee of Israel (2019)



"Equality constitutes a basic human right with great significance and a fundamental principle of the Olympic Treaty. We believe in equality between the genders and strive to realize it without bias".

Gilad (Gili) Lustig
CEO, Olympic Committee of Israel

"Leadership is a privilege, requiring a different set of skills. We can all learn more about how we and others lead and it is great to see young people getting this opportunity through and New Leaders' Programme. It is especially great to see equal numbers of both male and female young leaders and hopefully they will be inspired to step up even further on their leadership journey".

Sarah Keane
Chair, EOC Gender Equality Commission
President of the Olympic Committee of Ireland

"We are committed to promoting equality between the genders in sport from a sense of responsibility for designing the image of sport in Israel as a tool for social change in the spirit of the values of the State of Israel and the Olympic Movement".

Igal Carmi
President, Olympic Committee of Israel

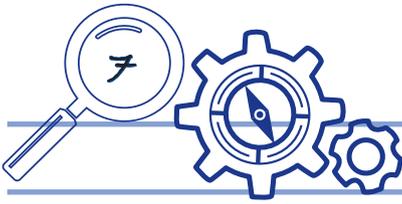
"It is important for the Olympic Movement that every boy and girl will have an equal opportunity to compete in the Olympic Games".

Marisol Casado
IOC Commissioner for Gender Equality

"Equal representation of female athletes and coaches, funding that encourages growth and equality for women, paving the way for women to receive sport management training, and raising the motivation of women to develop within the world of sport will bring about true equality in sport and, consequently, in Israeli society."

Yael Arad
Chair, Professional Committee and Board Member of the
Olympic Committee of Israel
Olympic Athlete





Gender Standards – Introduction

The Olympic Committee of Israel adopted the agenda of the International Olympic Committee to promote female sport and empower women and girls in sport. In the last two years, the Olympic Committee of Israel expressed its commitment to following the 25 recommendations (1) proposed by the Olympic Movement for promoting gender equality by taking action and funding programs for the advancement of women: setting up the Gender Equality Commission; Drafting and adopting the Gender Equality Treaty; Drafting the regulations for the prevention of sexual harassment and safeguarding athletes in sport; For the first time in Israel, appointing a representative for safeguarding athletes in sport within the Olympic Committee of Israel; Offering a course for female directors and senior managers in sport; Selecting a candidate and mentor to participate in the New Leaders programs for gender equality, *inter alia*.

This commitment to meet the 25 recommendations is reinforced by publicizing the strategic goals of the European Olympic Committee, in accordance with the five essential themes of the IOC (2).

As the Olympic Committee of Israel is the umbrella organization for the various sport associations and centers in Israel, its management renders it important and necessary to understand the obstacles hindering women and girls from their equal integration in sport participation, expectations from the Olympic Committee of Israel, and the parameters required for gender standardization. The purpose was to design a tool for instilling values of equality, removing obstacles and creating standardization and assessment of the change until it is fully integrated.

With this in mind, we set out to examine how women's positions in the sport arena in Israel are perceived in terms of gender equality and balance in sport in relation to the International Olympic Committee's recommendations and in relation to the ALL-IN survey – Towards Gender Equality in European Sport (3) – a joint project of the EOC and the COE which was carried out by Dr. Fasting in 16 countries, including Israel, and was published in August 2019.

This survey examined gender equality for female coaches and women in leadership positions, sport club membership, prevention of gender violence, drafting guidelines for gender equality in the media, and policy and planning for gender equality. The findings showed that in all 16 countries examined men dominated (except in the rate of participation), even in the sport branches most popular among women.

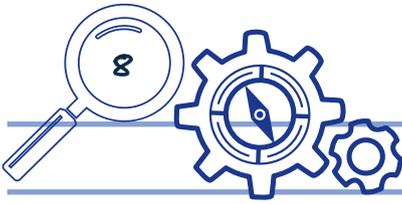
Only a minimal number of countries among those examined implement a policy for abolishing gender violence. Moreover, a minority of the organizations were found to have plans for the promotion of gender equality. No affirmative actions, nor strategies aspiring to promote gender equality and gender mainstreaming, were found in the majority of the federations (except for basketball).

The survey also shows that Israel is in third place (with Portugal) for an action plan to promote gender equality, and second in all matters related to affirmative action. Also, in comparison to all the countries that participated in the ALL-IN survey (3), Israel has the highest female representation in directorates (together with Finland and France): 98 women accounting for 28% of directors. Israel is also in fourth place for actions taken by sport organizations to navigate women to decision-making positions (67%). A

Gender Mainstreaming

Gender mainstreaming is a relatively new approach for promoting equality between the genders, according to which gender should serve as central tool in the planning, implementation, examination and assessment of policies, such as budgeting, regulations, national or local plans, etc. The basic assumption is that public policy is not neutral and that men and women are affected by it in different ways. When a policy is formed without gender awareness and without reference to gender aspects, it is formed in a way that is biased toward men. For example, we should look at the norms by which a policy is shaped and examine whether and in what way budget allocation meets the differing needs of men and women, and thereafter create a gender equal budget and policy.

A gender lexicon (7) changes the rules of the game; See gender budgeting in sport in Israel (8).



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similar finding emerged regarding sport coaches in different branches (fourth place).

A positive surprise was the finding that Israel is in first place for actions taken to increase the number of female coaches in sport. However, in terms of the number of girls (under 18) and women who are members of a sport club or an association, Israel is placed 12th out of the 16 countries participating in the survey. Girls and women in Israel reached 5th place for active participation in sport, as well as high athletic standards.

In terms of outlining clear definitions regarding balanced gender portrayal in the media and communication networks, as for attending to issues such as the struggle against gender violence, Israel was found to be in the middle. According to the survey, Israel is positioned in 10th place for sport organizations with a written policy and budgeting for the prevention of violence.

As such, even if according to the ALL-IN survey data Israel is positioned at a high place for planning and representation in management levels, there remains a significant gap in the policy of integration and integration in effect, as in budgeting for the implementation of policies. To illustrate, as of November 2019, budgets which the Minister of Culture and Sport allocated to female soccer players and basketball players, among others, did not reach their intended destination. The various organizations involved were required to resolve their differences in the Supreme Court: “the latest petitions justly mark the long way ahead for women's sport in Israel before we can discuss true equal rights (4).”

The data presented above are complex and multi-dimensional, indicating successes alongside obstacles of different kinds. When examining those areas in the survey where Israel is at a low position, they correspond with the picture that arises from meetings held with the association chairpersons, senior managers in the Olympic Committee of Israel, the Supervisor of Women's Sport at the Sport Administration, the Substitute CEO of Athena, veteran Olympic female athletes and former Wingate Institute female athletes.

These findings indicate a lack of awareness for gender equality and balance in sport centers and associations as well as an absence of policy for gender mainstreaming in sport in Israel. Moreover, it shows a lack of strategic planning and structured action plans as well as an absence of inculcating important values for gender equality and balance in the sport associations and centers. The data we gathered constitute the focal points at the basis of drafting a gender standardization, serving as the compass for strategic planning from which an action plan will be developed.

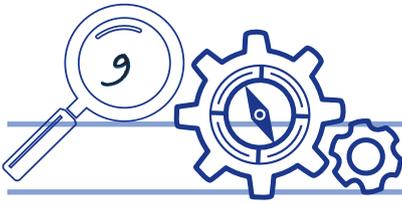
In summary, the key for gender equality in the Olympic Committee of Israel is to define gender standardization according to our recommendations and its conversion into concrete and effective actions and initiatives which will generate change in the current practices and the organizational culture standing in the way of gender equality (2).

Active recruitment of all those sport organizations in favor of this change will assist in realizing two visions:

- a. The Olympic Movement's vision as defined in the International Olympic Treaty: “The goal of Olympism is to place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity (5).”
- b. The gender vision of the Olympic Committee of Israel which is expressed in the Equal Gender Treaty stating: “equality between the genders in sport is a fundamental value which will lead and promote equality in all spheres of life (6).”

Dr. Mira Jenik
Yael Shapira

Bibliography: see Appendix 2



Gender Standardization – as a Guiding Action Compass

1 \ \ Participation in the Olympic Games:

Standard:

- Full participation of women in the Olympic Games

2 \ \ Positions and representation at the management level

Standards:

- Standard in the Olympic Committee of Israel – 30% women (aspiring to 40% as in the International Olympic Committee)
- Standard in senior management positions – 50% women
- Standard in commissions (sport, athletes, audit committees, etc.) – 50% women
- Participation in commissions for the Olympic Games – 40% women (aspiring to 50%)

3 \ \ Budgets

Standard:

- Equal budget for men and women

4 \ \ Equality in awards/scholarships/incentives

Standard:

- Allocation of equal scholarships and incentives for men and women

5 \ \ Training and fostering female coaches

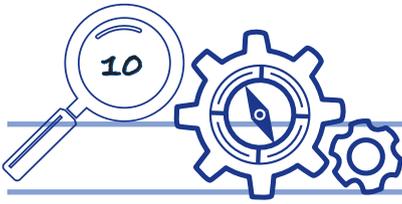
Standard:

- National Coaching Course – 40% women

6 \ \ Safeguarding in sport – prevention of harassment, abuse, humiliation and violence

Standards:

- Regulations for the prevention of sexual harassment and safeguarding in sport must be put into effect.
- A treaty/ethics code for safeguarding, human dignity, and equality must be put into effect.
- A supervisor for the prevention of sexual harassment and safeguarding in sport must be appointed.
- Training for the prevention of sexual harassment and safeguarding in sport must be conducted once a year.
- Information and training tools on the subject of sexual harassment and safeguarding in sport must be published.



7 \ Media exposure and portrayal

Standard:

- Giving fair and gender balanced sport coverage in all forms of communication

8 \ Career transition

Standard:

- Participation of all female Olympic athletes in the “Day After” project

9 \ Organizational culture and gender equality leadership

Standard:

- Setting up a commission/management task force to promote gender equality programs

10 \ Monitoring and follow-up system

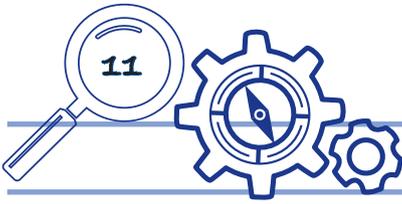
Standard:

- Transparent annual monitoring to measure and evaluate gender equality activity



Vered Buskila,
Olympic Sailor

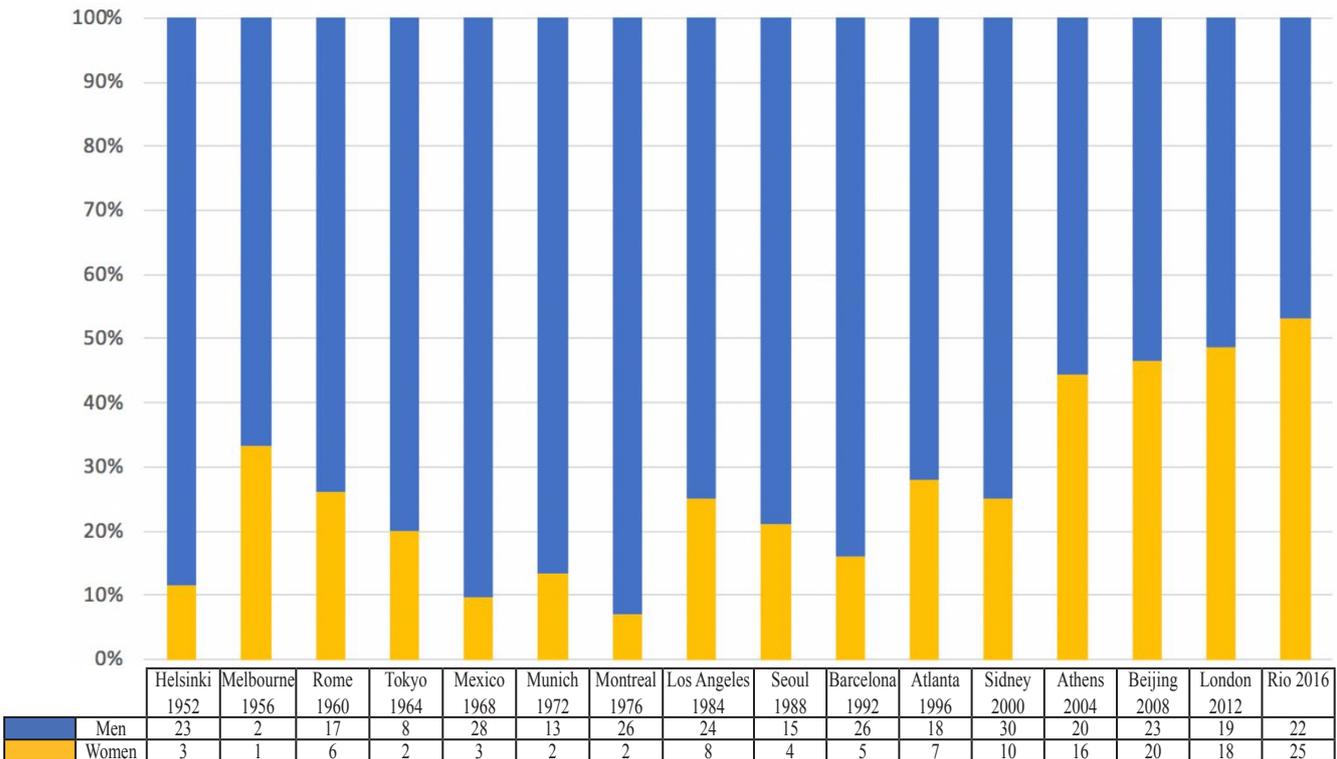
Photograph by: Ilan Basik Tashtash



Situation Report – The Olympic Committee of Israel

Participation in the Olympic Games

Male and Female Athletes in the Summer Olympic Games 1952-2016

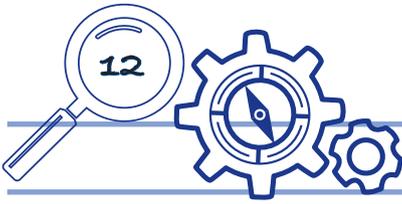


- The first modern Olympic Games were held in Athens in 1896. Israel participated for the first time in Helsinki 1952.
- In total, Israel participated in 16 Summer Olympics and all its delegations included women.
- 8 Israeli athletes won 9 Olympic medals, 2 of which were achieved by women.



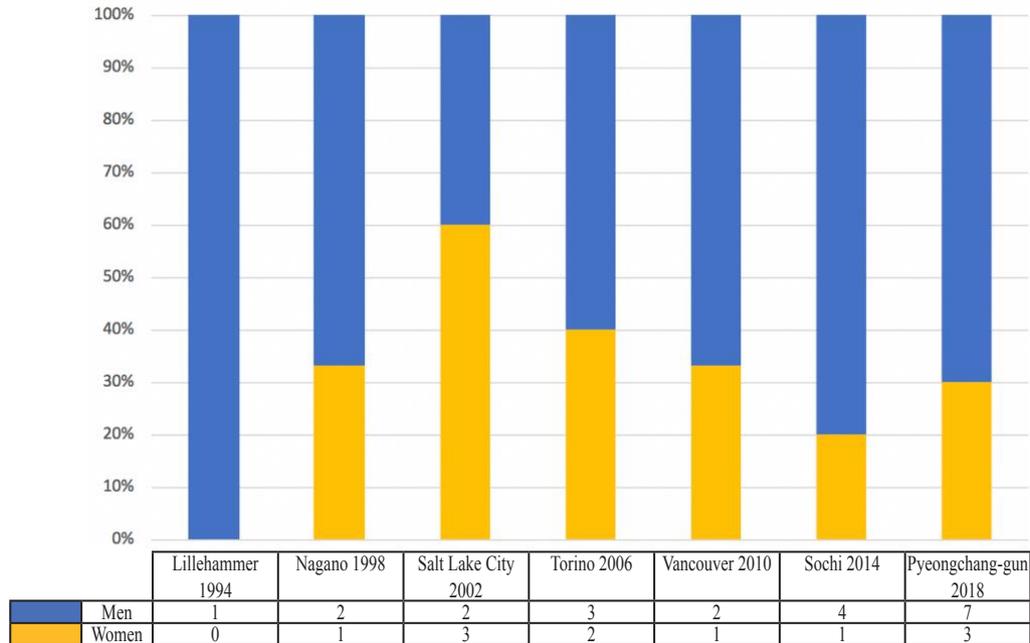
Yael Arad,
The first Israeli medalist, silver medal, Barcelona, 1992

Photograph by: Yossi Roth



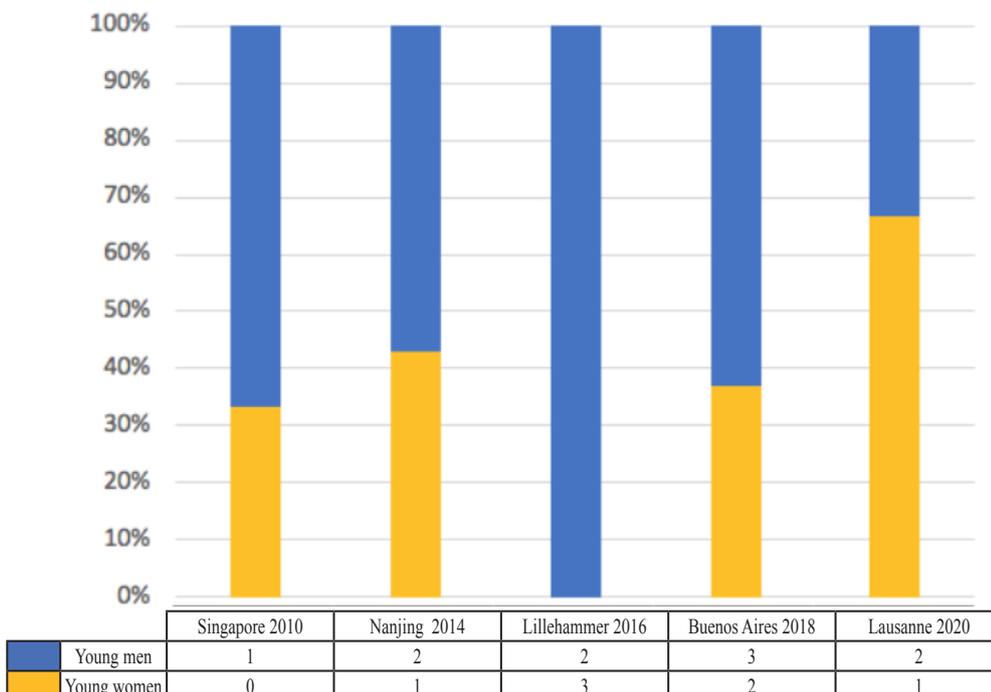
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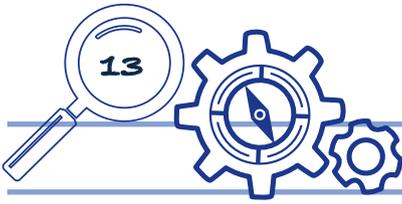
Male and Female Athletes in the Winter Olympic Games 1994-2018



- The Winter Olympics took place for the first time in Chamonix in 1924, though Israel participated in them for the first time in Lillehammer 1994.
- In total, Israel participated in 7 Winter Olympics and included females in its delegations as of the 1998 Nagano Games.
- Israeli athletes have yet to win any medals in the Winter Olympics.

Male and Female Athletes in the Summer and Winter Youth Olympic Games 2010-2020



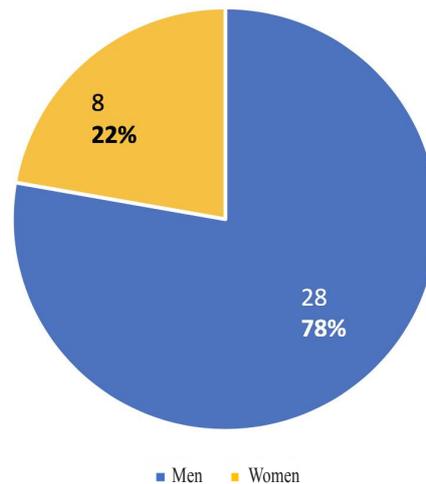


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- Israel has regularly participated in the Summer Youth Olympics since its inception in Singapore 2010, and started participating in the Winter Youth Olympics in Lillehammer 2016.
- To date, Israel has participated in three Summer Youth Olympics and all its delegations included young women.
- Israel participated twice in the Winter Youth Olympics when only in Lausanne women were included in the delegation.
- 9 Israeli athletes won Olympic medals in the Youth Olympic Games (Summer and Winter), 2 of which were achieved by women in the Winter Games and 1 in an integrated branch (male and female athletes together).

\ Management Roles and Representation \

The Composition of the Olympic Committee of Israel in 2020

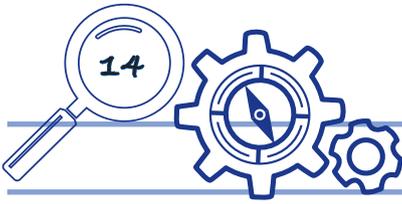


- 2 out of the 8 female members of management are observers (non-voting members)
- 2 out of the 28 male members of management are observers (non-voting members)
- As the Olympic Committee of Israel regards the promotion of women as important and in order to accelerate the process of their integration and partnership in key positions and junctions of influence, the Committee designed a distinctive course for female directors (2019).
- To date, 25 females were certified and 26 are currently attending the course (2020).
- The course certifies its graduates for the position of director by the Israeli Center of Management.

Senior Management Positions at the Olympic Committee of Israel 2012-2020

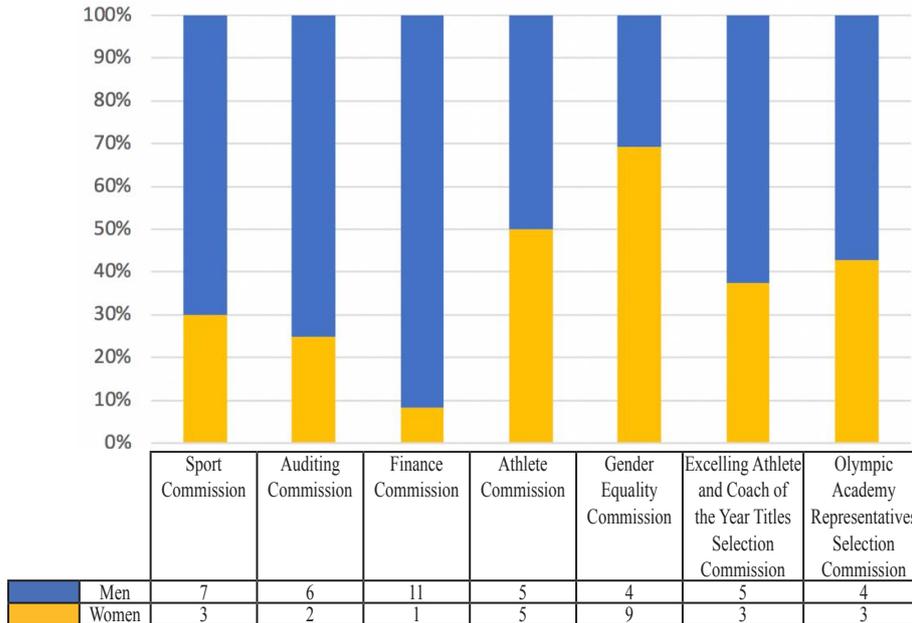
Year	No. of male employees	No. of female employees	% females	Females in management positions
2012	5	4	44%	None
2020	5	7	58%	2

- In addition, 2 women manage projects independently



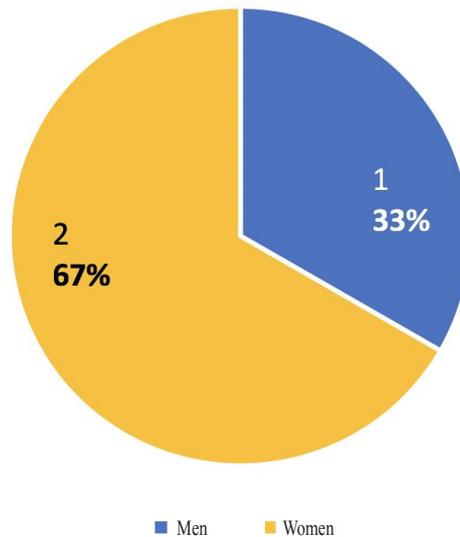
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Members of Commissions in the Olympic Committee of Israel 2020

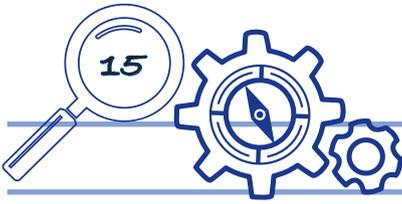


- 5 out of 7 commissions in the Olympic Committee of Israel are headed by women

Participation in International Commissions for the Olympic Games 2020



- Participation in the IOC Commissions – 1 female delegate
- Participation in the EOC Commission – 2 delegates (1 female and 1 male)

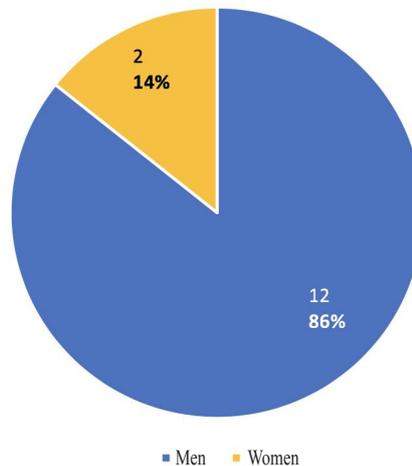


\ Awards, Scholarships and Incentives \

Allocation of equal scholarships and incentives to men and women

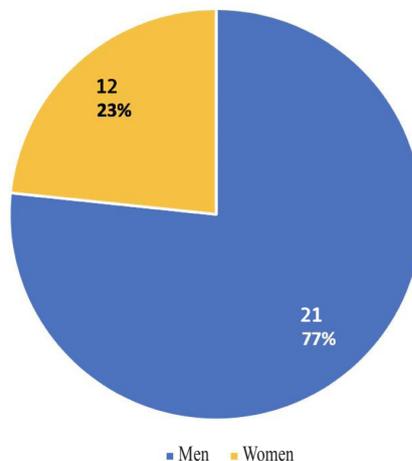
- As of 1984, the Olympic Committee of Israel grants scholarships to athletes. The amounts granted are equal to male and female athletes according to their classification – gold, silver, bronze, senior
- As of 1984, the Olympic Committee of Israel grants incentives to athletes and coaches. The amounts are equal to male and female athletes according to their achievements.

Winning the Coach of the Year Title 2007-2019

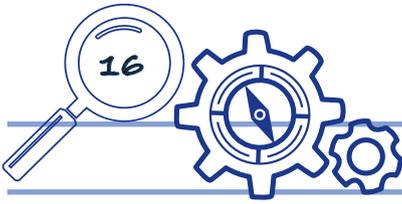


- The Coach of the Year Title was introduced in 2007 with the aim of improving and promoting the status of male and female coaches.

Winning the Athlete of the Year Title 2007-2019



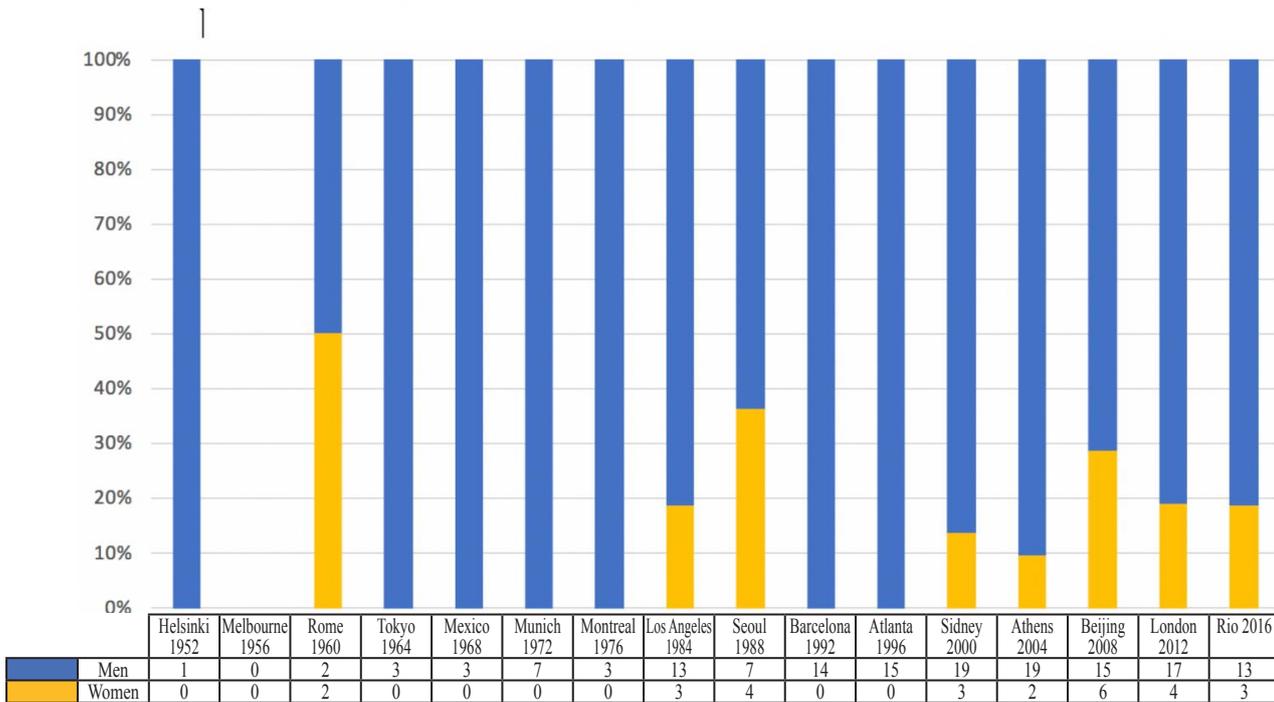
- As of 1949, the title Athlete of the Year has been awarded as a sign of appreciation, honor and entry into the Hall of Fame. The Olympic Committee of Israel awards these athletes a significant financial reward.
- As of 2013 gender has been taken into consideration and the title has been awarded to one male and one female athlete each year.



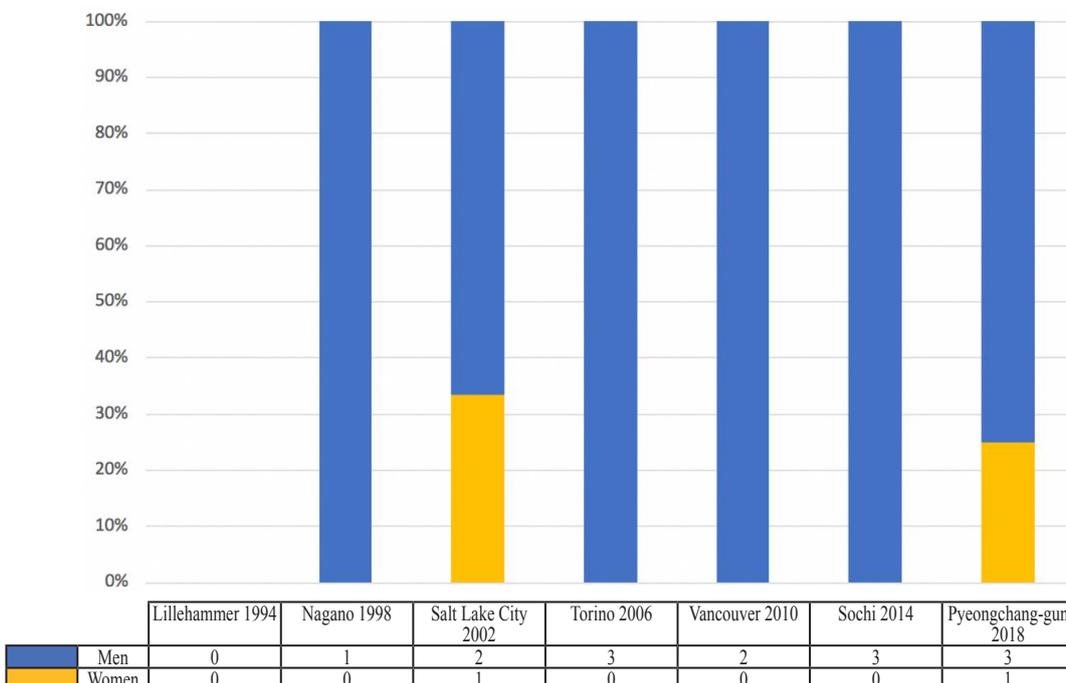
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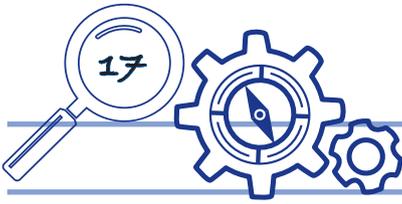
\ Training and Fostering Female Coaches \

Male and Female Coaches in the Summer Olympic Games 1952-2016



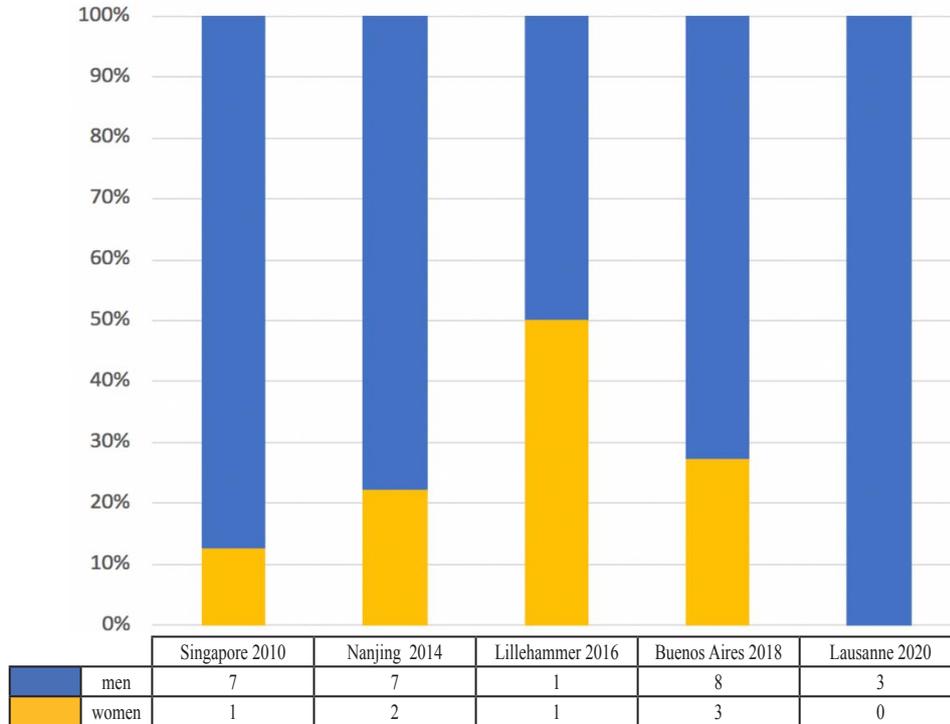
Female and Male Coaches in the Winter Olympic Games 1994-2018



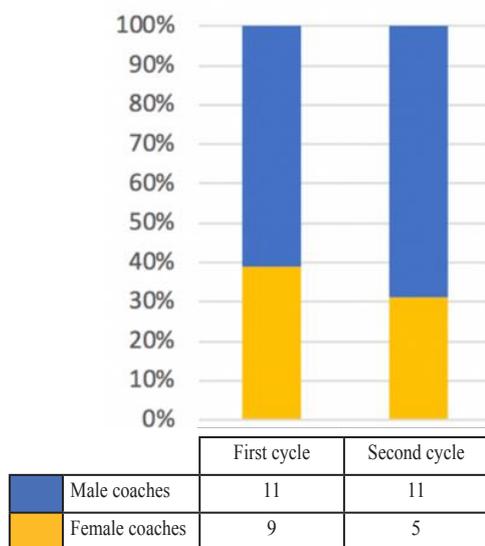


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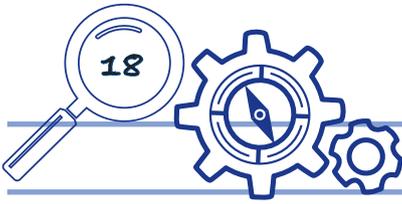
Male and Female Coaches in the Summer Youth Olympic Games 2010-2020



Participants of the National Program for Male and Female Coaches 2016-2020

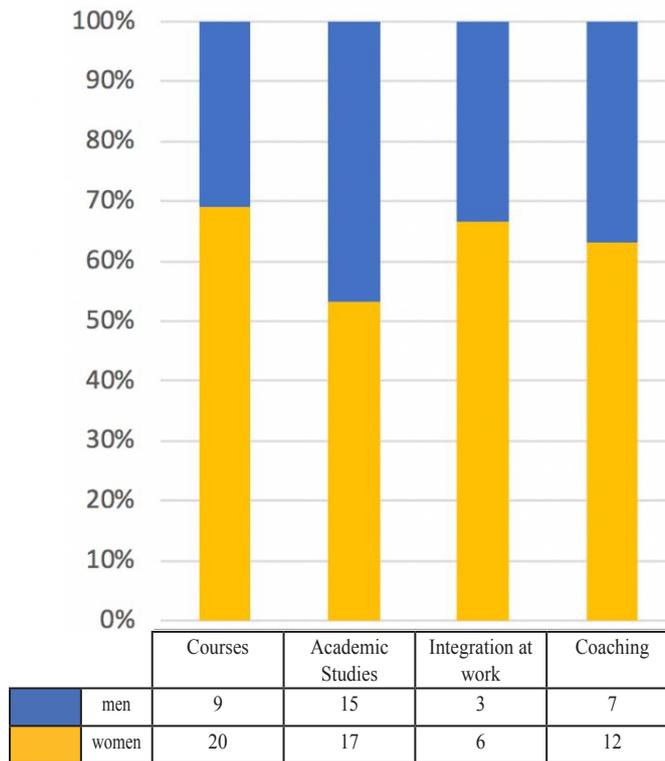


- In 2016 the Olympic Committee of Israel launched the Podium Program – a national program for coaches.
- The sport federations are required to submit 3 candidates – with at least 1 woman among them.
- In the first cycle (March 2016) – To date 82% male and 86% female participants from the program have continued working as coaches.
- In the second cycle (May 2019) – To date 100% of the participants in the program have continued coaching.



\ Transitioning to a New Career \

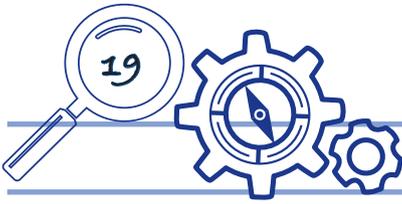
Participants in the Day After Project 2016-2020



- Since the onset of the project in 2016, 55 (62%) of 89 participants have been female athletes.
- The above data refer to male and female Olympic athletes.
- To join the program personal contact is made with the athletes.

\ Safeguarding in Sport – Prevention of Harassment, Abuse, Humiliation and Violence \

- Regulations for the prevention of sexual harassment and safeguarding in sport were first drafted in 2018.
- The Treaty for Gender Equality in Sport was drafted and signed in 2018. It refers, among other issues, to safeguarding, human dignity and equality in sport.
- A supervisor for the prevention of sexual harassment in sport was first appointed in 2018.
- To date 3 training sessions have been conducted on the prevention of sexual harassment and safeguarding in sport.
- 3 informational leaflets have been published on the subject of the prevention of sexual harassment and safeguarding in sport.



The Strategic Plan 2020-2024

\ Portrayal in All Forms of Communication \

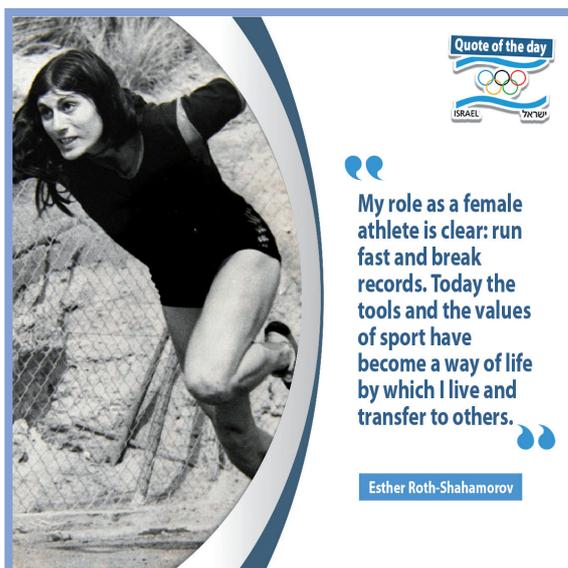
- The International Conference on Sport and Gender took place in Israel for the first time in 2019.
- The 2019 Olympic Quiz focused on women.
- Meetings took place with 500 physical education students in 4 colleges, the Academic Sport Association, and the Wingate Institute, to raise gender and sport awareness (2018, 2019).
- An action guide for balanced gender portrayal in the media was drafted and distributed to 300 journalists and to all sport organizations in Israel (2020).
- Olympic Committee of Israel website added a section on gender equality with information, publications and news on gender issues (2018).

\ Organizational Culture and Gender Equality Leadership \

- The Olympic Committee of Israel has formed the Commission for Gender Equality (2018).

\ A Monitoring and Follow-up System \

- The development of a monitoring and follow-up system for gender issues has been approved by the Olympic Committee of Israel (2020).



Monitoring

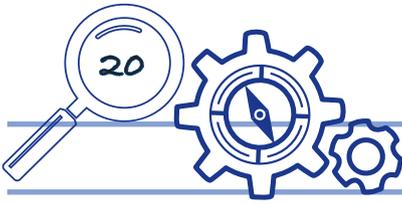
Monitoring is a process conducted under the responsibility of the management. It involves data collection and a comparative situation report of men vis-à-vis women as one of the tools to monitor implementation of an organization's gender policy, while maintaining principles of transparency and responsibility.

Monitoring is carried out by means of different kinds of scanning in order to identify situations of inequality and to attend to irregularities, while expediting processes to minimize them.

Key stages in gender monitoring in the Olympic Committee of Israel:

- To define the policy, aims, and objectives, and to clearly define assessment of implementation.
- To define gender standardization: parameters and desired standards.
- To determine a monitoring plan and effective monitoring tools for regular data collection, so that they provide an accurate and true picture of the gender situation in an organization at all times.
- The correct and combined usage of existing tools and systems within an organization for effective and efficient assessment.
- To conduct an annual assessment in accordance with the regulations and to draft a report with a detailed analysis by the Olympic Committee of Israel as well as a follow-up report on gender equality by the International Olympic Committee, based on the Gender Equality Gap Report of the World Financial Forum.
- To conduct an annual examination of the multi-year policy, aims, objectives, work plan, and resources and to update them accordingly.
- To publish information with internal and external organization transparency.

Gender Situation Report – Data collection, graphic distribution and information collated by Yarden Har-Lev

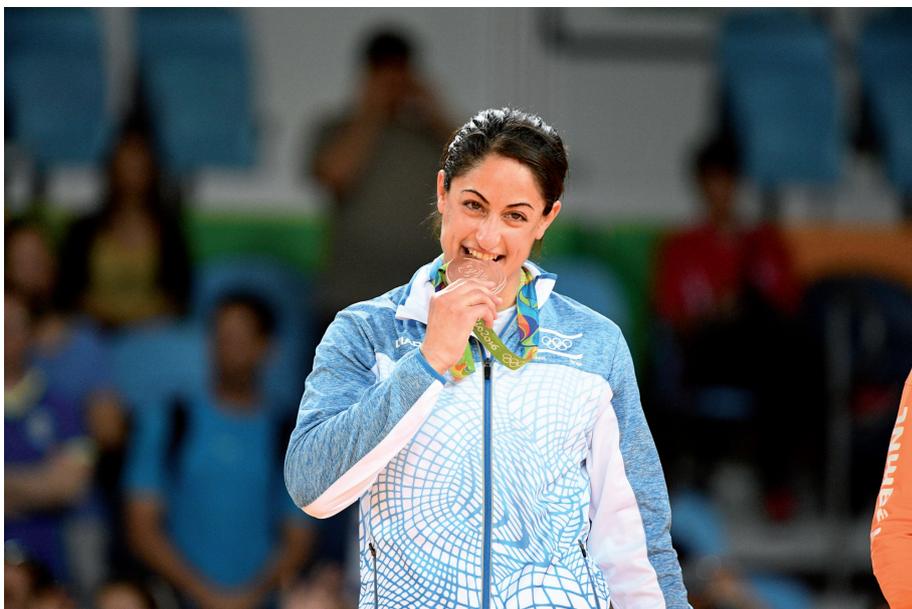


Multi-Year Action Program Strategic Objectives and Goals Derived from Standardization

\ Objective: Olympic Games participation \ (Essential Theme: Sport, IOC Recommendation, Clause 1)

Goal 1: Ensure Olympic Games Participation of Women

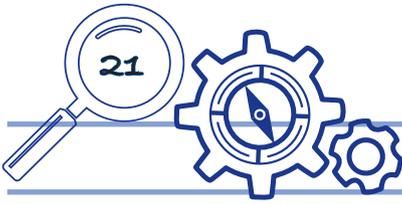
Actions:		Responsibility:	Timeline:
1.	Follow-up on elite female athletes	CEO and Chair of the Elite Sport Department	Ongoing, Olympic Games 2021, 2024
2.	Empowerment and development of competitive sport efficacy	TOP-TEAM Director	Ongoing
3.	Heighten motivation to work in sport among women (competitive and amateur) in conferences and commissions	Chair of the Commission, Vice-President of the Olympic Committee of Israel	Ongoing
4.	Awarding an honorable mention to 'exemplary figures' and publicizing them (female athlete, coach, support provider)	Chair of the Committee, Vice-President of the Olympic Committee of Israel	2022, The 2 nd International Conference on Sport and Gender



Photography by: Amit Shissel

"The motto in sport is to reach the highest achievement. We challenge ourselves to cross boundaries and to inspire the human species. That is why I welcome the breakthrough made by the Olympic Committee of Israel in terms of gender equality, which has set gender equality as an important aim. Setting this aim is undoubtedly a worthy goal for the human species, in all its diversity".

Yarden Gerbi, Olympic medalist (Rio, 2016)

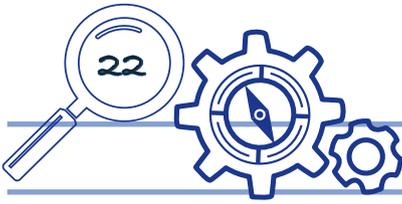


The Strategic Plan 2020-2024

Objective: Governance in senior management and balanced leadership (Essential Theme: Portrayal and Governance, IOC Recommendations, Clauses 13, 18, 20, 21)

Goal 2: Increase the rate of women in the management of the Olympic Committee of Israel from 22% to 30%

Actions:		Responsibility:	Timeline:
1.	To modify the Olympic Committee of Israel's regulations to ensure appropriate representation of women on the board, commissions and other positions within the organization, and ensure that the election nomination processes reflect its commitment to a balanced and diverse membership	Chair of the Olympic Committee of Israel through the organization's legal advisor and the assistance of Mr. Uri Keidar, LLB, Member of the Gender Equality Commission	2021
2.	To offer a Women Directors and Senior Management Course intended to provide the necessary tools for the promotion and integration of women within boards and senior management positions	Vice-President of the Olympic Committee of Israel	2021, 3 rd cycle
3.	To navigate women trained by the Olympic Committee of Israel in leadership and management positions in sport	CEO/Vice-President of the Olympic Committee of Israel	Ongoing
4.	To develop sport leadership among women at all levels by means of designated training and courses in Israel and abroad, i.e., the New Leaders Forum	CEO of the Olympic Committee of Israel	Dependent on the international courses schedules
5.	To encourage women, in diverse ways, to express their viewpoints in meetings and commissions	CEO of the Olympic Committee of Israel	Ongoing
6.	To take a clear position against the assignment of external managers prior to exhausting internal female potential		
7.	To promote the mentoring of young women managers in sport centers and associations (by senior women managers in the Olympic Committee of Israel or those trained by the organization)		



The Strategic Plan 2020-2024

Continued -

Actions:		Responsibility:	Timeline:
8.	To promote the integration of female athletes from the Day After Project in courses, career development and management positions in the Olympic Committee of Israel, its associations, and in the free market	Director of the Day After Project	Ongoing
9.	Identification of senior female managers outside the sport arena with knowledge and experience who are willing to be active in promoting sport in Israel	CEO of the Olympic Committee of Israel, Board Members	



Women Directors and Senior Managers Course

One of the main challenges at this time is the identification of women interested in taking part in leadership positions and senior management at the highest echelons in sport. Taking into consideration the significance of promoting women and in order to accelerate their integration and participation in key positions and junctions of influence, the Olympic Committee of Israel designed a unique program for women directors. The participants in the course are exposed to knowledge in the fields of law and finance, innovations in lawmaking, ruling and regulation, alongside contents on managing different kinds of sport organizations in Israel.

The course provides its graduates with a recognized certificate authorizing them for a position as a director by the Israel Center of Management. Thus far 25 women have been certified and currently an additional 26 women are taking the course.

We believe that the integration of women, in general, and graduates of the course, in particular, within senior positions will enhance sport organizations in Israel.

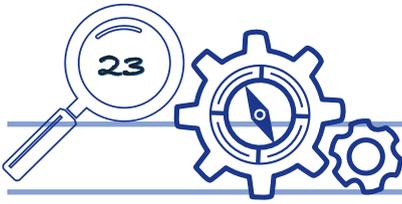


Objective: Non-Discriminatory equal funding

(Essential Theme: Funding, IOC Recommendations, Clauses 16 and 17)

Goal 3: Equal funding for men and women

Actions:		Responsibility:	Timeline:
1.	All budget decisions in the Olympic Committee of Israel will be made free of gender differentiation, with attention to an equal balance between men and women	CEO of the Olympic Committee of Israel	Ongoing
2.	To promote an equal budget to women in sport in Israel at all levels vis-à-vis government agents		
3.	To promote affirmative action regarding budgets designated to associations and federations by the Sport Administration		
4.	To promote supervision and inspection processes of the Sport Administration in regard to budgets allocated to women, young women, and girls and by means of a designated steering commission or the National Council for the Promotion of Female Sport in Israel, as a condition for support by the Sport Administration		



\ Objective: Equal awards/scholarships/incentives \ (Essential Theme: Funding, IOC Recommendations, Clause 17)

Goal 4: Allocating equal awards, scholarships and incentives for men and women

Actions:		Responsibility:	Timeline:
1.	Ensuring complete equality between men and women when allocating any type of remunerations by establishing inspection mechanisms	CEO of the Olympic Committee of Israel	Ongoing

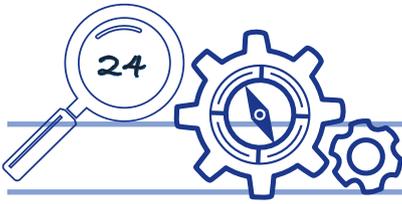
Photograph by: Yifat Zohar



Danielle G. Waldman is an Olympic equestrian and a member of the Israel National Equestrian Team.

By being a senior athlete she uses her power and influence in the world of horseback riding and social media platforms to stand against bullying, promote equality, encourage good heartedness and acceptance of others.

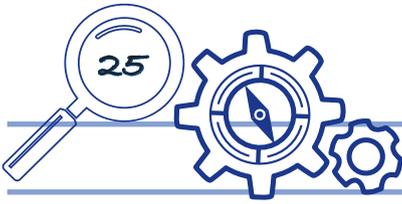
In her authentic style, riding in feathers and her unique uniforms, she challenges stereotypes and is considered a pioneer in revolutionizing the historic and conservative perception of horseback riding and its outdated image to a modern sport enjoyed by a wider and more diverse audience around the world.



**\ Objective: Training and developing female coaches **
(Essential Theme: Sport, IOC Recommendations, Clause 6)

Goal 5: To increase the rate of female coaches in the associations and national teams

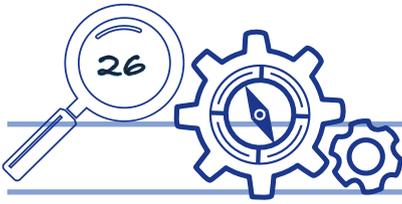
Actions:		Responsibility:	Timeline:
1.	To integrate female coaches in courses provided by the Olympic Committee of Israel as specified by the regulations, if not more	The Chief Scientist and board members	Date of upcoming course
2.	To offer training designated to former female athletes and coaches that will provide tools to encourage, promote and integrate career with family	Chair of the Gender Equality Commission	<ul style="list-style-type: none"> ● H2, 2020 administration work ● focus group for female coaches to better understand the 'glass ceiling' responsible for underrepresentation – 2021 ● first training – 2021
3.	To raise the issue of female coaching in the sport and public agenda in conferences and in the 2 nd International Conference on Sport and Gender	Chair of the Gender Equality Commission	2021, 2022
4.	Honorable mention awarded to 'exemplary figures' within the framework of the 2nd International Conference on Sport and Gender	Chair of the Gender Equality Commission	2022
5.	<p>To promote a program in the Olympic Committee of Israel to examine the issue of female coaching in sport with Athena:</p> <ul style="list-style-type: none"> ● To increase participation of women in general coaching courses and, particularly, in national coaching courses. ● To define a binding regulation through cooperation with the Sport Administration and Athena for male and female coaches in associations and federations. ● In instances when a coaching team of female players is entirely male in an association, encourage the following actions: <ol style="list-style-type: none"> a. Allocation of at least 1 female as a support provider/coach in each team. b. Allocation of an accompanying woman to serve as a supervisor of gender issues. ● To encourage: <ol style="list-style-type: none"> a. Recruitment of women for coaching positions (in male teams as in female teams). b. An initiated call to women (former athletes in centers and associations) to attend training programs and to become coaches). c. Support and encouragement of females to take coaching positions in female teams. 	Clause 5 - Chair of the Commission with the CEO of the Olympic Committee of Israel and the Sport Administration	2021



Objective: Safeguarding in sport – Prevention of harassment, abuse, humiliation and violence \ (Essential Theme: Sport, IOC Recommendations, Clause 10).

Goal 6: To heighten awareness and place responsibility among heads of organizations regarding safeguarding in sport

Actions:		Responsibility:	Timeline:
1.	To disseminate information to center and association directors to ensure they take all necessary actions to provide a safeguarded training, competition and work environment	Supervisor for the Prevention of Sexual Harassment and the Promotion of Safeguarding in Sport	2020, 2021, 2022, 2023, 2024
2.	To disseminate information to female athletes, coaches and support providers		
3.	To organize a supervisors' forum for the prevention of sexual harassment and protection in sport in the Olympic Committee of Israel		
4.	To implement the regulations for the prevention of sexual harassment and safeguarding in sport as well as the Gender Equality Treaty in those associations which have yet to adopt them or write similar ones		
5.	To promote the nomination of a trained supervisor for gender and safeguarding issues in all associations		
6.	To promote the inclusion of safeguarding clauses (prevention of humiliation, degradation, violence, abuse, etc.) in treaties and regulations of associations and centers		
7.	To update regulations for the prevention of sexual harassment and safeguarding in sport of the Olympic Committee of Israel in the Responsibility Clause	CEO of the Olympic Committee of Israel and the Sport Administration with the legal advisor of the Committee, Chair of the Olympic Committee of Israel through the organization's legal advisor and assisted by Mr. Uri Keidar, LLB, Member of the Gender Equality Commission	H2, 2021. 2022
8.	To promote, together with the Sport Authority, an amendment of the Sexual Harassment Law to include abuse of power relations between coaches and athletes		
9.	To participate in the European Union's Protection in Sport for Boys and Girls Project led by the Sport Administration	Mr. Uri Keidar, LLB, Member of the Gender Equality Commission	
10.	To disseminate interactive and advanced publicity	Supervisor for the Prevention of Sexual Harassment and Promotion of Protection in Sport, together with the Sport Administration	from 2021 onwards



**\ Objective: Portrayal of women in all sport arenas **
(Essential Theme: Sport, Representation, IOC Recommendations, Clauses 3, 12)

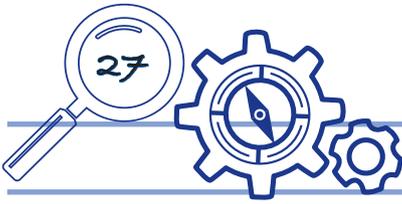
Goal 7: Providing fair, empowering and gender balanced sport coverage in all forms of communication

Actions:		Responsibility:	Timeline:
1.	To publish guidelines for balanced gender representation in all forms of communication	Chair of the Gender Equality Commission	2020
2.	Equal portrayal in the media, communication networks, conferences/events/commissions	CEO/PR Director and Spokesperson/ Chair of the Gender Equality Commission	Ongoing
3.	Greater media exposure for young women and women		
4.	Attention to the portrayal of girls'/ women's teams (uniforms)		
5.	Ensuring a 50% attendance rate of women in conferences and events held by the Olympic Committee of Israel		

**\ Objective: Career transition **
(Essential Theme: Sport, IOC Recommendations, Clause 11).

Goal 8: Participation of all female Olympic athletes in the Day After Project

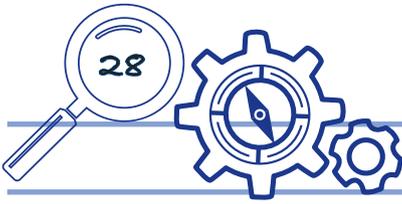
Actions:		Responsibility:	Timeline:
1.	To sustain and fund existing and new projects for career transition	Director of the Day After Project in the Olympic Committee of Israel	Ongoing/annual
2.	To encourage female athletes to complete their academic studies		
3.	To examine the possibility of adding designated themes		



**\ Objective: Organizational culture and gender equal leadership **
(Essential Theme: Governance, Sport, Funding, Human Resources, IOC Recommendations, Clauses 9, 16, 22, 24)

Goal 9: Forming a commission/ management task force to promote 1 and monitor gender equality programs

Actions:		Responsibility:	Timeline:
1.	To promote gender mainstreaming as a strategy and a central tool for promoting a gender equal policy in all processes in the Olympic Committee of Israel: funding, planning, implementation, remuneration, promotion, etc	Chair of the Gender Equality Commission and CEO	Ongoing/annual
2.	To consult and advise the management of the Olympic Committee of Israel, the associations, centers, and the Sport Administration on the issue of bridging gender gaps in sport		
3.	To supervise the implementation and progress of the IOC Equality Survey Project, and the gender standardization project of the Olympic Committee of Israel		
4.	To initiate and fund programs promoting the bridging of gender gaps, such as interactive software		
5.	To conduct the Champions of Gender Equality Contest in associations and centers in collaboration with Athena and the Sport Administration		
6.	To promote medical research of both genders when conducting research on diverse aspects, such as health, safety, changes in equipment and devices or when differences are relevant	Chair of the Gender Equality Commission with the CEO and the Chief Scientist	



**\ Objective: Monitoring and follow-up system **
(Essential Theme: Human Resources, Monitoring and Portrayal, IOC Recommendations, Clause 23.)

Goal 10: Annual monitoring to measure and evaluate gender activity and the extent of progress made by the gender equality program, while maintaining complete transparency.

Actions:		Responsibility:	Timeline:
1.	To establish monitoring mechanisms and a reporting system for their implementation	Chair of the Gender Equality Commission and relevant directors	Ongoing/annual
2.	To conduct an annual assessment of the gender regulations and to examine the percentage of change in relation to the existing situation		
3.	To conduct an annual assessment in the associations in collaboration with Athena and the Sport Administration		
4.	Continued participation in international surveys		





Acknowledgments

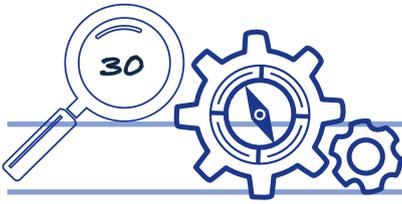
1. It is my pleasure to thank Dr. Mira Jenik and Yael Shapira for the time they dedicated to the issue of gender standardization and the quality project they produced, pro bono.
2. Thanks to Yarden Har Lev for gathering the data, the graphic distribution and information. In her work she laid the basic foundation for the ensuing monitoring work.
3. Thanks to the Elite Sport Department and its team, for the continuous cooperation.
4. Thanks to Muli Epstein, Chief Scientist of the Olympic Committee of Israel, to Limor Mizrachi, Director of the Day After Project, and to Limor Gazit, Director of the Athlete Career Program, for their cooperation and assistance with providing data for this document.
5. Thanks to Ori Keidar, LLB, for his important contribution, pro bono, with other volunteer lawyers in his office, to promote equality in sport, in general, and in Olympic sport, in particular, and for his important notes on this document.
6. Thank you to Shira Vardi for her translation of the Guide to gender balance in the media 2020.
7. Thanks to Bruria Bigman, Marketing Advertising and PR Director and Spokeswoman, for her intensive work year around, to promote the visibility of female athletes in an inspiring and distinguished manner.
8. Thanks to Yona Berkovitz, Office Manager, and to Shmulik Rozenhal for their cooperation in providing all the necessary data.
9. Thanks to Nurit Taragano Sharvit (Director of Women's Sport Department, Ministry of Culture & Sport), Merav Olejnik ("ATHENA") and Adi Bichman for presenting their important viewpoints.
10. Thanks to the members of the Gender Equality Commission for their involvement, insights and approach to the promotion of the current strategic document and to the 2018-2019 program as well.
11. Personal thanks to the members of the Olympic Committee of Israel who assisted in understanding the obstacles facing women: Yael Arad, Eytan Barak, Revital Gluska Cohen, Daphna Har-Even, Dr. Yoni Yarom and Neta Rivkin.
12. Thanks to Vered Bouskila for being a member of the Steering Committee, her partnership in the process, the concentration of management positions and Women Directors Course in the Olympic Committee of Israel.
13. Thanks to the President of the Olympic Committee of Israel, the CEO of the Olympic Committee of Israel and the members of the Olympic Committee of Israel who prioritized gender in the agenda of the Olympic Committee of Israel without bias, while providing support for the required programs and budgets.



With appreciation,

Suzy Yogev

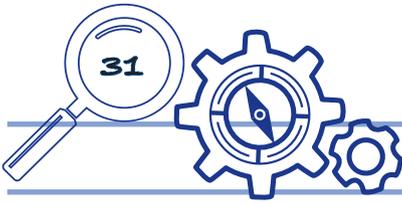
Chairwoman of the Gender Equality Commission



Appendixes

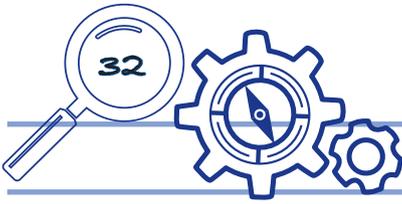
Appendix I – 25 IOC recommendations





\ Appendix 2 – Introduction to the gender regulations bibliography \

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3. Council of Europe (August 2019). ALL IN! Towards Gender Balance in European Sports: Analytical Report of the Data Collection Campaign
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4. The Marker: <https://www.themarker.com/blogs/yoav-cohen/BLOG-1.8127648>
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7. https://humanities.tau.ac.il/sites/humanities.tau.ac.il/files/media_server/Gender%20Studies/%D7%9C%D7%A7%D7%A1%D7%99%D7%A7%D7%95%D7%9F%20%D7%9E%D7%92%D7%93%D7%A8.pdf
8. https://il.boell.org/sites/default/files/sports-site_1.pdf



\ Appendix 3 – Clarifications \

- All situation report data are based on records of the Olympic Committee of Israel.
- The Sport Administration's (Ministry of Culture & Sport in Israel) data indicate that the rate of registered female athletes in all sport organizations in Israel stands at 26,890 (as of 2019), accounting for 22.5% of all registered athletes in Israel.
- The strategic plan does not include clauses 2, 4, 5, 7, 8, 13, 14 of the IOC recommendations (see appendix 1) due to their lack of relevance and inapplicability by the Olympic Committee of Israel.
- The Commission for Gender Equality in the Olympic Committee of Israel website:
<http://bit.ly/2UObtU9>

