

APPENDIX 4B  
**OLYMPIC  
AGENDA 2020**

## **APPENDIX 4B: OLYMPIC AGENDA 2020**

Olympic Agenda 2020, 20+20 Recommendations

Olympic Winter Games Strategic Review Working Group Recommendations

Olympic Agenda 2020, Implementation Plan – 2015 and Beyond

Olympic Agenda 2020, Implementation Plan – 2016 and Beyond



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# OLYMPIC AGENDA 2020

## 20+20 RECOMMENDATIONS





## Introduction

This Olympic Agenda 2020 was unanimously agreed at the 127<sup>th</sup> IOC Session in Monaco on the 8<sup>th</sup> and 9<sup>th</sup> of December 2014.

The 40 detailed recommendations are like individual pieces of a jigsaw puzzle, which when put together give us a clear picture of what the future of the Olympic Movement will look like. They give us a clear vision of where we are headed and how we can protect the uniqueness of the Games and strengthen Olympic values in society.

The reforms follow a year of discussion and consultation with all stakeholders of the Olympic Movement, as well as external experts and the public. More than 40,000 submissions were received from the public during the process, generating some 1,200 ideas. Fourteen Working Groups synthesised the discussions and debates throughout the whole Olympic Movement and wider society before the recommendations were finalised by the Executive Board ahead of the 127<sup>th</sup> Session.

Work has already started on implementation. The IOC has begun work on the Olympic Channel. The new Invitation Phase has already been launched for the 2024 bidding process, which allows cities to present an Olympic project that best matches their long-term sports, economic, social and environmental plans. Some of the reforms have already been included in the 2022 process in close cooperation with the bidding cities. A detailed working plan for the implementation of all the 40 recommendations will be presented to the IOC Executive Board in February.



## Speech by IOC President Thomas Bach on the occasion of the Opening Ceremony, 127<sup>th</sup> IOC Session, Monaco, 7 December 2014

There could not be a more symbolic host for this Extraordinary Session of the International Olympic Committee than our dear colleague His Serene Highness Prince Albert of Monaco. Having participated in five Olympic Games as an athlete and being a Head of State now, he embodies the spirit of the Olympic Agenda 2020 which is about safeguarding the Olympic values and strengthening sport in society. Therefore I would very much like to thank Prince Albert for his invitation, and all his team in the Monegasque Olympic Committee for their efficient organisation and warm hospitality here in Monaco. Thank you, Monseigneur!

We are also very pleased to extend a warm welcome to His Excellency Mr Didier Burkhalter, President of the Swiss Confederation, which has been extending its great hospitality to us for 99 years now. Welcome, Mr. President!

"Sport has the power to change the world"

These were the words of Nelson Mandela, the great humanist and leader. We should take this message as an inspiration to contribute to progress through change. First and foremost this refers to ourselves. **You can inspire others to change, only if you are ready to change yourself. We have all gathered here to lead this change in sport.**

**Whenever you initiate change you have to answer three questions: Why? What? How?**

**Why** should we make important and far-reaching **changes** in the Olympic Movement? We have had brilliant Olympic Games in 2012 and 2014. We enjoy financial stability. We redistribute more than 90 percent of our revenues to sport and to the athletes. **This means: The IOC invests more than three million dollars a day – every single day of the year to support world wide sport. Never before have so many people all around our globe followed the Olympic Games. So, we are successful. Success is the best reason for change.**

In our world - changing faster than ever - the success of yesterday means nothing for today. **The success of today gives you only the opportunity to drive the change for tomorrow.** Based on a solid foundation of 100 years of history we have together started to anticipate the upcoming challenges about one and a half years ago. The challenges we are already facing and more important the challenges we can already see on the horizon. **If we do not address these challenges here and now we will be hit by them very soon. If we do not drive these changes ourselves others will drive us to them. We want to be the leaders of change, not the object of change.**

If I would deliver this speech in a theater I would say with an ironic smile: **To change or to be changed, that is the question.**

But this is only part of the answer to the question why. Because it only tells us that now we have the great opportunity to change. It does not tell us about the need to change. **We need to change because sport today is too important in society to ignore the rest of society. We are not**



**living on an island, we are living in the middle of a modern, diverse, digital society.** If we want to continue to put Olympic Sport at the service of society, which is part of our Olympic Principles, we must engage with this society, we must be in a respectful dialogue with this society. This society is changing faster than ever. This society will not wait for sport to change. **If we want our values of Olympism - the values of excellence, respect, friendship, dialogue, diversity, non-discrimination, tolerance, fair-play, solidarity, development and peace - if we want these values to remain relevant in society, the time for change is now.**

The British Philosopher Bertrand Russell once said, "...change is scientific, progress ethical". For a values-based organisation like the IOC it is not enough to change just for the sake of change. **For us change has to be more than a cosmetic effect or just a procedure, change has to have a goal. And this goal is progress. Progress for us means strengthening sport in society by virtue of our values.**

This leads us to the second question: **what to change** in order to make such progress? Before we can answer this question for ourselves we have to take a look at the world around us. **We are living in a world more fragile than ever.** We see political crisis, financial crisis, health crisis, terrorism, war and civil war. We are living in a society more fragmented, more individualized, you could even say more selfish than ever. We are living in a global society with more opportunities than ever. Opportunities for communication, for dialogue, for global solidarity, for social development, and for peace. We are living at a moment when we do not know which way the world will choose to go - or worse which way the world will let itself go.

What does all this mean for us? First of all it means that **our message of dialogue, of respect for rules, our message of tolerance, solidarity and peace – that this Olympic message is perhaps more relevant than ever.** If we want to strengthen the relevance of our Olympic Message, people have to hear our message, they have to believe in our message; they have to "get the message". But before people really get our message, in these times of uncertainty, they are asking different questions.

The less people believe in the future the more they want to know about the future. This means for us that they want to know more about the sustainability of Olympic Games and all our actions; that they want to know better about our governance and finances; that they want to know how we are living up to our values and our social responsibility. This modern world demands more transparency, more participation, higher standards of integrity. **This modern world takes less for granted, has no place for complacency, questions even those with the highest reputation. This world takes much less on faith.**

In the Olympic Agenda 2020 we are addressing these questions under the three overarching topics of sustainability, credibility, youth.

With a new philosophy in the bidding procedure we are encouraging potential candidate cities to present to us a **holistic concept of respect for the environment, feasibility and of development, to leave a lasting legacy.** With these far reaching changes we respect that there is no "one size fits all solution" for the sustainability of Olympic Games. **Host city candidates strive for very different development goals and start from very different points of development. We embrace this diversity. In fact this diversity is part of the magic of the Olympic Games.**



They are global; therefore the standards of one part of the world alone cannot be the benchmark. The Olympic Games encourage this dialogue of different cultures. Each edition has to be different. Each edition has to be an authentic reflection of the cultural, social, environmental, sports background of the host. With the Olympic Agenda 2020 we promote and support this diversity by creating more flexibility, more flexibility for the organisation and the programme of the Olympic Games. At the same time we safeguard the unity of the Olympic Movement by ensuring the respect of the host for our values and the respect for the athletes who are at the heart of the Olympic Games.

With the Olympic Agenda 2020 we are addressing the topic of credibility - credibility for competitions as well as for organisations. The IOC has already undertaken major steps fifteen years ago and therefore enjoys an excellent reputation in this regard. However, the world and its expectations for organisations such as ours have evolved.

Therefore **we will strengthen our good governance, transparency and ethics:**

The members of the Ethics Commission will be elected by the IOC Session, and not appointed by the IOC Executive Board any more.

The Ethics Commission will draft new rules in line with the Olympic Agenda 2020.

We will create the position of a compliance officer.

Our financial statements will be prepared and audited by the benchmark International Financial Reporting Standards IFRS, even if from the legal perspective much less transparent standards would be sufficient. We will provide an annual activity and financial report, including the allowance policy for IOC Members, which will give evidence for the fact that the IOC Members are genuine volunteers.

With regard to the credibility of sports competitions and of athletes we want to change the philosophy. **The Olympic Movement is all about the clean athletes. They are our best ambassadors, they are our role-models, they are our treasure. Therefore we have first and foremost to protect the clean athletes.** We have to protect them from doping, match-fixing, manipulation and corruption. We have to change our way of thinking. We have to consider every single cent in the fight against these evils not as an expense but as an investment in the future of Olympic Sport. We have to realize that catching the cheats is extremely important but only a means to an even more important end - the protection of the clean athletes. This will not be easy and will take a long time, because the old way of thinking is deeply rooted. Just to give you an example about the almost perverse wording we use: when we catch a cheat with a doping test we all speak about a "positive" test result, when the test shows that the athlete was clean we speak of a "negative" test result. With the Olympic Agenda 2020 we also demonstrate what effects this change of philosophy will have. We want to support innovative anti-doping research which leads to a better and less onerous protection of the clean athletes: We want to create robust education, awareness and prevention programmes against match-fixing, manipulation and corruption.

The Olympic Agenda 2020 clearly demonstrates our determination to live up to our values and principles. **The new wording of the 6<sup>th</sup> Fundamental Principle of Olympism, is derived from the United Nations Universal Declaration of Human Rights.** In one point it will now be even



more clear because it includes also sexual orientation. This strengthened wording will help us to ensure the respect for all these rights for all participants during the Olympic Games.

The proposed activities of "Olympism in Action" and "Olympism and Culture" will make the values of sport more accessible for everybody and foster our dialogue with society.

The Olympic Agenda 2020 addresses our communication with the youth. As a sports organisation we cannot be satisfied only with increasing numbers of young people watching the Olympic Games. **We have an interest and a responsibility to get the couch potatoes off the couch. Only children playing sport can be future athletes. Only children playing sport can enjoy the educational and health values of sport.** We want to inspire these children by giving them better access to sport. We want to engage with them wherever they are. We want sport in more school-curricula world-wide.

The Olympic Agenda 2020 addresses the relevance of Olympic Sports and its values by the proposal for the creation of an **Olympic Channel**. We must give our athletes and sports the world-wide media exposure they deserve also between Olympic Games. We must give our many actions in the humanitarian, cultural and social field the attention they deserve. We must give the youth better access to athletes, sport, Olympic History, Olympic Culture and Olympic Values.

**This Olympic Agenda 2020 is like a jig-saw puzzle. Every piece, every recommendation, has the same importance. Only when you put all these 40 pieces together you see the whole picture. You see progress in ensuring the success of the Olympic Games, progress in safeguarding the Olympic Values and progress in strengthening sport in society.**

This leads us to the third and - please do not worry - last question. **How can we achieve this progress?** In this respect the management of the change was already a message and a tool in itself. This message is very clear: **Progress needs cooperation.** We had a very broad and transparent consultation not only among us, not only with our major stakeholders, the International Federations and the National Olympic Committees, but with people from all walks of life. We, the Olympic Movement, had an excellent discussion with more than 200 contributions from you, the IOC Members, during the IOC Session in Sochi. We had two Olympic Summit meetings with contributions from the leaders of IF's and NOC's: We had the participation of all stakeholders in the 14 Working groups, in the IOC Commissions and in hundreds of bilateral meetings. We had more than 40.000 contributions from the public producing more than 1200 ideas. **With the composition of the Working Groups we have opened up to society. We have opened our windows to let fresh air in. We have opened our minds to the advice of high-ranking representatives** from other NGO's, from politics, from culture, from business. All their most welcome input is reflected in this Olympic Agenda 2020. We do not want, and we cannot afford to leave this as a one-off event. **If we want to turn these changes into progress we need to continue this dialogue.**

**Therefore we do not only open our windows but also our doors** for consultations with different NGO's, with political leaders, with the cultural community and with entrepreneurs. In the last ten months we have signed sponsorship and TV-contracts worth more than 10 billion US Dollars – money which is immediately redistributed to sport and to the athletes. In all these negotiations the Olympic Agenda 2020 played a crucial role. By committing themselves, for some up to 2032, all



these partners demonstrated huge confidence in the future of The Olympic Movement and in the Olympic Agenda 2020. Since you elected me as your president in September 2013 I have met 95 Heads of State or Government. In most of these meetings the Olympic Agenda 2020 and our relations with the world of politics played a major role.

The culmination of this new sense of cooperation and partnership are our relations with the United Nations. I am indeed very grateful to the **Secretary General Mr. Ban Ki-Moon** for his great commitment to this joint endeavor. **"Olympic principles are United Nations principles"**, he said. During this year 2014 we have already had several meetings to discuss how to foster our cooperation. We can be very proud and happy that we could conclude a Memorandum of Understanding between the IOC and the UN in April this year. We can be even more happy and proud that **the United Nations General Assembly passed a resolution by consensus supporting the leadership position of the IOC, and the autonomy of sport**. This resolution recognizes the contribution of sport to foster dialogue, peace and development. It affirms the invaluable contribution of The Olympic Movement in establishing sport as a unique means for the promotion of peace and development. It asks for respect of the unifying and conciliative nature of international sport events and encourages member states to give sport due consideration in the context of the sustainable development goals of the UN.

**As Mr Ban Ki-Moon rightly put it:**

**"That team - the United Nations and the IOC - ... we are joining forces for our shared ideals. Sustainability. Universality. Solidarity. Non-discrimination. The fundamental equality for all people".**

**The Olympic Agenda 2020 ensures that the Olympic Movement under the leadership of the IOC is a valuable player in this team with the UN.**

Dear friends and colleagues, now this Olympic Agenda 2020 is in your hands. Now it is up to you to show that this is our vision for the future of the Olympic Movement. Our founder Pierre de Coubertin, I am sure, is following us closely these days and with great sympathy, because he was always a man of reforms.

He said, "Courage ... and hope! .... charge boldly through the clouds and do not be afraid. The future belongs to you."

You all have shown so much of this courage and hope from the last IOC Session until today. I would like to thank you very much for your constructive approach, for your great commitment and your outstanding dedication to the Olympic Agenda 2020. In many of these discussions we had diverse approaches and opinions. **This diversity is an enrichment. This diversity is an even greater enrichment, because at the same time you strengthened the unity with regard to our vision and our values. So let us together use this momentum for progress through change. Let us unite behind our Olympic Agenda 2020. Let us demonstrate the true meaning of Unity in Diversity. Let us together shape an even brighter future for this magnificent, truly global Olympic Movement.**

**Thank you very much!**



## **20+20 Recommendations to shape the future of the Olympic Movement**

1. Shape the bidding process as an invitation .....	9
2. Evaluate bid cities by assessing key opportunities and risks.....	10
3. Reduce the cost of bidding .....	11
4. Include sustainability in all aspects of the Olympic Games .....	12
5. Include sustainability within the Olympic Movement's daily operations .....	12
6. Cooperate closely with other sports event organisers .....	13
7. Strengthen relationships with organisations managing sport for people with different abilities .....	13
8. Forge relationships with professional leagues.....	13
9. Set a framework for the Olympic programme .....	14
10. Move from a sport-based to an event-based programme.....	14
11. Foster gender equality.....	15
12. Reduce the cost and reinforce the flexibility of Olympic Games management .....	15
13. Maximise synergies with Olympic Movement stakeholders.....	15
14. Strengthen the 6 <sup>th</sup> Fundamental Principle of Olympism.....	16
15. Change the philosophy to protecting clean athletes .....	16
16. Leverage the IOC USD 20 million fund to protect clean athletes.....	16
17. Honour clean athletes.....	16
18. Strengthen support to athletes .....	17
19. Launch an Olympic Channel .....	18
20. Enter into strategic partnerships .....	18



21. Strengthen IOC advocacy capacity .....	18
22. Spread Olympic values-based education .....	18
23. Engage with communities.....	19
24. Evaluate the Sport for Hope programme .....	19
25. Review Youth Olympic Games positioning .....	19
26. Further blend sport and culture .....	20
27. Comply with basic principles of good governance .....	21
28. Support autonomy .....	21
29. Increase transparency .....	21
30. Strengthen the IOC Ethics Commission independence .....	22
31. Ensure compliance .....	22
32. Strengthen ethics.....	22
33. Further involve sponsors in “Olympism in Action” programmes .....	22
34. Develop a global licensing programme.....	23
35. Foster TOP sponsors’ engagement with NOCs.....	23
36. Extend access to the Olympic brand for non-commercial use.....	23
37. Address IOC membership age limit .....	24
38. Implement a targeted recruitment process .....	24
39. Foster dialogue with society and within the Olympic Movement.....	25
40. Review scope and composition of IOC commissions .....	25



## Recommendation 1

### **Shape the bidding process as an invitation**

**Introduce a new philosophy: the IOC to invite potential candidate cities to present an Olympic project that best matches their sports, economic, social and environmental long-term planning needs.**

1. The IOC to introduce an assistance phase during which cities considering a bid will be advised by the IOC about bid procedures, core Games requirements and how previous cities have ensured positive bid and Games legacies.
2. The IOC to actively promote the maximum use of existing facilities and the use of temporary and demountable venues.
3. The IOC to allow, for the Olympic Games, the organisation of preliminary competitions outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability.
4. The IOC to allow, for the Olympic Games, the organisation of entire sports or disciplines outside the host city or, in exceptional cases, outside the host country notably for reasons of geography and sustainability.
5. The IOC to include in the host city contract clauses with regard to Fundamental Principle 6 of the Olympic Charter as well as to environmental and labour-related matters.
6. The IOC to make the Host City Contract (HCC) public.
7. The HCC to include details of the IOC's financial contribution to the OCOG.
8. Respect third-party legal interests by making contractual elements available on an "in-confidence" basis.
9. The IOC to accept other signatories to the HCC than the host city and the NOC, in line with the local context.
10. The IOC to provide the HCC at the outset of a given bid process.



## Recommendation 2

### **Evaluate bid cities by assessing key opportunities and risks**

**The report of the Evaluation Commission to present a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy.**

1. Introduce into the existing 14 Candidate City evaluation criteria a new criterion entitled: The Athletes' Experience.
2. The IOC to consider as positive aspects for a bid: the maximum use of existing facilities and the use of temporary and demountable venues where no long-term venue legacy need exists or can be justified.
3. The IOC, in collaboration with Olympic Movement stakeholders, to define core requirements for hosting the Olympic Games. The field of play for the athletes to always be state-of-the-art for all competitions and to form part of the core requirements.
4. The IOC to clarify the elements for the two different budgets related to the organisation of the Olympic Games: long-term investment in infrastructure and return on such investment on the one hand, and the operational budget on the other hand. Furthermore, the IOC contribution to the Games to be further communicated and promoted.
5. The Candidate City Briefing to include an in-camera discussion between the IOC members and the IOC Evaluation Commission.
6. The Commission to benefit from third-party, independent advice in such areas as social, economic and political conditions, with a special focus on sustainability and legacy.



## Recommendation 3

### **Reduce the cost of bidding**

#### **The IOC to further assist Candidate Cities and reduce the cost of bidding.**

1. The Candidate Cities to be allowed to attend and make presentations only to:
  - IOC members during the Candidate City Briefing,
  - ASOIF/AIOWF respectively. This presentation may be combined with the Candidate City Briefing,
  - ANOC General Assembly preceding the vote,
  - IOC Session at which the host city is elected.
2. The IOC to bear the following costs:
  - costs incurred in relation to the visit of the IOC Evaluation Commission,
  - travel and accommodation for six accredited delegates for the Candidate City Briefing to IOC Members in Lausanne,
  - travel and accommodation for six accredited delegates for the Candidate City briefing to the ASOIF/AIOWF respectively,
  - travel and accommodation for six accredited delegates for the ANOC General Assembly,
  - travel and accommodation for 12 accredited delegates for the IOC Session at which the host city is elected.
3. Publication of the Candidature File to be in electronic format only.
4. The IOC to create and monitor a register of consultants/lobbyists eligible to work for a bid city. Formal acceptance of the IOC Code of Ethics and Code of Conduct by such consultants/lobbyists as a prerequisite for listing in the register.
5. The IOC to give access to bid cities, upon their request, to the Olympic Channel, if the creation of such Channel is approved.



## Recommendation 4

### **Include sustainability in all aspects of the Olympic Games**

**The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.**

1. Develop a sustainability strategy to enable potential and actual Olympic Games organisers to integrate and implement sustainability measures that encompass economic, social and environmental spheres in all stages of their project;
2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
3. The IOC to ensure post-Games monitoring of the Games legacy with the support of the NOC and external organisations such as the World Union of Olympic Cities (UMVO).

## Recommendation 5

### **Include sustainability within the Olympic Movement's daily operations**

**The IOC to embrace sustainability principles:**

1. The IOC to include sustainability in its day-to-day operations
  - The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).
  - The IOC to reduce its travel impact and offset its carbon emissions.
  - The IOC to apply the best possible sustainability standards for the consolidation of its Headquarters in Lausanne.
2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:
  - developing recommendations,
  - providing tools, e.g. best practices and scorecards,
  - providing mechanisms to ensure the exchange of information between Olympic stakeholders,
  - using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.
3. To achieve the above, the IOC to cooperate with relevant expert organisations such as UNEP.



## Recommendation 6

### **Cooperate closely with other sports event organisers**

**Cooperate closely with other sports event organisers:**

1. The IOC and the International World Games Association (IWGA) to closely cooperate regarding the sports programme composition and their respective evaluations.
2. The IOC and the International Masters Games Association (IMGA) to study the possibility for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.
3. The IOC to consider including a “sports lab” or sports initiation programmes as part of the Olympic Games or Youth Olympic Games to trigger youth involvement and benefit the host community.

## Recommendation 7

### **Strengthen relationships with organisations managing sport for people with different abilities**

**Strengthen relationships with organisations managing sport for people with different abilities, with a view to exploiting synergies in all possible areas, including:**

- Technical assistance
- Communication activities
- Promotion of events via the Olympic Channel

## Recommendation 8

### **Forge relationships with professional leagues**

**Invest in and forge relationships with professional leagues and structures via the respective International Federations with the aim of:**

- Ensuring participation by the best athletes
- Recognising the different nature and constraints of each of the professional leagues
- Adopting the most appropriate collaboration model on an ad-hoc basis in cooperation with each relevant International Federation.



## Recommendation 9

### **Set a framework for the Olympic programme**

#### **Set limits for accreditations:**

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad to approximately:
  - 10,500 athletes
  - 5,000 accredited coaches and athletes' support personnel
  - 310 events
2. The IOC to limit the number of athletes, officials and events for the Olympic Winter Games to approximately:
  - 2,900 athletes
  - 2,000 accredited coaches and athletes' support personnel
  - 100 events
3. The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.

## Recommendation 10

### **Move from a sport-based to an event-based programme**

#### **Move from a sport-based to an event-based programme:**

1. Regular reviews of the programme to be based on events rather than sports, with the involvement of the International Federations, and with the following restrictions to be respected:
  - For the Games of the Olympiad: approximately 10,500 athletes, 5,000 accredited coaches and athletes' support personnel, and 310 events,
  - For the Winter Games, approximately 2,900 athletes, 2,000 accredited coaches and athletes' support personnel, and 100 events.
2. The IOC Session to decide on the inclusion of any sport (IF) in the programme.
3. The IOC to allow the OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games.



## Recommendation 11

### **Foster gender equality**

#### **Foster gender equality**

1. The IOC to work with the International Federations to achieve 50 per cent female participation in the Olympic Games and to stimulate women's participation and involvement in sport by creating more participation opportunities at the Olympic Games.
2. The IOC to encourage the inclusion of mixed-gender team events.

## Recommendation 12

### **Reduce the cost and reinforce the flexibility of Olympic Games management**

#### **Reduce the cost and reinforce the flexibility of Olympic Games management**

1. The IOC to establish a transparent management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.
2. The IOC with the stakeholders to systematically review the level of services, Games preparation and delivery, with a view to containing cost and complexity. Regular proposals will be made in this respect.
3. The IOC to consider the provision of turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.

## Recommendation 13

### **Maximise synergies with Olympic Movement stakeholders**

#### **Maximise synergies with Olympic Movement stakeholders to ensure seamless organisation and reduce costs.**

1. The IOC to enhance the role of the International Federations (IFs) in the planning and delivery of the Olympic competitions, including the study of transferring technical responsibilities from the OCOGs to the IFs.
2. The IOC to focus the role of the IOC Coordination Commission on key issues and validation of service levels.



## Recommendation 14

### **Strengthen the 6<sup>th</sup> Fundamental Principle of Olympism**

The IOC to include non-discrimination on sexual orientation in the 6th Fundamental Principle of Olympism.

## Recommendation 15

### **Change the philosophy to protecting clean athletes**

The IOC's ultimate goal is to protect clean athletes

## Recommendation 16

### **Leverage the IOC USD 20 million fund to protect clean athletes**

The IOC to use its extra USD 20 million "Protection of clean athletes" fund:

1. USD 10 million to develop robust education and awareness programmes on the risks of match-fixing, any kind of manipulation of competitions and related corruption.
2. USD 10 million to support projects offering a new scientific approach to anti-doping.

## Recommendation 17

### **Honour clean athletes**

Honour clean athletes who are awarded an Olympic medal following a doping case:

1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.
2. The ceremony to be properly communicated by all parties concerned.



## Recommendation 18

### **Strengthen support to athletes**

**Strengthen support to athletes:**

1. The IOC to put the athletes' experience at the heart of the Olympic Games.
2. The IOC to further invest in supporting athletes on and off the field of play.



## Recommendation 19

### **Launch an Olympic Channel**

The IOC to launch an Olympic Channel.

## Recommendation 20

### **Enter into strategic partnerships**

The IOC to open up to cooperation and network with competent and internationally recognised organisations and NGOs to increase the impact of its programmes.

## Recommendation 21

### **Strengthen IOC advocacy capacity**

Strengthen IOC advocacy capacity:

- The IOC to advocate to intergovernmental organisations and agencies.
- The IOC to encourage and assist NOCs in their advocacy efforts.

## Recommendation 22

### **Spread Olympic values-based education**

**Spread Olympic values-based education**

1. The IOC to strengthen its partnership with UNESCO to include sport and its values in school curricula worldwide.
2. The IOC to devise an electronic platform to share Olympic values-based education programmes of different NOCs and other organisations.
3. The IOC to identify and support initiatives that can help spread the Olympic values.



## Recommendation 23

### **Engage with communities**

#### **Engage with communities:**

1. Create a virtual hub for athletes.
2. Create a virtual club of volunteers.
3. Engage with the general public.
4. Engage with youth.

## Recommendation 24

### **Evaluate the Sport for Hope programme**

#### **Evaluate the Sport for Hope programme:**

1. The IOC to evaluate the success and impacts of the Sport for Hope programme over the next two to three years and, in the meantime, limit the programme to the two existing centres in Haiti and Zambia.
2. The IOC to develop a sustainable operational model for the two existing Sport for Hope centres and invite other NGOs to contribute their particular areas of expertise, with the goal of having the centres become self-sufficient, managed and operated by another entity, and no longer reliant on the direct heavy investment and support of the IOC.
3. The IOC to define further strategy of investment in locally adapted grassroots sport facilities, building on the experience and lessons learned from the Olympiafrica model.

## Recommendation 25

### **Review Youth Olympic Games positioning**

#### **The IOC to review with the stakeholders the positioning of the Youth Olympic Games.**

1. The IOC Executive Board to set up a tripartite commission with the NOCs and IFs to review in depth the vision, mission, positioning, sports programme, Culture and Education Programme (CEP), protocol, organisation, delivery and financing of the Youth Olympic Games, and to come back to the IOC Session for final discussions and decisions.
2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4<sup>th</sup> Summer Youth Olympic Games, to be postponed from 2022 to 2023.



## Recommendation 26

### **Further blend sport and culture**

#### **Further strengthen the blending of sport and culture at the Olympic Games and in-between.**

1. At Games time:

- Create the Olympic Laurel award for outstanding contributions to Olympism (culture, education, development and peace) at every edition of the Olympic Games. The award ceremony to take place during one of the ceremonies. The recipient of the “Olympic Laurel” to be nominated by a jury including independent highly respected personalities.
- Study the development of an Olympic House to welcome the general public to engage in a dialogue with the Olympic Movement.
- Study an “Olympic Museum on the move” concept to introduce Olympic culture to the general public in the context of the torch relay, live sites and/or the Cultural Olympiad.
- Develop an artists-in-residence programme.

2. Between Olympic Games:

- Study how to develop an impactful commissioned artists programme to engage a steady and authentic interaction with global cultural players and build a dynamic legacy.
- Encourage NOCs to appoint an “attaché” for Olympic culture.



## Recommendation 27

### **Comply with basic principles of good governance**

**All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (“PGG”).**

1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.
2. Organisations to be responsible for running self-evaluation on a regular basis. The IOC to be regularly informed of the results of the organisations’ self-evaluations. In the event of missing such information, the IOC to request such an evaluation at its discretion.
3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.

## Recommendation 28

### **Support autonomy**

**The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country.**

## Recommendation 29

### **Increase transparency**

**To further increase transparency**

1. The financial statements of the IOC to be prepared and audited according to the International Financial Reporting Standards (IFRS), even if these higher standards are legally not required from the IOC.
2. The IOC to produce an annual activity and financial report, including the allowance policy for IOC members.



## Recommendation 30

### **Strengthen the IOC Ethics Commission independence**

The Chair and the members of the IOC Ethics Commission to be elected by the IOC Session.

## Recommendation 31

### **Ensure compliance**

The IOC to establish within the administration a position of a compliance officer, to:

1. Advise the IOC members, IOC staff, NOCs, IFs and all other stakeholders of the Olympic Movement with regard to compliance.
2. Give advice on new developments with regard to compliance.

## Recommendation 32

### **Strengthen ethics**

The IOC Ethics Commission to review the Code of Ethics and its Rules of Procedure to be fully aligned with the Olympic Agenda 2020 drive for more transparency, good governance and accountability.

## Recommendation 33

### **Further involve sponsors in “Olympism in Action” programmes**

The IOC to adopt measures for TOP Partners to be integrated into the funding, promotion and implementation of IOC “Olympism in Action” activities and to strengthen sponsors’ recognition in this respect.

1. The IOC to define specifically which “Olympism in Action” programmes would help drive the Olympic brand
2. The IOC to streamline “Olympism in Action” initiatives behind a few core ones which sponsors can “anchor” onto and which align with the central vision of “building a better world through sport”.
3. The IOC to review and understand what partnering with each TOP can offer in terms of furthering the IOC “Olympism in Action” goals.
4. TOP Partners to be engaged by IOC TMS to co-construct future “Olympism in Action” initiatives.
5. Enhance recognition of partners’ involvement in “Olympism in Action” programmes.



## Recommendation 34

### **Develop a global licensing programme**

The IOC to develop a global licensing programme, placing the emphasis on promotion rather than on revenue generation.

## Recommendation 35

### **Foster TOP sponsors' engagement with NOCs**

**The IOC to create a programme in view of increasing engagement between TOPs and NOCs.**

1. The IOC to adapt tailor-made measures to increase TOP local activation and synergies with NOCs. Support individual NOCs and sponsors in developing and increasing sponsorship activations on a local level using the NOCs' assets.
2. The IOC to create IOC Marketing Seminars for NOCs in collaboration with Olympic Solidarity and ANOC to provide information on Olympic marketing and best practices. The seminar programme for all NOCs will enhance and develop the marketing and servicing capabilities of NOCs to engage with sponsors to better support and maximise sponsorship activations. The existing training pool for NOCs will be a key component of the seminar programme.
3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.

## Recommendation 36

### **Extend access to the Olympic brand for non-commercial use**

Extend access to the Olympic brand for non-commercial use.



## Recommendation 37

### **Address IOC membership age limit**

#### **Address IOC membership age limit:**

- The IOC Session, upon the recommendation of the IOC Executive Board, may decide a one-time extension of an IOC member's term of office for a maximum of four years, beyond the current age limit of 70.
- This extension to be applied in a maximum of five cases at a given time.
- The Nominations Commission to be consulted.

## Recommendation 38

### **Implement a targeted recruitment process**

#### **Move from an application to a targeted recruitment process for IOC membership:**

1. The Nominations Commission to take a more proactive role in identifying the right candidates to fill vacancies in order to best fulfil the mission of the IOC.
2. The profile of candidates to comply with a set of criteria - to be submitted by the Nominations Commission to the IOC Executive Board for approval -, inter alia:
  - The IOC's needs in terms of skills and knowledge (e.g. medical expertise, sociological expertise, cultural expertise, political expertise, business expertise, legal expertise, sports management expertise, etc.)
  - Geographic balance, as well as a maximum number of representatives from the same country
  - Gender balance
  - The existence of an athletes' commission within the organisation for representatives of IFs/NOCs
3. The IOC Session to be able to grant a maximum of five special case exceptions for individual members with regard to the nationality criteria.



## Recommendation 39

### **Foster dialogue with society and within the Olympic Movement**

#### **Foster dialogue with society and within the Olympic Movement:**

1. The IOC to study the creation of an “Olympism in Action” Congress that would take the pulse of society every four years:
  - Bring together representatives of the Olympic Movement, its stakeholders and representatives of civil society.
  - Engage in a dialogue with representatives from all walks of life and backgrounds on the role of sport and its values in society.
  - Discuss the contribution of the Olympic Movement to society in fields such as education, cohesion, development, etc.
2. The IOC to turn the Session into an interactive discussion among IOC members on key strategic topics, with interventions from external guest speakers.

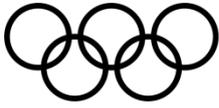
## Recommendation 40

### **Review scope and composition of IOC commissions**

1. **The President to review the scope and composition of the IOC commissions, to align them with the Olympic Agenda 2020.**
2. **The IOC Executive Board to determine the priorities for implementation of the recommendations.**

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# Olympic Winter Games Strategic Review Working Group Recommendations

## Table of contents

<b>INTRODUCTION</b> .....	<b>2</b>
<b>Background</b> .....	<b>2</b>
<b>Working Group Objective</b> .....	<b>3</b>
<b>Methodology</b> .....	<b>3</b>
<b>RECOMMENDATIONS</b> .....	<b>4</b>
<b>Venue Concept</b> .....	<b>4</b>
<b>Candidature</b> .....	<b>5</b>
<b>Games Organisation</b> .....	<b>6</b>
<b>Positioning</b> .....	<b>8</b>
<b>Benefits &amp; Legacy</b> .....	<b>9</b>
<b>Appendix 1 Olympic Winter Games Strategic Review Working Group membership</b> .....	<b>10</b>
<b>APPENDIX 1</b> .....	<b>15</b>
<b>Olympic Winter Games Strategic Review Working Group membership</b> .....	<b>15</b>



## **INTRODUCTION**

The Olympic Winter Games serve as a global showcase for the Olympic values and a wide range of winter sports. They are the pinnacle of excellence for athletes who compete on snow and ice, and thrill spectators and sports fans worldwide. More than two billion people, across all continents, watched at least part of the Olympic Winter Games Sochi 2014. The close link to nature and spectacular mountain environments give the Olympic Winter Games a special character that generates widespread interest, even in countries with no winter sports tradition. The Games also provide a high-profile platform for relatively new events with strong appeal to young people.

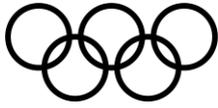
The approach of the centennial anniversary of the Olympic Winter Games in 2024 and the implementation of the International Olympic Committee (IOC)'s Olympic Agenda 2020, the strategic roadmap for the future of the Olympic Movement, make this an opportune time to consider ways to build on this record of success. The Olympic Winter Games Strategic Review is a collaborative effort to take a fresh look at the Games with a view to ensuring their continued relevance and popularity in the context of the IOC's strong focus on sustainability and legacy.

The reforms of Olympic Agenda 2020 addressed many challenges of hosting and seeking to host the Olympic Games. The changes gave host cities for the Games of the Olympiad and the Olympic Winter Games more flexibility to design Games that meet the host cities' long-term development plans, and ensured that cities seeking to host the Olympic Games receive more support and assistance from the Olympic Movement.

## **Background**

Recognising the opportunities and challenges facing the Olympic Winter Games, and inspired by the example of Olympic Agenda 2020, the IOC Executive Board and the Association of International Olympic Winter Federations (AIOWF) agreed at a joint meeting in June 2015 to engage in further discussions on the future development of the Olympic Winter Games.

At a subsequent meeting in November 2015, the IOC, the seven Winter International Federations (IFs) and the International Paralympic Committee (IPC) agreed to establish a Working Group to support a strategic review of the Olympic Winter Games, along with representatives from other Olympic Movement organisations and external winter sports experts. Although the Working Group focused primarily on the Olympic Winter Games, its members were also mindful of the need to maintain the unique attributes of the Paralympic Winter Games. Many of the Working Group's recommendations apply to both the Olympic Winter Games and the Paralympic Winter Games.



## **Working Group Objective**

As agreed by the IOC and AIOWF, the objective of the Working Group was to develop recommendations for the IOC Session focused on enhancing the value of the Olympic Winter Games, especially for candidate cities and host cities, and making them more sustainable and less impactful in financial, operational and environmental terms. The Working Group paid particular attention to issues related to sustainability, legacy and the process of applying for and hosting the Games.

## **Methodology**

The process began with the appointment of a 26-member Olympic Winter Games Strategic Review Working Group that included IOC Members, representatives from the seven Winter IFs, National Olympic Committees (NOCs), winter-sport Olympians and TOP partners, and was supported by the IOC administration and advisors. (For a full list of the Working Group membership, please see Appendix 1).

To gain a broader perspective on the Olympic Winter Games, the Working Group sought the views of a wide range of individuals, including representatives from city governments, former candidate cities, former Games Organising Committees (OCOGs), legacy organisations and the mountain resort and ski industries, as well as sustainability experts, broadcast partners and sporting event organisers. They shared their candid opinions in one-on-one interviews and position papers that informed the Working Group's deliberations over the recommendations in April.



## RECOMMENDATIONS

### Venue Concept

#### Recommendation 1

**Encourage sustainable, creative and cost-effective venue solutions to further support legacy goals.**

1. The IOC, with the IFs, to actively promote the maximum use of existing, temporary and demountable venues, and to encourage creative and innovative solutions for all Games-related facilities, including Villages, media centres and sporting venues (e.g. modular, transportable).
2. The IFs to support the IOC in approving the organisation of preliminary competitions at existing venues outside the host city/mountain region, or the host country, notably for reasons of sustainability<sup>1</sup>.
3. The IFs to support the IOC in allowing the organisation of entire sports, disciplines or events at existing venues outside the host city/mountain region or the host country, notably for reasons of geography and sustainability<sup>2</sup>, whilst maintaining the quality of the athletes' experience. The International Bobsleigh and Skeleton Federation, and the International Luge Federation have shown leadership in this regard by endorsing this concept in recognition that there are adequate existing venues to support the continued development of their sport.
4. Potential candidate cities considering the options provided under 2 and 3 above to consult with the IOC and the relevant NOC(s) during the Invitation Phase before making a formal proposal. If considered to be technically feasible by the IOC, after consultation with and agreement of the relevant IF(s), a clear joint statement to be provided by the IOC and the IF(s) to the city and to the Evaluation Commission that the proposal is sustainable and an asset of the candidature.
5. The IFs to support the IOC in making clear to candidate cities and OCOGs that there is no obligation to build new permanent venues if there is no clear legacy plan and value. The onus is on Games organisers to state that there is no legacy case supporting the construction of a new permanent venue.
6. The IOC to require the use of existing sports or other venues for opening and closing ceremonies.

---

<sup>1</sup>The inclusion of the mountain region and the support from IFs are new elements compared to Rule 34 of the Olympic Charter.



## Candidature

### Recommendation 2

**Tailor the candidature process to reflect the specific nature and character of the Olympic Winter Games, and provide more flexibility and support to prospective hosts.**

1. The IOC to ensure that the candidature documentation further reinforces the importance of sustainability.
2. The IOC to customise the Invitation Phase to address the particular sports, economic, social and environmental long-term planning needs of potential candidate cities.
3. The IOC to increase communication about the candidature process to the public, and assist candidate cities' communications efforts by providing access to the IOC's communications channels and offering support for national/local campaigns, including by means of fact-based material.
4. The IOC to engage with the relevant NOCs, as well as IFs, National Federations (NFs), the IPC and other stakeholders, to assist potential candidate cities during the Invitation Phase.
5. The IOC, IFs and IPC to ensure that sustainability and legacy are determining factors in setting venue capacities, while ensuring the best competition environment for the athletes.
6. During the candidature process, the IOC to further highlight the specific operational requirements of the Olympic Winter Games (e.g. climate).
7. The IOC to reduce Candidature File requirements for technical aspects while maintaining the required guarantees that protect all parties (e.g. accommodation and venue use agreements).
8. The IOC and relevant IFs, after consultation and, if in agreement, to provide joint pre-approval for venues that are used regularly for high-level competitions and are determined suitable for the Olympic Winter Games, as well as certification to that effect. For these certified venues, the level of detail to be provided by candidate cities can be reduced.
9. The IOC to review the level of detail to be provided for other elements whereby a candidate city can demonstrate, from the outset, sufficient capacities (e.g. airport, accommodation facilities, energy requirements).
10. Considering the overall reduction of requirements and early validation of venues, the IOC to reduce the candidature process timeframe.



## Games Organisation

### Recommendation 3

**Optimise assistance and support to the OCOGs from all stakeholders (IOC/Olympic Broadcasting Services (OBS), IFs, NOCs, TOPs, IPC).**

1. The IOC and IFs to continue to review, with the relevant stakeholders, the current Olympic (sports) programme, including events, competition formats and number of athletes/teams, with the goal of reducing the overall number of venues (competition, training and warm-up). When doing so, cost, complexity and added value for the Olympic Games to be taken into account.
2. The IPC to continue to review with the relevant stakeholders, the current Paralympic (sports) programme, including events, competition formats and number of athletes/teams.
3. The IOC to take the lead in considering, with the relevant stakeholders, further and specific Olympic Winter Games turnkey solutions common to all Olympic Games Organising Committees (OCOGs) across all operational functions.
4. The IOC, in agreement with the IFs, to encourage the involvement of the NFs throughout the Games organisation phase whenever they can contribute relevant expertise or other support.
5. The IOC to develop and implement an enhanced model to manage TOP–OCOG supply engagement. This model will include cross-functional processes at the IOC, OCOG and Partner level, with consideration of specific implementation of supply for particular Partners as necessary.
6. The Coordination Commission to form a steering group to determine action priorities and take urgent management decisions, should circumstances require.
7. To ensure that Games organisation is the most cost-effective, the IOC to schedule the engagement of necessary expertise with the OCOGs at the appropriate time.



#### **Recommendation 4**

##### **Reduce cost and complexity.**

1. The IOC to review the operational and technical requirements, as well as the service levels, with the goal of reducing cost and complexity.
  - For this purpose, the IOC to appoint an independent working group (composed of winter sports experts, in areas such as former Olympic Games organisation, environment and sustainability, finance, sport, logistics and construction) to study planning assumptions, level of acceptable risks and mitigation measures in comparison to actual delivery and consumption during Games time.
2. The IOC and IPC to further increase collaboration with the goal of finding common solutions for operational matters, including Games management, service levels, and brand and look of the Games.
3. The IOC and OCOGs to consider a reduced Games planning period for specific functional areas and venue development.



## Positioning

### Recommendation 5

**Define and uphold the specific nature and values of the Olympic Winter Games and their various components, especially the programme.**

1. The IOC and IFs to continue the evolution of the Olympic (sports) programme to maintain its global appeal and relevance, while maintaining the approximate number of 2,900 athletes, 2,000 coaches and athlete support personnel and 100 events.
  - For this purpose, the IFs and organisers are encouraged to seek innovation and be creative in the evolution of their sports, disciplines, events and formats.
2. The IPC and IFs to continue the evolution of the Paralympic (sports) programme to maintain its global appeal and relevance.
3. The IOC to establish guidelines for branding, communications and promotional activities that express the specific nature of the Olympic Winter Games, highlighting key differences from the Games of the Olympiad. Guidelines to be prepared for use by OCOGs, IFs, NOCs, Rights-Holding Broadcasters and TOPs to support their communications efforts.
  - Guidelines should capture the identity and specific nature of each of the seven Olympic Winter Games sports and their athletes.
  - Guidelines should specify how IFs may use Olympic marks in selected events and activities for cross-promotion that are beneficial for the Olympic Winter Games and the IFs.
4. The IOC to ensure that Olympic Winter Games branding guidelines are reflected in all activities that influence the perception of the Games, including:
  - The Olympic (sports) programme
  - Look and design of the Games and Games materials
  - Sports presentation
  - Uniforms (OCOg, IFs, OBS and other stakeholders)
  - Torch Relay
  - Ceremonies

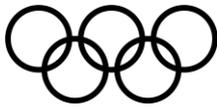


## Benefits & Legacy

### Recommendation 6

#### **Actively promote the benefits of applying for and hosting the Olympic Winter Games**

1. The IOC to develop and implement a consistent and unified communications strategy on the specificities of the Olympic Winter Games and their positive impact on economic, social and environmental development, including positive legacies related to sport and health, in the host city:
  - Games stakeholders, third parties and ambassadors to play a role in delivering the strategy internationally;
  - NOCs and NFs to lead this communication within their country;
  - The IOC to utilise the Olympic Channel;
  - IFs and NFs to play a more active role in communicating the legacy value of the Games, from the grassroots to the elite level, in their territories.
2. The IOC, with assistance from third-party experts as needed, to develop fact-based material (case studies and other reference materials) that address misconceptions and document the benefits of applying for and hosting the Olympic and Paralympic Winter Games, including an assessment of the:
  - Long-term financial impact and return on investment from government-funded capital investments related to the Games;
  - Net financial impact of government-funded expenses for Games-related operational costs and the offsetting impact of government revenues generated by the Games;
  - Social impact of the Paralympic Winter Games.



## Appendix 1

### Olympic Winter Games Strategic Review Working Group membership

Chair	
John D. Coates	IOC Vice-President
Members	
Ottavio Cinquanta	President, International Skating Union (ISU) IOC Member
Phil Craven	President, International Paralympic Committee (IPC) IOC Member
René Fasel	President, International Ice Hockey Federation (IIHF) IOC Member
Gian Franco Kasper	President, Association of International Olympic Winter Sports Federations (AIOWF) President, International Ski Federation (FIS) IOC Member
Adam Pengilly	Member, IOC Athletes' Commission IOC Member
Sigi Asprien	Mayor of St Moritz
Anders Besseberg	President, International Biathlon Union (IBU)
Kate Caithness	President, World Curling Federation (WCF)
Josef Fendt	President, International Luge Federation (FIL)
Ivo Ferriani	President, International Bobsleigh and Skeleton Federation (IBSF)
Peter Franklin	Group Director, Coca-Cola Company
Raymond Johansen	Mayor of Oslo
Alexei Krasnov	Deputy Chairman of the Board of Directors of JSC – Gazprom Media Holding (former Senior Vice President, Sochi 2014 Organising Committee)
John McLaughlin	Chief Financial Officer, Concept Properties Ltd and Concert Infrastructure (former CFO, Vancouver 2010 Organising Committee)
Andrea Shaw	Founder and Managing Partner, TwentyTen Corp. (former Vice President of Sponsorship, Sales and Marketing, Vancouver 2010 Organising Committee)
Karl Stoss	President, <i>Österreichisches Olympisches Comité</i>
Cesare Vaciago	Director General, City of Turin (former CEO, Turin 2006 Organising Committee)
Michael Vesper	CEO, <i>Deutscher Olympischer Sportbund (DOSB)</i>



<b>Ex Officio members</b>	
Colin Grahamslaw	Secretary General, World Curling Federation (WCF)
Heike Groesswang	Secretary General, International Bobsleigh and Skeleton Federation (IBSF)
Sarah Lewis	Secretary General, Association of International Olympic Winter Sports Federations (AIOWF) Secretary General, International Ski Federation (FIS)
Horst Lichtner	Secretary General, International Ice Hockey Federation (IIHF)
Nicole Resch	Secretary General, International Biathlon Union (IBU)
Svein Romstad	Secretary General, International Luge Federation (FIL)
Fredi Schmid	Secretary General, International Skating Union (ISU)



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# OLYMPIC AGENDA 2020

## IMPLEMENTATION PLAN – 2015 AND BEYOND



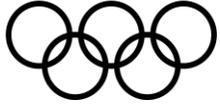


## Contents

<b>Executive Summary</b> .....	3
1. Shape the bidding process as an invitation .....	4
2. Evaluate bid cities by assessing key opportunities and risks .....	10
3. Reduce the cost of bidding .....	13
4. Include sustainability in all aspects of the Olympic Games .....	16
5. Include sustainability within the Olympic Movement's daily operations .....	19
6. Cooperate closely with other sports event organisers .....	22
7. Strengthen relationships with organisations managing sport for people with different abilities .....	25
8. Forge relationships with professional leagues .....	28
9. Set a framework for the Olympic programme .....	30
10. Move from a sport-based to an event-based programme .....	32
11. Foster gender equality .....	36
12. Reduce the cost and reinforce the flexibility of Olympic Games management .....	38
13. Maximise synergies with Olympic Movement stakeholders .....	41
14. Strengthen the 6 <sup>th</sup> Fundamental Principle of Olympism .....	44
15. Change the philosophy to protecting clean athletes .....	46
16. Leverage the IOC USD 20 million fund to protect clean athletes .....	48
17. Honour clean athletes .....	51
18. Strengthen support to athletes .....	53
19. Launch an Olympic Channel .....	57
20. Enter into strategic partnerships .....	60



21. Strengthen IOC advocacy capacity .....	63
22. Spread Olympic values-based education .....	67
23. Engage with communities .....	70
24. Evaluate the Sport for Hope programme .....	72
25. Review Youth Olympic Games positioning .....	75
26. Further blend sport and culture .....	78
27. Comply with basic principles of good governance .....	83
28. Support autonomy .....	85
29. Increase transparency .....	87
30. Strengthen the IOC Ethics Commission independence .....	89
31. Ensure compliance .....	91
32. Strengthen ethics .....	93
33. Further involve sponsors in “Olympism in Action” programmes .....	95
34. Develop a global licensing programme .....	97
35. Foster TOP sponsors’ engagement with NOCs .....	99
36. Extend access to the Olympic brand for non-commercial use .....	102
37. Address IOC membership age limit .....	104
38. Implement a targeted recruitment process .....	105
39. Foster dialogue with society and within the Olympic Movement .....	107
40. Review scope and composition of IOC commissions .....	110



## **EXECUTIVE SUMMARY**

The International Olympic Committee has moved swiftly from approval of the 40 recommendations which make up the Olympic Agenda 2020 to an implementation phase. The recommendations were unanimously agreed at the 127th IOC Session in Monaco. Implementation began immediately, with the first meetings taking place in December.

A significant number of the recommendations are already in place:

- For the bidding process (Recommendation 1), the new Invitation Phase for the 2024 Games started on 15 January. This gives interested cities the chance to see how the Olympic Games best fit into their long-term social, sporting, environmental and economic environment.
- The IOC has included non-discrimination on sexual orientation in the 6th Fundamental Principle of Olympism. (Recommendation 14)
- A new USD 20 million fund is already being deployed to protect the clean athletes. (Recommendation 16)
- Work on the organisational structure of the Olympic Channel (Recommendation 19) is well advanced.
- The IOC has increased transparency (Recommendation 29), and will be audited according to enhanced International Financial Reporting Standards (IFRS), even if these higher standards are legally not required.

In parallel, the IOC administration has developed an implementation plan for each of the 40 recommendations. The action plan includes expected deliverables; quarterly actions needed for delivery; the names of those in charge; and the impacts of each of the recommendations on the IOC administration in terms of finance and other resources. It focuses on 2015, and also gives milestones beyond 2015 when identified.

In line with the document approved in Monaco, the IOC Executive Board will approve the priorities at its meeting in Rio. Going forward, each Executive Board meeting will now have part of its agenda devoted to the Olympic Agenda 2020 implementation plan, to ensure proper follow-up and delivery.

A communications plan will also be developed to make a wider audience aware of the steps being taken by the IOC and the Olympic Movement to implement this ambitious plan in a timely and efficient way.



## Recommendation 1

### **Shape the bidding process as an invitation**

**Introduce a new philosophy: the IOC to invite potential candidate cities to present an Olympic project that best matches their sports, economic, social and environmental long-term planning needs.**

1. The IOC to introduce an assistance phase during which cities considering a bid will be advised by the IOC about bid procedures, core Games requirements and how previous cities have ensured positive bid and Games legacies.
2. The IOC to actively promote the maximum use of existing facilities and the use of temporary and demountable venues.
3. The IOC to allow, for the Olympic Games, the organisation of preliminary competitions outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability.
4. The IOC to allow, for the Olympic Games, the organisation of entire sports or disciplines outside the host city or, in exceptional cases, outside the host country notably for reasons of geography and sustainability.
5. The IOC to include in the host city contract clauses with regard to Fundamental Principle 6 of the Olympic Charter as well as to environmental and labour-related matters.
6. The IOC to make the Host City Contract (HCC) public.
7. The HCC to include details of the IOC's financial contribution to the OCOG.
8. Respect third-party legal interests by making contractual elements available on an "in-confidence" basis.
9. The IOC to accept other signatories to the HCC than the host city and the NOC, in line with the local context.
10. The IOC to provide the HCC at the outset of a given bid process.



## Implementation

### 2015 Expected deliverables

- The invitation phase for 2024 is defined and launched in January 2015.
- Promotion of maximum use of existing facilities and temporary venues, and of the possibility to organise competitions outside the host city and in exceptional cases the host country reflected in all relevant documentation for all three phases of 2024 and also part of the 2022 evaluation of candidate cities.
- The 2022 Host City Contract is made public and includes clauses with regard to Fundamental Principle 6 of the Olympic Charter, as well as details of the IOC's financial contribution to the OCOG. Contractual elements are available and published on an "in-confidence" basis.
- The 2024 Host City Contract is provided to applicant cities at the outset of the applicant phase and includes clauses with regard to the (revised) Fundamental Principle 6 of the Olympic Charter, as well as details of the IOC's financial contribution to the OCOG. In line with the local context, signatories other than the host city and the NOC are accepted.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Invitation phase</b>	<p>Launch of the 2024 bid process on 15 January 2015 with information provided to all NOCs, introducing, in particular, the new invitation phase.</p> <p>Development of assistance materials and Olympic Games Framework (details below).</p> <p>IOC EB February: Presentation of the invitation phase.</p>			
	<p>From March to August 2015, various levels of assistance will be provided to interested NOCs and cities, depending on their needs. These services are targeted to assist cities to better understand Games' needs and to share best practices, but ultimately to provide them with the information that will allow them to develop a project that best meets their long-term development needs.</p> <p>A number of NOCs have already contacted the IOC in this regard. Individual workshops, to take place in Lausanne, are being developed.</p>			



2015 Action plan		Lead: Olympic Games Executive Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Support documents to the bid process</b>	Adaptation of the technical manuals and development of a new Body of Knowledge, which will contain a fresh set of reference materials to support and bring more clarity and flexibility to bid cities and OCOGs. Production of three types of priority documents as follows.			
		<p><i>The Olympic Games Framework:</i> fundamental elements required for hosting the Olympic Games. This document will be given to the potential applicant cities during the invitation phase, it will allow the cities to shape their project and build a suitable budget. It is also intended to be a framework that allows for innovation. Publication date: April 2015.</p> <p><i>The Host City Contract – Obligations:</i> list of IOC requirements to be delivered by the OCOGs. This list will only include obligations of results (planning elements will be integrated into the Olympic Games Master Plan). Publication date: May 2015.</p>	<p><i>The Host City Contract – Principles:</i> generic HCC distributed to all applicant cities. It will sets out the legal, commercial and financial rights and obligations of the IOC, the host city and the NOC of the host country. The HCC Principles and Obligations will together make up the new HCC. Publication date: September 2015.</p> <p><i>Olympic Games Guides:</i> key educational information, including case materials. They will be positioned as best practices and key recommendations to be integrated into the planning and staging of the Games. Publication date: September 2015.</p> <p>The new materials will be published in time to support the 2024 bidding process. The Host City Contract – Obligations and the Olympic Games Guides will be provided to the 2022 host city as well.</p>	
	Revamp of the Applicant and Candidate City Questionnaires, the bid procedure and the Rules of Conduct.			



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
	IOC EB February: Decision on the Rules of Conduct (by the Secretary of the IOC Ethics Commission). Update on reference documents.	IOC EB April: Approval of updated HCC 2022.	IOC EB July + IOC Session: Decision on changes to the Olympic Charter.  Update on all materials for the 2024 applicant and candidature phase are developed, and publication of all 2024 bid documentation.  IOC EB August: Decision on updated HCC 2024.  Announcement of 2024 applicant cities (16 Sept.).  Publication of the 2024 HCC (including full set of Olympic Games requirements).	Ongoing 2024 applicant cities phase including delivery of the applicant city seminar (7-9 Oct.).
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• 2017:               <ul style="list-style-type: none"> <li>○ 2026 Invitation phase.</li> <li>○ 2024 Host City Election.</li> </ul> </li> <li>• 2019:               <ul style="list-style-type: none"> <li>○ 2028 Invitation phase.</li> <li>○ 2026 Host City Election.</li> </ul> </li> </ul>				



2015 Impacts	
HR / organisational	<p>Impact on Olympic Bid City Coordination:</p> <ul style="list-style-type: none"><li>• new branch dedicated to assisting future bid cities to create a better value proposition specific to their environment.</li><li>• new branch dedicated to implementing and assisting cities in the current bid process.</li></ul> <p>Two new Full Time Equivalentents.</p>
Finance	<p>Olympic Agenda 2020 dedicated budget: USD 987,000 (invitation phase USD 265,000; technical manual update USD 367,000; communications and public relations USD 355,000).</p>
Legal	<p>Update of the 2022 and 2024 Host City Contract.</p>
Others	<p>Support of a number of IOC Departments for the review of the Host City Contract.</p> <p>Branding framework for the invitation phase to be developed.</p>
Key impacts beyond 2015	



## Recommendation 2

### **Evaluate bid cities by assessing key opportunities and risks**

**The report of the Evaluation Commission to present a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy.**

1. Introduce into the existing 14 Candidate City evaluation criteria a new criterion entitled: The Athletes' Experience.
2. The IOC to consider as positive aspects for a bid: the maximum use of existing facilities and the use of temporary and demountable venues where no long-term venue legacy need exists or can be justified.
3. The IOC, in collaboration with Olympic Movement stakeholders, to define core requirements for hosting the Olympic Games. The field of play for the athletes to always be state-of-the-art for all competitions and to form part of the core requirements.
4. The IOC to clarify the elements for the two different budgets related to the organisation of the Olympic Games: long-term investment in infrastructure and return on such investment on the one hand, and the operational budget on the other hand. Furthermore, the IOC contribution to the Games to be further communicated and promoted.
5. The Candidate City Briefing to include an in-camera discussion between the IOC members and the IOC Evaluation Commission.
6. The Commission to benefit from third-party, independent advice in such areas as social, economic and political conditions, with a special focus on sustainability and legacy.

## **Implementation**

### **2015 Expected deliverables**

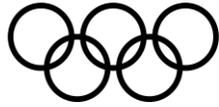
- Athletes' experience criteria and use of existing/temporary venues are part of the Candidate City evaluation from 2022 onwards.
- The core requirements for the hosting the Olympic Games from 2024 onwards are defined.
- The IOC's contribution to the 2022 and 2024 Olympic Games is communicated and promoted.
- The 2022 Candidate Cities briefing (9-10 June) includes an in-camera discussion between the IOC Members and the IOC Evaluation Commission.
- The 2022 Evaluation Commission benefits from third-party advice in areas such as economic, environmental, security, transport and energy.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
2022	<p>A number of Olympic Agenda 2020 decisions are taken into account in the work of the Evaluation Commission (Visits to Almaty from 14 to 18 February and Beijing from 24 to 28 March):</p> <ul style="list-style-type: none"> <li>- The introduction of a new criterion into the Evaluation: the Athletes' Experience.</li> <li>- A report that will more clearly highlight the opportunities, risks and sustainable legacy of each project. For the first time, the IOC commissioned a photographer to visit both cities in January 2015 to photograph the proposed competition and main non-competition venues/sites, as they are today. This will help the members to appreciate more clearly the work to be carried out for Games preparations.</li> <li>- The benefit of third-party, independent advice, in a number of areas (particularly social, economic and political), which will be referenced in the report, e.g. reports into venue construction costs, report on environmentally sensitive areas.</li> <li>- IOC Members will receive the report in advance of the 2022 Candidate City Briefing on 9 and 10 June 2015 in Lausanne. For the first time, the members of the Evaluation Commission will be present to answer questions from the IOC Membership. The President and Secretary General of each International Olympic Winter Sports Federations have also been invited to take part in these two-day meetings.</li> </ul>		On-going implementation for all upcoming bid process.	
		<p>IOC EB April: Decision on new evaluation strategy. Publication of the 2022 Evaluation Commission report in early June.</p> <p>Candidate City briefing (9-10 June), includes the International Winter Federations and in-camera briefing with IOC Members.</p>	IOC Session: 2022 Host City Election.	
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• On-going implementation for all upcoming bid processes.</li> </ul>				



2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 111,000 (development of a new 2024 evaluation process strategy.).
Legal	
Others	
Key impacts beyond 2015	



## Recommendation 3

### **Reduce the cost of bidding**

#### **The IOC to further assist Candidate Cities and reduce the cost of bidding.**

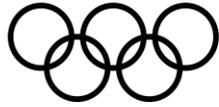
1. The Candidate Cities to be allowed to attend and make presentations only to:
  - IOC members during the Candidate City Briefing,
  - ASOIF/AIOWF respectively. This presentation may be combined with the Candidate City Briefing,
  - ANOC General Assembly preceding the vote,
  - IOC Session at which the host city is elected.
2. The IOC to bear the following costs:
  - costs incurred in relation to the visit of the IOC Evaluation Commission,
  - travel and accommodation for six accredited delegates for the Candidate City Briefing to IOC Members in Lausanne,
  - travel and accommodation for six accredited delegates for the Candidate City briefing to the ASOIF/AIOWF respectively,
  - travel and accommodation for six accredited delegates for the ANOC General Assembly,
  - travel and accommodation for 12 accredited delegates for the IOC Session at which the host city is elected.
3. Publication of the Candidature File to be in electronic format only.
4. The IOC to create and monitor a register of consultants/lobbyists eligible to work for a bid city. Formal acceptance of the IOC Code of Ethics and Code of Conduct by such consultants/lobbyists as a prerequisite for listing in the register.
5. The IOC to give access to bid cities, upon their request, to the Olympic Channel.



## **Implementation**

### **2015 Expected deliverables**

- From 2022 Candidate Cities onwards, the number of presentations by Candidate Cities is limited and the identified costs previously covered by Candidates Cities are borne by the IOC.
- At the launch of the 2024 Applicant Cities phase, by 15 September, Register of consultants/lobbyists in place.
- Framework for the bid cities from 2024 onwards to take advantage of the Olympic Channel is defined.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>2022</b>	IOC to bear costs in relation to Evaluation Commission visit in Feb and March 2015. Hire of meeting rooms and briefing room set-up.	IOC to bear costs of 6 delegates per city to attend the IOC Members' briefing (9-10 June).	IOC to bear costs of 12 delegates per City to attend the IOC Session in Kuala Lumpur.	
<b>2024</b>		Register of consultants to be presented at the IOC EB.	Register of consultants presented at the IOC Session and made available for the Applicant Cities on 16 September.	Define strategy for the promotion of bid cities through the Olympic Channel.
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>2017: 2024 Candidature File will be in electronic format only.</li> </ul>				

2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 690,000 (USD 233,000 for costs borne by the IOC; USD 31,000 for the register of consultants; USD 426,000 for IOC to cover more expenses than during past Commissions.).
Legal	Input into: Bidding Rules and Procedure, Regulations for Consultants/Lobbyists register, Code of Ethics and Rules of Conduct for Cities wishing to organise the Olympic Games.
Others	Technology: development of the register of consultants.
Key impacts beyond 2015	



## Recommendation 4

### **Include sustainability in all aspects of the Olympic Games**

**The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.**

1. Develop a sustainability strategy to enable potential and actual Olympic Games organisers to integrate and implement sustainability measures that encompass economic, social and environmental spheres in all stages of their project;
2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
3. The IOC to ensure post-Games monitoring of the Games legacy with the support of the NOC and external organisations such as the World Union of Olympic Cities (UMVO).

### **Implementation**

#### **2015 Expected deliverables**

- Sustainability core requirements are part of the Olympic Games Framework (see recommendation 1).
- A sustainability and legacy governance framework for host cities, OCOGs and YOCOGs is developed.
- Memorandum of Understanding with the UMVO is signed.



2015 Action plan			Lead: Corporate Development Associate Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Sustainability strategy for Olympic Games</b>	Identify sustainability core requirements for inclusion in the 2022 Host City Contract.	Review documentation made available to 2022 and 2024 Olympic Games organisers to integrate sustainability principles and ensure a consistent approach.	Conduct gap analysis to identify additional means of support to help Olympic organisers integrate sustainability into their project .	Develop sustainability education for IOC staff working on the Olympic Games and Youth Olympic Games.  Deliver 2016-2020 sustainability roadmap (combined with recommendation 5).
<b>Assistance to OCOGs</b>			Develop sustainability and legacy governance framework for host cities and OCOGs and YOCOGs.	
<b>Olympic Games legacy</b>		Establish Memorandum of Understanding with the World Union of Olympic Cities (UMVO).	Review scope of the IOC Olympic Games Impact study (OGGI) and its relation to legacy evaluation.	
		Discussions with UNEP and other organisations on future collaboration.		
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>• Phased roll-out of Games sustainability strategy.</li> </ul>				



2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 300,000 (together with recommendation 5).
Legal	Update of the Host City Contract. Drafting of a Memorandum of Understanding with the UMVO.
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"><li>In order to cover the broad areas of sustainable development and monitor and document the legacy of past, present and future editions of the Olympic Games, the creation of a network of globally recognised independent experts is needed.</li></ul>	



## Recommendation 5

### **Include sustainability within the Olympic Movement's daily operations**

#### **The IOC to embrace sustainability principles:**

1. The IOC to include sustainability in its day-to-day operations
  - The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).
  - The IOC to reduce its travel impact and offset its carbon emissions.
  - The IOC to apply the best possible sustainability standards for the consolidation of its Headquarters in Lausanne.
2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:
  - developing recommendations,
  - providing tools, e.g. best practices and scorecards,
  - providing mechanisms to ensure the exchange of information between Olympic stakeholders,
  - using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.
3. To achieve the above, the IOC to cooperate with relevant expert organisations such as UNEP.

## **Implementation**

### **2015 Expected deliverables**

- Sustainability is embedded in the current IOC Corporate Programme (HQ, Opex – procurement).
- A sustainability roadmap for 2016 – 2020 is defined.



2015 Action plan			Lead: Corporate Development Associate Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Sustainability in the IOC's operations</b>	Creation of IOC sustainability function encompassing IOC and Games operations.	<p>Conduct gap analysis to understand scope of IOC control and influence on corporate activities.</p> <p>Confirmation of level of green building certification targeted for the new IOC headquarters.</p>	Development of an IOC operations' 2016 – 2020 sustainability roadmap (combined with recommendation 4).	
<b>Assistance to the Olympic Movement</b>	<p>On-going promotion of existing best practices and tools.</p> <p>Meet with stakeholders to assess current state and potential additional needs.</p>			
<b>Cooperation with expert organisations</b>		Discussions with UNEP and other organisations on future collaboration.		
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>• New IOC headquarters certification.</li> </ul>				



2015 Impacts	
HR / organisational	1 Full Time Equivalent. To implement sustainability principles, external experts' support will be required.
Finance	Olympic Agenda 2020 dedicated budget: USD 380,000 (HQ Certification).
Legal	
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"><li>• Finance: HQ certification: USD 270,000.</li><li>• Legal: IOC internal regulations: introduce sustainable sourcing policies in tendering processes, sponsorship, licensing and supplier agreements for renewals or new contracts.</li><li>• Communication: In addition to the efficiency benefits of adopting sustainability principles and processes, there is a strong reputational benefit from doing so. This will require effective external communications.</li><li>• Technology: integration of sustainable sourcing policies in tendering process.</li></ul>	



## Recommendation 6

### **Cooperate closely with other sports event organisers**

#### **Cooperate closely with other sports event organisers:**

1. The IOC and the International World Games Association (IWGA) to closely cooperate regarding the sports programme composition and their respective evaluations.
2. The IOC and the International Masters Games Association (IMGA) to study the possibility for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.
3. The IOC to consider including a “sports lab” or sports initiation programmes as part of the Olympic Games or Youth Olympic Games to trigger youth involvement and benefit the host community.

### **Implementation**

#### **2015 Expected deliverables**

- The collaboration process between the IOC and the IWGA, to closely cooperate regarding the sports programme composition and their respective evaluations, is defined.
- The collaboration process between the IOC and the IMGA to include the possibility for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games is defined.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>IWGA (World Games) (Sports Department)</b>	Determine course of action with the IWGA regarding cooperation on World Games Sports Programme composition.  First meeting with the IWGA to define action plan.			
<b>IMGA (Masters Games)</b>		Working Group to study the IMGA proposal for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.	Working Group to study the opportunity regarding IMGA proposal for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games for 2020 and 2024.	
<b>Sports lab</b>			Feasibility study for the inclusion of a “sports lab” or sports initiation programmes in the Rio 2016 Olympic Games (One Year to Go).  Development of a Host City Contract clause for potential integration of a sports lab into future Olympic Games.	



### Key milestones beyond 2015

- 2016:
  - Potential implementation of sports lab for Rio, based on the results of the feasibility study.
  - Development of a strategy for the inclusion of a sports lab or sports initiation programmes as part of the Olympic Games and/or Youth Olympic Games.

### 2015 Impacts

HR / organisational	
Finance	
Legal	Drafting and reviewing of legal documentation depending upon extent of cooperation with other sports event organisers.
Others	

### Key impacts beyond 2015

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## Recommendation 7

### **Strengthen relationships with organisations managing sport for people with different abilities**

**Strengthen relationships with organisations managing sport for people with different abilities, with a view to exploiting synergies in all possible areas, including:**

- Technical assistance
- Communication activities
- Promotion of events via the Olympic Channel

### **Implementation**

#### **2015 Expected deliverables**

- New IOC – IPC partnership agreement is signed.
- IOC – IPC agreement regarding the organisation of the 2022 and 2024 Olympic Games is signed.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
IPC	Continue discussions with the IPC in view of renewing the IOC – IPC partnership agreement.		IOC EB to decide on the updated IOC - IPC partnership agreement.	New IOC – IPC partnership agreement to be signed.
		IOC EB to decide on the IOC – IPC agreement regarding the organisation of the 2022 and 2024 Olympic Games.		Meeting between representatives of the IOC Athletes Commission and the IPC Athletes Commission to discuss the current relationship and identify key areas that a closer partnership can bring in direct benefit for athletes.
Others organisations (Sports Department)		Analysis of the existing relationship (summary of the background of the relationship, current status of funding, support and issues, recommendations on next steps and issues) with the International Committee of Sports for the Deaf (ICSD).		Updated Memorandum of Understanding with ICSD.
<b>Key milestones beyond 2015</b>				



2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 17,000.
Legal	Drafting and reviewing of legal documentation including in relation to IPC and ICSD.
Others	Support of a number of IOC Departments for the review of the IPC agreement.
Key impacts beyond 2015	



## Recommendation 8

### **Forge relationships with professional leagues**

**Invest in and forge relationships with professional leagues and structures via the respective International Federations with the aim of:**

- Ensuring participation by the best athletes
- Recognising the different nature and constraints of each of the professional leagues
- Adopting the most appropriate collaboration model on an ad-hoc basis in cooperation with each relevant International Federation.

### **Implementation**

#### **2015 Expected deliverables**

- Key principles are defined and a mapping of the current situation is formalised.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Relationship with professional leagues</b> (Sports Department)		Assess the current situation in relation to professional leagues: establish the framework for engagement (including considerations on role of IFs, engagement of IOC Athletes' Commission, role of NOCs, insurance, selection of leagues.).	Definition of the strategy to be followed by the IOC.	Implementation of the strategy: on-going meetings with IFs / leagues, case by case.
<b>Key milestones beyond 2015</b>				

2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 67,000.
Legal	
Others	
<b>Key impacts beyond 2015</b>	



## Recommendation 9

### **Set a framework for the Olympic programme**

#### **Set limits for accreditations:**

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad to approximately:
  - 10,500 athletes
  - 5,000 accredited coaches and athletes' support personnel
  - 310 events
2. The IOC to limit the number of athletes, officials and events for the Olympic Winter Games to approximately:
  - 2,900 athletes
  - 2,000 accredited coaches and athletes' support personnel
  - 100 events
3. The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.

## **Implementation**

### **2015 Expected deliverables**

- The framework is respected in developing the programme for PyeongChang 2018 and Tokyo 2020.
- The overall number of other accreditations for PyeongChang 2018 and Tokyo 2020 is reviewed.



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Set limit for accreditations (Olympic Games Department)</b>	Reflect overall event and athletes' framework for Tokyo 2020. Review the overall number of other accreditations for PyeongChang 2018 and Tokyo 2020, in accordance with the new Games Management approach (recommendation 12).			
	Ensure respect of overall event and athletes' framework for PyeongChang 2018.	Approval by Executive Board of PyeongChang 2018 event programme and athletes' quotas.		
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>• Approval of host city proposal for Tokyo 2020 sports programme (2016).</li> <li>• Approval of Tokyo 2020 events programme (2017).</li> </ul>				

2015 Impacts	
HR / organisational	A more precise framework will offer greater certainty for overall planning and financing.
Finance	
Legal	Drafting and reviewing legal documentation regarding possible detailed rules to this effect.
<b>Key impacts beyond 2015</b>	



## Recommendation 10

### **Move from a sport-based to an event-based programme**

#### **Move from a sport-based to an event-based programme:**

1. Regular reviews of the programme to be based on events rather than sports, with the involvement of the International Federations, and with the following restrictions to be respected:
  - For the Games of the Olympiad: approximately 10,500 athletes, 5,000 accredited coaches and athletes' support personnel, and 310 events,
  - For the Winter Games, approximately 2,900 athletes, 2,000 accredited coaches and athletes' support personnel, and 100 events.
2. The IOC Session to decide on the inclusion of any sport (IF) in the programme.
3. The IOC to allow the OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games.

### **Implementation**

#### **2015 Expected deliverables**

- Criteria to establish the sports and events programme are reviewed.
- PyeongChang 2018 events programme is approved.
- 2022 Olympic Winter Games sports programme is approved.
- The process and timeline for OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games is defined.



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Across Games editions</b>		<p>IOC Sports to define a process and timeline for the host city requests for additional events encompassing the steps from submission (business plan) to analysis (Olympic Programme Commission and Coordination Commission involvement) and decision (IOC EB and/or IOC Session).</p> <p>IOC Sports to define criteria regarding host city proposal.</p>	<p>IOC EB to approve the process and timeline for host city requests for additional events.</p> <p>IOC Sports to define new criteria to establish sports &amp; events programmes in close collaboration with IOC Departments (e.g. Medical, Ethics, Technology, Legal, Communication, Olympic Games, International Cooperation &amp; Development, OBS) and Functional Areas (e.g. Sustainability, Venues &amp; Infrastructure, etc.).</p>	<p>IOC EB to approve the new criteria to establish the sports &amp; events programmes (e.g. global popularity indicators, compliance with World Anti-Doping Code, etc.).</p>
<b>Rio 2016</b>			<p>IOC Sports to define the scope of the research programme and the list of indicators to be analysed on sport and event levels.</p>	<p>IOC Sports to define the methodology of the research programme conducted on an event level in cooperation with the service providers.</p>



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>PyeongChang 2018</b>	<p>IOC Sports to analyse the events requested by the Winter IFs as well as the request for the modification of quota for an existing event and the modification of an event format.</p> <p>IOC Sports to observe selected events.</p> <p>IOC Sports to engage discussions with POCOG to assess interest for host city requests for additional events.</p>	<p>Olympic Programme Commission to make recommendations to the IOC EB.</p> <p>IOC EB to approve sports programme.</p>		
<b>Tokyo 2020</b>	<p>IOC Sports to engage discussions with TOCOG to assess interest for host city requests for additional events.</p>			<p>IOC Sports to analyse the potential requests for additional events.</p>
<b>2022 Olympic Winter Games</b>		<p>IOC EB to make a recommendation to the IOC Session on the programme for 2022.</p>	<p>IOC Session to approve the sports programme.</p>	



### Key milestones beyond 2015

- Rio 2016:
  - Gather and review Rio 2016 research and analyse by sport, discipline and event.
- PyeongChang 2018:
  - Ongoing review with IFs for PyeongChang 2018 events programme within the context of future development.
- Tokyo 2020:
  - Evaluate and analyse Tokyo 2020 proposals. Post-Rio 2016, the Sports Department will also undertake additional event assessments as needed, based on Rio 2016 reports.
  - IOC Session to vote on IOC EB proposal regarding Tokyo 2020 host city proposal.
  - IOC EB to approve the final Tokyo 2020 events programme – Q2 or Q3, 2017.

### 2015 Impacts

HR / organisational	1 Full Time Equivalent.
Finance	The financing model of the host city proposals and the subsequent revenue-sharing will have to be defined on a case-by-case basis.
Legal	
Others	

### Key impacts beyond 2015

- 1 Full Time Equivalent.
- USD 3 M every four years: Moving from a sport-based to an event-based programme implies a much more detailed and precise analysis of the Olympic programme. The studies were previously conducted on a sport-by-sport basis. In the future model, these studies will have to be conducted on an event basis. An additional USD 2 M for Summer Games and USD 1 M for Winter Games to conduct sports/events popularity research will be needed.



## Recommendation 11

### **Foster gender equality**

#### **Foster gender equality**

1. The IOC to work with the International Federations to achieve 50 per cent female participation in the Olympic Games and to stimulate women's participation and involvement in sport by creating more participation opportunities at the Olympic Games.
2. The IOC to encourage the inclusion of mixed-gender team events.

### **Implementation**

#### **2015 Expected deliverables**

- Gender equality goals are reflected in decisions on the programme for PyeongChang 2018 through an on-going liaison with International Federations.
- Consultation with regards to Tokyo 2020 has started.



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Gender equality</b>	Work in partnership with each IF on a case-by-case basis to increase gender balance and the inclusion of mixed-gender team events, to achieve 50 per cent of female participation in the Olympic Games and to stimulate women's participation and involvement in sport by creating more participation opportunities at the Olympic Games.			
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>The above mentioned process will continue for Tokyo 2020 after the Rio 2016 Games.</li> </ul>				

2015 Impacts	
HR / organisational	The IOC Sports Department will have to be more engaged in the discussions with International Federations regarding their list of events and athlete quotas towards full gender equality.
Finance	
Legal	
Others	
<b>Key impacts beyond 2015</b>	



## Recommendation 12

### **Reduce the cost and reinforce the flexibility of Olympic Games management**

#### **Reduce the cost and reinforce the flexibility of Olympic Games management**

1. The IOC to establish a transparent management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.
2. The IOC with the stakeholders to systematically review the level of services, Games preparation and delivery, with a view to containing cost and complexity. Regular proposals will be made in this respect.
3. The IOC to consider the provision of turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.

### **Implementation**

#### **2015 Expected deliverables**

- A transparent management procedure for any change of requirements is established.
- A process for the review of the level of services, Games preparation and delivery is established.
- Areas where turnkey solutions for OCOGs can be provided are identified.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Change of requirements</b>				<p>Establish a transparent change management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.</p> <p>Status report to be made to the IOC EB.</p>
<b>Level of services</b>			<p>Establish process for systematic review of level of services, Games preparation and delivery with a view to containing cost and complexity with different stakeholder groups.</p> <p>Status report to be made to the IOC EB.</p>	
<b>Turnkey solutions</b>	<p>Identify areas where the IOC could provide turn-key solutions for OCOGs in areas which require highly specific Olympic expertise.</p>	<p>IOC EB to agree in principle to the possibility of activating turnkey solutions for future Games.</p>		<p>Potential deal with Professional Services Provider.</p>
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>• Implementation of the management procedure for any change of requirements.</li> <li>• Implementation of the review of the level of services, Games preparation and delivery.</li> </ul>				



2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 111,000 (feasibility study).
Legal	Drafting and reviewing legal documentation relating to changes by IOC in Olympic Games management.
Others	Impact of potential onboarding of a partner in the area of professional service-providers would need to be studied.
Key impacts beyond 2015	
<ul style="list-style-type: none"><li>• Will be mainly based on the potential implementation of turnkey solutions:<ul style="list-style-type: none"><li>○ Study potential impact of turnkey solutions on the Host City Contract and other relevant areas (including allowing flexibility for the IOC to impose a supplier on an OCOG based on a particular local situation).</li><li>○ Impact on Games finance of IOC providing turnkey solutions to be evaluated (e.g. loss of marketing revenues for OCOGs).</li><li>○ Impact on Technology of IOC providing turnkey solutions to be evaluated.</li></ul></li></ul>	



## Recommendation 13

### **Maximise synergies with Olympic Movement stakeholders**

**Maximise synergies with Olympic Movement stakeholders to ensure seamless organisation and reduce costs.**

1. The IOC to enhance the role of the International Federations (IFs) in the planning and delivery of the Olympic competitions, including the study of transferring technical responsibilities from the OCOGs to the IFs.
2. The IOC to focus the role of the IOC Coordination Commission on key issues and validation of service levels.

### **Implementation**

#### **2015 Expected deliverables**

- The role of International Federations (IFs) in the planning and delivery of the Olympic competitions is refined.
- The format of the IOC Coordination Commission is reviewed, to focus its role on key issues and validation of service levels.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Role of IFs</b>	<p>Ongoing work of the Working Group to formalise the role and responsibilities of IFs with ASOIF and IF representatives.</p> <p>Presentation to the IOC EB of the key principles regarding IF roles and responsibilities.</p>	<p>Ongoing work of the Working Group to formalise the role and responsibilities of IFs with ASOIF and IF representatives.</p> <p>First meeting of the Working Group with AIOWF and IF representatives to review the role and responsibilities of IFs.</p> <p>IOC EB to validate changes to documentation regarding the roles and responsibilities of IFs.</p>	<p>Olympic Charter to be amended to reflect the updated role of IFs in the planning and delivery of the Olympic competitions.</p>	
<b>IOC Coordination Commissions</b>	On-going evolution of Coordination Commission format, to focus its role on key issues and validation of service levels.			
			<p>Olympic Charter to be amended to reflect the updated format of the IOC Coordination Commissions.</p>	
<b>Key milestones beyond 2015</b>				



2015 Impacts	
HR / organisational	Games management approach to evolve in order to reflect greater role of the IFs as well as evolution of Coordination Commission format.
Finance	Olympic Agenda 2020 dedicated budget: USD 55,000 (evolution and formalisation of role of IFs in Games planning and delivery).
Legal	Drafting and reviewing legal documentation relating to enhanced role of the IFs in the planning and delivery of Olympic competitions. Update of the Olympic Charter: Chapter 3, Rule 37 and By-Laws, Olympic Games coordination Commission; Chapter 4, Rule 46, technical responsibilities of IF at the Olympic Games.
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>• Potential review of IOC agreements (TOPs) to reflect the reviewed role of IFs.</li> <li>• Potential change in revenue distribution model if IFs are to take on more responsibility in delivery of the Games.</li> </ul>	



## Recommendation 14

### **Strengthen the 6<sup>th</sup> Fundamental Principle of Olympism**

The IOC to include non-discrimination on sexual orientation in the 6th Fundamental Principle of Olympism.

### **Implementation**

#### **2015 Expected deliverables**

- Already implemented.
- Communication plan to promote the inclusion of non-discrimination on sexual orientation in the 6<sup>th</sup> Fundamental Principle of Olympism.



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>6<sup>th</sup> Fundamental Principle</b>	Work with Communications Department to promote and communicate about the changes in the Charter. Develop a schedule for this communication for 2015.	On-going implementation of the communications plan.		
				Gender Reassignment follow-up meeting (expert group) on 3 and 4 December.
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>Decision on Hyperandrogenism and Gender Reassignment policies for Rio 2016.</li> </ul>				

2015 Impacts:	
HR / organisational	
Finance	
Legal	Review of Hyperandrogenism and Gender Reassignment policies.
Others	
<b>Key impacts beyond 2015</b>	



## Recommendation 15

### **Change the philosophy to protecting clean athletes**

The IOC's ultimate goal is to protect clean athletes

### **Implementation**

#### **2015 Expected deliverables**

- One National Anti-Doping Organisation is selected as partner in gathering and processing intelligence to target reanalysis, and design test distribution plan from Jan. 2016 through to the Rio Games.
- The strategy and planning of gathering and processing intelligence to target reanalysis, and design test distribution plan from Jan. 2016 through to the Rio Games are defined.
- The first International Forum for Sports Integrity is delivered (April 13).
- A communications plan is designed in relation with the Athletes' Commission and rolled out to explain the rationale for this change of approach.



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Protect clean athletes</b>	Undertake an internal mapping on what is currently being done internally, and coordinate plans with other departments. Develop the communications plan.	Ongoing implementation of the communications plan.		
		Conduct a bid process and select one NADO as partner in gathering and processing intelligence to target reanalysis, and design test distribution plan from Jan. 2016 through to the Rio Games. International Forum for Sports Integrity meeting (13 april).	Define the strategy for gathering and processing intelligence to target reanalysis, and design test distribution plan from Jan 2016 through to the Rio Games with the selected NADO. Reanalysis according to Test Distribution Plan.	Planning of testing to start Q1 2016 through NADOs and IFs.
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>Targeted testing in months before Rio 2016. Intelligent Test Distribution Plan.</li> </ul>				

2015 Impacts	
HR / organisational	The IOC to enable and support more effective pre-Games testing by IFs, NOCs and NADOs, based on intelligence as well as tests by the IOC.
Finance	Olympic Agenda 2020 dedicated budget: USD 267,000 (USD 250,000 for targeted analysis and testing in the lead-up to the Games; USD 17,000 for promotion and communication).
Legal	Increased legal workload in relation to doping, manipulation of competitions and related corruption.
<b>Key impacts beyond 2015</b>	
<ul style="list-style-type: none"> <li>Enhanced testing in months before Olympic Games, coordinated by a selected NADO. Ongoing reanalysis programme. Ongoing processing of intelligence.</li> <li>Increase technology workload for Rio testing.</li> </ul>	



## Recommendation 16

### **Leverage the IOC USD 20 million fund to protect clean athletes**

The IOC to use its extra USD 20 million “Protection of clean athletes” fund:

1. USD 10 million to develop robust education and awareness programmes on the risks of match-fixing, any kind of manipulation of competitions and related corruption.
2. USD 10 million to support projects offering a new scientific approach to anti-doping.

## **Implementation**

### **2015 Expected deliverables**

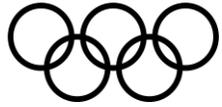
- Match-fixing:
  - Already implemented:
    - The Interpol prevention programme is underway: IOC investment of USD 2,350,000 (for 2015 – 2017).
  - 2015 deliverables:
    - A Memorandum of Understanding with Interpol is signed; a 2015-2017 action plan is defined.
    - Seminars on education and awareness are delivered (Workshops with NOCs, IFs, IFSI meeting).
    - A pilot of the e-learning platform on manipulation of competitions is launched.
- New approach to anti-doping:
  - Already implemented:
    - Funding of Spanish Research Programme approved.
    - Three other research projects selected for funding by the expert panel.
  - 2015 deliverables:
    - New research proposals for funding are selected by the expert panel.



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>1. Match-fixing (Ethics)</b>	Signature of IOC - Interpol Memorandum of Understanding. Definition of a 2015-2017 action plan with Interpol. Selection of the provider for the e-learning platform on manipulation of competitions.	Workshops with NOCs on education and awareness on the risk of match-fixing, any kind of manipulation of competitions and related corruption (1st workshop to be held in Canada). IFSI meeting to define a 2015-2017 action plan to strengthen and coordinate all activities related to education, legislation and information-sharing with governments, international organisations and betting operators.	Pilot of the e-learning platform (test of content) on manipulation of competitions, targeting NOC, IF and IOC delegations to the Olympic Games for the Rio Games.	Annual seminar with IFs on education and awareness on the risk of match-fixing, any kind of manipulation of competitions and related corruption.
<b>2. New approach on Anti-Doping (Medical Department)</b>	Contract with researchers already selected by expert panel at meeting in Q4 2014.	IOC expert panel on Anti-Doping research to meet to evaluate new research proposals for recommendation for funding.	Contracts with researchers selected by expert panel in Q2.	
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>INTERPOL action 2015-2017 to be followed, including the finalisation of the e-learning to become mandatory for PyeongChang NOC, IF and IOC delegations.</li> </ul>				



2015 Impacts	
HR / organisational	<ol style="list-style-type: none"> <li>1. Under the auspices of the IOC Ethics office and supported by various other departments (Sports, NOC Relations, Legal, etc.).</li> <li>2. The corporate and operational structure will follow a similar pattern to that of existing IOC Medical Commission expert groups.</li> </ol>
Finance	<p>USD 20 million “Protection of the clean athletes fund”:</p> <ol style="list-style-type: none"> <li>1. USD 10 million for the fight against manipulation and related corruption (USD 1.4 M to be used in 2015).</li> <li>2. USD 10 million for the fight against anti-doping.</li> </ol>
Legal	Drafting and reviewing legal documentation in relation to new agreements and relationships with third parties - e.g. INTERPOL, expert panel members and research groups.
Others	<p>Important to coordinate funding with WADA for both effectiveness and maintaining good relations with stakeholders.</p> <p>Ongoing communication, promotion and information to the athletes.</p> <p>Technology: support the development of the e-learning platform.</p>
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>• Further research grants, if funds not fully distributed. Monitoring of research projects.</li> <li>• 2016: change of the individual contract of the 2 people working within the Ethics team from a CDM to an open-ended contract.</li> </ul>	



## Recommendation 17

### **Honour clean athletes**

#### **Honour clean athletes who are awarded an Olympic medal following a doping case:**

1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.
2. The ceremony to be properly communicated by all parties concerned.

### **Implementation**

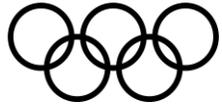
#### **2015 Expected deliverables**

- The procedure for formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor is defined and communicated.



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Honour clean athletes</b>	Develop a standard procedure for Ceremonies for medal-winners who receive their Olympic medal following the disqualification of a competitor (with Sports, Games and NOC Relations).	Share the standard procedures with IFs, NOCs and OCOGs for input and feedback.	Communicate the standard procedures with Rio and PyeongChang for specific feedback.	Adjust standard procedures based on feedback received.  Prepare implementation for Rio.
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>On-going implementation.</li> </ul>				

2015 Impacts	
HR / organisational	The organisation would be managed by the respective NOC and/or IF. Whenever possible, the medal to be awarded by an IOC Member as at the Olympic Games.
Finance	
Legal	
Others	
Key impacts beyond 2015	



## Recommendation 18

### **Strengthen support to athletes**

#### **Strengthen support to athletes:**

1. The IOC to put the athletes' experience at the heart of the Olympic Games.
2. The IOC to further invest in supporting athletes on and off the field of play.

### **Implementation**

#### **2015 Expected deliverables**

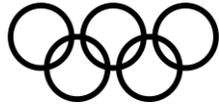
- Guidelines regarding athletes' experience for PyeongChang 2018 and Tokyo 2020 are developed.
- The athletes' engagement strategy for Rio 2016 is launched, including the one-stop-shop.
- The May 2015 Athletes' Career Programme Forum is delivered.
- The October 2015 Athletes' Forum is delivered.
- The Career Support is further developed (Athlete Career Programme – Online education).
- An integrated model with the World Olympians Association is developed.



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Athletes experience</b>	<p>Meet NOC Relations and Games (Ceremonies) teams to clarify policies already in place related to athletes' experience at Games.</p> <p>Creation of an internal working group for Athlete Experience (Sports, Games, YOG and NOC Relations).</p> <p>Assist the IOC Athletes' Commission representative at the Evaluation Commission for the 2022 Games on his report and provide relevant information from candidate city files regarding Athlete Experience (in cooperation with Games and NOC Department) – see recommendation 2.</p>	<p>Draft specific recommendation/guidelines to share with Rio and PyeongChang to reinforce policies already in place regarding Athlete Experience.</p> <p>Assist in finalising the Athletes' Commission representative evaluation on athlete experience for 2022.</p>	<p>Communicate the policies already in place regarding athlete experience at Chefs de Mission Seminar for Rio.</p> <p>Prepare for communication with athletes on prevention of injury and illness, prevention of harassment and abuse in sport, protection of clean athletes.</p>	<p>Collect feedback from relevant stakeholders after re-enforcing the policies already in place regarding athlete experience at the Games.</p>



2015 Action plan		Lead: Sports Director			
		Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Supporting athletes</b>	<b>Athlete engagement</b>	<p>Validate Athlete Engagement Strategy internally with the IOC Athletes Commission and IOC President.</p> <p>Start preparing for engagement with athletes around Rio.</p>	<p>Start implementing IOC Athlete Engagement Strategy including delivery of one-stop-shop.</p>	<p>Continue the implementation of the IOC Athlete Engagement Strategy.</p> <p>Continue preparing for engagement with athletes around Rio.</p>	<p>Update the elements of Athlete Engagement Strategy such as one-stop-shop, based on feedback from athletes.</p> <p>Continue preparing for engagement with athletes around Rio.</p> <p>Deliver and present the IOC Athlete Engagement Strategy including the one-stop-shop at the IOC AC Forum.</p>
	<b>Athlete Career Programme (ACP)</b>	<p>Begin implementation of Athlete Career Programme Outreach programme with FISA and FIVB (conduct train the trainers with FISA Athletes Commission in February).</p>	<p>Promote Outreach Programme to IFs at SportAccord (if possible).</p> <p>Athlete Career Programme Forum (May).</p>	<p>Continue developing the ACP outreach programmes with IFs.</p>	<p>Provide train the trainers to IF representatives at the IOC AC Forum.</p>
	<b>Online Career Support</b>		<p>Launch of the enhanced and permanent MOOC.</p>	<p>Deliver mobile app / potentially more languages.</p> <p>Continue developing content in partnership with universities.</p>	
		<p>Deliver 6 more courses and 6 live events.</p>			



2015 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
World Olympians Association	Finalise and agree on the next step of cooperation and integration.		Implement the agreed model (taking into consideration the potential increase in headcounts in the house without increase in budget).	
	Meeting with WOA Medical Commission on retired athletes.	Signature of MoU with WOA.		
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>Implementation of Rio 2016 engagement strategy.</li> </ul>				

2015 Impacts	
HR / organisational	One Full Time Equivalent.
Finance	Olympic Agenda 2020 dedicated budget: USD 1,333,000 (engagement strategy and one-stop-shop, additional scope for MOOC).
Legal	Drafting and reviewing legal documentation -e.g. regarding athletes' entourage, IOC Athletes' Commission and miscellaneous matters, such as extent to which athletes can mourn loved ones during period of Olympic Games.
Others	Technology: support the development of the one-stop-shop and engagement strategy.
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>2016: USD 1,600,000 for the engagement strategy.</li> </ul>	



## Recommendation 19

### **Launch an Olympic Channel**

The IOC to launch an Olympic Channel.

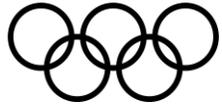
### **Implementation**

#### **2015 Expected deliverables**

- The corporate structure is validated, and the legal entities are set up.
- The key positions are filled.
- The sponsorship, advertising, branding and distribution strategy is defined.
- The content development is on-going.
- The technical build-out is complete.
- A beta version of the channel is tested.



2015 Action plan			Lead: OBS Managing Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympic Channel (IOC TMS)</b>	<p>IOC EB to validate the corporate structure.</p> <p>Set-up of the legal entity.</p> <p>Technical Request For Proposals and set-up.</p> <p>Programming set-up.</p> <p>Sponsorship, advertising, branding, distribution strategy.</p> <p>Marketing and Promotion bundles.</p> <p>Set-up budget, accounting, tax and reporting structure.</p> <p>Define financial flow within the legal entities.</p> <p>Presentation of the Olympic Channel to Right Holding Broadcasters in World Broadcaster Meeting in PyeongChang (9 – 13 March).</p>	<p>Key content/technical managers on staff.</p> <p>Start ordering content.</p> <p>Takeover of new building/buildout begins.</p> <p>Brand finalisation.</p> <p>Request For Proposal contract awards.</p> <p>Meetings with IFs and NOCs to discuss cooperation/content.</p> <p>Plan presentation to IFs.</p> <p>IOC workshops on content.</p>	<p>Further discussions with RHBs regarding content.</p> <p>Content development continues.</p> <p>Content distribution plans finalised.</p> <p>Advertising, marketing/promotion strategy finalised.</p> <p>Partnerships finalised for content with IFs/NOCs, etc.</p> <p>Presentation to NOCs (Chefs de Mission Seminar in Rio, 17 – 21 August).</p>	<p>Technical build-out complete and testing begins.</p> <p>Launch date finalised and announced.</p> <p>Advertising, marketing/promotion plan begins.</p> <p>Distribution (digital/linear) finalised.</p> <p>Full-staff on-board.</p>
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>• Launch of the Olympic Channel in 2016.</li> <li>• Strategy/implementation of Games-time coverage determined.</li> <li>• Expansion of linear distribution.</li> </ul>				



2015 Impacts	
HR / organisational	Hiring of approximately 100 people over the course of the year, pending finalisation of corporate structure/budget approval.
Finance	Quarterly funding schedule agreed upon following budget approval.
Legal	Creation of template contracts, negotiations with providers, awarding of contracts.
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"><li>• Finalisation of hiring prior to launch.</li><li>• Continued evaluation of funding requirements based on revenue generation.</li><li>• Ongoing content creation agreements.</li></ul>	



## Recommendation 20

### **Enter into strategic partnerships**

The IOC to open up to cooperation and network with competent and internationally recognised organisations and NGOs to increase the impact of its programmes.

### **Implementation**

#### **2015 Expected deliverables**

- International partnership strategy developed.
- Memorandum of Understandings with UNICEF, World Food Programme (WFP) and UNESCO.
- At least three new sports for development and peace programmes up and running.
- Programme development and activation with UNHCR linked to the missions of the Special Envoy on Youth Refugees and Sport
- Corporate Social Responsibility (CSR) involvement for TOPs identified.
- Integration of Olympism in Action in the activities of the IOC



2015 Action plan			Lead: International Cooperation and Development Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Strategic partnerships</b>	Develop an international partnership strategy to activate Olympism in Action priorities (UN agencies, INGOs, inter-governmental bodies, international networks, global foundations, etc.).	Activate key partnerships with UN (up to 3) and select reputable international NGOs to implement sport for development and peace programmes. Develop new Memorandum of Understanding with World Food Programme and UNICEF.	Develop options for TOPs involvement in Olympism in Action programmes.	At least 3 new sport for development and peace programmes are up and running with UN/NGO partners. Develop new Memorandum of Understanding with UNESCO.
	Facilitate the development of social programs with host countries and partners around the Games.			
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• Implementation of International Partnership strategy.</li> <li>• Implementation of the Memorandum of Understanding.</li> <li>• TOPs engagement in Olympism in Action programmes.</li> <li>• Olympism in Action content development for Olympic Channel.</li> </ul>				



2015 Impacts	
HR / organisational	Strengthen the Department of International Cooperation and Development to develop strategic partnerships and implement new grassroots and Olympic values education programmes. Two Full Time Equivalents.
Finance	Olympic Agenda 2020 dedicated budget: USD 5,500,000 (including USD 2,500,000 for UN Partnership).
Legal	Drafting and reviewing legal documentation with third parties including recognised organisations and NGOs.
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"><li>• Communications strategy to showcase Olympism in Action activities and programmes.</li></ul>	



## Recommendation 21

### **Strengthen IOC advocacy capacity**

#### **Strengthen IOC advocacy capacity:**

- The IOC to advocate to intergovernmental organisations and agencies.
- The IOC to encourage and assist NOCs in their advocacy efforts.

### **Implementation**

#### **2015 Expected deliverables**

- Advocacy strategy developed.
- CIGEP meeting is held at the IOC and a draft charter on Physical Education, Physical Activity and Sport reflects the IOC's interest and priorities.
- Sport and/or physical activity is recognised in the post-2015 development agenda and the IOC has participated at the UN Summit on the post-2015 development agenda.
- UN Women/IOC side event has been organised at the UN Commission on the Status of Women.
- Relevant international days have been leveraged.
- Two to three missions for the Special Envoy for Youth Refugees and Sport have been coordinated and fully supported.
- The IOC has influenced and firmly positioned sport in the final report of the WHO Commission on ending childhood obesity.
- The Olympic Truce resolution has been developed, negotiated and adopted.
- UN platforms have been monitored and policy input has been provided to ensure the interests of the IOC have been met.
- The IOC has contributed to the coordination of, and participated in, the Vatican International Forum on Sport and Faith.



2015 Action plan			Lead: International Cooperation and Development Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Strategy</b>	Develop advocacy strategy (February). Reassess the role and functions of IOC's UN Permanent Observer Office (March).			
<b>Post 2015 Development Agenda</b>	Leverage UN platforms and intergovernmental forums to advocate for the inclusion of sport in the post-2015 Development Agenda (monthly UN meetings).		Position sport at the UN Summit on post-2015 Development Agenda (25-27 Sept.).	
<b>Leverage intergovernmental and high-profile platforms</b>	Host UNESCO's CIGEP's extraordinary session and influence the revisions of the international charter on physical education, physical activity and sport. Promote the role of sport for the empowerment of women at the UN Commission on the Status of Women and organise a side event with UN Women (14-20 March). Position the role of physical activity and sport at the WHO Commission on Ending Childhood Obesity (January-April). Monitor the Human Rights Council and position the sports sector (March).	Monitor the Human Rights Council and position the sports sector (June).	Position the role of sport in society at the Vatican International Forum on Sport and Faith (Sept).	
	Strengthen relationships and develop modalities of engagement on advocacy issues with large intergovernmental forums (e.g. EU, La Francophonie, Commonwealth).			



2015 Action plan		Lead: International Cooperation and Development Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympic Truce</b>	Develop the Olympic Truce resolution (February).	Fine-tune and monitor the Olympic Truce resolution negotiation process (ongoing).		Ensure adoption of the Olympic Truce resolution negotiation process (October/Nov).
<b>Special Envoy on Youth Refugees and Sport</b>	Develop workplan (January) and communications strategy of the Special Envoy on Youth Refugees and Sport (March).	Coordinate mission of the Special Envoy on Youth Refugees and Sport (May).		Coordinate mission of the Special Envoy on Youth Refugees and Sport (Oct).
<b>International Days</b>	Leverage International Women’s Day (8 March).	Implement IOC’s strategy to celebrate International Day of Sport for Development and Peace (6 April). Leverage World Environment Day (5 June), World Refugee Day (20 June).	Leverage International Day of Peace (21 Sept.) and International Youth Day (12 August).	Leverage Universal Children’s Day (20 Nov.) and Human Rights Day (10 Dec.).
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• Implementation of advocacy strategy.</li> <li>• Leverage Clinton Global Initiative.</li> <li>• Leverage UN platforms and intergovernmental forums to promote sport as a means of implementation of the post-2015 Development Agenda.</li> <li>• Leverage the International Days on an ongoing basis.</li> <li>• Develop advocacy training materials and workshop.</li> </ul>				



2015 Impacts	
HR / organisational	<p>A strengthened, dynamic and visible IOC Permanent Observer Office in New York. Centralisation of all promotion and capacity-building content around sport for development and peace and Sport for All.</p> <p>A strengthened Department of International Cooperation and Development to deliver on this new work.</p> <p>2.4 Full Time Equivalents (including 0.4 for the Permanent Observer Office).</p>
Finance	
Legal	Drafting and reviewing legal documentation with third parties, including recognised organisations and NGOs.
Others	Brand Impact: Advocacy work will have a significant and positive impact on the reputation of the IOC, and consequently on the perception of the Olympic brand.
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>• A reinforced advocacy strategy will require an increase in resources – primarily for staffing, travel, and the production of advocacy materials and training.</li> <li>• USD 222,000 for advocacy training.</li> </ul>	



## Recommendation 22

### **Spread Olympic values-based education**

#### **Spread Olympic values-based education**

1. The IOC to strengthen its partnership with UNESCO to include sport and its values in school curricula worldwide.
2. The IOC to devise an electronic platform to share Olympic values-based education programmes of different NOCs and other organisations.
3. The IOC to identify and support initiatives that can help spread the Olympic values.

### **Implementation**

#### **2015 Expected deliverables**

- UNESCO's Quality Physical Education guidelines for policy-makers launched with IOC's contribution and pilots being implemented in five countries.
- The business plan for an e-platform for educators is developed.
- Olympic Values-based Education Programmes (OVEP) dissemination strategy is in place, and train the trainers workshops are delivered.



2015 Action plan			Lead: International Cooperation and Development Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>UNESCO</b>	Finalise contract with UNESCO on piloting quality physical education guidelines (March).	Begin pilot of UNESCO's quality physical education guidelines in five countries (May).		
<b>e-platform</b>				Build and confirm a business plan for an e-platform for teachers and educators.
<b>Olympic Value Education Programmes (OVEP)</b>	Finalise new OVEP 2.0 materials (March). Develop an OVEP communications plan and dissemination strategy with relevant IOC-recognised organisations (March).	Establish a group of training experts and develop train-the-trainer materials and methodology.		Conduct "train-the-trainer" workshop for OVEP facilitators. Integrate OVEP into existing and new programmes, including "Muuvit", One Resource Kit for Teachers and Play International.
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• 2016: develop and launch the e-platform for educators.</li> <li>• Efforts towards integration of OVEP into schools.</li> </ul>				



2015 Impacts	
HR / organisational	<p>Integrating OVEP into schools will require strategic partnership with UNESCO as well as expertise in advocacy and government relations. These capacity needs have been covered in the advocacy and strategic partnership recommendations.</p> <p>The oversight and coordination of the E-platform would be done by the Department of International Cooperation and Development. This would involve overseeing external contractors, as the initiative would be outsourced.</p>
Finance	Olympic Agenda 2020 dedicated budget: USD 556,000.
Legal	Drafting and reviewing legal documentation with third parties including UNESCO.
Others	Technology: support the dissemination of OVEP and the development of the e-platform for teachers and educators.
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>• USD 1.5 M / year.</li> </ul>	



## Recommendation 23

### **Engage with communities**

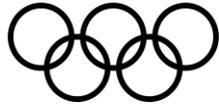
#### **Engage with communities:**

1. Create a virtual hub for athletes.
2. Create a virtual club of volunteers.
3. Engage with the general public.
4. Engage with youth.

### **Implementation**

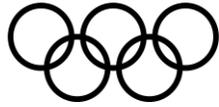
#### **2015 Expected deliverables**

- Athletes engagement strategy (including the one-stop-shop) is defined – see recommendation 18.
- Volunteers application is launched.
- Revamped Olympic.org (unified website for all devices) is launched.
- Action plan to take the pulse of Youth is defined.



2015 Action plan		Lead: Communication Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Athletes (Sports Department)</b>	The engagement strategy with athletes, including the virtual hub for athletes, is an integral part of IOC plans to strengthen support to athletes (recommendation 18). Please refer to this recommendation for more details.			
<b>Volunteers</b>	Working Group to develop the strategy and objectives; and concept of the virtual hub of volunteers is set up.	Develop the content and technical requirements for the app.	Launch of a volunteer mobile application.	Ongoing facilitation of the volunteer community.
<b>General Public</b>	On-going: Regular content creation for the IOC Communications and digital platforms (e.g. YouTube Channel.) to ensure the general public continues to have broad access to Olympic materials through the Internet and social media.			
<b>Youth</b>				Define an action plan and tools to take the pulse of Youth.
<b>Key milestones beyond 2015</b>				

2015 Impacts	
HR / organisational	One Full Time Equivalent.
Finance	Olympic Agenda 2020 dedicated budget: USD 722,000 (digital hub, volunteer community).
Legal	
Others	Technology: support the launch of the Volunteer app and the revamp of Olympic.org. Brand: To reach the above objective, the use of Olympic imagery and symbols should be simplified with the objective of ensuring wider use while retaining an adequate level of protection.
<b>Key impacts beyond 2015</b>	



## Recommendation 24

### **Evaluate the Sport for Hope programme**

#### **Evaluate the Sport for Hope programme:**

1. The IOC to evaluate the success and impacts of the Sport for Hope programme over the next two to three years and, in the meantime, limit the programme to the two existing centres in Haiti and Zambia.
2. The IOC to develop a sustainable operational model for the two existing Sport for Hope centres and invite other NGOs to contribute their particular areas of expertise, with the goal of having the centres become self-sufficient, managed and operated by another entity, and no longer reliant on the direct heavy investment and support of the IOC.
3. The IOC to define further strategy of investment in locally adapted grassroots sport facilities, building on the experience and lessons learned from the Olympafrica model.

### **Implementation**

#### **2015 Expected deliverables**

- IOC's interdepartmental steering committee is re-established to contribute to effective operations of the two existing centres.
- Options for more sustainable and more self-sufficient models for the existing Sport for Hope centres are developed.
- A strategy of investment for locally adapted grassroots sports facilities has been developed.



2015 Action plan			Lead: International Cooperation and Development Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Sport for Hope evaluation</b>	Ensure effective operation in the existing Sport for Hope centres. Re-establish IOC inter-departmental Sport for Hope Steering Committee.	Monitor and follow-up the creation of the Sport for Hope Haiti Foundation. (NOTE: Progress is dependent on Government processes and political situation).	Ensure accommodation facilities are constructed and operational in Haiti.	
<b>Sustainable operational model</b>			Develop options for sustainable and more self-sufficient models of operation for the two existing Sport for Hope centres.	
<b>Grassroots sports facilities</b>				Develop a strategy of investment in locally adapted grassroots sports facilities.
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>• Evaluation report.</li> </ul>				



2015 Impacts	
HR / organisational	In order to maintain institutional memory and the necessary controls over the two centres, it is recommended that the Department of International Cooperation and Development hire a permanent full-time Programme Manager to manage, coordinate and oversee the Sport for Hope programme as well as a contract Project Officer to support the two centres.  1 FTE (currently on contract until July 2015) + 1 new FTE (limited term contract).
Finance	Olympic Agenda 2020 dedicated budget: USD 556,000.
Legal	In the short term, in the case of Haiti, strengthen existing partnerships and develop new bilateral agreements and memoranda of understanding with strong and reputable partners to ensure stability and operational effectiveness.
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>• In the case of both Zambia and Haiti, the IOC to develop the appropriate framework for the eventual transfer of existing contracts to any new potential partners who may assume management of the centres.</li> <li>• A yearly contribution of USD 2,000,000 will be required from the IOC for the running of the two existing centres over the next few years. This amount to decrease over time with the involvement of other stakeholders.</li> <li>• From 2016 onwards, the IOC to invest USD one million per year on locally adapted sports facilities. This would allow for support to approximately five infrastructure projects.</li> </ul>	



## Recommendation 25

### **Review Youth Olympic Games positioning**

**The IOC to review with the stakeholders the positioning of the Youth Olympic Games.**

1. The IOC Executive Board to set up a tripartite commission with the NOCs and IFs to review in depth the vision, mission, positioning, sports programme, Culture and Education Programme (CEP), protocol, organisation, delivery and financing of the Youth Olympic Games, and to come back to the IOC Session for final discussions and decisions.
2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4<sup>th</sup> Summer Youth Olympic Games, to be postponed from 2022 to 2023.

### **Implementation**

#### **2015 Expected deliverables**

- Establishment and first meeting of the tripartite commission to review the vision, mission, positioning, sports programme, Culture and Education Programme (CEP), protocol, organisation, delivery and financing of the Youth Olympic Games.



2015 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
Review of YOG				<p>IOC EB to establish the composition of the tripartite commission which will review in depth the vision, mission, positioning, sports programme, Culture and Education Programme (CEP), protocol, organisation, delivery and financing of the Youth Olympic Games.</p> <p>Composition to be established by IOC EB in December for a first meeting to take place in Lillehammer.</p>
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• 2016               <ul style="list-style-type: none"> <li>○ Meetings of the commission and observation of Lillehammer 2016 Winter YOG.</li> </ul> </li> <li>• 2017:               <ul style="list-style-type: none"> <li>○ IOC Session in Lima to decide the new YOG positioning.</li> <li>○ Following IOC Session in Lima and up until end 2017 / early 2018, revision of all the appropriate documents in order to be ready to launch bid process for 2023.</li> </ul> </li> <li>• 2018:               <ul style="list-style-type: none"> <li>○ launch of 2023 bid process.</li> </ul> </li> <li>• 2018/2019 TBC               <ul style="list-style-type: none"> <li>○ Election of the host city for the 2023 YOG.</li> </ul> </li> </ul>				



2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 166,000 (studies studies to support the work of the tripartite commission and its outcomes).
Legal	
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"><li>• Impact on overall sports calendar of moving YOG to non-Olympic years to be studied.</li><li>• Review impact on the organisation of the IOC Session of moving the YOG to non-Olympic years.</li><li>• Brand impact: possible impact on the brand (i.e. YOG DNA) depending on the reviewed vision, mission and positioning of the YOG.</li><li>• Drafting and reviewing legal documentation in relation to YOG.</li></ul>	



## Recommendation 26

### **Further blend sport and culture**

#### **Further strengthen the blending of sport and culture at the Olympic Games and in-between.**

##### 1. At Games time:

- Create the Olympic Laurel award for outstanding contributions to Olympism (culture, education, development and peace) at every edition of the Olympic Games. The award ceremony to take place during one of the ceremonies. The recipient of the “Olympic Laurel” to be nominated by a jury including independent highly respected personalities.
- Study the development of an Olympic House to welcome the general public to engage in a dialogue with the Olympic Movement in its “philosophical face”
- Study an “Olympic Museum on the move” concept to introduce Olympic culture to the general public in the context of the torch relay, live sites and/or the Cultural Olympiad.
- Develop an artists-in-residence programme.

##### 2. Between Olympic Games:

- Study how to develop an impactful commissioned artists programme to engage a steady and authentic interaction with global cultural players and build a dynamic legacy.
- Encourage NOCs to appoint an “attaché” for Olympic culture.



## Implementation

### 2015 Expected deliverables

- *The Olympic Laurel*: Precise criteria, recruit jury, identify potential personality(ies), propose a project for scenography inside the ceremony, launch production of the award.
- *The Olympic House*: Development of the concept, feasibility assessment with OCOG, Events & Hospitality, IOCTMS. If ok for Rio, calls for participation and prepare for Games time (blueprint in Rio / full speed in Tokyo).
- *Olympic Museum on the move*: Develop a concept in collaboration with Games Dept., IOCTMS, OCOG, and assess its feasibility through time.
- *Artists-in-residence programme* : define an implementation plan.
- *Commissioned Artists* : Establish an advisory board composed of global cultural players to design a full plan: selection criteria of the project, creation and exhibition planning.
- *NOC cultural “attachés”*: establish a four-year action plan.



2015 Action plan			Lead: Culture and Heritage Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympic Laurel</b>	Olympic Laurel: define roles and responsibilities on this project.		Deliver implementation plan, including: precise criteria, recruitment of the Jury, identification potential personality(ies), proposal for a project for scenography inside the Ceremony, launching the production of the award.	
<b>Olympic House</b>		Deliver feasibility study for Rio 2016 - first draft: development of the concept, feasibility assessment with OCOG, Events & Hospitality, IOCTMS. First draft feasibility study for generic concept for editions of the Games beyond Rio.	Finalise the feasibility study and decide Go/No Go for Rio 2016. If go, call for preparation and implementation plan for Games time.	
<b>Olympic Museum on the Move</b>		Deliver feasibility study: develop a concept in cooperation with the Olympic Games Department, IOCTMS, OCOG, and assess its feasibility through time.	Decide Go/No Go for Rio 2016. If go: launch production based on the results of the feasibility study.	
<b>Artists-in-residence programme</b>			Implementation plan to be studied and developed in connection with Commissioned Artists project.	
<b>Commissioned Artists</b>	First proposal for a "Curators' Committee" composed of global cultural players.	"Curators' Committee" meeting to design a full plan: selection criteria of the projects, creation and exhibition planning.	Development of a full implementation plan.	



2015 Action plan			Lead: Culture and Heritage Director	
NOCs' cultural attachés			Establishment of a four-year action plan to provide NOCs with guidelines, list of best practices and spotlighting existing opportunities.	
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• The Olympic House:               <ul style="list-style-type: none"> <li>○ If Go for Rio: development and production for Games time - 2016.</li> <li>○ Decide Go/no Go for PyeongChang end of 2016.</li> </ul> </li> <li>• Olympic Museum on the move: if Go for Rio: production, logistics management and implementation for Torch Relay and then Games time – 2016.</li> <li>• Commissioned artists and artists in residence: Implementation for Rio and development of the programme beyond – 2016 and beyond.</li> <li>• NOCs' cultural attachés: 2016 – 2019 : implementation of action plan.</li> </ul>				



2015 Impacts	
HR / organisational	<p>1.5 Full Time Equivalents. 1 senior project manager and 0.5 assistant for The Olympic House, Olympic Museum on the Move and Commissioned and/or in residence artists.</p>
Finance	<p>Olympic Agenda 2020 dedicated budget:</p> <ul style="list-style-type: none"> <li>- The Olympic Laurel: USD 222,000.</li> <li>- The Olympic House: USD 150,000 for feasibility study + budget to be confirmed in Q3 for preparation and implementation in 2015 if Go for Rio.</li> <li>- Olympic Museum on the move: USD 80,000 for feasibility study + budget to be confirmed in Q3 for launch of the production.</li> <li>- Commissioned artists and/or artists in residence: USD 560,000.</li> </ul>
Legal	<p>Drafting and reviewing legal documentation relating to activities of IOC and Olympic Culture and Heritage Department e.g.:</p> <ul style="list-style-type: none"> <li>• The Olympic Laurel: description of the award to be added in the Olympic Charter (TBC) Public Ceremony to be added in HCC and/or technical manual.</li> <li>• The Olympic House and Olympic Museum on the move: to be added in Host City Contract and technical manual if Go after feasibility studies.</li> </ul>
Others	<p>Brand impact: The IOC to review its brand protection rules, currently based on strict commercial practices, as to allow cultural exceptions and foster high level collaboration with cultural institutions outside the Olympic Movement. The model of the “Inspired by” mark of London 2012 may show a way.</p>
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>• The Olympic Laurel: Estimation CHF 1,300,000 in 2016 / Preliminary conversation with President needed.</li> <li>• The Olympic House and Olympic Museum on the move: business model to be studied further.</li> <li>• Artists in residence and commissioned artists: USD 2,000,000. in 2016 (to be confirmed).</li> </ul>	



## Recommendation 27

### **Comply with basic principles of good governance**

**All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (“PGG”).**

1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.
2. Organisations to be responsible for running self-evaluation on a regular basis. The IOC to be regularly informed of the results of the organisations' self-evaluations. In the event of missing such information, the IOC to request such an evaluation at its discretion.
3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.

### **Implementation**

#### **2015 Expected deliverables**

- All stakeholders of the Olympic Movement for which this recommendation applies are informed and aware of what is expected from them.
- The supporting tools and processes for these Olympic Movement stakeholders to understand and implement the PGG are developed.



2015 Action plan		Lead: NOC Relations Director		
	Jan.-March	April - June	July – Sept.	Oct. – Dec.
<b>Scope and information</b>	Identify all constituents of the Olympic Movement impacted by recommendation 27.		Produce the supporting tools and define the processes in order to help organisations of the Olympic Movement to understand and be compliant with the PGG (e.g.: hold elections). Inform and educate the impacted constituents of the IOC approach on good governance, and the tools available to them.	
<b>Update of PGG</b>	On-going to ensure the PGG remains relevant and up to date.			
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• 2016:               <ul style="list-style-type: none"> <li>○ Ongoing information and education delivered to the impacted constituents of the IOC approach on good governance.</li> <li>○ In collaboration with the impacted constituents, assess and/or develop tools to (self-) evaluate the implementation of the PGG.</li> <li>○ Definition of the procedure for such self-evaluation.</li> <li>○ Define a procedure for the IOC to conduct random evaluations of the implementation of the PGG by the constituents of the Olympic Movement.</li> </ul> </li> <li>• 2016 onwards: implementation and monitoring of the self-evaluations.</li> </ul>				
2015 Impacts				
HR / organisational		Organise communication to and education of the organisations impacted.		
Finance				
Legal		Drafting and reviewing legal documentation, as well as overseeing monitoring/compliance, in relation to basic rules of good governance.		
Key impacts beyond 2015				
<ul style="list-style-type: none"> <li>• Create tools for homogeneous evaluation and follow-up.</li> </ul>				



## Recommendation 28

### **Support autonomy**

The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country.

### **Implementation**

#### **2015 Expected deliverables**

- The template(s) to facilitate cooperation between national authorities and sports organisations in a country is created and available to all relevant organisations.



2015 Action plan			Lead: NOC Relations Director	
	Jan.-March	April - June	July – Sept.	Oct. – Dec.
<b>Support autonomy</b>	<p>Define the perimeter for which the template to facilitate cooperation between national authorities and sports organisations in a country will be developed.</p> <p>Particularly assess which authorities and organisations are impacted as several templates may be needed based on this assessment.</p>	<p>Involve all parties of the Olympic Movement impacted in order to:</p> <ul style="list-style-type: none"> <li>- draft the templates to facilitate cooperation between national authorities and sports organisations in a country; and</li> <li>- make them available to all relevant organisations of the Olympic Movement.</li> </ul>		
<b>Key milestones beyond 2015</b>				

2015 Impacts	
HR / organisational	
Finance	
Legal	Drafting and reviewing legal documentation, including preparation of standard form agreement(s).
<b>Key impacts beyond 2015</b>	



## Recommendation 29

### **Increase transparency**

#### **To further increase transparency**

1. The financial statements of the IOC to be prepared and audited according to the International Financial Reporting Standards (IFRS), even if these higher standards are legally not required from the IOC.
2. The IOC to produce an annual activity and financial report, including the allowance policy for IOC members.

### **Implementation**

#### **2015 Expected deliverables**

- The financial statements of the IOC are prepared according to IFRS.
- IOC financial statement is audited according to Swiss law, Swiss Auditing Standards as well as the International Standards on Auditing.
- The annual activity and financial report is produced, including:
  - Executive summary presented in accordance with the Basic Universal Principles of Good Governance as well as compliance.
  - Transparency Report (with financials).
  - Allowance policy for IOC Members.



2015 Action plan			Lead: Finance Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Financial statements</b>	The financial statements of the IOC are prepared and audited according to the International Financial Reporting Standards (IFRS).			
<b>Annual activity and financial report</b>	Allowance policy for IOC Members and the IOC President to be presented to the EB for approval by the IOC Ethics Commission. Communication to the IOC members to be prepared by the Communication Director.		Produce the new annual activity and financial report, including the allowance policy for IOC Members. This report will be presented to the IOC Session.	
<b>Key milestones beyond 2015</b>				

2015 Impacts	
HR / organisational	
Finance	
Legal	
<b>Key impacts beyond 2015</b>	



## Recommendation 30

### **Strengthen the IOC Ethics Commission independence**

The Chair and the members of the IOC Ethics Commission to be elected by the IOC Session.

### **Implementation**

#### **2015 Expected deliverables**

- Election of the Chair and Members of the Ethics Commission by the IOC Session.



2015 Action plan			Lead: Secretary of the IOC Ethics Commission	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Election of IOC Ethics Commission</b>	Olympic Charter already changed in Monaco.		Election of the Chair and Members of the Ethics Commission by the IOC Session.	
<b>Key milestones beyond 2015</b>				

2015 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2015</b>	



## Recommendation 31

### **Ensure compliance**

The IOC to establish within the administration a position of a compliance officer, to:

1. Advise the IOC members, IOC staff, NOCs, IFs and all other stakeholders of the Olympic Movement with regard to compliance.
2. Give advice on new developments with regard to compliance.

### **Implementation**

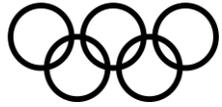
#### **2015 Expected deliverables**

- The IOC Ethics and Compliance Office is created.



2015 Action plan			Lead: Secretary of the IOC Ethics Commission	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Compliance Officer</b>	Creation of the IOC Ethics and Compliance Office, whose missions are to be approved by the IOC EB.		Presentation of the missions of the IOC Ethics and Compliance Office to the IOC Session.	
<b>Key milestones beyond 2015</b>				

2015 Impacts	
HR / organisational	Creation of the IOC Ethics and Compliance Office
Finance	
Legal	
Others	
<b>Key impacts beyond 2015</b>	



## Recommendation 32

### **Strengthen ethics**

The IOC Ethics Commission to review the Code of Ethics and its Rules of Procedure to be fully aligned with the Olympic Agenda 2020 drive for more transparency, good governance and accountability.

### **Implementation**

#### **2015 Expected deliverables**

- The status of the IOC Ethics Commission, the rules of procedure, the Code of Ethics and all its implementation provisions are revised.



2015 Action plan			Lead: Secretary of the IOC Ethics Commission	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Strengthen Ethics</b>		Ethics Commission to update its status, rules of procedure and review the Code of Ethics and all its implementation provisions.  IOC EB to approve all the new texts (by-law to Rule 22).	Presentation of all new documents to the IOC Session.	
<b>Key milestones beyond 2015</b>				

2015 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2015</b>	



## Recommendation 33

### **Further involve sponsors in “Olympism in Action” programmes**

**The IOC to adopt measures for TOP Partners to be integrated into the funding, promotion and implementation of IOC “Olympism in Action” activities and to strengthen sponsors’ recognition in this respect.**

1. The IOC to define specifically which “Olympism in Action” programmes would help drive the Olympic brand
2. The IOC to streamline “Olympism in Action” initiatives behind a few core ones which sponsors can “anchor” onto and which align with the central vision of “building a better world through sport”.
3. The IOC to review and understand what partnering with each TOP can offer in terms of furthering the IOC “Olympism in Action” goals.
4. TOP Partners to be engaged by IOC TMS to co-construct future “Olympism in Action” initiatives.
5. Enhance recognition of partners’ involvement in “Olympism in Action” programmes.

### **Implementation**

#### **2015 Expected deliverables**

- A sponsorship framework for Olympism in Action programmes is developed.



2015 Action plan			Lead: IOC TMS Managing Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
Olympism in action programmes			Develop sponsorship framework for Olympism in Action programmes according to previously developed Olympism in Action strategy by the International Cooperation and Development Department (recommendation 20).	Engage TOP Partners to co-construct current and / or new Olympism in Action programmes, including cultural projects (timing dependent on readiness of Olympism in Action strategy developed by ICD Department).
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>Co-construction of current and / or new Olympism in Action programmes with TOP Partners.</li> </ul>				

2015 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2015</b>	
<ul style="list-style-type: none"> <li>Brand impact: Review of IOC Product Portfolio.</li> </ul>	



## Recommendation 34

### **Develop a global licensing programme**

The IOC to develop a global licensing programme, placing the emphasis on promotion rather than on revenue generation.

### **Implementation**

#### **2015 Expected deliverables**

- Licensing programme with NOC / OCOGs in 10 selected markets is implemented (Deals signed in 3 markets already).
- Access to NOC territories for IOC / Games licensing programmes is secured (Access secured in 34 markets already).
- List of potential IOC Worldwide licensees is established.
- The development of a global ecommerce strategy has begun.



2015 Action plan			Lead: IOC TMS Managing Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Licensing programme</b>	Continue to negotiate and supervise co-implementation with OCOG/NOC in 10 selected markets (on-going until completion). Secure access to all NOC territories for IOC/Games licensing programmes (on-going until completion).			
		Establish list of potential IOC worldwide licences.		Start the development of a global ecommerce strategy.
<b>Key milestones beyond 2015</b>				

2015 Impacts	
HR / organisational	Alignment with The Olympic Museum for programme management.
Finance	
Legal	
Others	
<b>Key impacts beyond 2015</b>	
<ul style="list-style-type: none"> <li>• HR: one Full Time Equivalent (2017).</li> <li>• Finance: Gradual increase in IOC revenues from licensing over 10-year period.</li> <li>• Legal: Contractual documentation to be developed in line with commercial arrangements.</li> </ul>	



## Recommendation 35

### **Foster TOP sponsors' engagement with NOCs**

**The IOC to create a programme in view of increasing engagement between TOPs and NOCs.**

1. The IOC to adapt tailor-made measures to increase TOP local activation and synergies with NOCs. Support individual NOCs and sponsors in developing and increasing sponsorship activations on a local level using the NOCs' assets.
2. The IOC to create IOC Marketing Seminars for NOCs in collaboration with Olympic Solidarity and ANOC to provide information on Olympic marketing and best practices. The seminar programme for all NOCs will enhance and develop the marketing and servicing capabilities of NOCs to engage with sponsors to better support and maximise sponsorship activations. The existing training pool for NOCs will be a key component of the seminar programme.
3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.

### **Implementation**

#### **2015 Expected deliverables**

- The scope of work for the 2015 - 2016 Partner Activation Development Programme is developed.
- 3 IOC Marketing Seminars for NOCs are delivered.



2015 Action plan			Lead: IOC TMS Managing Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>TOP local activation</b>	Establish scope of work for the 2015 - 2016 Partner Activation Development Programme, including selection of 5 TOP Partners and 10 NOCs.	Start implementation of scope of work.		
<b>Marketing Seminars</b>	Review programme model of IOC Marketing Seminars for NOCs with Olympic Solidarity in particular timing of seminars and financing.	Finalise programme and content for 3 seminars in Q3.	3 NOC seminars: - key markets on 23 and 24 September. - intermediate on 15 and 16 September. - entry level on 28 September.	Debrief of 3 seminars and establish plan for 2016 for full roll-out (ie. 6 seminars).
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• 2016: Full roll-out of NOC seminars (6 seminars).</li> </ul>				



2015 Impacts	
HR / organisational	Two Full Time Equivalents.
Finance	Olympic Agenda dedicated budget: USD 500,000.
Legal	Creation of Procter & Gamble / IOC service agreement to cover scope, valuation and content of NOC leadership training within the framework of the TOP agreement.
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"><li>• USD 400,000 for Partner Activation Development Programme.</li></ul>	



## Recommendation 36

### **Extend access to the Olympic brand for non-commercial use**

Extend access to the Olympic brand for non-commercial use.

### **Implementation**

#### **2015 Expected deliverables**

- The brand usage framework for the first set of priorities is developed and validated by the IOC EB and IOC Session.



2015 Action plan			Lead: Corporate Development Associate Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Access to Olympic Brand</b>	Conduct assessment and categorisation of needs. Set priorities.	Develop overall brand usage framework for the first set of priorities.	Present overall proposed approach and brand usage framework for the first set of priorities to the IOC EB and IOC Session.  Leverage IOC marketing seminars with NOCs to present a status report on the brand usage framework to NOCs and get their feedback (recommendation 35).	Spread communication of brand usage framework for the first set of priorities.

#### Key milestones beyond 2015

- 2016: Further develop brand usage framework for the second set of priorities.
- 2016 and beyond: Implement brand usage framework. Spread the communication of the brand management framework throughout the Olympic Movement and its stakeholders, and strengthen coordination of brand management among the various players.

#### 2015 Impacts

HR / organisational	
Finance	
Legal	Update of the Olympic Charter: Chapter 1, Rules 7 and 14 - Rights over the Olympic Games and Olympic Properties, Olympic designations.

#### Key impacts beyond 2015



## Recommendation 37

### **Address IOC membership age limit**

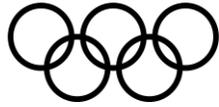
#### **Address IOC membership age limit:**

- The IOC Session, upon the recommendation of the IOC Executive Board, may decide a one-time extension of an IOC member's term of office for a maximum of four years, beyond the current age limit of 70.
- This extension to be applied in a maximum of five cases at a given time.
- The Nominations Commission to be consulted.

### **Implementation**

#### **2015 Expected deliverables**

- Implemented.



## Recommendation 38

### **Implement a targeted recruitment process**

#### **Move from an application to a targeted recruitment process for IOC membership:**

1. The Nominations Commission to take a more proactive role in identifying the right candidates to fill vacancies in order to best fulfil the mission of the IOC.
2. The profile of candidates to comply with a set of criteria - to be submitted by the Nominations Commission to the IOC Executive Board for approval -, inter alia:
  - The IOC's needs in terms of skills and knowledge (e.g. medical expertise, sociological expertise, cultural expertise, political expertise, business expertise, legal expertise, sports management expertise, etc.)
  - Geographic balance, as well as a maximum number of representatives from the same country
  - Gender balance
  - The existence of an athletes' commission within the organisation for representatives of IFs/NOCs
3. The IOC Session to be able to grant a maximum of five special case exceptions for individual members with regard to the nationality criteria.

### **Implementation**

#### **2015 Expected deliverables**

- The criteria for the proactive recruitment of IOC Members are defined.



2015 Action plan			Lead: Director General	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Targeted recruitment</b>	Development of the criteria for proactive recruitment of IOC Members for presentation to the Nominations Commission.	Nominations Commission to formalise the criteria for the proactive recruitment of IOC Members for validation by the IOC EB. These criteria will be applicable from 2016 onwards.	Validation of the criteria for proactive recruitment by the IOC EB.	
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>2016 onwards: Implementation of the proactive recruitment.</li> </ul>				

2015 Impacts	
HR / organisational	
Finance	
Legal	Update of the Olympic Charter: Chapter 2, By-Law to Rule 16: IOC Member eligibility, admissibility of candidates (2.2.3), Task of the Nominations Commission, 2.7.2: Update once recommendations on nominations and recruitment procedure are agreed.
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>Support to the recruitment / selection process.</li> </ul>	



## Recommendation 39

### **Foster dialogue with society and within the Olympic Movement**

#### **Foster dialogue with society and within the Olympic Movement:**

1. The IOC to study the creation of an “Olympism in Action” Congress that would take the pulse of society every four years:
  - Bring together representatives of the Olympic Movement, its stakeholders and representatives of civil society.
  - Engage in a dialogue with representatives from all walks of life and backgrounds on the role of sport and its values in society.
  - Discuss the contribution of the Olympic Movement to society in fields such as education, cohesion, development, etc.
2. The IOC to turn the Session into an interactive discussion among IOC members on key strategic topics, with interventions from external guest speakers.

### **Implementation**

#### **2015 Expected deliverables**

- The dates and concept of the 2017 Olympism in Action Congress are defined.
- The new settings for the IOC Session are implemented in Kuala-Lumpur.



2015 Action plan			Lead: Director General	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympism in Action congress</b>	<p>Define the dates of the 2017 Olympism in Action Congress. Invite Lima, host of the IOC Session in 2017, to discuss the impacts of the organisation of the 1st Olympism in Action Congress in 2017.</p> <p>Define the roles and responsibilities in the Olympism in Action Congress project within the IOC Administration.</p>	Define concept of the 2017 Olympism in Action Congress.		<p>Prepare the tender documents for the selection of a partner to support the organisation of the 2017 Olympism in Action Congress.</p> <p>Select a third party for the organisation of the 2017 Olympism in Action Congress.</p>
<b>IOC Session</b>			The new settings of the IOC Session are implemented in Kuala Lumpur.	
Key milestones beyond 2015				
<ul style="list-style-type: none"> <li>• Q1 2016: Third party for the organisation of the 2017 Olympism in Action is on board.</li> <li>• 2017: First Olympism in Action Congress.</li> </ul>				



2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 56,000 (for feasibility studies and concept development).
Legal	Update of the Olympic Charter, Chapter 1, Bye-Law to Rule 4: Olympic Congress: reflect new concept of Olympism in Action Congress, openness to civil society.
Others	IOC Departments to assist in the preparation of the tender documents.
Key impacts beyond 2015	
<ul style="list-style-type: none"> <li>• Two Full Time Equivalentents.</li> <li>• The cost of the “Olympism in Action Congress” is estimated at approximately USD 12.8 million for the first edition. Substantial savings for not organising the numerous existing World Conferences and for not organising another Olympic Congress are to be taken into consideration.</li> <li>• Brand impact: Branding and look of the “Olympism in Action” Congress/IOC Session to be further defined/reviewed.</li> </ul>	



## Recommendation 40

### **Review scope and composition of IOC commissions**

1. The President to review the scope and composition of the IOC commissions, to align them with the Olympic Agenda 2020.
2. The IOC Executive Board to determine the priorities for implementation of the recommendations.

### **Implementation**

#### **2015 Expected deliverables**

- The scope and composition of IOC commissions are reviewed.
- The 2015 Olympic Agenda 2020 action plan is approved.



2015 Action plan			Lead: IOC President	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>IOC Commissions</b>	IOC President to propose scope for IOC Commissions to the IOC EB.	IOC President to nominate the members of the IOC Commissions.		
<b>Olympic Agenda 2020 implementation</b>	IOC EB to validate the 2015 action plan for the implementation of Olympic Agenda 2020.			
<b>Key milestones beyond 2015</b>				
<ul style="list-style-type: none"> <li>• Systematic status report on Olympic Agenda 2020 implementation plan at each IOC EB.</li> <li>• Yearly detailed action plan.</li> </ul>				

2015 Impacts	
HR / organisational	To support the implementation plan: Corporate Development: One Full Time Equivalent. Human Resources: One Full Time Equivalent. Technology: Two Full Time Equivalent.
Finance	
Legal	Depending on future decisions, possibly the Olympic Charter, Chapter 2. Reviewing "terms of reference" of various commissions.
<b>Key impacts beyond 2015</b>	

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COMMITTEE

# OLYMPIC AGENDA 2020

## IMPLEMENTATION PLAN – 2016 AND BEYOND





## Contents

<b>Executive Summary</b> .....	3
1. Shape the bidding process as an invitation .....	4
2. Evaluate bid cities by assessing key opportunities and risks .....	9
3. Reduce the cost of bidding .....	11
4. Include sustainability in all aspects of the Olympic Games .....	14
5. Include sustainability within the Olympic Movement's daily operations .....	17
6. Cooperate closely with other sports event organisers .....	21
7. Strengthen relationships with organisations managing sport for people with different abilities .....	24
8. Forge relationships with professional leagues .....	26
9. Set a framework for the Olympic programme .....	28
10. Move from a sport-based to an event-based programme .....	30
11. Foster gender equality .....	34
12. Reduce the cost and reinforce the flexibility of Olympic Games management .....	36
13. Maximise synergies with Olympic Movement stakeholders .....	39
14. Strengthen the 6 <sup>th</sup> Fundamental Principle of Olympism .....	42
15. Change the philosophy to protecting clean athletes .....	44
16. Leverage the IOC USD 20 million fund to protect clean athletes .....	47
17. Honour clean athletes .....	50
18. Strengthen support to athletes .....	52
19. Launch an Olympic Channel .....	59
20. Enter into strategic partnerships .....	62



21. Strengthen IOC advocacy capacity .....	64
22. Spread Olympic values-based education .....	69
23. Engage with communities .....	72
24. Evaluate the Sport for Hope programme .....	74
25. Review Youth Olympic Games positioning .....	77
26. Further blend sport and culture .....	79
27. Comply with basic principles of good governance .....	83
28. Support autonomy .....	85
29. Increase transparency .....	87
30. Strengthen the IOC Ethics Commission independence .....	89
31. Ensure compliance .....	90
32. Strengthen ethics .....	92
33. Further involve sponsors in “Olympism in Action” programmes .....	94
34. Develop a global licensing programme .....	96
35. Foster TOP sponsors’ engagement with NOCs .....	99
36. Extend access to the Olympic brand for non-commercial use .....	102
37. Address IOC membership age limit .....	104
38. Implement a targeted recruitment process .....	105
39. Foster dialogue with society and within the Olympic Movement .....	107
40. Review scope and composition of IOC commissions .....	109



## **EXECUTIVE SUMMARY**

The implementation of all the 40 recommendations of Olympic Agenda 2020 unanimously approved at the 127<sup>th</sup> IOC Session in Monaco in December 2014 is well under way.

For each of the 40 recommendations, the IOC has developed a yearly action plan that includes expected deliverables; quarterly actions needed for delivery; the names of those in charge; and the impacts of each of the recommendations on the IOC administration in terms of finance and other resources.

This present document is the 2016 implementation plan. To date, 5 recommendations have been fully implemented, and the implementation is ongoing for all other recommendations.

The main expected deliverables for 2016 include, but are not limited to:

- Review of the Candidature and Games organisation documentation for the Olympic Winter Games 2026.
- Sustainability plan for 2017 – 2020, for both the IOC and the Olympic Movement.
- Long term agreement with the International Paralympic Committee.
- Decision on the OCOG proposal for additional events for Tokyo 2020.
- Start of implementation pertaining to IF's new role in the delivery of the Games.
- Further use of the USD 20 Mo funds on anti-doping and fight against manipulation of competitions.
- The launch of the new Athletes' hub.
- Launch of the Olympic Channel.
- Set-up of an IOC Permanent Observer Office in New-York.
- Tripartite for the review of the Youth Olympic Games positioning.
- New cultural projects around the Olympic Games Rio 2016.
- Monitoring tools with regards to the compliance with basic principles of good governance.
- The election of new IOC Members based on the new targeted recruitment process.

All constituents and stakeholders of the Olympic Movement have been an integral part of these achievements and have been regularly informed of, consulted and involved in the implementation of Olympic Agenda 2020. Going forward, each Executive Board meeting will continue to have part of its agenda devoted to the Olympic Agenda 2020 implementation plan, to ensure proper follow-up and delivery.

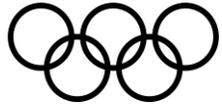


## Recommendation 1

### **Shape the bidding process as an invitation**

**Introduce a new philosophy: the IOC to invite potential candidate cities to present an Olympic project that best matches their sports, economic, social and environmental long-term planning needs.**

1. The IOC to introduce an assistance phase during which cities considering a bid will be advised by the IOC about bid procedures, core Games requirements and how previous cities have ensured positive bid and Games legacies.
2. The IOC to actively promote the maximum use of existing facilities and the use of temporary and demountable venues.
3. The IOC to allow, for the Olympic Games, the organisation of preliminary competitions outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability.
4. The IOC to allow, for the Olympic Games, the organisation of entire sports or disciplines outside the host city or, in exceptional cases, outside the host country notably for reasons of geography and sustainability.
5. The IOC to include in the host city contract clauses with regard to Fundamental Principle 6 of the Olympic Charter as well as to environmental and labour-related matters.
6. The IOC to make the Host City Contract (HCC) public.
7. The HCC to include details of the IOC's financial contribution to the OCOG.
8. Respect third-party legal interests by making contractual elements available on an "in-confidence" basis.
9. The IOC to accept other signatories to the HCC than the host city and the NOC, in line with the local context.
10. The IOC to provide the HCC at the outset of a given bid process.



## Implementation

### 2016 Expected deliverables

- Olympic Winter Games 2022
  - Once the OCOG is formally established, review fundamental building blocks of the project in greater detail taking the Evaluation Commission report and key risks identified into consideration.
- Olympic Games 2024 :
  - Ongoing implementation of point 1 to 10 of recommendation 1 during the 2024 Candidature process.
  - Initial feedback of phases 1 and 2 of the new Candidature Process 2024
  - Update of Games Reference Materials
- Olympic Winter Games 2026 :
  - Initiate dialogue with cities interested in bidding for the Olympic Winter Games 2026
  - Potential “Observer/hospitality” programme for 2026 cities during the Olympic Games Rio 2016
  - Review of the entire documentation (Candidature and Games organisation) to adapt it to Winter context
- Meetings of the Olympic Winter Games Working Group and presentations of its recommendations



2016 Action plan		Lead: Olympic Games Executive Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Support documents to the Candidature process 2024</b>			Initiate update of Games Reference Materials (Host City Contract Principles + Operational Requirements as well as Olympic Games Guides)	Finalise update of Games Reference Materials (Host City Contract Principles + Operational Requirements as well as Olympic Games Guides)
<b>Support documents to the Candidature process 2026</b>	Adapt the Olympic Games Framework to the winter context			Adapt the Candidature documentation (Host City Contract Principles) to the winter context
<b>Invitation phase 2026</b>	Initiate dialogue with cities interested in bidding for the Olympic Winter Games 2026. Development of material for 2026 Invitation phase.			
<b>Olympic Winter Games Working Group</b>	Olympic Winter Games Working Group meetings		Recommendations of Olympic Winter Games Working Group presented to the IOC Session.	



## Key milestones beyond 2016

- 2017:
  - 2024 Host City Election
  - Internal review of the new Candidature Process 2024
  - Finalise adaptation of Candidature documentation to the winter context
  - 2026 Invitation phase
  - Finalise update of Olympic Games Guides
- 2018
  - 2026 Invitation phase
  - Launch of Candidature Process 2026 with full set of documentation – including HCC
- 2019:
  - 2026 Host City Election
  - 2028 Invitation phase



2016 Impacts	
HR / organisational	1 FTE Significant impact of the new Candidature Processes (2024 and 2026) on all functions in a year with 2 Games – Lillehammer 2016 and Rio 2016 – as well as Rio debrief
Finance	Olympic Agenda 2020 dedicated budget: USD 665,000
Legal	Yes
Others	OGKM with the input of all functions for the review of all candidature documentation for a winter candidature process Communications – to assist in developing communications support to the candidate cities as well as IOC institutional promotion opportunities ITMS / OBS – to develop the support and assistance the Olympic Channel can provide to the candidate cities 2024 and beyond
Key impacts beyond 2016	



## Recommendation 2

### **Evaluate bid cities by assessing key opportunities and risks**

**The report of the Evaluation Commission to present a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy.**

1. Introduce into the existing 14 Candidate City evaluation criteria a new criterion entitled: The Athletes' Experience.
2. The IOC to consider as positive aspects for a bid: the maximum use of existing facilities and the use of temporary and demountable venues where no long-term venue legacy need exists or can be justified.
3. The IOC, in collaboration with Olympic Movement stakeholders, to define core requirements for hosting the Olympic Games. The field of play for the athletes to always be state-of-the-art for all competitions and to form part of the core requirements.
4. The IOC to clarify the elements for the two different budgets related to the organisation of the Olympic Games: long-term investment in infrastructure and return on such investment on the one hand, and the operational budget on the other hand. Furthermore, the IOC contribution to the Games to be further communicated and promoted.
5. The Candidate City Briefing to include an in-camera discussion between the IOC members and the IOC Evaluation Commission.
6. The Commission to benefit from third-party, independent advice in such areas as social, economic and political conditions, with a special focus on sustainability and legacy.

## **Implementation**

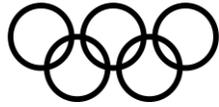
### **2016 Expected deliverables**

- Olympic Games 2024
  - Above points all integrated into the Candidature Process 2024
  - Reports to IOC Executive Board after Candidature submissions 1 and 2
  - Follow up with each Candidate City – allow them to course correct, if necessary
  - Delivery of content workshops with each Candidate City, related to phases 2 and 3 of the Candidature Process
- Candidate City Observer Programme in Rio



2016 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Candidature process 2024</b>	Review and analysis of Candidature submission 1.	Olympic Village and IBC workshop for Candidate Cities Review of Candidature submission 1. Evaluation Commission Working Group analysis and report to IOC Executive Board. Individual feedback workshops with each Candidate City.	Phase 2 Workshops. Candidate City Observer Programme in Rio.	Review of Candidature submission 2. Evaluation Commission Working Group analysis and report to IOC Executive Board Olympic Games Debrief in Rio Phase 3 workshops
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	Number of functions involved in the review of candidature submissions / participation in workshops
<b>Key impacts beyond 2016</b>	



## Recommendation 3

### **Reduce the cost of bidding**

#### **The IOC to further assist Candidate Cities and reduce the cost of bidding.**

1. The Candidate Cities to be allowed to attend and make presentations only to:
  - IOC members during the Candidate City Briefing,
  - ASOIF/AIOWF respectively. This presentation may be combined with the Candidate City Briefing,
  - ANOC General Assembly preceding the vote,
  - IOC Session at which the host city is elected.
2. The IOC to bear the following costs:
  - costs incurred in relation to the visit of the IOC Evaluation Commission,
  - travel and accommodation for six accredited delegates for the Candidate City Briefing to IOC Members in Lausanne,
  - travel and accommodation for six accredited delegates for the Candidate City briefing to the ASOIF/AIOWF respectively,
  - travel and accommodation for six accredited delegates for the ANOC General Assembly,
  - travel and accommodation for 12 accredited delegates for the IOC Session at which the host city is elected.
3. Publication of the Candidature File to be in electronic format only.
4. The IOC to create and monitor a register of consultants/lobbyists eligible to work for a bid city. Formal acceptance of the IOC Code of Ethics and Code of Conduct by such consultants/lobbyists as a prerequisite for listing in the register.
5. The IOC to give access to bid cities, upon their request, to the Olympic Channel.



## Implementation

### 2016 Expected deliverables

- Implementation of points 1 to 4 above in Candidature Process 2024
- Manage register of consultants in relation to the 2024 Candidature process – by Ethics and Compliance Office
- Work with the Olympic Channel to identify opportunities to be presented to Candidate Cities
- Work with Strategic Communications to use IOC communications tools to promote the Candidate Cities
- Work with other departments to see where the IOC or its partners can be of assistance to the Candidate Cities

### 2016 Action plan

Lead: Olympic Games Executive Director

Jan. – March

April – June

July – Sept.

Oct. – Dec.

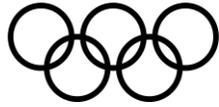
#### Candidature process 2024

Work with Olympic Channel and Strategic communications to create opportunities for the Candidate Cities  
 Develop concept for Evaluation Commission visit conference set-up  
 Work with ITMS to develop services by TOPs to Candidate Cities 2024

### Key milestones beyond 2016



2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	Communications / ITMS / OBS Events – for development of Evaluation Commission conference set-up Ethics and Compliance Office
Key impacts beyond 2016	



## Recommendation 4

### **Include sustainability in all aspects of the Olympic Games**

**The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.**

1. Develop a sustainability strategy to enable potential and actual Olympic Games organisers to integrate and implement sustainability measures that encompass economic, social and environmental spheres in all stages of their project;
2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
3. The IOC to ensure post-Games monitoring of the Games legacy with the support of the NOC and external organisations such as the World Union of Olympic Cities (UMVO).

## **Implementation**

### **2016 Expected deliverables**

- Sustainability and Legacy to be further positioned as an executive priority rather than a technical function in the dialogue with OCOG and candidate cities.
- Memorandum of Understanding with UMVO is signed, a method to capture Legacy stories is defined



2016 Action plan		Lead: CoBraS Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Assistance to candidate cities</b>	Review sustainability and legacy elements of Phase 1 of the 2024 candidature documentation submitted to the IOC in February and compile a report for each city that lists both opportunities and challenges. Oversee IUCN's review of Phase 1 of the 2024 candidature documentation in relation to biodiversity and protected/ sensitive areas.			
<b>Assistance to OCOGs</b>	Leverage key executive meetings with OCOGs (Coordination Commissions, Project Review...) to support and reinforce OCOGs sustainability and legacy engagement and strategy.			
	Work with Rio 2016 to define ways for leveraging legacy communications		Support Rio 2016 for the post-Games legacy	
<b>Olympic Games legacy</b>	MOU with UMVO signed	Definition of the approach to collect Olympic Games legacy best practices Participation in UMVO annual meeting		
<b>Key milestones beyond 2016</b>				
<ul style="list-style-type: none"> <li>• 2017 – 2020 roll out</li> </ul>				



2016 Impacts	
HR / organisational	2 FTE (together with recommendation 5)
Finance	Olympic Agenda 2020 dedicated budget: USD 256,000
Legal	Signing of additional collaboration agreements to support recommendation 5
Others	
Key impacts beyond 2016	
<ul style="list-style-type: none"><li>In order to cover the broad areas of sustainable development and monitor and document the legacy of past, present and future editions of the Olympic Games, the creation of a network of globally recognised independent experts is needed</li></ul>	



## Recommendation 5

### **Include sustainability within the Olympic Movement's daily operations**

**The IOC to embrace sustainability principles:**

1. The IOC to include sustainability in its day-to-day operations
  - The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).
  - The IOC to reduce its travel impact and offset its carbon emissions.
  - The IOC to apply the best possible sustainability standards for the consolidation of its Headquarters in Lausanne.
2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:
  - developing recommendations,
  - providing tools, e.g. best practices and scorecards,
  - providing mechanisms to ensure the exchange of information between Olympic stakeholders,
  - using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.
3. To achieve the above, the IOC to cooperate with relevant expert organisations such as UNEP.



## Implementation

### 2016 Expected deliverables

- A sustainability plan for 2017-2020 with some concrete targets is defined
  - IOC: Conduct IOC sustainability assessment and define how to reduce IOC travel impact and carbon emissions
  - Olympic Movement: identify some concrete objectives to which all constituents of the Olympic Movement could contribute
  - NOC: review NOC sustainability best practices and discuss with Olympic Solidarity how the Quadriennium programme for 2017-2020 could support overall Olympic Movement's sustainability objectives
  - IF: collect and share the existing IF sustainability best practices focusing on the Olympic sports International Federations
  - Strategic partnerships: further build partnerships to support sustainability implementation plan (AISTS, IUCN...)

2016 Action plan			Lead: CoBraS Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Sustainability in the IOC's operations</b>	Staff the team Mobility plan for IOC temporary HQ site defined and implemented Assessment of IOC Sustainability and definition of an action plan			
	Travel impact and carbon footprint: - Share results of first carbon footprint analysis and identify key drivers for carbon reductions measures	Travel impact and carbon footprint : - Conduct second carbon footprint (using 2015 data) and work with internal functions/ departments		



2016 Action plan		Lead: CoBraS Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Assistance to the Olympic Movement</b>	<p><b>NOCs:</b> With the help of Olympic Solidarity, collect existing sustainability best practices already supported by Olympic Solidarity</p> <p><b>IFs:</b> Following the IF forum, definition of an approach to capture IF Sustainability best practices</p>	<p><b>NOCs:</b> Discuss ways on how the Olympic Solidarity Quadriennium programmes for 2017-2020 could further support NOC in the implementation of the Sustainability Strategy</p> <p><b>IFs:</b> Meet with Summer and Winter Olympic International Federation</p>		<p><b>IFs:</b> Present overview of IF best practices at the IF Forum</p>
	<b>Olympic Movement Constituents:</b> Identify sustainability goals that could be common to Olympic Movement constituents			
	<b>TOPs:</b> Identify shared Sustainability goals between the IOC and TOP Partners and further strengthen collaboration			
<b>Build strategic partnership</b>	Further build strategic partnerships to access expertise (e.g. with AISTS, UICN...) in order to prepare for 2017 – 2020 roll out.			
<b>Key milestones beyond 2016</b>				
<ul style="list-style-type: none"> <li>• 2017 – 2020 roll out</li> </ul>				



2016 Impacts	
HR / organisational	2 FTE (together with recommendation 4)
Finance	Olympic Agenda 2020 dedicated budget: USD 110,000
Legal	Signing of the Memorandum of Understanding between the IOC and UMVO Signing of additional collaboration agreements to support recommendation 5
Others	
Key impacts beyond 2016	
<ul style="list-style-type: none"><li>• In order to be able to profile the work that the IOC is doing in this field, strong collaboration with IOC Communications will be key</li><li>• On-going support from IOC Management will be needed to ensure sustainability remains a priority for the IOC and the Olympic Movement</li></ul>	



## Recommendation 6

### **Cooperate closely with other sports event organisers**

#### **Cooperate closely with other sports event organisers:**

1. The IOC and the International World Games Association (IWGA) to closely cooperate regarding the sports programme composition and their respective evaluations.
2. The IOC and the International Masters Games Association (IMGA) to study the possibility for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.
3. The IOC to consider including a “sports lab” or sports initiation programmes as part of the Olympic Games or Youth Olympic Games to trigger youth involvement and benefit the host community.

### **Implementation**

#### **2016 Expected deliverables**

- MoU with IWGA to be finalised in Q1 2016 and resulting action plan implemented on a Games-specific basis
- Potential agreement to be entered into with IMGA; practical implementation could start as of 2020 (Master Games already awarded to Japan).
- Overall IOC strategy with regard to sport initiation programmes to be finalised by the IOC and implemented on a Games-specific basis:
  - Lillehammer 2016: Sports initiation programmes (Olympic and non-Olympic sports) at competition venues and in the City Centre
  - Rio 2016: implementation, depending on the outcomes of the on-going discussions with a view at encouraging sports initiation for the sports on the Olympic Programme and potentially using Rio 2016 as a showcase for some sports to be included in Tokyo.
  - PyeongChang 2018: concept definition
  - Buenos Aires 2018: Development of sports initiation concept (Olympic and non-Olympic sports) and implementation of sports initiation at most of the pre-Games promotional events
  - Tokyo 2020: initial principles



2016 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>IWGA (World Games) (Sports Department)</b>	<ul style="list-style-type: none"> <li>Quarterly meeting</li> <li>Signing and active implementation of the MoU</li> <li>Finalisation of IWGA attendance at Rio 2016 Olympic Games</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly meeting</li> <li>Confirmation of IOC presence at TWG 2017</li> <li>Collaboration between the World Games Channel and Olympic Channel</li> <li>Confirmation and link between Tokyo 2020 additional events and TWG sports programme.</li> </ul>	<ul style="list-style-type: none"> <li>Observer Programme Rio 2016</li> <li>Quarterly meeting</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly meeting</li> <li>Finalisation of IOC operations at TWG 2017.</li> </ul>
<b>IMGA (Masters Games)</b>	Ongoing discussions on collaboration framework and establishment of a MOU between the IOC and IMGA			
<b>Sports lab</b>	<ul style="list-style-type: none"> <li>Rio 2016: Finalization of detailed plan for sports initiation</li> <li>Lillehammer 2016: Games-time implementation of sports initiation</li> <li>Study possibility to replicate Olympic Week concept in Rio with the support of IOC TOPs</li> </ul>	<ul style="list-style-type: none"> <li>Lillehammer 2016: Post-Games debrief of sports initiation</li> <li>Buenos Aires 2018: Development of framework for sports lab</li> </ul>	<ul style="list-style-type: none"> <li>Rio 2016: Games-time implementation of sport initiation</li> <li>BA 2018 + PyeongChang 2018 + Tokyo 2020: observation of Rio 2016 sport initiation initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Rio 2016: Post-Games debrief of sports initiation activities</li> <li>Tokyo 2020: Development of framework for sports initiation activities</li> <li>PyeongChang 2018: Development of framework for sports initiation activities</li> </ul>



### Key milestones beyond 2016

- IOC observation of the 2017 World Games
- Review of strategies and fit of sport initiation with wider sports programme and role of IOC, OCOG and IFs.
- Implementation of strategies to be decided in the areas of sports initiation and engagement with relevant internal and external stakeholders, including IFs and TOP sponsors

### 2016 Impacts

HR / organisational	
Finance	
Legal	
Others	

### Key impacts beyond 2016

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## Recommendation 7

### **Strengthen relationships with organisations managing sport for people with different abilities**

**Strengthen relationships with organisations managing sport for people with different abilities, with a view to exploiting synergies in all possible areas, including:**

- Technical assistance
- Communication activities
- Promotion of events via the Olympic Channel

### **Implementation**

#### **2016 Expected deliverables**

- Finalise long term partnership agreement with IPC; higher level of integration beneficial to the OCOG from a planning and financial standpoints (reference material, issue tracking); pilot project for joint meetings with OCOGs; new approach to be implemented for the Olympic Games 2024 (postponed from 2015).
- Signature and implementation of MoU with ICSD – International Committee of Sports for the Deaf



2016 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
IPC	Continue discussions with the IPC in view of renewing the IOC – IPC partnership agreement.	New IOC – IPC partnership agreement to be signed.		
	Joint IOC-IPC meetings with OCOGs to be initiated in order to reduce impact of visits on OCOGs and create synergies between IOC & IPC.			
Others organisations (Sports Department)	<ul style="list-style-type: none"> <li>• ICSD: finalisation of MoU</li> <li>• Communication with stakeholders</li> <li>• Connecting ICSD with WADA</li> </ul>	<ul style="list-style-type: none"> <li>• ICSD: signature and implementation of MoU</li> </ul>	<ul style="list-style-type: none"> <li>• ICSD: quarterly meeting</li> <li>• ICSD attendance and observations at Rio 2016 Olympic Games</li> </ul>	<ul style="list-style-type: none"> <li>• ICSD: quarterly meeting</li> <li>• Confirmation of IOC delegation to attend Deaflympics 2017 in Samsu, Turkey</li> </ul>
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	Financial impact of IOC – IPC new agreement is being evaluated by Finance
Legal	
Others	Support of a number of IOC Departments for the review of the IPC agreement.
<b>Key impacts beyond 2016</b>	



## Recommendation 8

### **Forge relationships with professional leagues**

**Invest in and forge relationships with professional leagues and structures via the respective International Federations with the aim of:**

- Ensuring participation by the best athletes
- Recognising the different nature and constraints of each of the professional leagues
- Adopting the most appropriate collaboration model on an ad-hoc basis in cooperation with each relevant International Federation.

### **Implementation**

#### **2016 Expected deliverables**

- Implementation of agreed strategy defined in 2015 for each concerned sport, IF and professional league.
- Implementation plans for PyeongChang 2018 and Beijing 2022 confirmed.



2016 Action plan		Lead: Olympic Games Executive Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Relationship with professional leagues</b> (Sports Department)	<ul style="list-style-type: none"> <li>Meet with respective IFs to assess potential implementation plan for each league</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with concerned summer IFs on any issues impacting the Rio 2016 Olympic Games</li> </ul>	<ul style="list-style-type: none"> <li>Finalise plan for MLB based on decision on Tokyo sports programme</li> </ul>	<ul style="list-style-type: none"> <li>Rio 2016: Debrief on all issues impacted by professional leagues and review strategies for future editions of the Games</li> </ul>
	Discussion ongoing with IIHF regarding participation of NHL players to the Olympic Winter Games PyeongChang 2018 and Beijing 2022.			
<b>Key milestones beyond 2016</b>				
Management of agreed relationships with all concerned professional leagues and IFs Ongoing review of Games planning and delivery areas impacted by professional leagues				

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2016</b>	



## Recommendation 9

### **Set a framework for the Olympic programme**

#### **Set limits for accreditations:**

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad to approximately:
  - 10,500 athletes
  - 5,000 accredited coaches and athletes' support personnel
  - 310 events
2. The IOC to limit the number of athletes, officials and events for the Olympic Winter Games to approximately:
  - 2,900 athletes
  - 2,000 accredited coaches and athletes' support personnel
  - 100 events
3. The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.

## **Implementation**

### **2016 Expected deliverables**

- IOC decision on OCOG proposal for one or more events for Tokyo 2020
- Engage in ongoing discussions with Olympic IFs over the Tokyo 2020 event programme proposals
- Confirm process for the finalisation of the initial 2024 sports programme
- The overall number of accreditations for PyeongChang 2018 and Tokyo 2020 is reviewed



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Set limit for accreditations (Olympic Games Department)</b>	<ul style="list-style-type: none"> <li>Discussions with Olympic IFs on Tokyo 2020 event programme proposals</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing discussions with Olympic IFs on the Tokyo 2020 event programme and athlete quotas</li> <li>Programme questionnaire circulated to all IFs for feedback post-Rio</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing discussions with Olympic IFs on Tokyo 2020 event programme proposals</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing discussions with Olympic IFs on Tokyo 2020 event programme proposals</li> <li>Responses collected from all IFs on programme questionnaire post-Rio</li> </ul>
<b>Key milestones beyond 2016</b>				
<ul style="list-style-type: none"> <li>Establish process for Beijing 2022 additional events.</li> </ul>				

2016 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 38,500 Additional budget required to perform new observation and evaluation process
Legal	Definition of rights and entitlements by becoming an Olympic sport, for only one edition
<b>Key impacts beyond 2016</b>	
The creation of a new sports process will impact the overall workload of the Sports Department and require increased engagement with new IFs at an early stage in the evaluation process.	



## Recommendation 10

### **Move from a sport-based to an event-based programme**

#### **Move from a sport-based to an event-based programme:**

1. Regular reviews of the programme to be based on events rather than sports, with the involvement of the International Federations, and with the following restrictions to be respected:
  - For the Games of the Olympiad: approximately 10,500 athletes, 5,000 accredited coaches and athletes' support personnel, and 310 events,
  - For the Winter Games, approximately 2,900 athletes, 2,000 accredited coaches and athletes' support personnel, and 100 events.
2. The IOC Session to decide on the inclusion of any sport (IF) in the programme.
3. The IOC to allow the OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games.

## **Implementation**

### **2016 Expected deliverables**

- Criteria to establish the sports and events programme are reviewed
- Research and analysis at sport and event levels when applicable at Rio 2016
- Finalisation of the Tokyo 2020 Olympic Games OCOG proposal
- Establishment and relationship with new IFs proposed by Tokyo 2020
- Development of the 2024 Olympic programme process and timeline



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Rio 2016</b>	<ul style="list-style-type: none"> <li>Finalisation of the methodology for the IF study at an event level for all 28 IFs</li> </ul>		<ul style="list-style-type: none"> <li>Implementation of Rio 2016 Games-time study</li> </ul>	<ul style="list-style-type: none"> <li>Compile results and deliver report to all 28 IFs</li> </ul>
<b>Tokyo 2020</b>	<ul style="list-style-type: none"> <li>Final observations completed for potential new events from the Tokyo 2020 OCOG proposal</li> <li>Finalisation of the Olympic Programme Commission report on the Tokyo 2020 OCOG proposal on new events</li> <li>Olympic Programme Commission (OPC) recommendation to the IOC Executive Board on the Tokyo 2020 OCOG proposal</li> <li>Development of Games-time observation programme and other engagement opportunities at Rio 2016 for new sports included in Tokyo 2020 OCOG proposal</li> </ul>	<ul style="list-style-type: none"> <li>OPC report to IOC Executive Board finalized</li> <li>IOC Executive Board review and proposal to IOC Session on OPC recommendation for Tokyo 2020 OCOG proposal</li> <li>Finalisation of Games-time observation programme and other engagement opportunities at Rio 2016 for new sports included in Tokyo 2020 OCOG proposal</li> </ul>	<ul style="list-style-type: none"> <li>If necessary, presentations developed by each potential new IF for presentation to the IOC Session</li> <li>IOC Session vote on IOC Executive Board proposal on Tokyo 2020 OCOG proposal</li> <li>Implementation of observation programme and other engagement opportunities at Rio 2016 for new sports included in Tokyo 2020 OCOG proposal</li> </ul>	<ul style="list-style-type: none"> <li>Additional follow-up with new sports to integrate them into the structures of support and engagement for Olympic IFs</li> </ul>



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympic Games 2024</b>	<ul style="list-style-type: none"> <li>• Definition of the process and timeline for the sports programme in advance of the selection of Host Cities for 2024</li> <li>• Review of process and timeline by Olympic Programme Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Plan timeline and process for reviewed Olympic IF events and athletes quotas</li> <li>• Report to IOC Executive Board on planned process and timeline for sports and event programme for 2024 Olympic Games</li> </ul>		<ul style="list-style-type: none"> <li>• Define process for OCOG proposal on additional events</li> </ul>
<b>Key milestones beyond 2016</b>				
<ul style="list-style-type: none"> <li>• Definition of the sports and events programme for the Olympic Winter Games 2022</li> <li>• 2024 sports programme finalised</li> </ul>				



2016 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 1,670,000 Additional budget required for additional resources and implementation of new engagement programme to support new sports
Legal	Definition of the services to be provided to new IFs; review of the Olympic Charter for IF services as it relates to new IFs (and coordination with ASOIF and ARISF)
Others	
Key impacts beyond 2016	
<ul style="list-style-type: none"><li>• Increased workload related to Tokyo 2020 and 2024 Olympic Games programmes</li><li>• Increased IOC involvement in Sport Engagement and Initiation with regard to the new sports (also linked to Recommendation 6)</li><li>• Increased demands on IOC in workload with new IFs proposed by Tokyo</li></ul>	



## Recommendation 11

### **Foster gender equality**

#### **Foster gender equality**

1. The IOC to work with the International Federations to achieve 50 per cent female participation in the Olympic Games and to stimulate women's participation and involvement in sport by creating more participation opportunities at the Olympic Games.
2. The IOC to encourage the inclusion of mixed-gender team events.

### **Implementation**

#### **2016 Expected deliverables**

- Review and finalization of Tokyo 2020 OCOG proposal and review Olympic IF event programmes for gender balance analysis
- Development of white paper on gender balance for Beijing 2022 sport and event programme



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Gender equality</b>	<ul style="list-style-type: none"> <li>Review and analysis of Tokyo 2020 OCOG proposal and event programmes for overall gender balance</li> <li>Development of strategic document on Beijing 2022 event programme with focus on gender balance</li> <li>Initial review of 2024 sport programme for gender balance</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing review and analysis of Tokyo 2020 OCOG proposal and event programmes for overall gender balance</li> <li>Simulations on gender balance using strategic document on Beijing 2022 event programme</li> <li>Ongoing review of 2024 sport programme for gender balance</li> </ul>	<ul style="list-style-type: none"> <li>Finalisation of Tokyo 2020 OCOG proposal and ongoing review of Tokyo 2020 event programme for overall gender balance</li> <li>Simulations on gender balance using strategic document on Beijing 2022 event programme</li> <li>Initial discussions held with IFs on 2024 sport programme and overall gender balance</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing review and analysis of Tokyo 2020 event programme for overall gender balance</li> <li>Simulations on gender balance using strategic document on Beijing 2022 event programme</li> <li>Ongoing review and discussions with IFs on 2024 sport programme for gender balance</li> </ul>

**Key milestones beyond 2016**

- Development of gender equal OCOG proposal with IFs and Beijing 2022

**2016 Impacts**

HR / organisational	
Finance	
Legal	
Others	

**Key impacts beyond 2016**

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## Recommendation 12

### **Reduce the cost and reinforce the flexibility of Olympic Games management**

#### **Reduce the cost and reinforce the flexibility of Olympic Games management**

1. The IOC to establish a transparent management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.
2. The IOC with the stakeholders to systematically review the level of services, Games preparation and delivery, with a view to containing cost and complexity. Regular proposals will be made in this respect.
3. The IOC to consider the provision of turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.

### **Implementation**

#### **2016 Expected deliverables**

- Change management process concept integrated into the first version of the HCC 2024; detailed step by step process to be established.
- As part of the ongoing Games evaluation process, optimise the Games preparation and delivery approach and establish a mechanism for systematic review of level of services with a view at containing Games cost and complexity.
- Finalise feasibility study of all turnkey solutions envisaged by IOC Departments; start implementation on ad hoc basis with current OCOGs.



2016 Action plan		Lead: Olympic Games Executive Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Change Management Process – Current OCOGs</b>	Gradual implementation of the reviewed operational requirements and Olympic Games reference documents.			
<b>Change Management Process - 2024</b>	Develop Change Management process.			
<b>Level of services, Games preparation and delivery</b>	Development of Games Evaluation plan for Rio 2016. Engagement with the Olympic Movement Stakeholders.		Implementation of Games Evaluation Activities in Rio.	Start in-depth review with stakeholders
<b>Turnkey solutions</b>	Start the implementation of the Olympic Games Learning Model <ul style="list-style-type: none"> <li>• Select priority areas of Games Management to roll out 8 learning pathways (including 1 for New Olympic IFs)</li> <li>• Start development of case studies for OCOGs</li> <li>• Professional development training for Games Management team</li> </ul>	Olympic Games Learning Model implementation: <ul style="list-style-type: none"> <li>• Sign off on Tokyo 2020 learning strategy</li> <li>• Develop and implement the 8 identified learning pathways</li> </ul>	OGKM Games Learning Model implementation: <ul style="list-style-type: none"> <li>• Kick-off the development of Beijing 2022 learning strategy</li> <li>• Learning Pathway for New Olympic IFs: Observation of Games-time activities in Rio</li> </ul>	OGKM Games Learning Model implementation: <ul style="list-style-type: none"> <li>• Initial briefing on OGKM for 2024 Host City</li> <li>• Learning Pathway for New Olympic IFs: Participation to the Debriefing of Olympic Games Rio 2016</li> <li>• Professional development training for Games Management team</li> </ul>



### Key milestones beyond 2016

2017

- Review of Olympic Games Framework, HCC Principles and HCC Operational Requirements in time for launch of 2026 Candidature Process
- Recommendations for update of level of services and documentations.
- Development of the Olympic Games learning model is a 6 years exercise

### 2016 Impacts

HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 1,395,000
Legal	
Others	

### Key impacts beyond 2016

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## Recommendation 13

### **Maximise synergies with Olympic Movement stakeholders**

**Maximise synergies with Olympic Movement stakeholders to ensure seamless organisation and reduce costs.**

1. The IOC to enhance the role of the International Federations (IFs) in the planning and delivery of the Olympic competitions, including the study of transferring technical responsibilities from the OCOGs to the IFs.
2. The IOC to focus the role of the IOC Coordination Commission on key issues and validation of service levels.

### **Implementation**

#### **2016 Expected deliverables**

- Finalise all documentation pertaining to International Federations' new role, including Sport Delivery Plan.
- Start implementation on a pragmatic basis with existing OCOGs; full roll out as of Olympic Games 2024.
  - Involvement of IFs in IOC Games Readiness programme for Rio.
  - Involvement of ASOIF and AIOWF in all Coordination Commissions (Starting in September 2015)
  - IFs are invited to participate in Venue Development Operational Reviews (VDOR) meetings for PyeongChang 2018 (twice a year)
  - Encourage IFs to plan their inspection visits in PyeongChang at the same time as the IOC for better synergy (IFs to be present during the 7<sup>th</sup> Coordination Commission).
  - Development of IOC/IFs sports specific transfer of knowledge to OCOGs ( the two-year pilot project will start in October 2015 with the IIHF)



2016 Action plan		Lead: Olympic Games Executive Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Role of IFs</b>	<ul style="list-style-type: none"> <li>• Rio 2016: Develop new Games-time collaboration model with IFs</li> <li>• PyeongChang 2018: Review what elements of the Sport Delivery Plan template could be applied</li> <li>• Tokyo 2020: Provide Sport Delivery Plan template to OCOG</li> <li>• Beijing 2022: Provide Sport Delivery Plan template to OCOG</li> <li>• Review potential implementation of new IF engagement model and documentation on Paralympic Games and Youth Olympic Games</li> <li>• TOK for IFs: implementation of new deliverables to increase sport specific transfer of knowledge between OCOGs and IFs</li> <li>• Development of new Olympic IFs learning pathway, 1<sup>st</sup> workshop.</li> </ul>	<ul style="list-style-type: none"> <li>• Rio 2016: Test new Games-time collaboration model with IFs at selected test events</li> <li>• Tokyo 2020: Assist in implementation of Sport Delivery Plan template</li> <li>• Beijing 2022: Assist in implementation of Sport Delivery Plan template</li> <li>• TOK for IFs: implementation of new deliverables to increase sport specific transfer of knowledge between OCOGs and IFs</li> <li>• Learning Pathway for New Olympic IFs: 2nd workshop.</li> </ul>	<ul style="list-style-type: none"> <li>• Rio 2016: New Games-time communication model to be applied at the Rio Games</li> <li>• Tokyo 2020: Assist in implementation of Sport Delivery Plan template</li> <li>• Beijing 2022: Assist in implementation of Sport Delivery Plan template</li> <li>• TOK for IFs: implementation of new deliverables to increase sport specific transfer of knowledge between OCOGs and IFs</li> <li>• Learning Pathway for New Olympic IFs: Observation of Games-time activities in Rio.</li> </ul>	<ul style="list-style-type: none"> <li>• Rio 2016: Debrief and review new Games-time collaboration model from Rio Games and start preparing model for PyeongChang 2018. Stronger capture and transfer of sport specific knowledge for future OCOGs.</li> <li>• Tokyo 2020: Assist in implementation of Sport Delivery Plan template</li> <li>• Beijing 2022: Assist in implementation of Sport Delivery Plan template</li> <li>• TOK for IFs: implementation of new deliverables to increase sport specific transfer of knowledge between OCOGs and IFs</li> <li>• Learning Pathway for New Olympic IFs: Participation to the Debriefing of Olympic Games Rio 2016</li> </ul>



<b>IOC Coordination Commissions</b>	Deliver Coordination Commission meetings according to scope defined in revised Olympic Charter.
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**Key milestones beyond 2016**

- Review and update of Sport Delivery Plan template by IOC administration after each edition of the Games, to provide each new OCOG with an updated and comprehensive document.
- Implementation of new processes with OGKM to ensure stronger capture and transfer of sport specific knowledge between Games editions.
- Evolve and continue roll out of new Olympic IFs learning pathway

**2016 Impacts**

HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 380,000
Legal	
Others	

**Key impacts beyond 2016**

- Implementation of new Sport Delivery Plan and collaboration model with IFs will increase involvement of IOC in all Games-related disputes and discussions between OCOGs and IFs
- Increased workload for both Games and Sport with regard to increased transfer of knowledge activities.



## Recommendation 14

### **Strengthen the 6<sup>th</sup> Fundamental Principle of Olympism**

The IOC to include non-discrimination on sexual orientation in the 6th Fundamental Principle of Olympism.

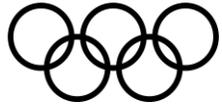
### **Implementation**

#### **2016 Expected deliverables**

- Implemented



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>6<sup>th</sup> Fundamental Principle</b>	Continue promoting the changes in the Olympic Charter at the appropriate opportunities			
<b>Key milestones beyond 2016</b>				
•				



## Recommendation 15

### **Change the philosophy to protecting clean athletes**

The IOC's ultimate goal is to protect clean athletes

### **Implementation**

#### **2016 Expected deliverables**

- On anti-doping: Information is gathered and processed to produce intelligence to select samples for reanalysis and design a test distribution plan from April 2016 through to the Rio Games and for ongoing adjustment of the test distribution plan for the Rio Games
- On manipulations of competitions: Continue to improve the awareness of the philosophy, with regards to manipulation of competition through workshops and meeting within the Olympic Movement and with partners such as international organisations and governments in particular in the host countries for the Olympic Games.



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Protect clean athletes</b>	<p>WADA gather and process information to guide testing by WADA, IFs and National Anti-Doping Organisations (NADOs) in the run up to the Rio Games. Agree targeted reanalysis of Beijing and London samples with WADA YOG Lillehammer Educational programme on the prevention on Manipulation of Competitions</p>	<p>Intensify target testing in the lead up to Rio games. Complete the case management of any AAFs from the targeted reanalysis of stored Beijing samples. Implementation of the action plan with INTERPOL 2015-2017 on the prevention on Manipulation of Competitions</p>	<p>Gather and process information to create intelligence to adjust the TDP at the Rio Games and conduct target testing. Olympic Games Rio 2016 Educational programme on the prevention on Manipulation of Competitions</p>	<p>Transport all urine and blood samples from the Rio Games to the Lausanne Anti-Doping Laboratory for storage for 10 years with a view of targeted reanalysis. Gather and process information for post-Games reanalysis.</p>
Key milestones beyond 2016				
<ul style="list-style-type: none"> <li>Targeted reanalysis of samples based on intelligence.</li> </ul>				



<b>2016 Impacts</b>	
HR / organisational	WADA to enable and support more effective pre-Games testing by WADA, IFs, NOCs and NADOs base on intelligence and supported by the IOC.
Finance	Olympic Agenda 2020 dedicated budget: USD 830,000
Legal	Increased legal workload in relation to case management from Beijing reanalysis in 2016 and case management from the Rio Games.
<b>Key impacts beyond 2016</b>	
<ul style="list-style-type: none"><li>• Enhanced testing in months before the Games by WADA, IFs, NOCs and NADOs.</li><li>• Ongoing reanalysis programme</li><li>• Ongoing processing of intelligence</li><li>• Increase involvement and responsibility of WADA for intelligence and testing.</li></ul>	



## Recommendation 16

### **Leverage the IOC USD 20 million fund to protect clean athletes**

The IOC to use its extra USD 20 million “Protection of clean athletes” fund:

1. USD 10 million to develop robust education and awareness programmes on the risks of match-fixing, any kind of manipulation of competitions and related corruption.
2. USD 10 million to support projects offering a new scientific approach to anti-doping.

### **Implementation**

#### **2016 Expected deliverables**

- On manipulations of competitions  
New tools for education of Olympic Movement stakeholders, including the athletes and capacity building (action plan with INTERPOL).
- On anti-doping
  - Continue to fund research proposals selected by the expert panel.
  - Research reports and publications as outcome of previously funded projects



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>1. Match-fixing (Ethics)</b>	Approval of the OM Code on Manipulation of Competitions by ASOIF, AIOWF and ARISF, Action Plan with INTERPOL	Action Plan with INTERPOL	e-learning program on manipulation of Competitions in place within the Rio 2016 Olympic Village Games-time monitoring in place	Action Plan with INTERPOL
<b>2. New approach on Anti-Doping (Medical Department)</b>	Continue to finalize contracts with 5 researches selected by expert panel at meeting in Q4 2015. New call for proposals for funding from remaining USD1.7 million.	4 <sup>th</sup> meeting of expert group to assess new proposals and progress of research funded in 2014 and 2015. Application to protection of clean athletes.	Contracts with researchers selected by expert panel at Q2 meeting. New call for proposals if there are any funds left	If necessary, 5 <sup>th</sup> meeting of expert group to assess new proposals and progress of previously funded projects.
<b>Key milestones beyond 2016</b>				



2016 Impacts	
HR / organisational	
Finance	USD 20 million “Protection of the clean athletes fund”: <ol style="list-style-type: none"><li>1. USD 10 million for the fight against manipulation and related corruption (for the IOC/INTERPOL action plan CHF2,350,420 was allocated for 2015-2017, leaving approximately USD 7.5 million for 2016 and beyond for other projects )</li><li>2. USD 10 million for the fight against anti-doping (USD 3.0 million to be allocated for projects selected end of 2015 and in 2016 and beyond)</li></ol>
Legal	Draft contracts for successful applications.
Others	Continue to coordinate funding with WADA for both effectiveness and maintaining good relations with stakeholders.
Key impacts beyond 2016	
<ul style="list-style-type: none"><li>• Further research grants if funds not fully distributed.</li><li>• Monitoring of research projects.</li></ul>	



## Recommendation 17

### **Honour clean athletes**

#### **Honour clean athletes who are awarded an Olympic medal following a doping case:**

1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.
2. The ceremony to be properly communicated by all parties concerned.

### **Implementation**

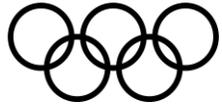
#### **2016 Expected deliverables**

- Provide support and guidance to NOCs to organise appropriate ceremonies to honour clean athletes
- Ensure IFs are informed and involved on all occasions.



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Honour clean athletes</b>	Provide support and guidance to NOCs to organise appropriate ceremonies to honour clean athletes in case of medal reallocation.			
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2016</b>	



## Recommendation 18

### **Strengthen support to athletes**

#### **Strengthen support to athletes:**

1. The IOC to put the athletes' experience at the heart of the Olympic Games.
2. The IOC to further invest in supporting athletes on and off the field of play.

### **Implementation**

#### **2016 Expected deliverables**

##### **Athlete experience:**

- Support the IOC Athletes' Commission (AC) in the 2024 Candidate Cities evaluation process.
- Deliver the "place of mourning" and "moment of remembrance" at Rio de Janeiro 2016 and analyse the athlete experience.

##### **Athlete engagement:**

- Deliver the IOC Space in Rio de Janeiro 2016 and the Olympic Athletes' Hub (OAH) with Games-time functionalities.

##### **Athlete Career Programme (ACP):**

- Implement the IF Strategy, expand the outreach programme and develop ACP workshop content.
- Increase active NOC ACP agreements and provide ongoing support to existing agreements.

##### **Online Career Support:**

- Implement a marketing plan and expand the Athlete Learning Gateway (ALG) among NOCs and IFs.
- Deliver a full analysis and develop a business model for academic recognition in partnership with universities.

##### **World Olympian Association (WOA):**

- Fully integrate WOA management within the IOC and support Olympic Agenda 2020 projects.
- Deliver the Olympians Reunion Centre (ORC) in Rio de Janeiro 2016.



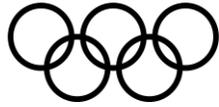
2016 Action plan		Lead: Sports Director			
		Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Athletes experience</b>		Produce a ‘checklist’ with the AC for the Evaluation Commission based on the 2024 Candidate Cities Questionnaire. Finalise plans for Rio de Janeiro 2016 ‘place of mourning’ and ‘moment of remembrance’. Finalise Rio de Janeiro 2016 qualitative and quantitative research programme.	Support AC representative during 2024 evaluation process. Implement ‘place of mourning’ and ‘moment of remembrance’.	Support AC representative during 2024 evaluation process. Collect feedback on ‘place of mourning’ and ‘moment of remembrance’. Conduct quantitative and qualitative research.	Support AC representative during 2024 evaluation process. Evaluate ‘place of mourning’ and ‘moment of remembrance’. Evaluate research outcomes.
<b>Supporting athletes</b>	<b>Athlete engagement</b>	<p><b>Pillar 1 – coordinated approach</b> Deliver athletes’ support document on OAH with athletes’ “look and feel” and “tone of voice”.</p> <p>Provide NOCs with the “Get Ready for Rio” Pack in 8 languages (Arabic, Chinese, English, French, German, Portuguese, Spanish and Russian).</p> <p><b>Pillar 2 – enhance e-engagement</b> Public launch of OAH, promotion campaign phase one and daily communications. Deliver OAH App for testing on Samsung phones. Grow Olympians’ community.</p>	<p><b>Pillar 2 – enhance e-engagement</b> Deliver OAH in Portuguese, Chinese and Russian. Deliver OAH App for upload on Samsung phones. Deliver the OAH promotion campaign phase two and integration with Olympic Channel.</p> <p><b>Pillar 3 – leverage from communication champions</b> Implement Communication Champions plan.</p> <p><b>Pillar 4 – maximize Games time opportunities</b> Prepare IOC Space and Olympic Village operation plan. Finalise Samsung phones distribution plan.</p>	<p><b>Pillar 2 – enhance e-engagement</b> Integrate the OAH with the Olympic Channel and deliver promotion campaign phase three.</p> <p><b>Pillar 3 – leverage from communication champions</b> Ongoing implementation.</p> <p><b>Pillar 4 – maximize Games time opportunities</b> Deliver Rio de Janeiro 2016 IOC Space, events and Olympic Village activation. Deliver Samsung phones to approximately 11,000 athletes</p>	<p><b>Pillar 1 – coordinated approach</b> Define additional languages for OAH.</p> <p><b>Pillar 2 – enhance e-engagement</b> Deliver the Olympic Channel OAH promotion campaign phase four and enhancement plan until PyeongChang 2018. Based on athletes’ research, adjust athlete engagement tool, editorial plan and outline long term technical needs.</p> <p><b>Pillar 3 – leverage from communication champions</b> Ongoing implementation.</p>



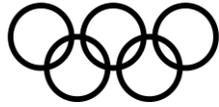
2016 Action plan		Lead: Sports Director			
		Jan. – March	April – June	July – Sept.	Oct. – Dec.
		Assist in the definition of the Olympic Channel athlete strategy, including the OAH Olympic Channel integration. <b>Pillar 3 – leverage from communication champions</b> Finalise Communication Champions plan. <b>Pillar 4 – maximize Games time opportunities</b> Coordinate IOC Space and Olympic Village activation. Prepare Samsung phones distribution plan.			<b>Pillar 4 – maximize Games time opportunities</b> Complete IOC Space and Olympic Village activation debrief.



2016 Action plan		Lead: Sports Director			
		Jan. – March	April – June	July – Sept.	Oct. – Dec.
	<p><b>Athlete Career Programme (ACP)</b></p>	<p>Review and evaluate IF Strategy, Outreach Programme and online resource content.</p> <p>Start IF application process for Outreach Programme delivery support, review applications and select IFs.</p> <p>Provide support to existing NOC ACPs and begin discussions with new NOCs to reach four before end of 2016.</p> <p>Deliver workshops as part of the Lillehammer 2016 Learn &amp; Share Programme to at least 300 athletes.</p> <p>Further engage athletes, coaches, NOCs, IFs, sponsors and employers.</p>	<p>IF 'Train the Trainer' session and IF Outreach Programme coordination.</p> <p>Edit existing ACP workshop content and develop resources.</p> <p>Monitor and support new and existing NOCs.</p> <p>Coordinate Rio de Janeiro 2016 IOC ACP promotion.</p> <p>Further engage athletes, coaches, NOCs, IFs, sponsors and employers.</p>	<p>Support for IF Outreach Programme delivery.</p> <p>Provide new training resources for Outreach Programme trainers and share with NOCs and IFs for distribution at workshops.</p> <p>Support and monitor the development of new and existing NOCs.</p> <p>Assess promotion during Rio de Janeiro 2016.</p> <p>Further engage athletes', coaches, NOCs, IFs, sponsors and employers and develop targeted promotion and communications for athlete entourage and TOPs .</p>	<p>Ongoing support for IF Outreach Programme delivery support.</p> <p>Review and evaluate IF strategy in advance of 2017 planning.</p> <p>Review all ACP workshop content.</p> <p>Continue support and monitoring for new and existing NOCs.</p> <p>10'000 athletes to have gone through ACP via NOC programmes.</p> <p>Distribute communications to stakeholders and share among ACP global team for expanded distribution.</p> <p>Further engage athletes (to reach 10'000 through NOC ACPs), coaches (2 pieces of targeted communications), NOCs, IFs, sponsors and employers (4 TOPs formally involved).</p>



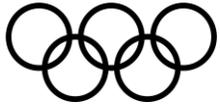
2016 Action plan		Lead: Sports Director			
		Jan. – March	April – June	July – Sept.	Oct. – Dec.
	<p><b>Online Career Support</b></p>	<p>Fully integrate ALG within OAH. ALG and For the Record news articles released as part of the OAH newsletter.</p> <p>Position of ALG within the Olympic Channel and IOC e-learning landscape confirmed.</p> <p>Develop academic recognition plans including business model.</p> <p>Partnership Manager starts role to develop relationships with IFs, NOCs, TOPs and academic institutions.</p> <p>Develop social media plan and promote ALG through coaches corner at Lillehammer 2016.</p> <p>Launch 2 new courses and 2 live events.</p> <p>Further develop mobile app concept.</p>	<p>Plan and develop content for Social Media.</p> <p>Launch 1 new course and 1 live event.</p> <p>Develop academic content delivery plan.</p>	<p>Finalise academic recognition plans and associated analysis for a pilot project.</p> <p>Promote ALG at Rio de Janeiro 2016 within the IOC space and coaches night.</p> <p>Launch 1 new course and 1 live event.</p>	<p>Review outcomes of Rio de Janeiro 2016 research.</p> <p>Finalise contracts associated with academic recognition for 2017 according to the outcomes of the analysis.</p> <p>Execute co-marketing plan with NOCs and IFs.</p> <p>Launch 2 new courses and 2 live events.</p> <p>Deliver content in line with academic plan and finalise 2017 content delivery plan.</p>



2016 Action plan			Lead: Sports Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>World Olympians Association</b>	<p>Plan the ORC in Rio de Janeiro 2016.</p> <p>Fully integrate WOA staff into the IOC Sports Department.</p> <p>Develop the Buddy System athlete life-transition project in conjunction with the IOC ACP.</p> <p>Develop post-career health project and support WOA medical committee.</p> <p>Develop the NOA database.</p> <p>Expand NOA development programme and implement new logos.</p> <p>Explore the alumni association framework.</p>	<p>Work with NOAs and NOCs to support Olympians to inspire their local communities during Olympic Day events.</p> <p>Finalise plans and operations of the ORC.</p> <p>Implement life transition Buddy System and post career health research projects.</p> <p>Continue developing NOA projects.</p>	<p>Deliver the ORC including Champions for Life Olympic Museum exhibition.</p> <p>Continue to implement life transition Buddy System project.</p>	<p>Debrief ORC project.</p> <p>Review life transition Buddy System and post career health research projects.</p> <p>Developing NOA projects.</p> <p>Publication of post career health research.</p>
<b>Key milestones beyond 2016</b>				



2016 Impacts	
HR / organisational	2 FTE
Finance	Olympic Agenda 2020 dedicated budget: USD 2,115,000
Legal	
Others	
Key impacts beyond 2016	



## Recommendation 19

### **Launch an Olympic Channel**

The IOC to launch an Olympic Channel.

### **Implementation**

#### **2016 Expected deliverables**

- Launch of the Olympic Channel.
- Strategy/implementation of Games-time coverage determined.
- Expansion of linear and digital distribution and partnerships.
- Finalize FPP programme and secure partnerships with TOPs and official suppliers.
- Partnerships with IFs and NOCs defined and in place.
- Social media strategy in place and implemented.
- Content creation further developed.



2016 Action plan			Lead: Olympic Channel Services	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympic Channel (IOC TMS)</b>	<p>Building in Madrid fully operational and all OCS staff move to the facility.</p> <p>Beta version of the Channel available for testing.</p> <p>All workflows in place</p> <p>Rights management to be implemented.</p> <p>FPP partnerships implemented.</p> <p>Social media and CRM tools in place.</p>	<p>Implementation of global promotional strategy.</p> <p>Branding is applied to the different emanations of the product.</p> <p>End user agreements and clearances in place.</p> <p>IF and NOC partnerships implemented.</p> <p>Partnerships with FPP and official suppliers integrated.</p> <p>Local and global digital partnerships implemented and finalized.</p> <p>Social media and CRM strategy activated.</p> <p>1 to 2 months of content available.</p> <p>All workflows tested and rehearsed.</p> <p>Technical platform delivered with partial functionalities.</p>	<p>Delivery of content.</p> <p>Potential launch of Olympic Channel (TBD).</p>	<p>Olympic Channel up and running</p>



### Key milestones beyond 2016

- Further expansion of linear and digital distribution

### 2016 Impacts

HR / organisational	Finalise all positions in OCS and ITMS org chart.
Finance	OCS corporate finance in place
Legal	Creation of template contracts, negotiations with providers, awarding of contracts.
Others	

### Key impacts beyond 2016

- Continued evaluation of funding requirements based on revenue generation.
- Ongoing content creation agreements



## Recommendation 20

### **Enter into strategic partnerships**

The IOC to open up to cooperation and network with competent and internationally recognised organisations and NGOs to increase the impact of its programmes.

### **Implementation**

#### **2016 Expected deliverables**

- Peace through Sport Strategy is developed and implemented including development of international partnerships with Peace and Sport and Generations for Peace.
- International partnership strategy is developed and MOUs are in place with, among others, WHO, UNICEF, UN Habitat, ICRC, World Food Program.
- Framework of collaboration with key international NGOs defined. MOU with one or two NGOs.
- Giving is Winning (GIW) strategy for RIO 2016 is implemented in close collaboration with UNHCR and as part of the Athletes' engagement; global alignment of all refugee-related IOC initiatives to GIW is ensured and UNHCR global collaboration/involvement is monitored.
- CSR involvement for TOPs are identified and initial activities are implemented.
- PASD to contribute to the communication strategy to showcase Olympism in Action activities and programmes; content is provided for the Olympic Channel.



2016 Action plan			Lead: PASD Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Strategic partnerships</b>	<p>Develop Giving is Winning strategy and action plan.</p> <p>Reassess UNESCO partnership framework and determine relevance of new MOU.</p> <p>Expand the collaboration with UN Women.</p>	<p>Sign new MOU with WHO and define action plan (with Medical Dept).</p> <p>Confirm Giving is Winning strategy and start implementing action plan.</p> <p>Develop framework for new MOU with ICRC and action plan.</p> <p>Develop an action plan with UNHCR in relation with the Special Envoy on Youth, Refugees and Sport.</p> <p>Review collaboration framework with UNOSDP and SDP IWG.</p>	<p>Implement and follow-up on WHO MOU dimensions (advocacy and promotion, technical advice on Games related matters – with Medical Dept).</p> <p>Implement Giving is Winning strategy and action plan.</p> <p>Develop collaboration framework with Peace and Sport and Generations for Peace.</p>	<p>Implement and follow-up on WHO MOU dimensions (advocacy and promotion, technical advice on Games related matters – with Medical Dept).</p> <p>Continue implementation of the IOC/UN Women project in Brazil.</p> <p>Develop framework for new MOU with UN Habitat and action plan.</p> <p>Develop framework for new MOU with World Food Program and action plan.</p> <p>Develop framework for MOU with Plan International and action plan.</p> <p>Develop framework for new MOU with UNICEF.</p>
<b>Key milestones beyond 2016</b>				
•				

2016 Impacts	
HR / organisational	Pending new director and strategy
Finance	Olympic Agenda 2020 dedicated budget: USD 2,375,000
Legal	
Others	
<b>Key impacts beyond 2016</b>	
• Alignment in the strategies developed regarding the recognition of sport as a relevant mean to achieve the SDG.	



## Recommendation 21

### **Strengthen IOC advocacy capacity**

#### **Strengthen IOC advocacy capacity:**

- The IOC to advocate to intergovernmental organisations and agencies.
- The IOC to encourage and assist NOCs in their advocacy efforts.

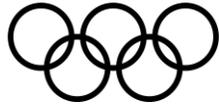
### **Implementation**

#### **2016 Expected deliverables**

- IOC advocacy strategy and plan of action are developed and initial measures/actions are implemented.
- IOC Permanent Observer Office's role and structure are reviewed, and operations take place with new human resources and mandate.
- UN Women/IOC side-event has been organized at the UN Commission on Status of Women and IOC positioned at the 60th CSW session.
- IDSDP has been leveraged internationally through our communication platforms; other relevant international Days have been leveraged too.
- IOC has influenced and clearly positioned sport and physical activity in the Human Rights Council/WHO/UNESCO work and resolutions, and the SDGs implementation follow-up framework.
- 3 missions of the Special Envoy have been coordinated and fully supported and leveraged for advocacy and awareness-raising.
- Other UN and international platforms (EU, Commonwealth, La Francophonie, AU, COE) have been monitored and policy input has been provided to ensure the interests of the IOC/sport have been promoted and met.
- IOC has contributed to the coordination of and participation in the International Forum on Faith and Sport.



2016 Action plan			Lead: PASD Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Strategy</b>		<p>Initial discussions on content and scope of advocacy strategy – including IOC Observer Office.</p> <p>Definition of strategy and consultations.</p>	<p>Definition of strategy – consultations – Validation of new strategy by IOC President.</p> <p>Observer office restructuring.</p>	<p>Initial implementation of priority actions.</p> <p>New Observer office in place and running.</p>



2016 Action plan		Lead: PASD Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Leverage intergovernmental and high-profile platforms</b>	<p>Leverage CSW session to position sport for gender equality with UN Women (March): IOC participates at the 60<sup>th</sup> CSW and a side-event is jointly organized with Brazil and UN Women.</p> <p>Position IOC and sport/physical activity in Human Rights Council session (March) and SDGs follow-up implementation.</p> <p>International Forum on Faith and Sport – coordinate collaboration framework with Vatican and UN and oversee IOC participation.</p> <p>IOC contributes to 6<sup>th</sup> meeting of the UN Interagency taskforce on NCDs prevention.</p>	<p>Promote and leverage WHO ECHO commission’s final report on childhood obesity and role of sport/PA for prevention and treatment.</p> <p>Position IOC and sport/physical activity in Human Rights Council session and promote the final report on sport and physical education as contributors to physical and mental health which will be adopted during this session (June) and SDGs follow-up implementation.</p> <p>Coordinate the collaboration with the Vatican and input on content of the forum.</p> <p>Monitor WHO General Assembly meetings (and possible participation) (May).</p> <p>IOC contribution to UNSG Report on SDP.</p> <p>The IOC and NOC of Denmark to participate at the Women Deliver conference and to organise a side-event (May).</p>	<p>Position IOC and sport/physical activity in Human Rights Council sessions (Sept) and SDGs follow-up implementation.</p> <p>Coordinate the collaboration with the Vatican and input on the content of the Forum.</p> <p>Implement and follow-up on WHO MOU dimensions (advocacy and promotion, technical advice on Games related matters – with Medical Dept).</p>	<p>IOC delegation led by IOC President participate in the International Forum on Faith and Sport (Oct-Nov).</p> <p>Collaborate with WHO on PA/sport advocacy for the International Conference on PA and Public Health (Nov).</p> <p>IOC participates to UNSG Report on SDP presentation at UNGA.</p> <p>Possible IOC contribution to Habitat III Summit (Oct.).</p>



2016 Action plan			Lead: PASD Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Special Envoy on Youth Refugees and Sport</b>	Finalise work plan and start its implementation. Prepare public engagements and communication.	Renewal of mandate (tbc). 1st mission to refugee settlement (May - country tbc). Communication outputs around World Refugee Day (20 June).	Synergies and communication events around Giving is Winning and Athletes' Engagement for Rio 2016. Meeting with UNSG in Rio (Aug).	2 <sup>nd</sup> mission to refugee settlement (Oct - country tbc). 3 <sup>rd</sup> mission to refugee settlement (Dec – country tbc). Public engagements and communication.
<b>International Days</b>	Leverage International Women's Day (8 March), which will be celebrated in conjunction with the IF Women in Leadership Forum. IF leaders, International Organisations as well as Diplomatic Missions attend the event. Prepare the IDSDP (6 April) strategy and action plan.	Celebration of IDSDP (6 April). Leverage World Refugees Day (20 June).	Leverage International Youth Day (12 Aug), International Day of Peace (21 Sept).	Leverage Universal Children's Day (20 Nov) and Human Rights Day (10 Dec).
<b>Key milestones beyond 2016</b>				
<ul style="list-style-type: none"> <li>Contribution to Olympism in Action Congress (recommendation 39)</li> </ul>				



2016 Impacts	
HR / organisational	Pending new director and strategy
Finance	Olympic Agenda 2020 dedicated budget: USD 545,000
Legal	
Others	
Key impacts beyond 2016	
<ul style="list-style-type: none"><li>•</li></ul>	



## Recommendation 22

### **Spread Olympic values-based education**

#### **Spread Olympic values-based education**

1. The IOC to strengthen its partnership with UNESCO to include sport and its values in school curricula worldwide.
2. The IOC to devise an electronic platform to share Olympic values-based education programmes of different NOCs and other organisations.
3. The IOC to identify and support initiatives that can help spread the Olympic values.

### **Implementation**

#### **2016 Expected deliverables**

- Quality Physical Education Policy Revision pilot phase project (phase 1 and 2) are implemented at country level.
- The hosting and content for an educator's e-platform is finalised.
- OVEP delivery and implementation:
  - NOC and key partner-driven development of different tools to help spread the Olympic values are supported.
  - Partnership and networking is reinforced to expand network and leverage capacity.
  - Community level-capacity building is enhanced.
  - Inaugural training forum for OVEP facilitators, regional trainings and webinars are delivered.
  - Monitoring and Evaluation (M&E) system for OVEP is in place.
  - Impact of programme delivery is assessed on site (e.g. monitoring and evaluation).
  - Accessibility and local roll-out is enhanced through OVEP resource material availability in multiple language versions (6 UN languages).
- Marketing and promotion materials are available.



2016 Action plan			Lead: PASD Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>UNESCO</b>	Kick-off of QPE Policy Revision pilot project (phase 1: 4 countries)		Kick-off of QPE Policy Revision pilot project (phase 2: 8 countries)	
<b>e-platform</b>		Finalise e-platform concept and explore feasibility of implementation.  Coordinate e-platform hosting on the IOC shaRing portal.	Develop architecture (e.g. technical specifications and design).  Negotiate with high level content holders to be part of alliance network.	Aggregate and upload content to launch e-platform.
<b>Olympic Value Education Programmes (OVEP)</b>	Complete and disseminate English version of OVEP resources material (March-April).  Request for proposal to identify M&E service providers with the aim to develop OVEP M&E system.  Integrate OVEP into existing and new programmes through partner organisations.  Launch of Olympic Adventure (Muuvit).  Finalisation of Play	Complete and disseminate French, Spanish, Russian, Arabic and Chinese version of OVEP resources material.  Develop and disseminate promotional flyer.	Conduct one regional training.	Conduct Inaugural training forum for OVEP facilitators.  Conduct one regional training.



	<p>International “Gamification” manual.</p> <p>Official launch of Fair Play Award in alignment with Athletes’ Hub launch (Feb).</p> <p>Support 4 grassroots programme initiatives in the framework of community level-capacity building (Jan. – Dec.).</p>			
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**Key milestones beyond 2016**

- Launch the e-platform for educators within the IOC shaRing platform.
- Additional key milestones to be identified when new director is in place.

**2016 Impacts**

HR / organisational	Pending on new director and strategy.
Finance	Olympic Agenda 2020 dedicated budget: USD 1,070,000
Legal	
Others	

**Key impacts beyond 2016**

-



## Recommendation 23

### **Engage with communities**

#### **Engage with communities:**

1. Create a virtual hub for athletes.
2. Create a virtual club of volunteers.
3. Engage with the general public.
4. Engage with youth.

### **Implementation**

#### **2016 Expected deliverables**

- Virtual Hub for athletes delivered as part of the one-stop-shop
- Volunteer Hub for Rio 2016 launched
- Strategy to engage with Youth under definition



2016 Action plan		Lead: Communication Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Athletes (Sports)</b>	Please refer to recommendation 18 for the detailed action plan			
<b>Volunteers</b>	Decision that the communities would be run by the IOC Strategic Communications Department. To this end, it was also decided that we did not need to build a native application for the Volunteer hub and that we would create organic communities across social media. (Facebook, Twitter, Instagram...) <b>Feb:</b> Creation of the social media accounts	<b>April:</b> Creation of the signup page and basic level of Olympic volunteer community.  <b>May - June:</b> Launch of the Olympic Volunteer community.	Engagement with the past volunteers with special focus on Rio 2016.	Assessment - Visibility study of designated Volunteer application. Reporting back results to the leadership on feasibility survey relating to the need of the permanent place for volunteer.
<b>General Public</b>	On-going through social media , Olympic.org etc. Overall strategy to be reviewed once the new directors for Strategic Communications is on board			
<b>Youth</b>	On-going through social media. Overall strategy to be reviewed once the new directors for Strategic Communications and PASD are on board.			
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 330,000
Legal	
<b>Key impacts beyond 2016</b>	



## Recommendation 24

### **Evaluate the Sport for Hope programme**

#### **Evaluate the Sport for Hope programme:**

1. The IOC to evaluate the success and impacts of the Sport for Hope programme over the next two to three years and, in the meantime, limit the programme to the two existing centres in Haiti and Zambia.
2. The IOC to develop a sustainable operational model for the two existing Sport for Hope centres and invite other NGOs to contribute their particular areas of expertise, with the goal of having the centres become self-sufficient, managed and operated by another entity, and no longer reliant on the direct heavy investment and support of the IOC.
3. The IOC to define further strategy of investment in locally adapted grassroots sport facilities, building on the experience and lessons learned from the Olympafrica model.

### **Implementation**

#### **2016 Expected deliverables**

- IOC's interdepartmental steering committee is re-established to contribute to effective operations of the two existing Centres
- A strategy of investment for locally adapted grassroots sports facilities has been developed
- Options for more sustainable and more self-sufficient models for the existing Sport for Hope Centres are developed and initial discussions with potential partners have taken place
- Comparable key figures and characteristics of the two existing Sport for Hope Centres are determined



2016 Action plan			Lead: PASD Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Sport for Hope evaluation</b>	Develop and implement appropriate financial management in Haiti and ensure effective operations in the existing Sport for Hope Centres.	Ensure effective operation in the existing Sport for Hope Centres.  Re-establish IOC inter-departmental Sport for Hope Steering Committee.	Ensure effective operation in the existing Sport for Hope Centres.	Ensure effective operation in the existing Sport for Hope Centres.  Define comparable key figures and characteristics for the two existing Centres.
<b>Sustainable operational model</b>		Initial discussions with potential partners have taken place to develop a more sustainable operational model for the two existing Centres.	Initial discussions with potential partners have taken place to develop a more sustainable operational model for the two existing Centres.	Initial discussions with potential partners have taken place to develop a more sustainable operational model for the two existing Centres.
<b>Grassroots sports facilities</b>			Strategy to implement grassroots sport facilities, including processes and policies, is developed in partnership with key organizations (UN Habitat, UN Women) and NGOs (Plan International). This strategy is part of the Social Development through Sport Strategy.	Implement grassroots sport facilities in partnership with key organizations (UN Habitat, UN Women) and NGO's (Plan International).



### Key milestones beyond 2016

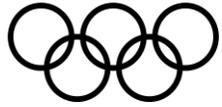
- Develop options for sustainable and more self-sufficient models of operation for the two existing Sport for Hope Centres
- Establish appropriate framework for the eventual transfer of existing contracts to any new potential partners who may assume management of the two existing Centres
- Evaluation report

### 2016 Impacts

HR / organisational	Pending on new director and strategy.
Finance	
Legal	
Others	

### Key impacts beyond 2016

-



## Recommendation 25

### **Review Youth Olympic Games positioning**

**The IOC to review with the stakeholders the positioning of the Youth Olympic Games.**

1. The IOC Executive Board to set up a tripartite commission with the NOCs and IFs to review in depth the vision, mission, positioning, sports programme, Culture and Education Programme (CEP), protocol, organisation, delivery and financing of the Youth Olympic Games, and to come back to the IOC Session for final discussions and decisions.
2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4<sup>th</sup> Summer Youth Olympic Games, to be postponed from 2022 to 2023.

### **Implementation**

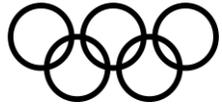
#### **2016 Expected deliverables**

- Organisation and management of the YOG tripartite working group and presentation of its recommendations.



2016 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Review of YOG positioning</b>	Meetings of the YOG Tripartite working group		Recommendations of YOG Tripartite working group presented to the IOC Session.	
Key milestones beyond 2016				
<ul style="list-style-type: none"> <li>• 2017:               <ul style="list-style-type: none"> <li>○ Revision of all the appropriate documents in order to be ready to launch bid process for 2023.</li> </ul> </li> <li>• 2018:               <ul style="list-style-type: none"> <li>○ Launch of bid process for the 4<sup>th</sup> Youth Olympic Games.</li> </ul> </li> <li>• 2018/2019 TBC               <ul style="list-style-type: none"> <li>○ Election of the host city for the 4<sup>th</sup> Youth Olympic Games.</li> </ul> </li> </ul>				

2016 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 330,000
Legal	
Others	
Key impacts beyond 2016	
<ul style="list-style-type: none"> <li>•</li> </ul>	



## Recommendation 26

### **Further blend sport and culture**

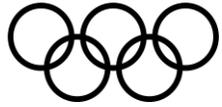
#### **Further strengthen the blending of sport and culture at the Olympic Games and in-between.**

##### 1. At Games time:

- Create the Olympic Laurel award for outstanding contributions to Olympism (culture, education, development and peace) at every edition of the Olympic Games. The award ceremony to take place during one of the ceremonies. The recipient of the “Olympic Laurel” to be nominated by a jury including independent highly respected personalities.
- Study the development of an Olympic House to welcome the general public to engage in a dialogue with the Olympic Movement in its “philosophical face”
- Study an “Olympic Museum on the move” concept to introduce Olympic culture to the general public in the context of the torch relay, live sites and/or the Cultural Olympiad.
- Develop an artists-in-residence programme.

##### 2. Between Olympic Games:

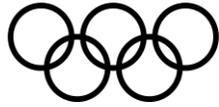
- Study how to develop an impactful commissioned artists programme to engage a steady and authentic interaction with global cultural players and build a dynamic legacy.
- Encourage NOCs to appoint an “attaché” for Olympic culture.



## Implementation

### 2016 Expected deliverables

- Olympic laurel : Deliver Rio edition
- Olympic House : merged with Artists in residence for Rio
- Museum on the Move: implementation of business model with partners.
- Artists in residence program : Deliver the “test” program
- Commission artists : merged with Artists in residence for Rio
- NOCs’ cultural attachés : Launch approved plan Q4 2016



2016 Action plan			Lead: Culture and Heritage Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympic Laurel</b>	Identify potential personality(ies) with the jury (meeting – video conf – January), propose a project inside the ceremony, coordination with Rio2016	Launch production of the award : the award itself (sculpture), contextualisation of the winner (video, etc)	Management of the jury and the winner during Games-time + stimulate communication	Debriefing
<b>Olympic House</b>	Merged with artists in residence for Rio			Evaluate if implementation in PyeongChang
<b>Olympic Museum on the Move</b>	Final approval of Bradesco concept (legal, IOCTMS for branding and communication and OFCH fo the content). Logistic management with Brazilian team.	Launch of the relay : control implementation by Brasilian team	End of the tour. Supervision on live site during Games times.	Debriefing and legacy Evaluate if implementation in PyeongChang
<b>Artists-in-residence programme</b>	Brief and management of the artists	Logistic, link with Porto Maravilha, in the Olympic village, Olympic Club, WOA center. Prepare Communication notably through Olympic Channel	Coordinate Programmes Games time	Debriefing Evaluate if implementation in PyeongChang
<b>Commissioned Artists</b>	Merged with artists in residence for Rio			Evaluate if implementation in PyeongChang



2016 Action plan			Lead: Culture and Heritage Director	
<b>NOCs' cultural attachés</b>	Monitoring and overview of the NOCs' cultural activities Definition of role, tasks and duties Liaison with identified cultural attachés	Test of strategy		Launch of action plan

Key milestones beyond 2016
<ul style="list-style-type: none"> <li>Olympic Laurel, Olympic House, artists in residence and commission artists, Museum on the Move : evaluate if implementation in PyeongChang. Preparation for Tokyo</li> <li>NOCs' cultural attachés: on-going process. Mid term (2017 ? 2018 ?) : general assembly and testing projects</li> </ul>

2016 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 2,470,000 - Artists In Residence USD 640,000 - Olympic Laurel
Legal	
Others	

Key impacts beyond 2016
•



## Recommendation 27

### **Comply with basic principles of good governance**

**All organisations belonging to the Olympic Movement to accept and comply with the Basic Universal Principles of Good Governance of the Olympic and Sports Movement (“PGG”).**

1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.
2. Organisations to be responsible for running self-evaluation on a regular basis. The IOC to be regularly informed of the results of the organisations' self-evaluations. In the event of missing such information, the IOC to request such an evaluation at its discretion.
3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.

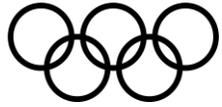
### **Implementation**

#### **2016 Expected deliverables**

- Monitoring and supporting tools to be provided by the IOC



2016 Action plan		Lead: NOC Relations Director		
	Jan.-March	April - June	July – Sept.	Oct. – Dec.
<b>Scope and information</b>	<ul style="list-style-type: none"> <li>• Develop implementation and (self-) evaluation tools.</li> <li>• Make them known and available.</li> </ul>			
<b>Key milestones beyond 2016</b>				
•				
<b>2016 Impacts</b>				
HR / organisational				
Finance				
Legal				
<b>Key impacts beyond 2016</b>				
•				



## Recommendation 28

### **Support autonomy**

The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country.

### **Implementation**

#### **2016 Expected deliverables**

- The template(s) to facilitate cooperation between national authorities and sports organisations in a country is created and available to all relevant organisations



2016 Action plan			Lead: NOC Relations Director	
	Jan.-March	April - June	July – Sept.	Oct. – Dec.
<b>Support autonomy</b>	Finalisation of the templates to facilitate cooperation between national authorities and sports organisations in a country	On-going implementation		
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	
Legal	
<b>Key impacts beyond 2016</b>	



## Recommendation 29

### **Increase transparency**

#### **To further increase transparency**

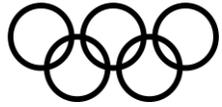
1. The financial statements of the IOC to be prepared and audited according to the International Financial Reporting Standards (IFRS), even if these higher standards are legally not required from the IOC.
2. The IOC to produce an annual activity and financial report, including the allowance policy for IOC members.

### **Implementation**

#### **2016 Expected deliverables**

2015 deliverables to be repeated :

- The financial statements of the IOC are prepared according to IFRS.
- IOC financial statement is audited according to Swiss law, Swiss Auditing Standards as well as the International Standards on Auditing.
- The annual activity and financial report is produced, including:
  - Executive summary presented in accordance with the Basic Universal Principles of Good Governance as well as compliance.
  - Transparency Report (with financials).
- Financial policies review and update.



2016 Action plan			Lead: Finance Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Financial statements</b>	The financial statements of the IOC are prepared and audited according to the International Financial Reporting Standards (IFRS).			
<b>Annual activity and financial report</b>			Produce the new annual activity and financial report. This report will be presented to the IOC Session.	
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	
Legal	
<b>Key impacts beyond 2016</b>	



## Recommendation 30

### **Strengthen the IOC Ethics Commission independence**

The Chair and the members of the IOC Ethics Commission to be elected by the IOC Session.

### **Implementation**

#### **2016 Expected deliverables**

- On-going implementation

#### **2016 Action plan**

**Lead: Chief Ethics and Compliance Officer**

**Jan. – March**

**April – June**

**July – Sept.**

**Oct. – Dec.**

**Election of IOC Ethics Commission**

#### **Key milestones beyond 2016**



## Recommendation 31

### **Ensure compliance**

**The IOC to establish within the administration a position of a compliance officer, to:**

1. Advise the IOC members, IOC staff, NOCs, IFs and all other stakeholders of the Olympic Movement with regard to compliance.
2. Give advice on new developments with regard to compliance.

### **Implementation**

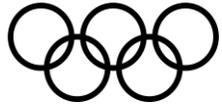
#### **2016 Expected deliverables**

- Support for the implementation of and compliance with BPGG by the various constituents of the Olympic Movement



2016 Action plan			Lead: Chief Ethics and Compliance Officer	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Compliance Officer</b>				IFs Forum assessment of compliance by IFs on BPGG following their decision in November 2015
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2016</b>	



## Recommendation 32

### **Strengthen ethics**

The IOC Ethics Commission to review the Code of Ethics and its Rules of Procedure to be fully aligned with the Olympic Agenda 2020 drive for more transparency, good governance and accountability.

### **Implementation**

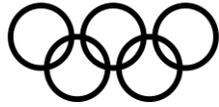
#### **2016 Expected deliverables**

- The texts have been reviewed ; dissemination to all the Olympic Movement Constituents and support for compliance



2016 Action plan			Lead: Chief Ethics and Compliance Officer	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Strengthen Ethics</b>	Dissemination of the new texts to all the Olympic Movement Constituents and support for compliance			
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2016</b>	



## Recommendation 33

### **Further involve sponsors in “Olympism in Action” programmes**

**The IOC to adopt measures for TOP Partners to be integrated into the funding, promotion and implementation of IOC “Olympism in Action” activities and to strengthen sponsors’ recognition in this respect.**

1. The IOC to define specifically which “Olympism in Action” programmes would help drive the Olympic brand
2. The IOC to streamline “Olympism in Action” initiatives behind a few core ones which sponsors can “anchor” onto and which align with the central vision of “building a better world through sport”.
3. The IOC to review and understand what partnering with each TOP can offer in terms of furthering the IOC “Olympism in Action” goals.
4. TOP Partners to be engaged by IOC TMS to co-construct future “Olympism in Action” initiatives.
5. Enhance recognition of partners’ involvement in “Olympism in Action” programmes.

## **Implementation**

### **2016 Expected deliverables**

- Continue to support the “Olympism in Action” related activities that TOPs are involved in currently and others that are in development (e.g.: Olympic Moves, IOC Commission Sport and Active Society, The Clinton Foundation...).
- Ongoing discussions with TOPs in “Olympism in Action” and other CSR-type activities, track progress and eventually look to feed these into the pending IOC Olympism in Action strategy to be developed by PASD department.



2016 Action plan			Lead: IOC TMS Managing Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympism in action programmes</b>	Detailed plan to be developed once the PASD strategy is defined. In the meantime, ongoing discussions with and support to TOPs in “Olympism in Action” related activities.			
<b>Key milestones beyond 2016</b>				
•				

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2016</b>	
•	



## Recommendation 34

### **Develop a global licensing programme**

The IOC to develop a global licensing programme, placing the emphasis on promotion rather than on revenue generation.

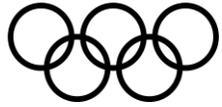
### **Implementation**

#### **2016 Expected deliverables**

- Identify, negotiate and secure deals with 2 worldwide licensees, which should be world-class companies aligned with our vision and value.
- In-territory licensing programme with NOCs/OCOGs in 10 selected markets (Brazil, Korea, Japan, France, Germany, China, Russia, Australia, Italy, Czech Republic)
- For both above mentioned objectives, the cooperation of all NOCs is required, especially in the large markets (e.g. US, Canada).
- Access to NOC territories for IOC/Games licensing programmes:
- First stage of global e-commerce strategy implemented through auction platform co-licensed with Rio 2016.
- Second stage is to create a full scale global e-commerce plan including the auction platform



2016 Action plan			Lead: IOC TMS Managing Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Licensing programme</b>	<ul style="list-style-type: none"> <li>- <u>China</u>: sales commence for Rio 2016 programme and Heritage Collection programme through licensing agreements amongst a) the COC, Honav and the IOC in various product categories and b) IOC, COC and MDM for Rio 2016 branded medallions only.</li> <li>- International commemorative Rio Coin program launched throughout the world through a Master Distribution agreement with the IOC</li> <li>- Rio 2016 licensee Havaianas to extend sales to 24 territories outside of Brazil through access agreement negotiated by IOC</li> </ul>	<ul style="list-style-type: none"> <li>- <u>Brazil</u>: Rio 2016 selling Heritage Collection at Games-time through licensing agreement with IOC</li> </ul>	<ul style="list-style-type: none"> <li>- <u>GB</u>: through a license agreement with the IOC the BOA to sub-license unbranded apparel for Heritage collection to launch for Rio 2016 Games</li> <li>- <u>USA</u>: through a license agreement with IOC the USOC to sub-license Heritage collection to The GAP and release before Rio 2016 Games</li> <li>- <u>Italy</u>: Launching sticker album with Panini for Rio 2016 Games through a co-branded license agreement with the IOC</li> </ul>	
<b>Key milestones beyond 2016</b>				



2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
Key impacts beyond 2016	
<ul style="list-style-type: none"><li>• 1 FTE (2017)</li><li>• Finance: gradual increase in IOC revenues from licensing over 10-year period</li><li>• Legal: Contractual documentation to be developed in line with commercial arrangements</li></ul>	



## Recommendation 35

### **Foster TOP sponsors' engagement with NOCs**

**The IOC to create a programme in view of increasing engagement between TOPs and NOCs.**

1. The IOC to adapt tailor-made measures to increase TOP local activation and synergies with NOCs. Support individual NOCs and sponsors in developing and increasing sponsorship activations on a local level using the NOCs' assets.
2. The IOC to create IOC Marketing Seminars for NOCs in collaboration with Olympic Solidarity and ANOC to provide information on Olympic marketing and best practices. The seminar programme for all NOCs will enhance and develop the marketing and servicing capabilities of NOCs to engage with sponsors to better support and maximise sponsorship activations. The existing training pool for NOCs will be a key component of the seminar programme.
3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.

### **Implementation**

#### **2016 Expected deliverables**

- 3 Marketing seminars in January and February (3 done in 2015 is 6 total)
- Implementation of TOP / NOC Activation Development Programme by targeting certain NOCs to facilitate engagement with each TOP



2016 Action plan			Lead: IOC TMS Managing Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>TOP local activation</b>	<p>TOPs Identified to launch programme: Dow (GER, Singapore), Atos (FRA, GER, NET, GB), Coca-Cola (Olympic Moves –, KOR, JAP, Azerbaijan and Cambodia) and Visa (ITA, CZE, Slovakia, Slovenia, Poland)</p> <p>For each TOP we have targeted certain NOCs to facilitate engagement</p>		P&G targeted to come on-board for the programme and identify priority NOCs. Target South America and Asia potentially.	New TOPs and Markets on-boarded depending on need and opportunities
<b>Marketing Seminars</b>	3 Marketing seminars in January and February	Debrief with steering committee and Olympic Solidarity	Steering committee to put forward a proposal for the next quadrennium.	
Key milestones beyond 2016				
<ul style="list-style-type: none"> <li>• Full roll-out of marketing seminars in 2017</li> </ul>				



2016 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 300,000
Legal	
Others	
Key impacts beyond 2016	
<ul style="list-style-type: none"><li>•</li></ul>	



## Recommendation 36

### **Extend access to the Olympic brand for non-commercial use**

Extend access to the Olympic brand for non-commercial use.

### **Implementation**

#### **2016 Expected deliverables**

- Based on the brand usage framework agreed by the IOC EB on first set of priorities, update guidelines for:
  - Candidates cities, OCOGs and Olympic Cities
  - NOCs
- Work on defining the brand usage framework for the second set of priorities
- The Brand approach for Rio 2016 is adjusted.



2016 Action plan			Lead: CoBraS Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Access to Olympic Brand</b>	Update of the guidelines to Candidate Cities, OCOGs, Olympic Cities and NOCs based on the brand usage framework agreed in 2015		Olympic Games Rio 2016: <ul style="list-style-type: none"> <li>- Test the brandbook in rio (IOC Spaces).</li> <li>- Capture the use of the brand by various stakeholders</li> </ul>	
	Leverage the NOC Marketing Seminars to present a status report on the brand usage framework and get their feedback		Define the second set of priorities for the brand usage framework	
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	1 FTE
Finance	Olympic Agenda 2020 dedicated budget: USD 895,000
Legal	
<b>Key impacts beyond 2016</b>	



## Recommendation 37

### **Address IOC membership age limit**

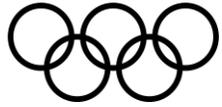
#### **Address IOC membership age limit:**

- The IOC Session, upon the recommendation of the IOC Executive Board, may decide a one-time extension of an IOC member's term of office for a maximum of four years, beyond the current age limit of 70.
- This extension to be applied in a maximum of five cases at a given time.
- The Nominations Commission to be consulted.

### **Implementation**

#### **2016 Expected deliverables**

- Implemented



## Recommendation 38

### **Implement a targeted recruitment process**

#### **Move from an application to a targeted recruitment process for IOC membership:**

1. The Nominations Commission to take a more proactive role in identifying the right candidates to fill vacancies in order to best fulfil the mission of the IOC.
2. The profile of candidates to comply with a set of criteria - to be submitted by the Nominations Commission to the IOC Executive Board for approval -, inter alia:
  - The IOC's needs in terms of skills and knowledge (e.g. medical expertise, sociological expertise, cultural expertise, political expertise, business expertise, legal expertise, sports management expertise, etc.)
  - Geographic balance, as well as a maximum number of representatives from the same country
  - Gender balance
  - The existence of an athletes' commission within the organisation for representatives of IFs/NOCs
3. The IOC Session to be able to grant a maximum of five special case exceptions for individual members with regard to the nationality criteria.

### **Implementation**

#### **2016 Expected deliverables**

- Set of the criteria for the targeted recruitment process defined by the Nomination Commission and approved by the IOC Executive Board.
- Election of new IOC Members at the IOC Session in Rio de Janeiro following the new set of criteria.



2016 Action plan			Lead: Director General	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Targeted recruitment</b>	Selection of potential candidates by the IOC Members Election	IOC EB to approve the list of candidates to be submitted to the IOC Session	IOC Session to elect new IOC Members	
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
<b>Key impacts beyond 2016</b>	



## Recommendation 39

### **Foster dialogue with society and within the Olympic Movement**

#### **Foster dialogue with society and within the Olympic Movement:**

1. The IOC to study the creation of an “Olympism in Action” Congress that would take the pulse of society every four years:
  - Bring together representatives of the Olympic Movement, its stakeholders and representatives of civil society.
  - Engage in a dialogue with representatives from all walks of life and backgrounds on the role of sport and its values in society.
  - Discuss the contribution of the Olympic Movement to society in fields such as education, cohesion, development, etc.
2. The IOC to turn the Session into an interactive discussion among IOC members on key strategic topics, with interventions from external guest speakers.

### **Implementation**

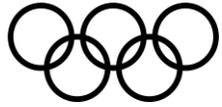
#### **2016 Expected deliverables**

- IOC Session: implementation of e-voting
- Olympism in Action event: concept defined and supplier chosen
  - Content concept definition
  - RFP and selection of the main partners for the production and coordination of the event
  - In-house resources on board
  - 2 onsite project review



2016 Action plan			Lead: Director General	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
<b>Olympism in Action congress</b>	Finalisation of overall concept Launch of RFP Selection of the main partners of the production and coordination of the event (Jan-April)	Development of detailed concept		
				First project review visit in Lima for the 2017 IOC Session and Olympism in Action Congress
<b>IOC Session</b>	Selection of a partner for the e-voting system (Jan-April)		e-voting system in Rio	
<b>Key milestones beyond 2016</b>				

2016 Impacts	
HR / organisational	1 FTE
Finance	Olympic Agenda 2020 dedicated budget: USD 220,000
Legal	
Others	
<b>Key impacts beyond 2016</b>	
•	



## Recommendation 40

### **Review scope and composition of IOC commissions**

1. The President to review the scope and composition of the IOC commissions, to align them with the Olympic Agenda 2020.
2. The IOC Executive Board to determine the priorities for implementation of the recommendations.

### **Implementation**

#### **2016 Expected deliverables**

- Implemented



2016 Action plan			Lead: IOC President	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
IOC Commissions	Implemented			
Olympic Agenda 2020 implementation	Implemented			
<b>Key milestones beyond 2016</b>				
•				

2016 Impacts	
HR / organisational	5 FTE to support the implementation (Spokesman services, HR, finance, legal)
Finance	
Legal	
<b>Key impacts beyond 2016</b>	

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