



INTERNATIONAL  
OLYMPIC  
COMMITTEE

# OLYMPIC AGENDA 2020

## CONTEXT AND BACKGROUND





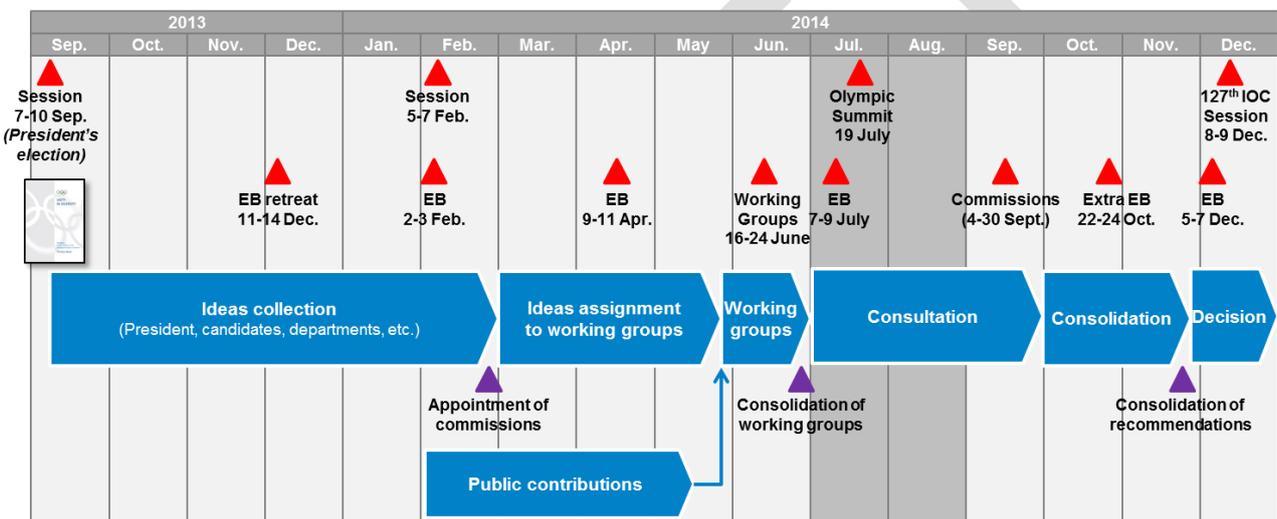
## Foreword

Following the IOC EB retreat in Montreux in December 2013, 25 themes were discussed as part of the Olympic Agenda 2020 at the 126<sup>th</sup> IOC Session in Sochi, in February 2014.

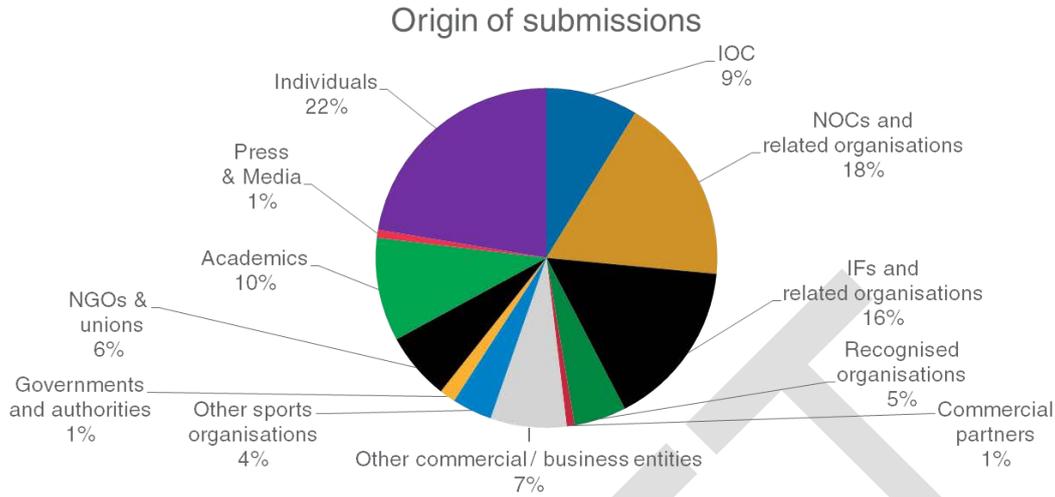
As a result of the Session discussions, the IOC President appointed 14 working groups (WG) with the task of developing concrete proposals. The working groups met in June 2014.

The proposals of the working groups were then presented to the Executive Board and discussed with the constituents of the Olympic Movement at the Olympic Summit in July 2014.

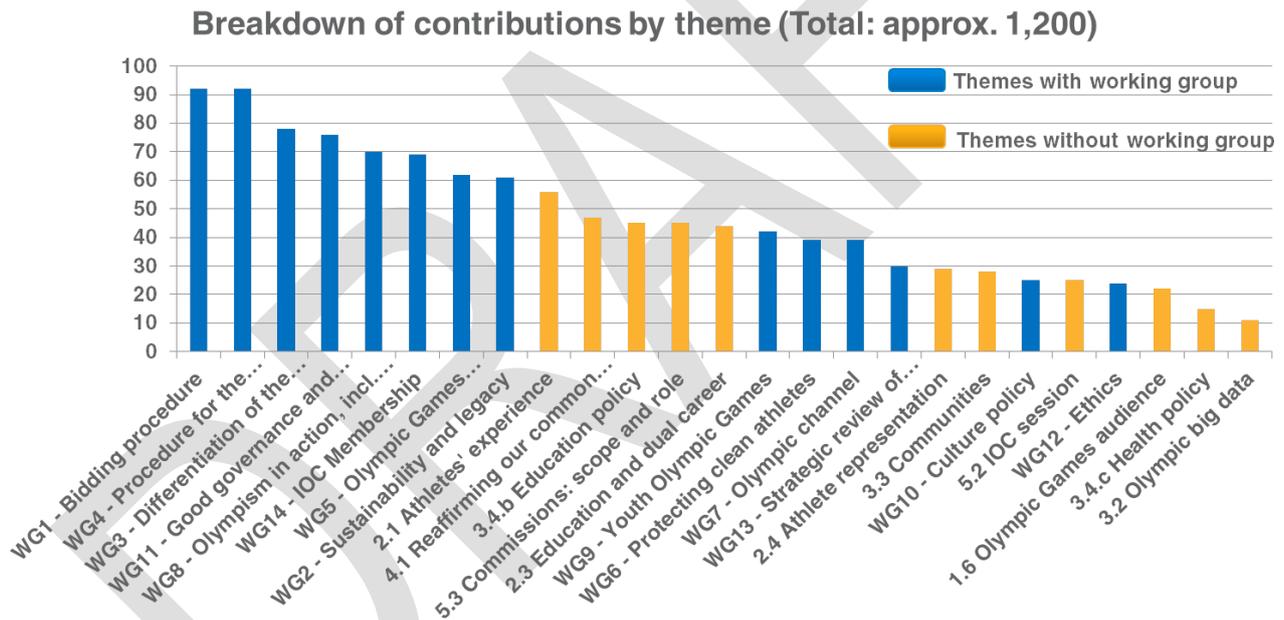
Further consultation took place in September 2014 as the proposals were shared with all the IOC commissions.



In parallel with this process, since February 2014, the IOC received 1,200 ideas generated by 270 contributions, and 43,500 emails from various stakeholders from within the Olympic Movement, as well as from various organisations and individuals from civil society (academics, NGOs, business, etc.). These ideas were shared with the relevant working groups.



NB: In addition, 43,500 submissions came in from NGOs



After consolidation, there are 40 Olympic Agenda 2020 recommendations coming from the 14 working groups and enriched by the consultation process as well as by the direct contributions (cf. table on next page).

These 40 recommendations will be presented at the 127<sup>th</sup> IOC Session for decision in December. They form a vision for the future of the Olympic Movement, and will be implemented over the next few years.

If the IOC Session approves the 40 Olympic Agenda recommendations, the IOC Executive Board will have to set priorities and approve an implementation plan.



14 Working Groups	Chairs	40 Recommendations
<b><i>The Uniqueness of the Olympic Games</i></b>		
Working Group 1 Bidding procedure	John D. Coates, AC	1. Shape the bidding process as an invitation
		2. Evaluate bid cities by assessing key opportunities and risks
		3. Reduce the cost of bidding
Working Group 2 Sustainability and legacy	HSH Prince Albert II	4. Include sustainability in all aspects of the Olympic Games
		5. Include sustainability within the Olympic Movement's daily operations
Working Group 3 Differentiation of the Olympic Games	Sam Ramsamy	6. Cooperate closely with other sports event organisers
		7. Strengthen relationships with organisations managing sport for people with different abilities
		8. Forge relationships with professional leagues
Working Group 4 Procedure for the composition of the Olympic programme	Franco Carraro	9. Set a framework for the Olympic programme
		10. Move from a sport-based to an event-based programme
		11. Foster gender equality
Working Group 5 Olympic Games management	Mario Pescante	12. Reduce the cost and reinforce the flexibility of Olympic Games management
		13. Maximise synergies with Olympic Movement stakeholders



14 Working Groups	Chairs	40 Recommendations
<b><i>Athletes, at the heart of the Olympic Movement</i></b>		
Working Group 6 Protecting clean athletes	Claudia Bokel	14. Strengthen the 6 <sup>th</sup> Fundamental Principle of Olympism
		15. Change the philosophy to protecting clean athletes
		16. Leverage the IOC USD 20 million fund to protect clean athletes
		17. Honour clean athletes
		18. Strengthen support to athletes
<b><i>Olympism in Action: keep Olympism alive 365 days a year</i></b>		
Working Group 7 Olympic Channel	Thomas Bach	19. Launch an Olympic Channel
Working Group 8 Olympism in Action, incl. Youth strategy	Gerardo Werthein	20. Enter into strategic partnerships
		21. Strengthen IOC advocacy capacity
		22. Spread Olympic values-based education
		23. Engage with communities
		24. Evaluate the Sport for Hope programme
Working Group 9 Youth Olympic Games	Ser Miang Ng	25. Review Youth Olympic Games positioning
Working Group 10 Culture policy	Lambis V. Nikolaou	26. Further blend sport and culture



14 Working Groups	Chairs	40 Recommendations
<b><i>IOC's Role: Unity in Diversity</i></b>		
Working Group 11 Good governance and autonomy	Craig Reddie	27. Comply with basic principles of good governance
		28. Support autonomy
		29. Increase transparency
Working Group 12 Ethics	Youssoupha Ndiaye	30. Strengthen the IOC Ethics Commission independence
		31. Ensure compliance
		32. Strengthen ethics
Working Group 13 Strategic review of sponsorship, licensing and merchandising	Tsunekazu Takeda (Excused); Juan Antonio Samaranch (Deputy Chairman)	33. Further involve sponsors in "Olympism in Action" programmes
		34. Develop a global licensing programme
		35. Foster TOP sponsors' engagement with NOCs
		36. Extend access to the Olympic brand for non-commercial use
<b><i>IOC structure and organisation</i></b>		
Working Group 14 IOC Membership	HRH Grand Duke Henri of Luxembourg	37. Address IOC membership age limit
		38. Implement a targeted recruitment process
		39. Foster dialogue with society and within the Olympic Movement
		40. Review scope and composition of IOC commissions



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

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# The Uniqueness of the Olympic Games

## Working Group 1 - Bidding procedure

Chair:	<u>John Coates</u>
Date of working group meeting:	<u>20 June 2014</u>

### CONTEXT

The current IOC bid process is a result of reforms introduced by the 110<sup>th</sup> IOC Session in December 1999. The two-phase bid process, which places great emphasis on education, was introduced in 1999, and has been used to elect all subsequent Summer and Winter Olympic Games host cities, and is generally well regarded and accepted. It has been reviewed every two years, after each bid edition, incorporating recommendations made by the bid cities and accepted by the IOC Executive Board.

All IOC bid documentation is available on [www.olympic.org](http://www.olympic.org) with the exception of the Host City Contract.

Over time, the volume and detail of information made available to bid cities regarding Olympic Games requirements have substantially increased. It is acknowledged that this can be perceived as the IOC calling for tenders for a franchise.

The changing political and economic world climate has impacted preparations for and the costs involved in staging the Games. Greater public debate on costs versus benefits has ensued. Reports on the escalating cost of the Olympic Games have impacted public enthusiasm towards bidding for and hosting the Games.

Olympic Agenda 2020 provides the opportunity to review the strengths, weaknesses, opportunities and threats surrounding the bid process, to ensure that bidding for the Olympic Games is both appealing and sustainable.



## 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.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

• ***Amendment to the Olympic Charter:***

33 Election of the host city\*

Bye-law to Rule 33

3.3 The IOC enters into a written agreement with the host city and the NOC of its country. At the discretion of the IOC, other local, regional or national authorities, as well as, if relevant, other NOCs and local, regional or national authorities outside of the host country, may also be a party to such agreement. Such agreement, which is commonly referred to as the Host City Contract, is executed by all parties immediately upon the election of the host city.



### 34 Location, sites and venues of the Olympic Games\*

All sports competitions and the Opening and Closing Ceremonies, must, in principle, take place in the host city of the Olympic Games, ~~unless the~~ The IOC Executive Board, at its discretion, may authorise: ~~authorises the organisation of certain events in other cities, sites or venues situated in the same country. The Opening and Closing Ceremonies must take place in the host city itself. The location, sites and venues for any sports or other events of any kind must all be approved by the IOC Executive Board.~~

- the organisation of preliminary sports competitions in a city (or cities) located outside of the host city or, in exceptional circumstances, outside the host country, notably for reasons of sustainability, and

- the organisation of complete sports, disciplines or events, in a city (or cities) located outside of the host city or, in exceptional circumstances, outside the host country, notably for reasons of geography and sustainability.

~~2. For the Olympic Winter Games, when for geographical or topographical reasons it is impossible to organise certain events or disciplines of a sport in the country of the host city, the IOC may, on an exceptional basis, authorise the holding of these in a bordering country.~~

#### Bye-law to Rule 34

1. Any request to organise any event, discipline or other sports competition in any other city or location than the host city itself must include the reason(s) for such request, and be presented in writing to the IOC Executive Board for approval. Such request must be made at the latest prior to the visit of the IOC Evaluation Commission for candidate cities, unless otherwise agreed by the IOC Executive Board.

2. The organisation, holding and media coverage of the Olympic Games shall not be impaired in any way by any other event taking place in the host city or its neighbourhood or in other competition sites or venues.

- **2022 Host City Contract**

The principle of this recommendation has already been applied for the 2022 Host City Contract, which reads in this context as follows:

Preamble, paragraph L

**WHEREAS** the City and the NOC acknowledge and accept the importance of the Games and the value of the Olympic image, and agree to conduct all activities in a manner which promotes and enhances the fundamental principles and values of Olympism, in particular the prohibition of any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise, as well as the development of the Olympic Movement;



Chapter II, paragraph 21

21. Sustainable Human and Environmental Development

The City, the NOC and the OCOG undertake to carry out their obligations and activities under this Contract in a manner which embraces the concept of sustainable development, and which serves to promote the protection of the environment. In particular, the concept of sustainable development shall address the legacy of the Games, including the concerns for post-Olympic use of venues and other facilities and infrastructures, referred to in Section 36 below. The City, the NOC and the OCOG shall take all necessary measures to ensure that development projects necessary for the organisation of the Games comply with local, regional and national legislation and international agreements and protocols applicable in the Host Country with regard to planning, construction, protection of the environment, health and safety and labour laws.

- **Regulations for the bidding procedure**

Draft new regulations for the whole bidding procedure.

**Financial impact**

Studies to determine core requirements including consultation with all Games stakeholders.

The creation of communications and public relations messaging and tools targeted at the bid market and tailored to the needs of potential bid cities to use in their own communications and national support efforts.

**Organisational impact**

Impact on Olympic Bid City Coordination

- new branch dedicated to assisting future bid cities to create a better value proposition specific to their environment
- new branch dedicated to implementing and assisting cities in the current bid process.

**Human Resources impact**

1 additional full-time equivalent

**Other impact**



## 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.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

##### **Legal impact**

*Amendment to the Olympic Charter:*

33 Election of the host city\*

##### **Bye-law to Rule 33**

2.3 Each Evaluation Commission shall study the candidatures of all candidate cities, inspect the sites and submit to all IOC members a written report on all candidatures, not later than one month before the opening date of the Session which shall elect the host city of the Olympic Games. Such report shall include an assessment of the opportunities and risks of each candidature, as well as of sustainability and legacy.



<input checked="" type="checkbox"/> <b>Financial impact</b> Third-party independent risk assessments.
<input type="checkbox"/> <b>Organisational impact</b>
<input type="checkbox"/> <b>Human Resources impact</b>
<input type="checkbox"/> <b>Other impact</b>

DRAFT



## 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.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

##### **Legal impact**

Bidding Rules and Procedure

Regulations for Consultants/Lobbyists register

Code of Ethics and Rules of Conduct for Cities wishing to organise the Olympic Games



**Financial impact**

For the rest of the current candidature phase (six months remaining, two candidates) USD 1.5 million has been accounted for in the 2015 IOC budget. For the future, the financial impact will depend on the number of candidatures as well as the location of the candidatures.

**Organisational impact**

**Human Resources impact**

**Other impact**

DRAFT



## Working Group 2 - Sustainability and Legacy

Chair: HSH Prince Albert II

Date of working group meeting: 19 June 2014

### CONTEXT

In a world with growing pressures of all types – social, economic and environmental – the integration of sustainable development in all areas, including sport, has become a necessity. Governments, corporations, private business and events – both sporting and non-sporting - are increasingly under scrutiny, with ever greater accountability.

The IOC has implemented sustainability in many aspects of its operations, with a primary focus being on the planning and staging of the Olympic Games.

Although positive achievements can be clearly demonstrated, more must be done to alleviate concerns regarding the costs and impacts of hosting the Olympic Games.

The IOC must be prepared to take leadership. A more proactive approach embedding sustainability in all aspects of organising the Olympic Games is needed.

Leaving a sustainable and positive legacy to the host city, the host country and the whole community must be one of the primary objectives.

Furthermore, sustainable development should be embraced by the whole Olympic Movement. The IOC is expected to take a leadership role and engage with all stakeholders.

The Sustainability and Legacy Working Group's discussions focused on two aspects, i.e. the Olympic Games and the Olympic Movement. But these are not the only proposals relating to sustainability and legacy. There are a number of other recommendations which need to be understood in the context of the recommendations of other Working Groups (1, 3, 4 and 5), which are outlined elsewhere in this document.



## 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).

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

Next Host City Contract to reflect, through a number of additional obligations, the evolution of the policy presented above.

Host City Contract to contain an obligation for the organisers to inform the IOC of the entities that will be entrusted with the post-Games monitoring of Games legacy

Consider the development of a MoU with The United Nations Environment Programme (UNEP) for possible independent assessment of OCOG sustainability performances.

**Financial impact**

From working with individual external experts to developing a sustainability function in-house.

**Organisational impact**

In order to cover the broad areas of sustainable development and monitor and document the legacy of the past, present and future editions of the Olympic Games, the creation of a network of globally recognised independent experts is needed.

**Human Resources impact**

One additional full-time equivalent



## 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.

#### IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)

##### Legal impact

IOC internal regulations

Introduce sustainable sourcing policies in tendering processes, sponsorship, licensing and supplier agreements for renewals or new contracts.

##### Financial impact

The IOC is ready to invest in sustainability to get a mid-term return on investment

##### Organisational impact

By introducing a limited number of priority measures and communicating these well across the organisation, there should be limited disruption.

##### Human Resources impact

This is about the organisation as a whole improving its sustainability performance. To implement sustainability principles, external experts' support will be required.

##### Other impact

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.



## Working Group 3 - Differentiation of the Olympic Games

Chair: Sam Ramsamy

Date of working group meeting: 18 June 2014

### CONTEXT

The successful delivery of recent Games editions has reinforced the Olympic Games as a unique event. Extensive studies and public surveys give us an insight into the extremely positive perception of the Olympic Games and of the institutions of the IOC and the Olympic Movement.

In terms of brand recognition, recent research\* showed that 93 per cent of respondents were aware of the Olympic symbol – making it the most widely recognised of all the brand symbols surveyed. There was almost equal recognition not only across geographies, but also amongst men and women, as well as age ranges. Respondents strongly associated the Olympic symbol with values such as global, inspirational, friendship, diversity, peace and excellence.

This research also showed that the IOC was seen as showing leadership and being strict on doping, and there was widespread recognition that hosting the Olympic Games brings benefits to the host country.

On a two-yearly basis, the Games platform allows engagement with the public at large in unmatched proportions. However, there is a lack of a more sustained communication and engagement, to be undertaken by the IOC and the Olympic Movement, between Games editions.

The uniqueness of the Olympic Games resides also in their capacity to bring together the very best athletes in the 35 Olympic sports. With the existence of many different structures, including professional leagues, the appropriate conditions must continue to prevail to ensure that the Olympic Games remain the pinnacle event for all athletes.

While the Olympic Games are unique, they are also complementary to many other sports events. It is recognised that strategic alliances with other games and event organisers could assist in delivering the broader mission of the Olympic Movement. With regard to a world-wide comprehensive sports calendar, the Olympic Summit has already set up a working group under the positive leadership of the IOC.

The Olympic Village is a unique and powerful symbol to the world where athletes can live together in harmony without any form of discrimination. The Olympic Village and the powerful image it conveys to the world must be protected and nurtured.

*\* The research survey was conducted by KantarSport (a division of Kantar Media), commissioned by the IOC, after the Sochi 2014 Olympic Winter Games earlier this year, with a total of 36,000 people surveyed in 16 countries.*



## 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.

#### **BACKGROUND / DESCRIPTION**

1. Cooperation with the World Games.  
The World Games display sports and disciplines which are not on the Olympic programme. Sports shortlisted by the IOC, new disciplines and events could be assessed and thoroughly studied during the World Games.
2. Collaboration with the Masters Games  
The International Masters Games Association (IMGA) promotes the participation of athletes over 35 in the spirit of Sport for All. Around 20,000 athletes gather for the Summer editions of the Masters Games, and 3,000 for the Winter editions. The cost of participation is fully covered by participants, the host city being in charge only of organising the sports competitions. Hosting the Masters Games in an Olympic city could be a very positive legacy activity, with the reuse of Olympic venues and infrastructure.
3. Sports Initiation  
Based on the great success of the Sport Lab in Nanjing, the IOC to consider initiatives that will offer the population of the host country not only a possibility to watch the Olympic Games and the Youth Olympic Games, but also to participate actively.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

Host City Contract



<input checked="" type="checkbox"/> <b>Financial impact</b>  1. TBD 2. None foreseen 3. TBD
<input checked="" type="checkbox"/> <b>Organisational impact</b>  1. TBD 2. None foreseen 3. TBD
<input checked="" type="checkbox"/> <b>Human Resources impact</b>  1. None foreseen 2. None foreseen 3. TBD
<input type="checkbox"/> <b>Other impact</b>

DRAFT



## Recommendation 7

Strengthen relationships with organisations managing sport for people with different abilities

<p><b>Strengthen relationships with organisations managing sport for people with different abilities, with a view to exploiting synergies in all possible areas, including:</b></p> <ul style="list-style-type: none"><li>• Technical assistance</li><li>• Communication activities</li><li>• Promotion of events via the Olympic Channel</li></ul>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b></p>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p> <p>International Paralympic Committee: existing contract Special Olympics International: existing protocol agreement International Committee of Sports for the Deaf: MoU to possibly be established</p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>None foreseen</p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>None foreseen</p>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>None foreseen</p>
<p><input checked="" type="checkbox"/> <b>Other impact</b></p> <p>None foreseen</p>



## Recommendation 8

### Forge relationships with professional leagues

<p><b>Invest in and forge relationships with professional leagues and structures via the respective International Federations with the aim of:</b></p> <ul style="list-style-type: none"><li>• Ensuring participation by the best athletes</li><li>• Recognising the different nature and constraints of each of the professional leagues</li><li>• Adopting the most appropriate collaboration model on an ad-hoc basis in cooperation with each relevant International Federation.</li></ul>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b></p>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p> <p>None foreseen</p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>None foreseen</p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>None foreseen</p>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>None foreseen</p>
<p><input type="checkbox"/> <b>Other impact</b></p>



## Working Group 4 - Procedure for the composition of the Olympic programme

Chair: Franco Carraro

Date of working group meeting: 23 June 2014

### CONTEXT

The Olympic programme is the fundamental core of the Olympic Games. Decisions regarding the programme have an impact on virtually all other areas of the Olympic Games and Olympic Movement. These are, in particular, the success of the Games in engaging with a global audience; ensuring ongoing engagement with the youth demographic; and a direct impact on the development and participation of specific sports and disciplines.

There was broad consensus not to extend the Olympic Games beyond 16 days and that the Olympic Winter Games, for reasons of sustainability and authenticity, should remain restricted to sports on snow and ice.

There has been a consistent call, both from IOC members at the February 2014 IOC Session, and from stakeholders of the Olympic Movement, for increased flexibility in the programme of future Olympic Games. Specifically, it was recommended to review the current specification of 28 sports, and to look at events rather than sports.

The Olympic Charter currently puts a limit on the number of athletes at the Games of the Olympiad at 10,500, with an ability to vary with the Host City Contract. There is currently no limit on the Olympic Winter Games – the number of athletes in Sochi was 2,885. For reference, the numbers for all accredited media attending the Games were: London 24,274, Beijing 24,562, and Athens 20,771.



## 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.

#### IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)

##### Legal impact

*Amendment to the Olympic Charter*

44 Invitations and Entries\*

(...)

Bye-law to Rule 44

~~14. In the absence of a decision to the contrary taken by the IOC Executive Board and written into the Host City Contract, the number of athletes competing in the Games of the Olympiad shall be limited to ten thousand five hundred (10,500) and the numbers of officials to five thousand (5,000).~~



<p>New Bye-law to Rule 45</p> <p><u>3.2 Unless agreed otherwise with the relevant OCOG, the following approximate numbers shall apply:</u></p> <ul style="list-style-type: none"><li>- <u>with respect to the Games of the Olympiad, ten thousand five hundred (10,500) athletes, five thousand (5,000) accredited coaches and athletes' support personnel and three hundred and ten (310) events.</u></li><li>- <u>with respect to the Olympic Winter Games, two thousand nine hundred (2,900) athletes, two thousand (2,000) accredited coaches and athletes' support personnel and one hundred (100) events.</u></li></ul>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>A more precise framework will offer greater certainty for overall planning and financing.</p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>A more precise framework will offer greater certainty for overall planning and financing.</p>
<p><input type="checkbox"/> <b>Human Resources impact</b></p>
<p><input type="checkbox"/> <b>Other impact</b></p>



## 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.

#### **BACKGROUND / DESCRIPTION**

1. Move from a sport-based to an event-based programme

It is proposed to move from a sport-based to an event-based programme (with a maximum of approximately 310 events for the Games of the Olympiad and 100 for the Winter Games). Such an evolution would offer more flexibility for the selection of events from both those International Federations of sports currently on the Olympic programme and those being considered for inclusion from International Federations recognised by the IOC.

In the event that the proposed number of sports exceeds the current number, the IOC should give consideration to the existing relationship with the current Olympic International Federations.

The evaluation of sports and events would be done in collaboration with the International Federations.

2. The IOC Session to decide on the inclusion of any sport (IF) in the programme

The IOC Session currently decides on the sports to be included in the Olympic programme, while the IOC Executive Board currently determines the disciplines, events and athlete quotas. This principle to be maintained. Should, for instance, an event be chosen from an International Federation not yet on the Olympic programme, the decision about the inclusion of such International Federation would be decided by a vote of the IOC Session.



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. Such proposal to include an organisational and financing model.
4. The proposed event(s) would undergo a thorough review process consistent with the assessment used for the other events. The events proposed by the host city would have to meet the criteria for events included on the Olympic programme, such as international representation, anti-doping regulations, participation of the best athletes, etc.

Approval would remain with the IOC, to ensure that the proposals are appropriate and meet all the broader objectives of the programme.

**IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

Olympic Charter + Host City Contract.

**45 Programme of the Olympic Games\***

Rule 45 Currently in Force in the OC	New Rule 45 with Proposed Amendments
1. The Programme of the Olympic Games (herein also referred to as “the programme”) is the programme of all competitions of the Olympic Games established for each edition of the Olympic Games by the IOC in accordance with the present Rule and its Bye-Law.	1. The Programme of the Olympic Games (“the programme”) is the programme of all sports competitions established by the IOC for each edition of the Olympic Games in accordance with the present Rule and its Bye-Law.
2. The components of the programme are sports, disciplines and events. The sports are those sports governed by the IFs referred to in BLR 45.1 and BLR 45.2. A discipline is a branch of a sport comprising one or several events. An event is a competition in a sport or in one of its disciplines, resulting in a ranking and giving rise to the award of medals and diplomas.	2. The programme consists of two components, namely:



	<p>2.1 The Sports Programme, which includes all sports for a specific edition of the Olympic Games, as determined by the Session from among the sports governed by the IFs recognised by the IOC (“the Sports Programme”).</p>
	<p>2.2 The Events Programme, which includes all events, as determined by the IOC Executive Board for a specific edition of the Olympic Games (“the Events Programme”).</p> <p>An event is a specific competition in a sport resulting in a ranking giving rise to the award of medals and diplomas.</p> <p>The Events Programme must include events from each sport included in the Sports Programme.</p>
<p>3. The choice of all sports for the programme, as well as the determination of the criteria and conditions for the inclusion of any sport in the programme, falls within the competence of the Session. Only sports that adopt and implement the World Anti-Doping Code can be included or remain in the programme.</p>	<p>3. The programme is established following a review by the IOC of the programme of the previous corresponding edition of the Olympic Games.</p> <p>Only sports which comply with the Olympic Charter and the World Anti-Doping Code are eligible to be in the programme.</p>
<p>4. The decision to include a discipline or event in the programme falls within the competence of the IOC Executive Board.</p>	



**Bye-law to Rule 45**

<p>1. General provisions applicable to the Olympic Games</p>	<p>1. The Sports Programme</p>
<p>1.1 After each edition of any Olympic Games, the IOC reviews the programme. On the occasion of each review, the standards for the inclusion of sports, disciplines or events may be reviewed and the inclusion or exclusion of sports, disciplines or events determined by the competent IOC organs.</p>	<p>1.1 Upon proposal from the IOC Executive Board, the Session shall decide on the Sports Programme not later than at the Session electing the relevant Host City.  The Session shall vote en bloc. If the majority of the votes cast is not reached, there shall be additional rounds of votes as determined by the President, who may also proceed through individual or partial en bloc votes.</p>
<p>1.2 Prior to any decision by the Session on the establishment of the programme of any edition of the Olympic Games, the IFs governing the sports which are proposed for inclusion in the programme must confirm to the IOC their participation in that edition of the Olympic Games.</p>	<p>1.2 Upon proposal from the IOC Executive Board following an agreement between the relevant OCOG, the relevant IF and the IOC, the Sports Programme may be amended by decision of the Session not later than three years prior to the opening of the relevant Olympic Games.</p>
<p>1.3 The inclusion of any sport in the programme of any edition of any Olympic Games shall be decided not later than at the Session electing the host city of that edition of the Olympic Games.</p>	<p>1.3 The sports which may be included in the Sports Programme of the Games of the Olympiad are:</p>



1.3.1 The sports, governed by the following IFs, which are currently included in the programme, namely:

- International Association of Athletics Federations (IAAF);
- World Rowing Federation (FISA);
- Badminton World Federation (BWF);
- International Basketball Federation (FIBA);
- International Boxing Association (AIBA);
- International Canoe Federation (ICF);
- International Cycling Union (UCI);
- International Equestrian Federation (FEI);
- International Fencing Federation (FIE);
- International Association Football Federation (FIFA);
- International Golf Federation (IGF);
- International Gymnastic Federation (FIG);
- International Weightlifting Federation (IWF);
- International Handball Federation (IHF);
- International Hockey Federation (FIH);
- International Judo Federation (IJF);
- United World Wrestling (UWW);
- International Swimming Federation (FINA);
- International Modern Pentathlon Union (UIPM);
- International Rugby Board (IRB);
- World Taekwondo Federation (WTF);
- International Tennis Federation (ITF);
- International Table Tennis Federation (ITTF);
- International Shooting Sport Federation (ISSF);
- World Archery Federation (WA);
- International Triathlon Union (ITU);
- International Sailing Federation (ISAF);
- International Volleyball Federation (FIVB).



	<p>1.3.2 Other sports governed by other IFs recognised by the IOC.</p>
<p>1.4 The inclusion of disciplines or events into the programme of any edition of any Olympic Games shall be decided by the IOC Executive Board not later than three years before the opening of the Olympic Games.</p>	<p>1.4 The sports which may be included in the Olympic Winter Games are:</p>
	<p>1.4.1 The sports, governed by the following IFs, which are currently included in the programme, namely:</p> <ul style="list-style-type: none"> <li>- International Biathlon Union (IBU);</li> <li>- International Bobsleigh and Tobogganing Federation (FIBT);</li> <li>- World Curling Federation (WCF);</li> <li>- International Ice Hockey Federation (IIHF);</li> <li>- International Luge Federation (FIL);</li> <li>- International Skating Union (ISU);</li> <li>- International Ski Federation (FIS).</li> </ul>
	<p>1.4.2 Other sports governed by other IFs recognised by the IOC.</p>
<p>1.5 The deadlines set forth in BLR 45.1.3 and 1.4 may be waived, in order to allow changes in the programme with the approval of the relevant IF, of the OCOG and of the competent organ of the IOC.</p>	



<p>1.6 Prior to any decision on the inclusion of any sport in the programme, the Session may establish specific criteria or conditions for inclusion.</p>	
<p>1.7 The Session is entitled to exclude from the programme any sport, at any time, if the relevant IF governing such sport does not comply with the Olympic Charter or with the World Anti-Doping Code. In addition, the measures and sanctions provided for in Rule 59 may apply.</p>	
<p>1.8 An amendment to BLR 45.2.1.2 and 3.1.2 to the effect of reducing the number of IFs listed therein may be proposed to and decided by the Session for serious grounds only, in particular if the relevant IF does not comply with the Olympic Charter or with the World Anti-Doping Code.</p>	
<p>1.9 Any IF concerned by any proposed decision submitted to the Session pursuant to BLR 45.1.1.7 or 1.1.8 has the right to be heard before any such decision is taken.</p>	



<p>2. Provisions applicable to the Games of the Olympiad</p>	<p>2. The Events Programme</p>
<p>2.1 Inclusion of sports in the programme</p>	<p>2.1 Prior to any decision relating to the Events Programme, the IOC shall consult the relevant IFs.</p>
<p>2.1.1 The sports included in the programme consist of a sports core (hereafter “the core”) and additional sports.</p>	
<p>2.1.2 The core includes at least 25 sports chosen by the Session upon proposal by the IOC Executive Board among the sports governed by the following IFs:</p> <ul style="list-style-type: none"> <li>– International Association of Athletics Federations (IAAF);</li> <li>– International Rowing Federation (FISA);</li> <li>– Badminton World Federation (BWF);</li> <li>– International Basketball Federation (FIBA);</li> <li>– International Boxing Association (AIBA);</li> <li>– International Canoe Federation (ICF);</li> <li>– International Cycling Union (UCI);</li> <li>– International Equestrian Federation (FEI);</li> <li>– International Fencing Federation (FIE);</li> <li>– International Association Football Federation (FIFA);</li> <li>– International Gymnastic Federation (FIG);</li> <li>– International Weightlifting Federation (IWF);</li> <li>– International Handball Federation (IHF);</li> <li>– International Hockey Federation (FIH);</li> <li>– International Judo Federation (IJF);</li> </ul>	



<ul style="list-style-type: none"><li>– International Federation of Associated Wrestling Styles (FILA);</li><li>– International Swimming Federation (FINA);</li><li>– International Union of the Modern Pentathlon (UIPM);</li><li>– World Taekwondo Federation (WTF);</li><li>– International Tennis Federation (ITF);</li><li>– International Table Tennis Federation (ITTF);</li><li>– International Shooting Sport Federation (ISSF);</li><li>– World Archery Federation (WA);</li><li>– International Triathlon Union (ITU);</li><li>– International Sailing Federation (ISAF);</li><li>– International Volleyball Federation (FIVB).</li></ul>	
<p>2.1.3 Upon proposal by the IOC Executive Board, the Session may choose one or several additional sports among those sports listed in BLR 45.2.1.2 and which would not have been included into the core by decision of the Session, as well as among sports governed by IFs recognised by the IOC.</p>	
<p>2.1.4 The total number of additional sports chosen by the Session for the programme shall be such that the total number of sports included in the programme, including the core, shall not exceed 28.</p>	



<p>2.2 Applicable procedure</p>	<p>2.2 The IOC Executive Board shall decide on the Events Programme not later than three years prior to the opening of the relevant Olympic Games.</p>
<p>2.2.1 The IOC Executive Board proposes to the Session the inclusion in the programme of at least 25 sports which shall constitute the core. The Session shall vote en bloc on the inclusion of the core, its decision being taken by a majority of the votes cast. In case such majority is not reached, there shall be additional rounds of votes by the Session as determined by the President. All sports included in the programme pursuant to such rounds of votes shall then constitute the core.</p>	
<p>2.2.2 Once the core has been constituted in accordance with BLR 45.2.2.1, the IOC Executive Board may propose to the Session the inclusion in the programme of one or several additional sports as defined in BLR 45.2.1.3. The Session may vote on the inclusion of additional sports en bloc or through individual votes, its decision being taken by a majority of the votes cast.</p>	



<p>3. Provisions applicable to the Olympic Winter Games</p>	<p>3. Other Provisions</p>
<p>3.1 Inclusion of sports in the programme</p>	<p>3.1 The OCOG of a specific edition of the Olympic Games may propose to the IOC the inclusion, for such edition only, of one or more additional events; all decisions relating thereto shall be taken in full compliance with this Rule 45 and its bye-law, and with any further specific conditions set forth by the IOC.</p>
<p>3.1.1 The sports included in the programme consist of a sports core (hereafter “the core”).</p>	
<p>3.1.2 The core includes the sports governed by the following IFs:</p> <ul style="list-style-type: none"> <li>– International Biathlon Union (IBU);</li> <li>– International Bobsleigh and Tobogganing Federation (FIBT);</li> <li>– World Curling Federation (WCF);</li> <li>– International Ice Hockey Federation (IIHF);</li> <li>– International Luge Federation (FIL);</li> <li>– International Skating Union (ISU);</li> <li>– International Ski Federation (FIS).</li> </ul>	



<p>3.1.3 Applicable procedure</p> <p>The Session votes en bloc on the admission of the core, its decision being taken by a majority of the votes cast. In case such majority is not reached, there shall be additional rounds of votes by the Session as determined by the President. All sports included in the programme pursuant to such rounds of votes shall then constitute the core.</p>	
<p>3.1.4 Should additional sports be contemplated for inclusion in the programme, the procedure to be followed will be the same, mutatis mutandis, as the procedure applicable to the Games of the Olympiad.</p>	
	<p>3.2 Unless agreed otherwise with the relevant OCOG, the following approximate numbers shall apply:</p> <ul style="list-style-type: none"><li>- with respect to the Games of the Olympiad, ten thousand five hundred (10,500) athletes, five thousand (5,000) accredited coaches and athletes' support personnel and three hundred and ten (310) events.</li></ul>



	<ul style="list-style-type: none"><li>- with respect to the Olympic Winter Games, two thousand nine hundred (2,900) athletes, two thousand (2,000) accredited coaches and athletes' support personnel and one hundred (100) events.</li></ul>
	<p>3.3 The Session is entitled to exclude from the programme any sport, at any time, if the relevant IF governing such sport does not comply with the Olympic Charter or the World Anti-Doping Code. In addition, the measures and sanctions provided for in Rule 59 may apply.</p>
	<p>3.4 Any deadline set forth in BLR 45 may be exceptionally waived with the approval of the relevant IF, of the relevant OCOG and of the competent IOC organ.</p>



**Financial impact**

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.

A budget of USD 2 million for the Games of the Olympiad and USD 1 million for the Winter Games will be set aside for such additional studies.

***Financial impacts from recommendation on host city proposal***

As stated above, the financing model of the host city proposals and the subsequent revenue sharing will have to be defined on a case-by-case basis.

**Organisational impact**

**Human Resources impact**

Two additional full-time equivalents: The volume of studies and data managed will increase exponentially. Although part of these studies will be outsourced, the overall management of the project will require much more time. International Federations will also be more engaged in the discussions and analysis of their own results, which will necessitate more interactions with the IOC Sports Department. More staff will be required.

***HR impacts from recommendation on host city proposal***

In addition to the traditional review process for the shortlisted sports for possible inclusion, the IOC Sports Department will have to conduct a separate review process for the events proposed by the host city.

With the new proposed model, an ongoing and constant requirement for Olympic programme review will be needed. More staff will be required.

**Other impact**



## Recommendation 11

### Foster gender equality

<b>Foster gender equality</b> 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.
<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<input type="checkbox"/> <b>Legal impact</b>
<input type="checkbox"/> <b>Financial impact</b>
<input checked="" type="checkbox"/> <b>Organisational impact</b> 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.
<input type="checkbox"/> <b>Human Resources impact</b>
<input type="checkbox"/> <b>Other impact</b>



## Working Group 5 - Olympic Games Management

Chair: Mario Pescante

Date of working group meeting: 16 June 2014

### CONTEXT

The Olympic Games are more successful than ever. The image of the Games remains strong with the general public, irrespective of culture, continent or age groups, with the result that the appeal of the Games is higher than ever, with record global TV audiences.

Perhaps the best indicator of the Games' expanding global appeal was the worldwide audience for the Opening Ceremony in Beijing in 2008, which drew well over 1.5 billion viewers. In fact, the Opening Ceremony in Beijing was the most-watched live event in human history, outstripping even the moon landings.

There continues to be considerable growth in the interest of the Olympic Winter Games globally, with a broadcast audience of 2.1 billion people, an increase of 13 per cent from Vancouver 2010 to Sochi 2014.

On-line "consumption" of the Olympic Games has also grown significantly. At the London 2012 Olympic Games, 40 per cent of all online Britons visited the london2012.com website. Around the world, there were 432,000,000 visits. At the Olympic Winter Games in Sochi, the official #Sochi2014 hash tag was used 13 billion times on social media, and the total number of comments about the Games exceeded 23 billion.

Games delivery has met or surpassed the highest level of expectations, and revenues continue to increase. Furthermore, the Games leave tangible and intangible legacies in the host city, ranging from sports participation and infrastructure to social and economic legacies.

There are, however, a number of perceived and, in some cases, clearly identified threats, which must be acknowledged and addressed.

The complexity of organising the Games continues to increase due to a number of factors, among them: the degree of sophistication of sport, the ever-evolving global political and social context, and the increasing expectations that the Games will allow the resolution of any issue, irrespective of its nature.

Operational costs, although substantially financed by private sources, cannot continue to grow, and the investment of public money in infrastructure projects has generated the view that host cities are chosen by the IOC on the basis of the size of their "projects" rather than driven by sensible legacy objectives.

From the above, there is currently a perception that the requirements imposed by the Olympic Movement are ever increasing which, in turn, generates the perception that the overall costs of the Games, including investments in infrastructure, are constantly increasing.

Finally, although recent editions of the Games have been highly successful, there is a common view that the Games management approach should be reinforced to minimise the inherent risks of organising the Games, irrespective of their context.



## 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.

#### **BACKGROUND / DESCRIPTION**

By experience in the course of the Organising Committee lifecycle there have always been demands from Olympic constituents, media, sponsors and other groups including the OCOG itself to obtain additional services.

In many cases this was dealt with directly between the Organising Committee and the interested parties.

The perception was that it was supported by the IOC, which was not necessarily the case.

Therefore there is a need to put in place a mechanism to manage change requests.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

##### **Legal impact**

1. Change of requirements management process to be introduced in Olympic Games Management guidelines.
2. None foreseen.
3. Study potential impact on the Host City Contract (including allowing flexibility for the IOC to impose a supplier on an OCOG based on a particular local situation).

##### **Financial impact**

1. Impact on Games finance of IOC providing turnkey solutions to be evaluated.



**Organisational impact**

1. Change management process to be established, including issue-resolution mechanism.
2. Cost and complexity management process to be established.
3. Feasibility study to be conducted on possible turnkey solutions to be considered and potential impact on IOC organisation.

**Human Resources impact**

1. TBD depending on scope of turnkey solutions provided

**Other impact**

Impact of potential onboarding of a partner in the area of professional services providers would need to be studied.

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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 commissions on key issues and validation of service levels.

**BACKGROUND / DESCRIPTION**

1. IFs organise regularly important events. The expertise developed on these occasions should be better embraced in the scope of the organisation of the Olympic Games.
2. The mandate of the coordination commissions has evolved over time. It has reached a point where the volume of technical level matters to be managed by the commissions prevents them from focusing on their core mandate as established by section 1 of Rule 37.

**IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

*Amendment to the Olympic Charter*

1. Chapter 5, Rule 46, technical responsibilities of IF at the Olympic Games: Update when recommendations on the involvement of IFs in Games management are approved.
2. Chapter 5, Rule 37 and By-Laws, Olympic Games Coordination Commission: Update once recommendations on Games management are approved.

**Financial impact**

1. Potential change in revenue distribution model if IFs are to take on more responsibility in delivery of the Games.

**Organisational impact**

1. & 2. Games management approach to evolve in order to reflect greater role of the IFs as well as evolution of Coordination Commission format.



<input checked="" type="checkbox"/> <b>Human Resources impact</b> None foreseen
<input checked="" type="checkbox"/> <b>Other impact</b> None foreseen

DRAFT



# Athletes, at the heart of the Olympic Movement

## Working Group 6 - Protecting clean athletes

Chair: Claudia Bokel

Date of working group meeting: 20 June 2014

### CONTEXT

The athletes are at the heart of the Olympic Movement. This is why the expectations and needs of the athletes have been dealt with in all 14 working groups. Recommendations regarding athletes can therefore be found in many other proposals throughout this document, reflecting the IOC's commitment to strengthening support to athletes. The IOC has always made the athletes its top priority, and this led to the decision in 1999 to include an Olympic athlete as a permanent representative on the Executive Board.

Increasingly, the IOC has also been concerned with the life skills, education and careers of athletes during and after competition, and in this respect the IOC's Athlete Career Programme has continued to deliver excellent help and support.

The IOC's priority is the protection of the clean athletes. This means that any investment in the fight against doping and against match-fixing, manipulation of competition and related corruption, whether it be for education, testing, research, logistics or staffing, cannot be considered as a cost, but as an investment in the clean athletes.

A USD 20 million fund was set up last year. Ten million dollars was devoted to supporting clean athletes in the fight against match-fixing, manipulation of competition and related corruption, and USD 10 million was devoted to research into new anti-doping methods. Importantly, these funds for educating, testing and research must not be understood as a "cost", rather as an investment in the clean athletes they aim to protect.

In 2011, at the initiative of the IOC, the Founding Working Group (FWG) was established to define the Olympic Movement's strategy regarding betting and related issues. The FWG comprised representatives of governments, international organisations, betting operators and the sports movement. The strategy supports a zero-tolerance policy, and is based on three areas: education, monitoring-intelligence and legislation-regulation.

The Olympic Movement's current strategy against doping is the protection of the clean athletes based on a zero-tolerance policy, with the aim of ensuring that only clean athletes take part in competitions. It currently focuses on prevention through detection and deterrence, supported by athlete and entourage education.



Since 2003, WADA, which was set up on the initiative of the IOC, through the World Anti-Doping Code, has aimed to protect the right of athletes to participate in doping-free sport and thus promote health, fairness and equality for athletes worldwide through harmonised, coordinated and effective anti-doping programmes. The IOC currently plays a significant part through testing programmes at the Games and through its direct financial support of WADA. Overall investment in anti-doping procedures worldwide by all the constituents of the sports movement is estimated to be USD 500 million per year.

There are currently many good anti-doping programmes of varying effectiveness which could be further enhanced by a better understanding of athlete behaviour. It is thus important to work closely with athletes, particularly through the athletes' commissions of the various Olympic Movement stakeholders. The effectiveness of anti-doping programmes must be supported by comprehensive education and harmonisation programmes.

Despite progress, all stakeholders agree that doping in sport is still a significant challenge and accept that simply doing more of the same is unlikely to improve protection of the clean athletes. Novel approaches are therefore needed from all stakeholders.

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## Recommendation 14

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

<b>Strengthen the 6<sup>th</sup> Fundamental Principle of Olympism</b>
<b>BACKGROUND / DESCRIPTION</b> The 6 <sup>th</sup> Fundamental Principle of Olympism has been reviewed in the context of the United Nations Universal Declaration of Human Rights, Article 2, which states: <i>“Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.”</i> as well as the European Convention of Human Rights, Article 14, which states: <i>“Prohibition of discrimination</i> <i>The enjoyment of the rights and freedoms set forth in this Convention shall be secured without discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status.”</i>
<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<input checked="" type="checkbox"/> <b>Legal impact</b> <i>Amendment to the Olympic Charter:</i> Adapt Fundamental Principle 6 of the Olympic Charter: <u>6. Any form of discrimination with regard to a country or a person on grounds of race, religion, politics, gender or otherwise is incompatible with belonging to the Olympic Movement. The enjoyment of the rights and freedoms set forth in this Olympic Charter shall be secured without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.</u>
<input type="checkbox"/> <b>Financial impact</b>
<input type="checkbox"/> <b>Organisational impact</b>
<input type="checkbox"/> <b>Human Resources impact</b>
<input type="checkbox"/> <b>Other impact</b>



## Recommendation 15

### Change the philosophy to protecting clean athletes

<b>The IOC's ultimate goal is to protect clean athletes</b>
<b>BACKGROUND / DESCRIPTION</b>  The fight to protect the clean athletes to be the fundamental goal of anti-doping and measures to combat match-fixing, manipulation of competitions and related corruption.  The IOC to lead this change in philosophy in the Olympic Movement to put the clean athletes at the centre and to understand this as a campaign to protect the majority of the athletes, i.e. all those who compete in the spirit of fair play. This must be the priority in all decisions and initiatives. Therefore, the IOC needs to foster a change of philosophy towards considering the fight against doping, match-fixing, manipulation of competitions and related corruption as an important means to an end and not an end in itself. The money spent on such programmes is not considered to be an expense but an investment in the protection of clean athletes, which means in the future of Olympic sports.
<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<input checked="" type="checkbox"/> <b>Legal impact</b>  <i>Amendment to the Olympic Charter:</i> 2. Mission and Role of the IOC*  The Mission of the IOC is to promote Olympism throughout the world and to lead the Olympic Movement. The IOC's role is:  8. <u>to lead the fight against doping in sport; to protect clean athletes and the integrity of sport, by leading the fight against doping, and by taking action against all forms of manipulation of competitions and related corruption.</u>
<input checked="" type="checkbox"/> <b>Financial impact</b>  To lead the fight against doping, testing to be conducted, not just at the Olympic Games, but also in the months before and through reanalysis, up to 10 years later.  USD 200,000 to IFs and NADOs for targeted testing and USD 50,000 for testing by IOC in the lead-up to each edition of the Games. For re-analysis, USD 1.2M for each edition of the Olympic Games and USD 500,000 for each edition of the Olympic Winter Games.
<input checked="" type="checkbox"/> <b>Organisational impact</b>  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.



**Human Resources impact**

An increase in headcount of one, to coordinate and organise testing with IFs, NOCs and NADOs as well as by the IOC, with pre-Games and intelligent reanalysis for up to 10 years after each Games.

**Other impact**

Adapt communications accordingly

DRAFT



## 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.

**BACKGROUND / DESCRIPTION**

1. USD 10 million to develop:
  - The “International Forum for Sports Integrity” led by the IOC to strengthen and coordinate all activities related to education, legislation and information-sharing with governments, international organisations and betting operators.
  - robust education and awareness programmes on the risks of match-fixing, any kind of manipulation of competitions and related corruption under the auspices of the Olympic Movement stakeholders and international organisations such as INTERPOL and UNODC.
2. USD 10 million to support projects offering a new scientific approach on anti-doping:
  - An IOC expert panel, under the auspices of the IOC Medical Commission, to assess and recommend anti-doping research projects. This must be closely coordinated with the WADA Health and Medical Research Committee.
  - The key criteria for allocating research funds to specific projects should be whether the research is athlete-focused. Other criteria for receiving funding should be a focus on social science research, research into new methods and research that appropriately uses expertise from other branches of science and medicine.

The fund to be used:

  - To institute new methods for less invasive testing for clean athletes
  - To support projects benefiting from experts who are not yet part of the anti-doping community and offering a different scientific approach.

**IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

1. Establishment of agreements with INTERPOL, UNODC, and other third parties
2. Contracts with expert panel members and research groups



<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>20 million "Protection of the clean athletes fund":</p> <ol style="list-style-type: none"><li>1. 10 million for the fight against manipulation and related corruption</li><li>2. 10 million for the fight against anti-doping</li></ol>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <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>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <ol style="list-style-type: none"><li>1. No additional resources would be needed in the Ethics office; however the two fixed-term contracts should become open-ended contracts</li><li>2. An increase in headcount by 1.5 to review and process applications for funding, liaising on requests externally and internally, and supporting and coordinating the new Expert Panel.</li></ol>
<p><input checked="" type="checkbox"/> <b>Other impact</b></p> <ol style="list-style-type: none"><li>1. None</li><li>2. Important to coordinate funding with WADA for both effectiveness and maintaining good relations with stakeholders.</li></ol>



## Recommendation 17

### Honour clean athletes

<p><b>Honour clean athletes who are awarded an Olympic medal following a doping case:</b></p> <ol style="list-style-type: none"><li>1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.</li><li>2. The ceremony to be properly communicated by all parties concerned.</li></ol>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other</b></p>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p> <p>None</p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>None</p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>The organisation would be managed by the respective NOC or IF. Whenever possible, the medal to be awarded by an IOC member as at the Olympic Games.</p>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>None</p>
<p><input checked="" type="checkbox"/> <b>Other impact</b></p> <p>Positive promotional opportunity for the protection and recognition of clean athletes.</p>



## 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.

**BACKGROUND / DESCRIPTION**

1. The IOC to put the athletes' experience at the heart of the Olympic Games:
  - Make the athletes' experience a Candidate City evaluation criterion.
  - Olympic Games Organising Committees to take into account the athletes' needs when planning the Opening and Closing Ceremonies
  - Maintain the possibility for athletes to stay in the Olympic Village for the full duration of the Olympic Games.
  - Study the provision of a place of private mourning for athletes in the Olympic Village.
  - Further develop the Athletes Friends and Family Ticketing programme based on the pilot in London 2012 and Sochi 2014.
2. The IOC to further invest in supporting athletes on and off the field of play, wherever appropriate in cooperation with the respective NOC:
  - Define an overall communication, education and engagement strategy towards athletes.
  - Increase engagement with athletes on important topics related to their career on and off the field of play (anti-doping, prevention of injury and illness, prevention of harassment and abuse in sport, match-fixing and illegal/irregular betting, entourage, etc.).
  - Offer a one-stop-shop for athletes to access all relevant content related to these topics.
  - Work with all the relevant stakeholders (NOCs, IFs, Athletes' Commission, Entourage Commission, commercial partners, etc.) in developing athlete career programmes.

**IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

Legal impact

Financial impact

To be further studied

Organisational impact

Human Resources impact

One additional full time equivalent would be needed to reinforce the administration support to the athletes.



# Olympism in Action: keep Olympism alive 365 days a year

## Working Group 7 - Olympic Channel

Chair: Thomas Bach

Date of working group meeting: 19 June 2014

### CONTEXT

In a world of ever-increasing competition for viewers' attention, Olympic sports and athletes very often do not get the exposure they deserve between Games. Moreover, some sports are almost exclusively covered only during the Olympic Games.

In such a crowded media space, it is also difficult to promote the worldwide scale of the work done by the IOC in promoting Olympic values, supporting sport and addressing humanitarian affairs.

The idea of an Olympic Channel has received broad support throughout the Olympic Movement, and a detailed study was commissioned to investigate the proposal. In line with the findings of the Feasibility Study that was conducted by OBS and ITMS with the support of IOC Finance and IOC Legal, with advice from a range of external experts, the creation of an Olympic Channel is a viable opportunity for the IOC to provide a platform for the continuous exposure of sports on the Olympic programme and athletes beyond the Olympic Games period. Such a Channel would also help create anticipation while providing opportunities to "re-live the experience" after the Games.

The Channel would highlight the relevance of the Olympic Movement's ideals and provide a platform for sharing the IOC's very rich "patrimonial" assets and archives with the world, and would create additional value and content for the IOC archives. The Channel would also be an important tool to engage young people around the world using platforms, applications and tools that are relevant to them, building understanding, entertainment and education.



## Recommendation 19

### Launch an Olympic Channel

#### The IOC to launch an Olympic Channel.

#### BACKGROUND / DESCRIPTION

In line with the findings of the Feasibility Study that was conducted by OBS and ITMS with the support of IOC Finance, IOC Legal and external experts, the creation of an Olympic Channel is a viable opportunity for the IOC:

- To provide a platform for the continuous exposure of Olympic sports and athletes beyond the Olympic Games period and help create anticipation while providing opportunities to "re-live the experience" after the Games
- To continuously highlight the relevance of the Olympic ideals to the challenges of today's world
- To provide a platform for sharing the IOC's very rich patrimonial assets and archives with the world, and create additional value and additional content for the IOC archives
- As a matter of priority, to engage the young generations around the world using methods that are relevant to them, building understanding, entertainment and education
- To provide a platform for bidding cities during the bidding phase
- Ultimately the Olympic Channel will:
  - Be "The Home" of Olympic sports
  - Connect and engage (viewers and visitors)
  - Promote the values of Olympism
  - Educate through sport

The version of the Olympic Channel to be produced by OBS will be a worldwide "digital only" offering, based on the linear programming concept and funding originally outlined in the Feasibility Study.

As linear (traditional TV) distribution opportunities arise, OBS will gradually be increasing its programming offering.

The creation and development of digital and social media platforms in the context of the Olympic Channel would create new valuable assets for Olympic sponsors' engagement. In such a context, commercial digital integration opportunities for Olympic sponsors across all IOC digital assets (but also OCOG and NOC assets) must be well defined to align with the IOC's brand/policies/guidelines while matching the evolving business needs of such Olympic sponsors.



<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<p><input checked="" type="checkbox"/> <b>Legal Impact</b></p> <p>The Olympic Channel to be under the control of the IOC. IOC Finance and IOC Legal to study and recommend to the IOC President and the IOC EB the most appropriate corporate and governance structure, based on regulatory, legal, tax, operational and commercial considerations.</p> <p>ITMS, OBS, IOC Legal and IOC Finance to proceed to further analysis and ensure compliance with prevailing agreements (e.g. RHBs and sponsors), applicable laws and regulations, clearance and rights restrictions, as well as meeting insurance requirements.</p> <p>Applicable modifications to IOC statutes, applicable agreements (e.g. Host City Contract), other corporate documents as well as relevant registrations should be ensured.</p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>The Olympic Channel project would involve significant set-up and operational costs, which would be chiefly funded from broadcast rights, sponsorship and other third parties, with a minority contribution from the Olympic parties and the IOC. Following the next meeting of the IOC Finance Commission, the Chairman of the Commission will present a separate report to the IOC Session with respect to a seven-year financial plan for the Olympic Channel, including projected costs and revenue assumptions.</p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>The IOC, through the corporate structure to be studied and proposed by IOC Finance and IOC Legal, would be the entity that would ultimately own the IP and content assets of the Olympic Channel, and would be receiving any third-party revenues in connection with the Olympic Channel.</p> <p>The deployment of an Olympic Channel would also impact current organisation and resources, principally at OBS and ITMS.</p> <p>In a similar way to the establishment of OBS, the IOC would instruct OBS to expand its responsibilities to include the production and operation of the Olympic Channel. The expansion should carefully consider exploiting synergies with the current OBS structure, whilst ensuring that the host broadcasting arm of OBS remains unaffected.</p> <p>ITMS would handle commercial, distribution, promotion and revenue-generating activities.</p>



**Human Resources impact**

**OBS**

The personnel structure for the “digital-only” offering estimates a total of 106 additional people required to adequately implement the strategy of this endeavour. As a result, a restructuring of OBS would take place, resulting in two distinct operational divisions (Host Broadcasting and Olympic Channel), which would create efficiencies through a pool of shared positions and services.

**ITMS**

There would be an impact on each of the functional areas that fall under ITMS’s responsibilities – 12 additional personnel is the current estimate, as of 2015-2016.

**IOC**

An assessment to be conducted for any human resources impact in specific IOC functions and departments (e.g. IOC Legal, Comms, etc.).

**Other impact**

**Existing Digital Assets**

The strategy on alignment with existing or future IOC digital platforms and social media communication platforms should be assessed further.

**Access to Olympic archive material**

Ensure access by OBS to the Olympic archives at an operational speed.

**Brand management impact**

- Work on brand identity and positioning to be carried further by OBS and ITMS within the preparatory work required for the launch of the Olympic Channel.
- Commercial digital integration for Olympic sponsors to be well defined in line with the IOC’s brand policies and guidelines while matching the evolving business needs of such Olympic sponsors.



## Working Group 8 - Olympism in Action, including Youth Strategy

Chair: Gerardo Werthein

Date of working group meeting: 19 June 2014

### CONTEXT

The contribution of the IOC, and of the Olympic Movement at large, to building a peaceful and better world through sport, as the Olympic Charter Fundamental Principle emphasises, has materialised over the years through numerous programmes and initiatives driven by various entities of the IOC, under the commonly named banner of "*Olympism in Action*". These programmes aim to profile the IOC as a responsible member of civil society, concerned by global issues, which not only promotes elite sport through the Olympic Games, but also encourages sport and physical activity for all and, through these, the positive social changes they can generate.

The international community and the general public have high expectations of the IOC to be socially responsible and to utilise its greatest assets to this end. We are well positioned to advance the use of sport for social change with our broad reach and worldwide network of partners and platforms: our legitimacy to be the world leader in sport with an influential voice; our global brand recognition; and our Observer status with the United Nations. In this context, the IOC recently signed a Memorandum of Understanding with the United Nations to develop cooperation at the very highest level, and this status is already starting to bear fruit.

More globally, it is important to refocus energies on the relevance of investing in physical activity, exercise and physical education for all, as the foundations for sports practice and elite competitions which ultimately support the growth of the Olympic Movement. Childhood participation in sport and physical activity increase the chances of an adult being an active citizen well integrated into society. But inspiring young people through Olympic Games alone is not sufficient to trigger participation and active engagement in sport; opportunities for practice have to be provided.

It is timely to reshape the mission of *Olympism in Action* around a specific framework which places sport and its values at the core of the IOC's work in society for the global good, advocating for and supporting active engagement in safe and inclusive sport, and exposure for its positive educational and social values. This must be based on the core principles of solidarity, universality, collaboration, good governance and sustainable impact, and carried out using advocacy, capacity-building, awareness-raising and investment in impactful and sustainable programmes.

It is worth reassessing the legitimacy, scope, intervention, resources, impact measurement and internal alignment of all these programmes, namely 1) why and where investments in *Olympism in Action* are relevant; 2) how they can be optimised and aligned internally to better serve the mission of the IOC; and 3) what needs to be put in place to generate greater, measurable and sustainable positive outcomes, increased credibility and a higher return on investment for the organisation globally. Building on this, new strategies and policies will need to be developed or clarified for the organisation.



## 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.**

#### **BACKGROUND / DESCRIPTION**

The international community, the sports movement, the private sector and the general public have high expectations of the IOC to be socially responsible and recognise its legitimacy to be the world leader in the promotion of sport and its power to generate social change.

That said, the IOC cannot do this alone. Addressing complex global challenges will require engaging partners such as the UN, international organisations, NGOs as well as financial institutions, and capitalising on their unique attributes and experiences. While preserving our strong values, we will need to embrace diversity and also open ourselves up to new partners and innovative ways of tackling social development challenges.

Many TOPs have placed the promotion of sport and physical activity at the core of their Corporate Social Responsibility (CSR) programmes, especially tackling health promotion and gender equality. An IOC Sport for Development strategy and increased intervention in sustainable and impactful programmes around access to sport and physical activity would provide solid ground to further activate the TOPs' partnership and their CSR interests, and may complement and/or reduce the overall investment of the IOC.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

Relevant contracts and MOUs with partner organisations

**Financial impact**

To be further studied.

In addition, it is recommended to examine the possibility of expanding the current funding of Olympic Solidary for NOCs that want to develop grassroots sport programmes for all, and for young people in particular.

**Organisational impact**

Restructure and strengthen the Department of International Cooperation and Development to allow for the creation of a Programme Development and Education Unit.



**Human Resources impact**

One additional full-time equivalent

**Other impact**

DRAFT



## 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.

#### **BACKGROUND / DESCRIPTION**

The international community has high expectations of the IOC and recognises our unique assets as an international organisation with an influential voice, a strong global brand, and a broad worldwide reach to influential partners and political platforms. This includes the privileged status we have as a Permanent Observer at the United Nations, as well as the strong renewed partnership agreement we have with the Office of the UN Secretary General. As such, the IOC is extremely well positioned to be a global thought leader for the sports movement, and can have a high degree of policy influence and presence on international political platforms.

Considering the current global situation which sees preoccupying indicators such as increased sedentary behaviours, persistent inequalities for girls and women, a growing burden of non-communicable diseases, and the disappearance of physical education from school curricula, it is paramount and timely for the IOC to advocate for greater investment in sport and physical activity, as these are the foundations for sports practice and elite competition, which ultimately support the growth of the Olympic Movement and, at the same time, build social capital and enable social change.

The IOC recognises that the post-2015 global development agenda is a historic opportunity to establish a global framework of sustainable development. As the leader of the Olympic and sports movement, the IOC is well positioned to advocate for the enormous potential of sport to contribute to the future sustainable development goals, which are currently being negotiated by governments at the UN.

- IOC to advocate to intergovernmental organisations and agencies in particular with regard to:
  - Role of sport in society
  - Autonomy
  - Education
  - Development and peace through sport
- IOC to encourage and support NOCs in their advocacy efforts
  - Role of sport in society
  - Autonomy
  - Education
  - Safe and protected access to sport for everybody
  - Positive legacy of the Games



<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p> <p>These recommendations may lead to new agreements or Memoranda of Understanding with key organisations with which advocacy work could be conducted.</p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>A reinforced advocacy strategy will require an increase in resources – primarily for staffing, travel, and the production of advocacy materials and training.</p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>Increased role to play in advocacy efforts for IOC members and the Chair of the International Relations Commission, as well as for Olympians.</p> <p>A strengthened, dynamic and visible IOC Permanent Observer Office in New York.</p> <p>Centralisation of all promotion and capacity-building content around sport for development and peace and Sport for All.</p> <p>Restructure and strengthen the Department of International Cooperation and Development to deliver on this new work, with the creation of an Advocacy and Strategy Unit.</p>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>3.4 additional full-time equivalents</p>
<p><input checked="" type="checkbox"/> <b>Other impact</b></p> <p>Advocacy work will allow the IOC to strengthen relationships with key partners including the UN and help reinvigorate our MOUs.</p> <p>Brand impact</p> <ul style="list-style-type: none"><li>• Advocacy work will have a significant and positive impact on the reputation of the IOC, and consequently on the perception of the Olympic brand.</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.

#### BACKGROUND / DESCRIPTION

Physical education, games and sport for children have a demonstrable positive impact on physical health, and on affective, social and cognitive function. Being active for at least 60 minutes daily can help children to improve their health, do better in school, improve their fitness, grow stronger, have fun playing with friends, feel happier, maintain a healthy body weight, improve their self-confidence, and learn new skills. Furthermore, physical activity habits in childhood partly determine adult physical activity behaviour, which is a key determinant of adult health and well-being. School-based interventions are considered to be the most universally applicable and effective way to counteract low physical activity and fitness in children and young people.

The Olympic Values Education Programme (OVEP) has demonstrated significant value as an education tool, as its methodology enables a well-rounded, adaptable curriculum approach emphasising the acquisition of the values, attitudes, knowledge and skills required to meet the challenges of modern society.

#### IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)

**Legal impact**

Agreement with UNESCO

**Financial impact**

To be further studied

**Organisational impact**



**Human Resources impact**

Integrating OVEP into schools will require expertise in advocacy and government relations. This capacity need has been covered in the advocacy recommendation.

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.

**Other impact**

DRAFT



## Recommendation 23

### Engage with communities

<p><b>Engage with communities:</b></p> <ol style="list-style-type: none"><li>1. Create a virtual hub for athletes.</li><li>2. Create a virtual club of volunteers.</li><li>3. Engage with the general public.</li><li>4. Engage with youth.</li></ol>
<p><b>BACKGROUND / DESCRIPTION</b></p> <ol style="list-style-type: none"><li>1. Virtual Hub for Athletes: To facilitate better communication among and with athletes, the IOC to create a virtual hub for athletes, in close collaboration with other organisations, including NOCs, IFs, Athletes' Commissions and the World Olympians Association.</li><li>2. Virtual Hub of Volunteers: Volunteers should be encouraged to share their stories and views to create a community of strong advocates. This community can be activated to support the IOC and the Games in general and on specific issues when necessary, and to facilitate volunteers' applications for future Games outside their home countries.</li><li>3. General public: Evaluate how the high level of interest of the general public can be maintained or enhanced by giving easier access through the internet and social media and further opportunities not only to watch the Olympic Games but also to participate (e.g. engagement programmes like "inspired by", sports lab, etc.).</li><li>4. Youth: take the pulse of young people in an informal and broad dialogue, including with those who are not (yet) engaged with the Olympic Movement.</li></ol>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b></p>
<p><input type="checkbox"/> Legal impact</p>
<p><input checked="" type="checkbox"/> Financial impact</p> <p>To be further studied</p>
<p><input type="checkbox"/> Organisational impact</p>



**Human Resources impact**

One additional full-time equivalent: The work may be outsourced or hire one full-time staff member to manage the community.

**Other impact**

Brand management: 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. Guidelines for their use should be developed for the attention of the Olympic Movement stakeholders.

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## 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.

#### **BACKGROUND / DESCRIPTION**

The Sport for Hope programme was initiated in 2007 in order to promote sport, education and social development in developing countries. The programme involves the construction of multi-functional sports centres to provide elite athletes with state-of-the-art training facilities, and young people and local communities with positive sport and lifestyle opportunities, thereby promoting the principles and values of Olympism. The first Sport for Hope centre opened in Zambia in 2010 and a second centre was successfully inaugurated in Haiti in July 2014.

At the outset of the programme, the goal was that the local communities would take “ownership” of the centre and that the management of the centre would be handed over to the local NOC. There was also thought given to replicating the model in each region of the world.

Apart from great achievements with the sports programmes in Zambia, the running of the centre has generated several challenges to the IOC. Although the centre in Haiti has only just opened, it is anticipated that it will pose a number of similar and even more complex challenges, due to the socio-economic situation of the country.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

##### **Legal impact**

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.

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.



**Financial impact**

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.

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.

**Organisational impact**

**Human Resources impact**

One full-time equivalent: 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.

We currently have a contract position managing the Sport for Hope programme, but we would avoid risks if the position was permanent and the IOC would benefit from the skills sets in the long-term as we shift our strategy to investing in locally adapted grassroots sports facilities and programmes.

**Other impact**



## Working Group 9 - Youth Olympic Games

Chair: Ser Miang Ng

Date of working group meeting: 18 June 2014

### CONTEXT

A very wide range of views were collected during the Working Group meeting, as well as at the commission meetings, the Olympic Summit, from public submissions, and following the most recent edition of the Youth Olympic Games (YOG) in Nanjing. The views come from a broad spectrum of stakeholders and concern almost every aspect of the YOG. To allow for a full and transparent discussion, with thorough consultation and reflection, and to take into account the full range of views, a special commission will be set up to look into the future of the Youth Olympic Games.

When the IOC created the Youth Olympic Games, it wanted to tackle two main issues:

- the drop of competitive sports by young athletes in the 14-18 age range,
- the general decrease in participation in sport and physical activities by young people.

The vision set for the YOG was that “the Youth Olympic Games would inspire young people around the world to participate in sport and adopt and live by the Olympic values”.

The first three editions of the Youth Olympic Games took place in Singapore in 2010, Innsbruck in 2012 and Nanjing in 2014. These three editions received high marks from all the participants. The YOG have also rejuvenated the Olympic values for the young participants and shown that they are still relevant and inspiring for today’s young people.

“Educating youth through sport” is a core mission of the Olympic Movement and one of the three pillars of the Olympic Agenda 2020. It was therefore felt that, although the Youth Olympic Games are still a young event, the time was right for a thorough review of the Youth Olympic Games and an assessment of whether they were serving the mission assigned to them.



## Recommendation 25

### Review Youth Olympic Games positioning

<p><b>The IOC to review with the stakeholders the positioning of the Youth Olympic Games.</b></p> <ol style="list-style-type: none"><li>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.</li><li>2. The IOC to move the organisation of the Youth Olympic Games to a non-Olympic year, starting with the 4<sup>th</sup> Summer Youth Olympic Games, to be postponed from 2022 to 2023.</li></ol>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b></p>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <ol style="list-style-type: none"><li>1. Potential impact depending on scope of evaluation to be conducted, covering both studies to support the work of the tripartite commission and its outcomes.</li><li>2. Impact of moving YOG to “non-Olympic” years to be evaluated.</li></ol>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <ol style="list-style-type: none"><li>1. Both the 2016 and 2018 YOGOCs as well as the future 2020 YOGOC can be assured of the IOC’s full commitment to make these Games a success based on the format at the time they were elected. Any changes in programme, format or financing will be made only in agreement with the Organising Committee.</li><li>2. Review impact on the organisation of the IOC Session of moving the YOG to non-Olympic years.</li></ol>
<p><input type="checkbox"/> <b>Human Resources impact</b></p>
<p><input checked="" type="checkbox"/> <b>Other impact</b></p> <ol style="list-style-type: none"><li>2. Impact on overall sports calendar of moving YOG to non-Olympic years to be studied. Brand impact: possible impact on the brand (i.e. YOG DNA) depending on the reviewed vision, mission and positioning of the YOG.</li></ol>



## Working Group 10 - Culture policy

Chair: Lambis V. Nikolaou

Date of working group meeting: 24 June 2014

### CONTEXT

Pierre de Coubertin's vision was to "blend sport with culture and education", as it was in the Ancient Games. Through the years, the balance has tilted overwhelmingly in favour of sport, but there remains a strong desire for culture to once more play a larger role.

The impact of Olympic Movement's cultural activities is limited despite passionate proponents. There are already many committed institutions and communities: 50 museums, 60 academies, studies centres, collectors, historians, artists, associations participating in the Cultural Olympiads, as well as fans who are developing series of local initiatives. This is an asset to be considered and boosted.

The structures inside the Olympic Movement are fragmented, too. The Commission for Culture and Education has a broad mission: culture, education and youth development, whilst the Collectors' Commission is focused on a very specific subject. Elsewhere, the expertise and resources dedicated to culture of three-quarters of the NOCs are limited due to their legitimate focus on sports competition, and IF engagement remains to be built. In 2014, with the foundation of the Culture and Heritage Department within the IOC, all these initiatives have been given a fresh focus.

Brand protection rules, based on strict commercial practices, do not allow for "cultural exceptions", and often do not allow high-level collaboration with cultural institutions outside the Movement. Not surprisingly, TOP and NOC sponsorship tends to focus on sport, and their links with cultural bodies within the Olympic family have to be nurtured, whilst for the OCOGs, culture must "create value" rather than representing an additional financial burden. The "Inspire Mark" model used by London 2012 may show a way.

The Cultural Olympiad itself could provide a greater opportunity. Cultural contests disappeared from the Games after London 1948, and there has been an inconsistent status of culture within Games management since then. At present, it is more focused on promoting the local culture than Olympism, but it could be a very powerful tool to build engagement inside the host country and beyond to showcase global Olympic cultural initiatives.



## 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.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

*Olympic Laurel*

- Regulations for awarding the Laurel

*Olympic House*

- To be added to the Host City Contract

*Commissioned artists programme*

- None



**Financial impact**

*Olympic Laurel*

- CHF 1.5 million per edition for the creation and award of the Olympic Laurel.

*Olympic Museum on the Move and The Olympic House*

- To be studied further.

*Commissioned artists programme*

- CHF 2.5 million for selections/jury/communications, project development including residence, on the basis of 10 projects implemented.

**Organisational impact**

*Olympic Laurel*

- Jury and award could be managed by the Culture and Heritage Department.
- Public ceremony could be managed by Games and OCOG teams.

*Olympic Museum on the Move and The Olympic House*

- Managed by a Cultural Project Manager within the Culture and Heritage Department through contractors/producers in collaboration with Games and IOC TMS (torch relay/live sites).

*Commissioned artists programme*

- Managed by “Cultural Project Manager” inside the Culture and Heritage Department through agencies and producers.

**Human Resources impact**

1.5 new additional full-time equivalents

*Olympic Laurel*

- No significant impact

*Olympic Museum on the Move, The Olympic House and Commissioned artists programme*

- 1 cultural project manager + 0.5 assistant

**Other impact**

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.



# IOC's role: Unity in Diversity

## Working Group 11 - Good governance and autonomy

Chair: Sir Craig Reedie

Date of working group meeting: 23 June 2014

### CONTEXT

Good governance and autonomy are strongly linked; they are two sides of the same coin. Organisations belonging to the Olympic Movement can rely on the Olympic Charter (Fundamental Principles of Olympism, no. 5) when claiming their autonomy. But the strongest token to ensure the autonomy of our Movement and its member organisations is the application of appropriate standards of good governance. The IOC already applies high international standards and created the Basic Universal Principles of Good Governance of the Olympic and Sports Movement, which have subsequently been adopted by other stakeholders.

Autonomy is not a goal in itself: it is a necessity for the Olympic Movement to develop sport and disseminate its values considering the specificity of sport, which is that sport is the only area of human existence with a truly universal law based on global ethics, fair play, respect and friendship. Sport needs the freedom to regulate its own sport-specific affairs under its own responsibility, and in accordance with general laws. Politics must respect this sporting autonomy, because it is thanks to this freedom that the rules of sport are recognised worldwide and can be the same regardless of where in the world sport is practised.

In this respect, for the first time in its history, the United Nations has recognised the autonomy of the International Olympic Committee and sport. The recognition came at the UN General Assembly in New York in October 2014. Member States adopted a resolution that not only recognises this autonomy, but even "supports the independence and autonomy of sport as well as the mission of the IOC in leading the Olympic Movement".

The resolution acknowledges sport as a means to promote education, health, development and peace, and highlights the important role of the IOC and the Olympic Movement in achieving these goals. Significantly, it recognises "that major international sports events should be organised in the spirit of peace, mutual understanding, friendship, tolerance and inadmissibility of discrimination of any kind and that the unifying and conciliatory nature of such events should be respected". This clearly implies that full participation at sporting events is encouraged, and that in turn boycotts are incompatible with this UN request for respect of the values of sport.



Good relationships, cooperation and an open dialogue with government authorities are fundamental for the development of sport. The support given by the public authorities and the technical and financial resources provided for sports development can vary widely, depending on the political choices, level of development and priorities in different countries. However, since governments often play a key role in the development of sport, this requires good cooperation between the public authorities and sports organisations. To develop a healthy and productive relationship, collaboration between sports organisations and the public authorities must follow a balanced approach based on partnership rather than subordination, with mutual respect for the autonomy of these organisations and their respective powers and prerogatives. It is precisely this balance which, if respected, can best foster the development of sport and Olympism in each country in a concerted and complementary manner. Within such a partnership with governments, sport must remain politically neutral. This does not mean that sport is apolitical. Sport must include political considerations in its decisions, as well as respecting national laws, as long as they are not targeted against sport and its organisations alone, and as long as they are not aimed at interfering with the internal operations of the sports organisations or substituting themselves for the internal regulations adopted by the sports organisations.

Autonomy is not a goal in itself, nor is it a due. Autonomy has to be earned. Our partners in politics, whom we expect to respect our autonomy, are entitled to expect that we exercise this autonomy responsibly and in accordance with the basic standards of good governance.

Faithful and responsible implementation of the Basic Universal Principles of Good Governance of the Olympic and Sports Movement by each and every constituent of the Olympic Movement allows our sports organisations to operate effectively and efficiently, and gives them the necessary legitimacy and credibility which, in the end, is certainly the best way to ensure respect from our partners and avoid any temptation of outside interference.

The Working Group received the benefit of contributions from external experts including the Chair of the Board of Transparency International, the Vice President of Institutional Integrity for the World Bank, and TOP partners governance experts.



## Recommendation 27

### Comply with basic principles of good governance

<p><b>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”).</b></p> <ol style="list-style-type: none"><li>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.</li><li>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.</li><li>3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.</li></ol>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b></p>
<p><input checked="" type="checkbox"/> <b>Legal impacts</b></p> <p>Update of the Basic Universal Principles of Good Governance of the Olympic and Sports Movement</p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>Organise communication to and education of the organisations belonging to the Olympic Movement.</p> <p>Create tools for homogeneous evaluation and follow-up.</p> <p>Create a small working group and/or consult experts to update the Basic Universal Principles of Good Governance of the Olympic and Sports Movement.</p>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>N/A</p>
<p><input type="checkbox"/> <b>Other impact</b></p>



## Recommendation 28

### Support autonomy

<b>The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country.</b>
<b>BACKGROUND / DESCRIPTION</b> Co-operation between NOCs and national governments is essential. In creating this template, the IOC can benefit from the resolution recognising the autonomy of sport and the IOC which was passed by consensus at the United Nations General Assembly at the end of October 2014. The resolution of the United Nations strengthens the position of sports organisations in their relationship with national governments to support their autonomy and to cooperate in the development of sport.
<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<input checked="" type="checkbox"/> <b>Legal impact</b> Template of Memorandum of Understanding
<input checked="" type="checkbox"/> <b>Financial impact</b> N/A
<input checked="" type="checkbox"/> <b>Organisational impact</b> N/A
<input checked="" type="checkbox"/> <b>Human Resources impact</b> N/A
<input type="checkbox"/> <b>Other impact</b>



## Recommendation 29

### Increase transparency

<p><b>To further increase transparency</b></p> <ol style="list-style-type: none"><li>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.</li><li>2. The IOC to produce an annual activity and financial report, including the allowance policy for IOC members.</li></ol>
<p><b>BACKGROUND / DESCRIPTION</b></p> <p>The IOC members are volunteers.</p> <p>Currently, the IOC policy to contribute to their basic expenses related to the execution of their function is:</p> <ul style="list-style-type: none"><li>• Members attending a commission meeting or attending the Olympic Games can receive an allowance of USD 400 per day.</li><li>• Executive Board members can receive a one-off payment of USD 2,000 for attending an Executive Board meeting.</li><li>• Travel and accommodation on official IOC business may be reimbursed.</li><li>• Members also have the possibility to receive up to USD 6,000 per year for their administrative costs.</li></ul>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b></p>
<p><input checked="" type="checkbox"/> <b>Legal impacts</b></p> <p>Formalisation of an allowance policy for IOC members upon the proposal of the IOC Ethics Commission.</p>
<p><input type="checkbox"/> <b>Financial impact</b></p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>N/A</p>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>N/A</p>



## Working Group 12 - Ethics

Chair: Mr Youssoupha Ndiaye

Date of working group meeting: 24 June 2014

### INTRODUCTION

The IOC was the first sports organisation to establish an Ethics Commission, in 1999. It is widely recognised as a benchmark, and several organisations followed suit in subsequent years.

Whilst acknowledging that upholding ethical behaviour is an on-going task, it is worth noting that the IOC has an efficient and transparent process, and the tools for dealing with ethical issues. But with an ever-changing environment, we must continue to evolve, and now is a good opportunity to identify the latest developments in the field and adapt accordingly.

The Working Group reaffirmed the importance for the IOC Ethics Commission to remain a recommendation-making body and not a disciplinary one, standing as an ethical conscience and a role model for the Olympic Movement. For this, the Ethics Commission will refocus on its original mission, defining and updating the framework of the ethical principles and investigating complaints related to the non-respect of these ethical principles.

The aim of the recommendations proposed is to strengthen its independence and consolidate its procedure. Among the recommendations for Olympic Agenda 2020 are proposals to deliver greater transparency. These changes must be reflected in the IOC Code of Ethics and in the functioning of the Ethics Commission.



## Recommendation 30

### Strengthen the IOC Ethics Commission independence

<b>The Chair and the members of the IOC Ethics Commission to be elected by the IOC Session.</b>
<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<input checked="" type="checkbox"/> <b>Legal impact</b> <i>Amendment to the Olympic Charter</i> <b>22 IOC Ethics Commission*</b> The IOC Ethics Commission is charged with defining and updating a framework of ethical principles, including a Code of Ethics, based upon the values and principles enshrined in the Olympic Charter of which the said Code forms an integral part. In addition, it investigates complaints raised in relation to the non-respect of such ethical principles, including breaches of the Code of Ethics and, if necessary, proposes sanctions to the IOC Executive Board. <a href="#"><u>The Chair and the members of the IOC Ethics Commission are elected by the Session, in a secret ballot, by a majority of the votes cast.</u></a>
<input checked="" type="checkbox"/> <b>Financial impact</b> None
<input checked="" type="checkbox"/> <b>Organisational impact</b> None
<input checked="" type="checkbox"/> <b>Human Resources impact</b> None
<input checked="" type="checkbox"/> <b>Other impact</b> None



## Recommendation 31

### Ensure compliance

<p><b>The IOC to establish within the administration a position of a compliance officer, to:</b></p> <ol style="list-style-type: none"><li>1. Advise the IOC members, IOC staff, NOCs, IFs and all other stakeholders of the Olympic Movement with regard to compliance.</li><li>2. Give advice on new developments with regard to compliance.</li></ol>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b></p>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p> <p>In order to have a clear definition of competences between the Ethics Commission and the compliance officer, the Ethics Commission is requested to put forward a proposal for the split of roles and responsibilities.</p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>None</p>
<p><input type="checkbox"/> <b>Organisational impact</b></p>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>New position</p>
<p><input checked="" type="checkbox"/> <b>Other impact</b></p> <p>None</p>



## Recommendation 32

### Strengthen ethics

<b>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.</b>
<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<input checked="" type="checkbox"/> <b>Legal impact</b> Code of Ethics
<input checked="" type="checkbox"/> <b>Financial impact</b> None
<input type="checkbox"/> <b>Organisational impact</b>
<input checked="" type="checkbox"/> <b>Human Resources impact</b> None
<input checked="" type="checkbox"/> <b>Other impact</b> None



## Working Group 13 - Strategic review of sponsorship, licensing and merchandising

Chair:	Tsunekazu Takeda (excused)
	Deputy Chair: Juan Antonio Samaranch
Date of working group meeting:	16 June 2014

### CONTEXT

Commercial support has always been central to ensuring the independence and viability of the Olympic Movement – it is critical for staging the Olympic Games and promoting the Olympic values. The IOC currently re-distributes more than 90 per cent of its income to the Olympic Movement.

Central to this is the TOP Programme, designed to generate a stable source of income managed by the IOC, thus enabling financial support for all NOCs and OCOGs. Over the past 30 years, the TOP Programme has been an invaluable sponsorship platform for the Olympic Movement, and has seen revenues rise from USD 98 million in TOP I (1985-1988) to over USD1 billion for the current Olympiad, TOP VIII (2013-2016). Agreements recently signed give confidence that a further significant increase can be expected.

In addition to the contribution of cash revenues, the TOP Partners support the Olympic Movement by providing goods, services and industry expertise for the delivery of the Olympic Games. They also provide a powerful endorsement for the benefits of Olympic sponsorship, which helps attract sponsors to local programmes run by both the NOCs and OCOGs. In addition, the TOP sponsors also provide huge “activation” worldwide, and contribute creatively to promoting the Games and the Olympic values.

Despite the continued success of the TOP programme and also the increasing importance of Olympic licensing, it is important that the IOC continues to evaluate these platforms to ensure that they remain relevant and as efficient and effective as possible for the Olympic Movement. Olympic Agenda 2020 has provided the opportunity to focus on three areas to ensure the continued successful evolution of TOP as well as licensing, for the benefit of the Olympic Movement.



## 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.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

Updates to TOP agreements as required

**Financial impact**

**Organisational impact**

**Human Resources impact**

One full-time equivalent: appointment of internal TMS Corporate Social Responsibility coordinator (existing position) to manage the process and be the point of contact for the International Cooperation and Development Department.

**Other impact**

Brand impact: Review of IOC Product Portfolio



## 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.**

#### **BACKGROUND / DESCRIPTION**

Historically, Olympic licensing has been mostly restricted to OCOG territories and a few of the larger NOC territories. To support its long-term brand management strategy, the IOC should develop a long-term global licensing programme:

1. The IOC to develop partnership models for collaboration with TOPs, International Licensees, NOCs and their respective licensees.
2. The IOC to develop Olympic design principles to help guide and inspire licensee design teams to create truly unique and “must-have” Olympic licensed merchandise.
3. The IOC to review its positioning for each of its licensing programmes, to align under the following programmes:
  - “Olympic Collection” (5-rings plus vision value message).
  - “Olympic Heritage Collection” (previous Games editions).
  - “Olympic Games Programmes” (future Games editions).
4. The IOC to review the overall management of programmes to ensure market-leading best practice is adopted and optimise the Olympic licensing model to benefit Olympic stakeholders.
  - An updated sustainability policy and standards to be developed then implemented.
  - A Customer Relationship Management (“CRM”) methodology to be initiated to facilitate ongoing communication with fans.
  - The IOC to undertake a market audit of global, centralised licensing models
  - Consideration to be given to using Olympians (both past and present) as ambassadors to further the emotional connection with the various licensing programmes.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

**Legal impact**

Contractual documentation to be developed in line with commercial arrangements

**Financial impact**

Gradual increase in IOC revenues from licensing over 10-year period



<input checked="" type="checkbox"/> <b>Organisational impact</b> Alignment with The Olympic Museum for programme management
<input checked="" type="checkbox"/> <b>Human Resources impact</b> One full-time equivalent: Creation of FTE Licensing Coordinator position in TMS from 2016
<input checked="" type="checkbox"/> <b>Other impact</b>

DRAFT



## Recommendation 35

### Foster TOP sponsors' engagement with NOCs

<p><b>The IOC to create a programme in view of increasing engagement between TOPs and NOCs.</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.</li> </ol>
<p><b>BACKGROUND / DESCRIPTION</b></p> <p>The NOCs' rights are an important asset for the TOP Partners. Historically though, TOP Partners have not leveraged these assets to their fullest potential. To continue to add mutual value to the TOPs.</p>
<p><b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b></p>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p> <ol style="list-style-type: none"> <li>1. Creation of P&amp;G/IOC service agreement to cover scope, valuation and content of NOC leadership training within the framework of the TOP agreement.</li> <li>2. If applicable, TOP Partner agreements to be updated.</li> </ol>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>To be further studied</p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <ol style="list-style-type: none"> <li>1. IOC TMS to create content of seminar programme, and manage operations and implementation, in collaboration with Olympic Solidarity and NOC Relations Dept.</li> </ol>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>Two full-time equivalents:</p> <ol style="list-style-type: none"> <li>1. Creation of FTE Project Manager position within IOC TMS (if managed internally)</li> <li>2. Creation of FTE Project Manager position within IOC TMS</li> </ol>



## Recommendation 36

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

<b>Extend access to the Olympic brand for non-commercial use.</b>
<p><b>BACKGROUND / DESCRIPTION</b></p> <p>Develop a framework for wider use of the Olympic brand for non-commercial purposes (including the possible use of Olympic IP), subject to the following conditions:</p> <ul style="list-style-type: none"> <li>• Prioritise non-commercial use/entities, based on contribution to the Olympic Movement/Olympic Games.</li> <li>• Maintain balance between inclusiveness and integrity of the brand, to avoid fragmentation of the brand message.</li> <li>• Continue to protect TOP Partners against ambush and unauthorised use of Olympic IP.</li> </ul>
<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p> <p>Olympic Charter, Chapter 1, Rules 7 and 14 - Rights over the Olympic Games and Olympic Properties, Olympic designations</p> <ul style="list-style-type: none"> <li>• Potential update once new brand promotion and management framework is agreed.</li> </ul>
<p><input type="checkbox"/> <b>Financial impact</b></p>
<p><input checked="" type="checkbox"/> <b>Organisational impact</b></p> <p>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.</p>
<p><input type="checkbox"/> <b>Human Resources impact</b></p>
<p><input checked="" type="checkbox"/> <b>Other impact</b></p> <p>Update of the brand framework</p>



# IOC structure and organisation

## Working Group 14 - IOC membership

Chairman: HRH Grand Duke Henri of Luxembourg

Date of working group meeting: 17 June 2014

### CONTEXT

The IOC 2000 Reforms Commission led to a review of the criteria, process and rules for election to IOC membership which are still applied today.

The Reforms Commission at the time considered that the principle of co-optation is a guarantee of the independence of the IOC and its members. The Commission proposed to create a Selection Committee, and to define a precise procedure by which new members would be elected. Furthermore, the Session would elect the new members by secret ballot.

The current age limit for IOC members is 70. The proposal for a limited extension concerns this current age limit only. The “transition rule” safeguarding the established rights for members elected before 1999 will be maintained. The working group, after having studied a wide range of scenarios, came to the conclusion that a general extension of the age limit would not be appropriate for the IOC because it would prevent it from renewing itself.

All members must be re-elected every eight years. There are term limits for Executive Board members of two consecutive four-year terms, and the President is also subject to a limit of a maximum of 12 years.

Further recommendations with regard to composition of the Session, nationality criteria and terms of office were also set out.

Recent developments and submissions have allowed the Working Group to re-consider the different aspects of the IOC’s structure and organisation, in particular the selection, recruitment and election of new members.

Further recommendations with regard to the running of the Session first adopted in Sochi, where the United Nations Secretary-General addressed the meeting, have been widely appreciated by the members.



Current situation				
	Members elected on individual basis	Active athletes	IF Presidents	Presidents of NOCs or continental associations
<b>Distribution of members</b>	70 (one or two places must be given to the most representative of the IOC-recognised organisations)	15	15 (balanced proportions of summer and winter sports )	15
<b>Nationality</b>	No more than 1 per country	1 per country (not including the members chosen on an individual basis)	no nationality restrictions among IF presidents	1 per country (not including the members chosen on an individual basis)
<b>Term of office</b>	The Reforms Commission proposed a term of office of eight years, renewable every eight years.	For athletes, the term will be the same as that provided for the Athletes' Commission.	For members elected as presidents of IFs, NOCs or continental associations, their term as IOC members is linked to the function on the basis of which they were elected; if they lose that function they also cease to be IOC members.	

This framework was confirmed in 2009 by the Olympic Congress. Nonetheless, the Olympic Congress proposed that *“The IOC should assess its criteria for membership and procedures for admission in light of the development of sport and in order to strengthen and enhance its independence and autonomy.”*

In light of the evolution of the Olympic Movement, the IOC Session identified the following points for discussion: to consider whether the age limit should be made more flexible according to a member's particular function, and to ensure that the IOC is equipped with a wide and appropriate set of skills and expertise to ensure its success in the future.



## 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.

#### IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)

**Legal impact**

*Amendment to the Olympic Charter:*

Adapt Rule 16.3.3 and Bye-Laws 16.2.3 and 16.2.4.

#### **16 Members\***

3.3 Age limit:

[3.3.1](#) Any IOC member ceases to be a member at the end of the calendar year during which he reaches the age of 70, subject to [Rule 16.3.3.2 and](#) BLR 16.2.7.1.

#### [3.3.2 Extension of age limit:](#)

[3.3.2.1 The Session may, on the proposal of the IOC Executive Board, extend the age limit for any IOC member who is not subject to the transitional provisions set forth in BLR 16.2.7.1.](#)

[3.3.2.2 There may be no more than five such IOC members for whom the age limit is extended at any time.](#)

[3.3.2.3 Any extension will be for up to a maximum of four years.](#)

[3.3.2.4 The vote of the Session will be taken in a secret ballot, by a majority of the votes cast.](#)

**Financial impact**

**Organisational impact**

**Human Resources impact**



## 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.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

##### **Legal impact**

*Amendment to the Olympic Charter:*

#### **16 Members\***

1. Composition of the IOC – Eligibility, recruitment, election, admittance and status of

IOC members:

1.1 IOC members are natural persons. The total number of IOC members may not exceed 115, subject to BLR 16. The IOC is composed of:

1.1.1 a majority of members whose memberships are not linked to any specific function or office, as defined in BLR 16.2.2.5 including up to five members who may be elected in special cases; their total number may not exceed 70; except for the five members referred to above, BLR 16.2.2.5 shall be applicable and there may be no more than one such member national of any given country, as defined in and subject to BLR 16



### 2.3 The IOC Nominations Commission:

2.3.1 Subject to the direction of the IOC Executive Board, the IOC Nominations Commission is charged with preparing profiles and proposing candidates in order to achieve a diverse and balanced membership of the IOC. To this end, the IOC Nominations Commission is to examine and evaluate all candidatures for election to IOC membership in accordance with BLR 16.2.4 and BLR 21.3 and, for each candidature, provide a written report to the IOC Executive Board within the deadline set to that effect by the IOC President.

2.3.2 The IOC Nominations Commission gathers all useful information on the candidates, including in particular on his professional and material situation as well as on his career and sports activities; the Commission may ask the candidate to provide references from personalities from whom it may obtain information, and source information and advice from other personalities and organisations; the Commission may also invite a candidate for an interview.

2.3.3 The IOC Nominations Commission verifies the eligibility, origin and admissibility of each candidature and, if necessary, the candidate's status as an active athlete or the function to which the candidature is linked.

2.3.4 In evaluating candidatures linked to a function within an IF or NOC, the IOC Nominations Commission shall also take into consideration whether a candidate's respective IF or NOC has an athletes' commission which is compliant with the applicable regulations of the IOC, and that such IF or NOC isare compliant with the Olympic Charter and the World Anti-Doping Code.

2.3.5 The IOC Nominations Commission must include at least one representative of the IOC Ethics Commission and one representative of the IOC Athletes' Commission.

(...)

### ~~2.4 Task of the IOC Nominations Commission:~~

~~2.4.1 The task of the IOC Nominations Commission is to examine all candidatures for election to IOC membership and, for each candidature, to provide a written report to the IOC Executive Board within the deadline set to that effect by the IOC President.~~

~~2.4.2 The IOC Nominations Commission gathers all useful information on the candidates, in particular on his professional and material situation as well as on his career and sports activities; the Commission may ask the candidate to provide references from personalities from whom it may obtain information; the Commission may also invite a candidate for an interview.~~



~~2.4.3 The IOC Nominations Commission verifies the eligibility, origin and admissibility of each candidature and, if necessary, the candidate's status as an active athlete or the function to which the candidature is linked.~~

**Financial impact**

Support to the recruitment / selection process

**Organisational impact**

**Human Resources impact**

**Other impact**

DRAFT



## 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.

#### **BACKGROUND / DESCRIPTION**

The last two editions of the IOC Congress took place in 1994 and 2009, 15 years apart. However rapid changes within the Olympic Movement and the ever-increasing speed of information exchange and communication have led to a call for more frequent meetings.

On the other hand, the IOC world conferences have provided a more regular opportunity to share research and best practices and to define common positions and approaches in specific fields in which sport can make a positive contribution to society.

Almost all of the world conferences have been linked to a commission, and where there has been overlap of scope between commissions, there has been some duplication of content.

The world conferences represent a significant financial investment for the IOC, host countries and Olympic Solidarity, and they require a great deal of resources in terms of planning and follow-up. Their effectiveness with respect to promoting the IOC brand and producing actionable work plans which demonstrate results has varied.

Until now, IOC world conferences have been organised every two years, every three years or every four years, depending on the subject and the commission in charge of the conference. For example, the World Conference on Women and Sport has been organised every four years, while the Sport For All and Sport, Education and Culture world conferences have been organised every two years.

In order to strengthen the impact and to rationalise investments, it is recommended to regroup all the IOC world conferences into one single event of a much larger scale. This “Olympism in Action Congress” would be take place every four years, in non-Olympic years, starting in 2017.



<b>IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)</b>
<p><input checked="" type="checkbox"/> <b>Legal impact</b></p> <p>1. Olympic Charter, Chapter 1, Bye-Law to Rule 4: Olympic Congress: reflect new concept of Olympism in Action Congress, openness to civil society</p>
<p><input checked="" type="checkbox"/> <b>Financial impact</b></p> <p>1. The cost of the “Olympism in Action Congress” is estimated at approximately USD 12.8 million for the first edition.</p> <p>Substantial savings for not organising the numerous existing World Conferences and for not organising another Olympic Congress are to be taken into consideration.</p>
<p><input type="checkbox"/> <b>Organisational impact</b></p>
<p><input checked="" type="checkbox"/> <b>Human Resources impact</b></p> <p>1. An event of this scale will require two dedicated FTEs.</p>
<p><input checked="" type="checkbox"/> <b>Other impact</b></p> <p>1. The organisers of the IOC Session to have a first option to organise the “Olympism in Action” Congress.</p> <p>Brand impact: Branding and look of the “Olympism in Action” Congress/IOC Session to be further defined/reviewed.</p>



## 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.**

#### **BACKGROUND / DESCRIPTION**

The IOC has 22 commissions which have the function of advising the President, EB and Session. There are also coordination commissions for each edition of the Olympic Games, as well as an evaluation commission for candidate cities. The commissions can be permanent or ad hoc.

The IOC President defines the mission of each commission and appoints its members. These are chosen according to their expertise in the commission's area of activity. Only IOC members may chair a commission. Some of these commissions are mixed, including IOC members, representatives of the International Olympic Sports Federations and the National Olympic Committees, athletes, technical experts, advisers and sports specialists.

The scope of these 40 recommendations is wide-ranging, with many implications (financial, legal, human resources, etc.). This is a strategic paper which cannot be entirely implemented at once. Therefore, the IOC Executive Board will have to make decisions on priorities, approve an implementation plan with the goal of having all the recommendations implemented by the year 2020.

In the different working group discussions, in commissions, in the Executive Board and in public submissions, many ideas have been presented, but these can be addressed only once the Olympic Agenda 2020 priorities have been set.

With regard to the scope and composition of the IOC commissions, different approaches have been discussed in various working groups, including the following:

#### **Environment / Sustainability**

- Consider adapting the name, role, scope, structure and organisation of the current IOC Sport and Environment Commission for it to further integrate sustainability

#### **Culture / Education**

- Consider splitting the Culture and Education Commission into an Education Commission, on the one hand, and a Culture and Heritage Commission on the other hand.
- Consider integrating the Olympic Philately, Numismatic and Memorabilia Commission into the Culture and Heritage Commission by having one or two representatives from the world of collectors.

#### **Olympism in Action**

- Consider creating an Olympism in Action structure which would act as an umbrella body bringing together the chairs of the relevant commissions (Olympic Culture and Education,



Women and Sport, International Relations, Sport and Environment and Sport for All).

- Consider strengthening the work of the International Olympic Truce Foundation by integrating it into the International Relations Commission.

#### **Athletes' Commission Membership**

- The Commission recommends that to be proposed as a candidate for the IOC Athletes' Commission elections, the IF of the respective candidates must have an Athletes' Commission, meeting the IOC requirements in place. This point had been updated in the regulations following the Sochi Winter Games and should be enforced for the first time in Rio.

#### **IMPACTS: Legal / Financial / Organisational / Human Resources / Other (brand)**

##### **Legal impact**

Depending on future decisions, possibly the Olympic Charter, Chapter 2

##### **Financial impact**

According to number of commissions and commission members

Specifically on the future of the Sport and Environment Commission:

To be effective, the new Commission and its sub-groups will need to meet more frequently than has previously been the case. This would be through a mix of on-site and video-conference meetings. It is expected that the number of Commission members would be reduced thereby, so, to a certain extent, this would compensate for the costs.

The external experts should be remunerated and not expected to "volunteer" their time and expertise.

##### **Organisational impact**

Change of the scope of the IOC commissions and which department is supporting them.

##### **Human Resources impact**

According to the number and distribution of commissions across the departments

##### **Other impact**

By establishing a clear sustainability policy and a clear remit for the commission, the IOC will reinforce its credibility among the Olympic Movement stakeholders and the public at large.

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