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EXECUTIVE SUMMARY

The implementation of the 40 recommendations of Olympic Agenda 2020, the IOC’s strategic roadmap for the future of the Olympic Movement, began in 2015, almost immediately after its unanimous approval at the 127th IOC Session in December 2014.

This document, developed in keeping with Olympic Agenda 2020’s call for increased transparency and accountability, is a status report on the implementation since its adoption. It details action taken and action planned before 2020 to fully implement all the recommendations.

The trajectory of progress is well established. As of 1 September 2017, the IOC had taken action on all 40 recommendations and more than half are implemented or close to completion. These accomplishments have been possible thanks to the active participation of all constituents, stakeholders and partners of the Olympic Movement, including the United Nations and a number of NGOs that support the mission and values of the Movement.

Here are some of the significant changes that have resulted from Olympic Agenda 2020 to date, presented under the three themes that guided their development: Credibility, Sustainability and Youth.

Credibility

- Good Governance/Ethics:
  - IOC financial statements are now prepared and audited in line with the International Financial Reporting Standards (IFRS); the IOC Annual Report includes all financial data and the allowance policy for IOC Members.
  - The IOC Ethics Commission members are now elected by the full IOC membership; the new positions of Chief Ethics and Compliance Officer and Chief Internal Audit Officer have been created.
  - The IOC commissioned an independent governance assessment from IMD; and the implementation of recommendations is underway.
  - The IOC is providing assistance to help NOCs and IFs comply with the Basic Universal Principles of Good Governance and address potential gaps.
  - Gender equality has been promoted both on and off the field of play, with more gender equality in the Olympic programme and more female representation at the IOC.

- Protecting the Integrity of Sport and supporting the clean athletes
  - A USD 10 million fund has been created to prevent match-fixing, manipulation and related corruption; and there has been increased educational outreach and cooperation with INTERPOL.
  - A USD 10 million fund has been created for innovative anti-doping research and testing.
  - An Integrity and Compliance Hotline has been launched to provide a mechanism by which to report incidents.
  - The IOC has organised two International Forums for Sports Integrity to share knowledge and best practices.
  - A new “Olympic Movement Code for Preventing Competition Manipulations” has been published.
  - A new IOC Athletes’ Commission strategy, including athlete-focused programmes, has been launched to support the clean athletes on and off the field of play.
Sustainability

- A sustainability strategy encompassing the IOC, the Olympic Games and the Olympic Movement has been developed.

- The Olympic Games:
  - The Candidature Process has been revamped to provide more support to candidate cities at every stage, including during a new Invitation Phase to help them maximise the benefits of their Olympic experience.
  - Candidate cities are strongly encouraged to use existing, temporary or demountable venues; and any proposed new venues require evidence of clear legacy value.
  - The Host City Contract and other candidature materials have been revised for clarity, simplification and to reinforce obligations related to non-discrimination and labour rights.

- Sport & Society:
  - A new Memorandum of Understanding has been signed with the UN, strengthening the collaboration with many UN agencies:
    - UNESCO for physical education
    - UN Women for gender equality
    - UNHCR for refugees.
  - A Refugee Olympic Team was created for the Olympic Games Rio 2016.
  - New cultural initiatives have been launched, including the Olympic Laurel distinction and Artist in Residence programme at Rio 2016.

Youth

- Youth Engagement
  - Five new sports and 15 new events in existing sports have been added to the Tokyo 2020 programme to put a stronger focus on youth, urban sport and women.
  - The Sports Lab concept and other initiatives have been extended to encourage sports participation in the host communities.
  - The Olympic Channel has been launched and continues to expand its reach to youth audiences.
  - New strategic goals for the Youth Olympic Games have been adopted to increase participation and the level of competition.
  - Young Ambassadors have been appointed to nearly a third of the IOC’s commissions.
Recommendation 1

Shape the bidding process as an invitation

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

1. The IOC to introduce an assistance phase during which cities considering a bid will be advised by the IOC about bid procedures, core Games requirements and how previous cities have ensured positive bid and Games legacies.

2. The IOC to actively promote the maximum use of existing facilities and the use of temporary and demountable venues.

3. The IOC to allow, for the Olympic Games, the organisation of preliminary competitions outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability.

4. The IOC to allow, for the Olympic Games, the organisation of entire sports or disciplines outside the host city or, in exceptional cases, outside the host country notably for reasons of geography and sustainability.

5. The IOC to include in the host city contract clauses with regard to Fundamental Principle 6 of the Olympic Charter as well as to environmental and labour-related matters.

6. The IOC to make the Host City Contract (HCC) public.

7. The HCC to include details of the IOC’s financial contribution to the OCOG.

8. Respect third-party legal interests by making contractual elements available on an “in-confidence” basis.

9. The IOC to accept other signatories to the HCC than the host city and the NOC, in line with the local context.

10. The IOC to provide the HCC at the outset of a given bid process.
Recommendation 1: Shape the bidding process as an invitation

Implementation

2015 - 2017 achievements and deliverables

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.
   - The first “invitation phase” was launched on 15 January 2015 for the 2024 candidature process. Six individual workshops were held. A revised candidature process for 2024 allowed cities to “course correct”, enabling each city to put forward its best individual value proposition. This resulted in stronger candidatures and more knowledgeable teams, better equipped to transition into an Organising Committee.
   - For the Olympic Winter Games 2026, based on the recommendations of the Olympic Winter Games Strategic Working Group and the 2024 Candidature Process, the IOC’s assistance will be further reinforced, with the IOC acting as a proactive and supportive partner to cities and NOCs. An overview of the new process, as adopted by the IOC Session in July 2017, is described below:

   Phase 1: Invitation
   - Longer, non-committal Invitation Phase from September 2017 to October 2018
   - Direct technical assistance provided to the cities/NOCs by the IOC (in collaboration with the IFs and other stakeholders)
   - No city submission or presentations
   - Support in communication, brand management and community engagement

   Phase 2: Candidature
   - A shorter, one-year phase tailored to the context of the city/region to allow for the best value proposition and focused on cost reduction
   - A lighter submission, adapted to each city’s context

   Documentation revision:
   - All documentation related to the candidature process has been updated, including an updated Host City Contract and the distilling of over 7,000 pages of Technical Manuals into fewer than 350 pages of contractually binding Host City Contract Operational Requirements and the publication of 41 Olympic Games Guides, as well as the development of the consultants register.
   - For 2026, a new publication has been created for prospective Winter Games hosts: The Olympic Winter Games in numbers. This document provides detailed facts and figures from the last two Olympic Winter Games, focusing on the main costs, designed to assist cities in creating a realistic budget applicable to their individual context.
Recommendation 1: Shape the bidding process as an invitation

2015 - 2017 achievements and deliverables

- For both 2024 and 2026, the IOC has put together information promoting both Olympic Games and candidature legacies, designed to be reused by cities in their own awareness and promotion campaigns.

2. The IOC to actively promote the maximum use of existing facilities and the use of temporary and demountable venues.
   - The maximum use of existing facilities and the use of temporary and demountable venues is systematically promoted. This led to the 2024 candidate cities, Los Angeles and Paris, having significantly lower infrastructure budgets than in the past.
   - By eliminating venue seating capacity requirements, in collaboration with the IFs, cities have had much greater flexibility and have been able to make use of a much greater number of existing 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.
   - The following principle is included in the Host City Contract – Operational requirements:
     As a general principle, ensure that all sports competitions take place in the host city of the Olympic Games. Pursuant to the Olympic Charter, the IOC may allow the organisation of preliminary competitions, or even entire sports or disciplines, outside the host city or, in exceptional cases, outside the host country, notably for reasons of sustainability and geography.

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.
   - Covered by the principle mentioned under 3.

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.
   - The following clause has been added in the Host City Contract 2024 – Principles:
     The Host City, the Host NOC and the OCOG shall in particular take all necessary measures, where necessary in cooperation with Host Country Authorities and other third parties, to ensure that their activities in relation to the organisation of the Games comply with any international agreements, laws and regulations applicable in the Host Country, with regard to planning, construction, protection of the environment, health and safety, labour and working conditions and cultural heritage.

6. The IOC to make the Host City Contract (HCC) public.
   - The Host City Contracts for 2024 and 2028 have been made public and are available on olympic.org
2015 - 2017 achievements and deliverables

7. The HCC to include details of the IOC’s financial contribution to the OCOG.
   - IOC’s financial contribution for the Olympic Games 2024 and 2028, representing an estimated value of respectively USD 1.7 and 1.8 billion, is detailed in the second section of the “Host City Contract 2024 – Principles” and “Host City Contract 2028 – Principles”.

8. Respect third-party legal interests by making contractual elements available on an “in-confidence” basis.
   - Contractual elements are available to third parties, on a case-by-case, “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.
   - When applicable, other signatories to the HCC than the host city and the NOC will be accepted for 2024 onwards.

10. The IOC to provide the HCC at the outset of a given bid process.
    - Starting with the candidature process for 2024, the HCC has been provided at the outset of the candidature process.

2017 - 2020 expected achievements and deliverables

Recommendation implemented – repeat and improve

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.
   - As detailed above for the Olympic Winter Games 2026, the IOC will expand the services it makes available to cities/NOCs, particularly during the Invitation Phase, and make technical expertise directly available to the cities/NOCs where requested within a framework ensuring fair and equal opportunities for all.
   - The IOC will provide the cities/NOCs with various communications materials and resources, including short legacy-related films and Olympic Winter Games/Candidatures economic and social benefit studies, and more regular contacts between the cities and the IOC will be scheduled.

2. to 10.: already implemented – repeat for all upcoming candidature processes.
Recommendation 2

**Recommendation 2: Evaluate bid cities by assessing key opportunities and risks**

<table>
<thead>
<tr>
<th>The report of the Evaluation Commission to present a more explicit risk and opportunity assessment with a strong focus on sustainability and legacy.</th>
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<tbody>
<tr>
<td>1. Introduce into the existing 14 Candidate City evaluation criteria a new criterion entitled: The Athletes’ Experience.</td>
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<tr>
<td>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.</td>
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<tr>
<td>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.</td>
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<td>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.</td>
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<tr>
<td>5. The Candidate City Briefing to include an in-camera discussion between the IOC members and the IOC Evaluation Commission.</td>
</tr>
<tr>
<td>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.</td>
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</tbody>
</table>
Implementation

2015 - 2017 achievements and deliverables

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

- The Evaluation Commission report now includes a clear risk and opportunity assessment.
- Sustainability and Legacy are part of the Evaluation Commission assessments from the outset of the process.
- The format of the Evaluation Commission report significantly changed for 2024 – more concise, reader-friendly and focused on opportunities and challenges. A 15-minute video highlighting key messages of the report was also produced.

1. Introduce into the existing 14 Candidate City evaluation criteria a new criterion entitled: The Athletes' Experience.
   - The Athletes’ Experience criterion has been introduced as of the 2024 candidature process.

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.
   - The promotion of 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 have been part of the Candidate City evaluation since the 2022 Games process.

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.
   - The core requirements for hosting the Olympic Games from 2024 onwards have been defined and are available on olympic.org

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.
   - The IOC’s contribution to the 2022, 2024 and 2028 Olympic Games has been communicated and promoted and is included in the respective Host City Contracts. The amount for the 2026 contribution has been communicated to the 2026 cities/NOCs.
   - Creation of The Olympic Winter Games in numbers helping cities to better understand major Olympic Winter Games cost drivers and contextual impacts and to create a realistic budget applicable to their individual context;

5. The Candidate City Briefing to include an in-camera discussion between the IOC Members and the IOC Evaluation Commission.
   - The Candidate City Briefing has included an in-camera discussion between the IOC Members and the IOC Evaluation Commission since the 2022 Games process.
Recommendation 2: Evaluate bid cities by assessing key opportunities and risks

2015 - 2017 achievements and deliverables

6. The 2024 Commission benefitted from third-party, independent advice in a number of areas, with a special focus on sustainability and legacy (e.g. Economy Country Reports, Opinion Polls, Human Right, Sustainability (Protected Areas (Biodiversity Aspects), Air Quality), Security, Transport, Venues, Finance, Legal Matters, Telecom).


2017 - 2020 expected achievements and deliverables

Recommendation fully implemented – repeat deliverables for all upcoming candidature processes.
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.
**Recommendation 3: Reduce the cost of bidding**

**Implementation**

### 2015 - 2017 achievements and deliverables

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

1. The Candidate Cities to be allowed to attend and make a limited number of presentations
   - Since the 2022 Candidate Cities, the number of presentations by Candidate Cities has been limited to the four presentations listed in the recommendation.
   - For the 2026 process, there will be no presentations during the Invitation Phase (October 2018 – October 2019)
2. The IOC to bear the costs listed above.
   - Since the 2022 Candidate Cities, the identified costs previously covered by Candidates Cities have been borne by the IOC.
   - Since the 2024 candidature process, the IOC has covered the full costs of the production and set-up of the Evaluation Commission conference room and all costs related to the Evaluation Commission.
3. Publication of the Candidature File to be in electronic format only.
   - Since the 2024 Candidate Cities, the publication of the Candidature File has been in electronic format only. For the 2026 cities, there will be no document deliverable until the Candidature Phase, and this will be a lighter candidature submission, related to the city/region context.
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.
   - The register of consultants was in place for the launch of the 2024 candidature process (link)
5. The IOC to give access to bid cities, upon their request, to the Olympic Channel.
   - Opportunities have been explored with the Olympic Channel, and these will be discussed with the 2026 Candidate Cities.

### 2017 - 2020 expected achievements and deliverables

Recommendation implemented – repeat the deliverables for all upcoming candidature processes. This will include a higher level of assistance during the 12-month invitation phase, which will reduce further the need for prospective cities to directly contract Games experts.
Recommendation 4

Include sustainability in all aspects of the Olympic Games

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

1. Develop a sustainability strategy to enable potential and actual Olympic Games organisers to integrate and implement sustainability measures that encompass economic, social and environmental spheres in all stages of their project;

2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;

3. The IOC to ensure post-Games monitoring of the Games legacy with the support of the NOC and external organisations such as the World Union of Olympic Cities (UMVO).
## Implementation

### 2015 - 2017 achievements and deliverables

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;
   - Following the set-up of the Sustainability and Legacy Commission and the creation of the Department for Corporate Development, Brand and Sustainability, a wide-ranging consultative process with Olympic Movement stakeholders and sustainability subject matter experts was launched to identify challenges and opportunities, and discuss ways forward.
   - A sustainability strategy was developed and approved by the IOC Executive Board in December 2016. This strategy is organised around:
     - Three spheres of responsibility including the IOC as an organisation, the IOC as the owner of the Olympic Games and the IOC as the leader of the Olympic Movement;
     - Five focus areas: infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate.
   - A four-year action plan was developed to support the implementation of this strategy with four specific objectives for the IOC as the owner of the Olympic Games.
   - In order to reach these objectives, sustainability is being incorporated and strengthened throughout the Olympic Games management lifecycle (in relation with recommendations 1, 2, 3 and 12).

2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
   - Sustainability was included as a strategic executive topic as of the invitation phase for the Olympic Games 2024.
   - The positioning of sustainability within Olympic Games management has evolved from a functional area responsibility to a shared responsibility, to which all functional areas contribute.
   - In order to assist the Organising Committees, the IOC has developed strategic partnerships with global recognised institutions (such as the IUCN, UNEP and ILO) as well as leveraging its TOP partners.
Recommendation 4: Include sustainability in all aspects of the Olympic Games

### 2015 - 2017 achievements and deliverables

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).
   - Alongside sustainability, legacy is being included as a strategic executive topic throughout the Olympic Games management lifecycle as part of the new legacy approach.
   - A pilot project to capture Olympic Games legacy has been launched in eight host cities (both Summer and Winter, encompassing the 20th and 21st centuries). A Memorandum of Understanding has been signed with the UMVO to facilitate the exchange of best practice-sharing among Olympic cities.
   - Celebration of the past Olympic Games anniversaries has been encouraged, and the IOC has in particular collaborated with Barcelona, Grenoble and Nagano and supported them, especially with the use of historical Olympic marks.

### 2017 - 2020 expected achievements and deliverables

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;
   - The IOC to implement the sustainability strategy related to the Olympic Games:
     - Ensure sustainability is addressed as a strategic topic with cities as early as the invitation phase and throughout all phases of the candidature process.
     - Reinforce sustainability commitments in the Host City Contract so that bidding for and hosting an Olympic Games edition can act as a catalyst for sustainable development within the host city and region.
     - Strengthen support for and monitoring of the OCOGs’ implementation of sustainability-related bid commitments, Host City Contract requirements and IOC recommendations, including through the provision of common methodologies and independent third-party assessments where appropriate.
     - Facilitate exchanges between Olympic Games stakeholders (e.g. OCOGs, national partners, host city authorities and TOP partners), and build strategic partnerships with relevant expert organisations to develop innovative sustainable solutions for planning and staging the Olympic Games.
2017 - 2020 expected achievements and deliverables

2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
   - Define and implement a revised working methodology within the IOC and across all OCOGs to assist the integration of sustainability into relevant processes and procedures.
   - Provide Organising Committees with targeted guidance in elements of the sustainability programme that respond to global issues/standards, e.g. sourcing, management systems and carbon calculation methodology.

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 Cites (UMVO).
   - Develop and implement a legacy strategy, supported by the newly created Legacy function, including the provision of input on best practices on legacy governance and the review the Olympic Games legacy management tools and processes.
   - Launch and complete the Olympic legacy capture project, consolidating information from all available sources, in collaboration with a multi-stakeholder team. By 2020 it will include all previous Olympic Games editions.
   - Support cities and NOCs in the celebration of Olympic Games anniversaries, providing guidelines and sharing best practices.
Recommendation 5

Include sustainability within the Olympic Movement’s daily operations

The IOC to embrace sustainability principles:

1. The IOC to include sustainability in its day-to-day operations.
   - The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).
   - The IOC to reduce its travel impact and offset its carbon emissions.
   - The IOC to apply the best possible sustainability standards for the consolidation of its Headquarters in Lausanne.

2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:
   - developing recommendations,
   - providing tools, e.g. best practices and scorecards,
   - providing mechanisms to ensure the exchange of information between Olympic stakeholders,
   - using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.

3. To achieve the above, the IOC to cooperate with relevant expert organisations such as UNEP.
Recommendation 5: Include sustainability within the Olympic Movement’s daily operations

Implementation

2015 - 2017 achievements and deliverables

1. The IOC to include sustainability in its day-to-day operations.
   - Following the set-up of the Sustainability and Legacy Commission and the creation of the Department for Corporate Development, Brand and Sustainability, a wide-ranging consultative process with Olympic Movement stakeholders and sustainability subject matter experts was launched to identify challenges and opportunities, and discuss ways forward.
   - A sustainability strategy was developed and approved by the IOC Executive Board in December 2016. This strategy is organised around:
     - three spheres of responsibility, including the IOC as an organisation, the IOC as the owner of the Olympic Games and the IOC as the leader of the Olympic Movement;
     - five focus areas: infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate.
   - A four-year action plan was developed to support the implementation of this strategy, with nine specific objectives for the IOC as an organisation.
     - Sustainability has been embedded in selected IOC Corporate Programmes, mainly the new IOC HQ.
     - Sustainability is being integrated into the IOC’s procurement process as well as events such as the Olympism in Action Forum.
     - The IOC now annually conducts carbon footprinting exercises, and a carbon reduction plan for 2017–2020 has been defined.

2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations.
   - A four-year action plan was developed to support the implementation of the sustainability strategy with five specific objectives for the IOC as the leader of the Olympic Movement.
   - Collaboration with IFs has been strengthened with the identification of 40 case studies to date and dedicated working sessions (water quality, supply chain and carbon). The IOC is also working with GAISF on the structure and content of the 2017 IF forum on sustainability.
   - Sustainability has been included as one of the five key focus areas of Olympic Solidarity’s 2017–2020 programme. Working with NOC Relations and Olympic Solidarity, mapping of NOC activities in the field of sustainability has been undertaken and best practices have been identified.

3. To achieve the above, the IOC to cooperate with relevant expert organisations such as UNEP.
   - Initial discussions with approximately 40 organisations (including UNEP, IUCN, NGOs, academics and business representatives) have taken place to exchange views on the IOC’s sustainability and legacy strategic framework, and to identify potential areas of alignment and future collaboration.
   - The IOC has developed strategic partnerships with global recognised Institutions (such as the IUCN, UNEP and ILO) on specific joint projects (biodiversity in sports events, resource management, responsible tourism, human rights, etc.).
Recommendation 5: Include sustainability within the Olympic Movement’s daily operations

2017 - 2020 expected achievements and deliverables

1. The IOC to include sustainability in its day-to-day operations.
   - The IOC to implement its sustainability strategy related to the IOC as an organisation:
     - Design and construction of the future Olympic House to be certified according to nationally and internationally recognised sustainability standards.
     - Increase the energy efficiency of our buildings.
     - Integrate sustainability into the sourcing of goods and services, including those from TOP Partners and official licensees.
     - Achieve a measurable reduction in waste quantities.
     - Reduce the IOC’s travel impact (business travel for IOC staff, members and guests; vehicle fleet; staff commuting; and freight).
     - Further increase staff diversity, in particular with regard to gender and geographical diversity.
     - As part of IOC@work2020, further develop a wellness programme to promote healthy and active lifestyles at the IOC.
     - Achieve carbon neutrality by reducing direct and indirect GHG emissions, and by compensating emissions as a last resort.
     - Include sustainability in corporate events.

2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations.
   - The IOC to implement its sustainability strategy related to the IOC as the leader of the Olympic Movement:
     - Provide mechanisms to ensure the exchange of information and best practices between Olympic Movement stakeholders.
     - Support Olympic Movement stakeholders in integrating sustainability within their organisation through the exchange of best practices, the development of guidelines, templates, tools and cases studies, one-to-one support and the creation of technical working groups.
     - Set up an ambassador programme including athletes, in order to raise awareness on sustainability in sport.
     - Facilitate access to relevant expert organisations to develop guidelines and innovative solutions.
     - Profile the role of the Olympic Movement in sustainability through the aggregation of information and collective reporting.

3. To achieve the above, the IOC to cooperate with relevant expert organisations such as UNEP.
   - Continue the dialogue and cooperation initiated in 2015–2017 to foster collaboration with external expert organisation for the implementation of the IOC Sustainability Strategy.
Recommendation 6

Cooperate closely with other sports event organisers

Cooperate closely with other sports event organisers:

1. The IOC and the International World Games Association (IWGA) to closely cooperate regarding the sports programme composition and their respective evaluations.
2. The IOC and the International Masters Games Association (IMGA) to study the possibility for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.
3. The IOC to consider including a “sports lab” or sports initiation programmes as part of the Olympic Games or Youth Olympic Games to trigger youth involvement and benefit the host community.
Recommendation 6: Cooperate closely with other sports event organisers

Implementation

2015 - 2017 achievements and deliverables

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.
   - Memorandum of Understanding signed between the IOC and IWGA in 2016 to closely cooperate regarding the sports programme composition and their respective evaluations.
   - Action plan for the implementation of the MoU defined.
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.
   - Memorandum of Understanding signed between the IOC and IMGA in 2016. The Host City Contract was updated to include a clause encouraging host cities to consider organising Masters Games events.
   - Action plan for the implementation of the MoU defined.
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.
   - Lillehammer 2016: Games-time implementation of sports initiation and post-Games debrief.
   - Rio 2016: Games-time implementation of sports experience programme, including multiple Olympic sports initiations. Detailed report prepared on the overall project which will serve as guidance for future OCOGs.
   - PyeongChang 2018: Observation of Rio 2016 sport initiation initiatives completed. The IOC has provided recommendation for the framework/concept definition of sports initiation activities to the OCOG, including showcasing of non-Olympic events.
   - Buenos Aires 2018: Concept developed to evolve around four parks situated around the city. The experience in each Park will be different but will mix sports competition, showcasing and sports initiation, as well as other cultural and youth-relevant topics.
   - Tokyo 2020: Initial workshop held regarding an urban cluster which would see skateboard and Sport Climbing and potentially other sports located in the same vicinity and mix initiation for local young people and competition, whilst keeping legacy as a key focus.
   - Cross-Games: A contractual obligation in the Host City Contract Operational Requirement document was included to re-emphasise the importance of wider engagement and initiation activities.
## Recommendation 6: Cooperate closely with other sports event organisers

### 2017 - 2020 expected achievements and deliverables

**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.
   - Implementation of the IWGA-IOC action plan focusing on the sports programme for the World Games, anti-doping, NOC relations and television broadcasting.

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.
   - Implementation of the IMGA-IOC action plan, focusing on the opportunity for Olympic Games host cities to benefit from an option to organise the Masters Games afterwards, illustrating the Olympic Games legacy and encouraging the development and promotion of masters’ sport and physical activity for all.

In addition to IWGA and IMGA, the IOC will also reinforce its relationship with FISU and TAFISA:

- The IOC and the International University Sports Federation (FISU) to further cooperate on the areas of athletes’ health and education through sport.
  - Develop and begin implementation of FISU action plan following 2016 MoU signing, focusing on dual athlete career programme and education through sport.
  - The IOC and the Association for International Sport for All (TAFISA) to collaborate on the promotion of sport for all and physical activity within the Olympic Movement: develop and begin implementation of TAFISA-IOC action plan to collaborate on the promotion of sport for all and physical activity within the Olympic Movement.

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.
   - Publish guidelines regarding sports initiations based on the learnings from Rio, including recommendations for future OCOGs, as part of the Olympic Games Guide on Sport.
   - Continue to assist Buenos Aires 2018 (park concept) and Tokyo 2020 (urban cluster) with the planning of sports initiation and showcasing opportunities for the local communities.
Recommendation 7

Strengthen relationships with organisations managing sport for people with different abilities

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

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

Implementation

2015 - 2017 achievements and deliverables

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

- New general IOC – IPC Memorandum of Understanding.
- IOC – IPC specific agreement regarding the organisation of the 2022 Olympic Winter Games.
- Signature of a Memorandum of Understanding with the International Committee of Sports for the Deaf, supplemented by an action plan.

2017 - 2020 expected achievements and deliverables

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

- Signature of the Long Form Agreement of the IPC - IOC cooperation.
- Action Plans to encourage development of the ICSD linked to the objectives of the Sport and Active Society Commission.
Recommendation 8

Forge relationships with professional leagues

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

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

Implementation

2015 - 2017 achievements and deliverables

Invest in and forge relationships with professional leagues and structures via the respective International Federations

- Rio 2016: Individual sports maximised participation of the best athletes with sport-specific arrangements in place between IFs, leagues and the respective bodies.

2017 - 2020 expected achievements and deliverables

Invest in and forge relationships with professional leagues and structures via the respective International Federations

- Expand to a wider focus on the inclusion of best athletes at future Olympic Games, including professional athletes from team and individual sports through an enhanced relationship with professional leagues, but also athletes’ representative bodies through the IFs.
- Develop and implement general and sport-specific strategies to ensure the participation of the best athletes.
Recommendation 9

Set a framework for the Olympic programme

Set limits for accreditations:

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad to approximately:
   - 10,500 athletes
   - 5,000 accredited coaches and athletes’ support personnel
   - 310 events

2. The IOC to limit the number of athletes, officials and events for the Olympic Winter Games to approximately:
   - 2,900 athletes
   - 2,000 accredited coaches and athletes’ support personnel
   - 100 events

3. The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.
## Implementation

### 2015 - 2017 achievements and deliverables

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad.
   - The framework was respected in developing the programme for Tokyo 2020. While a small increase in events was made, an overall reduction of 285 athletes was achieved, bringing the total number of athletes in the Games down to 10,616 without counting the new sports proposed by Tokyo 2020. Efforts will be made for the programme of the 2024 Games to achieve the ceiling of 10,500 recommended in the Olympic Charter.

2. The IOC to limit the number of athletes, officials and events for the Olympic Winter Games.
   - As the programme of the Olympic Winter Games PyeongChang 2018 was the first to be completed after the approval of Olympic Agenda 2020, the recommendations therein were only partially applied. Looking ahead to the programme for the Olympic Winter Games Beijing 2022, this process has just commenced with all Winter Federations, and is anticipated to finish with the decision of the IOC Executive Board in July 2018. The framework set out in the Olympic Charter will be respected throughout this process.

3. The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.
   - A process to identify how the overall number of other accreditations at the Olympic Games can be reduced is included in the Games Management 2020 framework.

### 2017 - 2020 expected achievements and deliverables

1. The IOC to limit the number of athletes, officials and events for the Games of the Olympiad.
   - Development of the programme for the Olympic Games 2024 within the framework.

2. The IOC to limit the number of athletes, officials and events for the Olympic Winter Games.
   - Development of the programme of the Olympic Winter Games Beijing 2022 within the framework.

3. The IOC to study ways in which the overall number of other accreditations at the Olympic Games can be reduced.
   - A process to identify how the overall number of other accreditations at the Olympic Games can be reduced is included in the Games Management 2020 framework.
Recommendation 10

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

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

1. Regular reviews of the programme to be based on events rather than sports, with the involvement of the International Federations, and with the following restrictions to be respected:
   - For the Games of the Olympiad: approximately 10,500 athletes, 5,000 accredited coaches and athletes’ support personnel, and 310 events,
   - For the Winter Games, approximately 2,900 athletes, 2,000 accredited coaches and athletes’ support personnel, and 100 events.

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

3. The IOC to allow the OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games.
## Implementation

### 2015 - 2017 achievements and deliverables

1. Regular reviews of the programme to be based on events rather than sports, with the involvement of the International Federations:
   - The criteria to establish the sports and events programme have been reviewed.
   - The PyeongChang 2018 events programme and athlete quotas were approved.
   - Collection of Rio 2016 IF data completed at event level and shared with the International Federations.

2. The IOC Session to decide on the inclusion of any sport (IF) in the programme:
   - The sport programme of the Olympic Winter Games Beijing 2022 was approved by the IOC Session in 2015.
   - The sport programme of the Olympic Games 2024 is being submitted for approval by the IOC Session in 2017.

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:
   - The process and timeline for OCOGs to make a proposal for the inclusion of one or more additional events on the Olympic programme for that edition of the Olympic Games was defined for the Olympic Games Tokyo 2020.
   - Five new sports have been added to the programme of the Olympic Games Tokyo 2020 as part of the first-ever OCOG proposal.
2017 - 2020 expected achievements and deliverables

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:
   - Definition of Tokyo 2020, Beijing 2022 and Olympic Games 2024 event programme and athlete quotas.
   - Delivery of PyeongChang 2018 and Tokyo 2020 IF data reports to all with International Federations at an event level.

2. The IOC Session to decide on the inclusion of any sport (IF) in the programme.
   - Definition of the sport programme for the Olympic Winter Games 2026.

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.
   - The IOC to work with the OCOG of the Olympic Games 2024 to understand if it wishes to make a proposal for the inclusion of one or more additional events in new sports and then to define the process and timelines with the OCOG.
Recommendation 11

Foster gender equality

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

2015 - 2017 achievements and deliverables

Foster gender equality

1. The IOC to work with the International Federations to achieve 50 per cent female participation in the Olympic Games and to stimulate women’s participation and involvement in sport by creating more participation opportunities at the Olympic Games.

   • The final event programmes for PyeongChang 2018 and Tokyo 2020 were approved, which will allow for a record number of female events, a record number of mixed events, a record number of female athletes, and a projected increase in the overall female participation rates at the Olympic Games.
   
   • For the Olympic Games Tokyo 2020, four IFs will achieve gender balance in events for the first time ever, and six IFs will achieve gender balance in events and athletes’ quotas for the first time ever.
   
   • Discussions have started for the Olympic Winter Games Beijing 2022.
   
   • Gender balance participation has been achieved for the Youth Olympic Games 2018 and 2020.

2. The IOC to encourage the inclusion of mixed-gender team events.

   • Tokyo 2020 events programme approved, with a record number of 18 mixed-gender team events (double the number in Rio).

Leveraging the focus on gender equality in the Olympic programme, a gender equality review project has been put in place, under the leadership of the Athletes’ and Women in Sport Commissions. The aim is for the IOC to continue raising awareness of the importance of gender equality within the Olympic Movement, share best practices and present initiatives to further advance gender equality both on and off the field of play.

Gender equality is also promoted by Olympic Solidarity though a dedicated programme (Gender Equality and Diversity), and through advocacy, educational courses and a series of incentives.
2017 - 2020 expected achievements and deliverables

**Foster gender equality throughout the Olympic Movement on and off the field of play**

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.
   - Continue to ensure that gender equality both on and off the field of play and gender balance, through numbers of athletes and competition formats, are a focus in reviews of future Olympic programmes, including the event programmes of Beijing 2022 and the 2024 Games, as well as the OCOG proposal by the host city 2024, should it choose to make one.

2. The IOC to encourage the inclusion of mixed-gender team events.
   - Continue to ensure that gender equality both on and off the field of play and gender balance, through numbers of athletes and competition formats, are a focus in reviews of future Olympic programmes, including the event programmes of Beijing 2022 and the 2024 Games.

In addition, present and implement the recommendations of the gender equality review project around the five identified themes: Sport, Portrayal, Funding, Governance and Human Resources.
## Recommendation 12

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

<table>
<thead>
<tr>
<th>Reduce the cost and reinforce the flexibility of Olympic Games management</th>
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<tbody>
<tr>
<td>1. The IOC to establish a transparent management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.</td>
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<td>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.</td>
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<td>3. The IOC to consider the provision of turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.</td>
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</table>
Recommendation 12: Reduce the cost and reinforce the flexibility of Olympic Games management

Implementation

2015 - 2017 achievements and deliverables

1. The IOC to establish a transparent management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.
   - A new change management process is in place and has already been used to reflect the opportunities offered by the new Host City Contract Principles and Operational Requirements. The change process has been finalised for Tokyo 2020 and is being implemented with PyeongChang 2018 and Beijing 2022.

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.
   - A new programme called "Games Management 2020" is devoted to this goal. It takes account of Olympic Agenda 2020, the Olympic Winter Games Working Group and the Rio 2016 Debrief. It is bringing together all ideas and proposals to simplify Games delivery and reduce costs. A close look at the level of services offered at the Games is an early priority for the programme.
   - Coordination Commissions will also play an increasing role in checking that service levels are appropriate and cost-effective.

3. The IOC to consider the provision of turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.
   - The following key areas have been identified for the development of potential turnkey solutions:
     a. Sport
     b. Technology
     c. Venues
     d. Ticketing
     e. Hospitality
     f. Digital services
     g. Games services
   - Recommendations will be made shortly for the best ways to select suppliers and solutions that meet OCOG needs, and reduce cost and operational risk.
### Recommendation 12: Reduce the cost and reinforce the flexibility of Olympic Games management

#### 2017 - 2020 expected achievements and deliverables

1. **The IOC to establish a transparent management procedure for any change of requirements, regardless of its initiator, in order to reduce costs.**
   - Complete the implementation of the new change process for PyeongChang 2018 and Beijing 2022.
   - Use the same process for requests made by stakeholders, including the International Federations, in the context of implementing the Sports Delivery Plan.

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.**
   - A data-capture project will monitor the use of spaces and services during the Olympic Winter Games PyeongChang 2018. This will be analysed and reviewed with a view to optimising requirements where relevant. This will then help to plan future editions of the Games.
   - Coordination Commissions will place an even stronger focus on levels of services. Stakeholders will be asked to contribute to this process.
   - Efficiencies and savings will be implemented in areas such as:
     - Competition venues
     - Olympic Village(s)
     - Technology
     - Transport
     - Broadcasting services
     - Other services (Security, Food & Beverage, etc.)

3. **The IOC to consider the provision of turnkey solutions for OCOGs in areas which require highly specific Olympic expertise.**
   - For each turnkey solution, assess efficiency, risk and cost saving.
   - The IOC and the organisers of the 2024 and 2028 Olympic Games to jointly agree on financing, procurement and management models for each turnkey solution.
Recommendation 13

Maximise synergies with Olympic Movement stakeholders

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

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

Implementation

2015 - 2017 achievements and deliverables

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.
   - An increased partnership approach with the IFs has been adopted, and the Olympic Charter updated accordingly.
   - A Sport Delivery Plan, defining the IFs’ new role in the planning and delivery of the Olympic competitions, has been developed.
   - Implementation has started pragmatically with Tokyo 2020 and Beijing 2022. The full-roll out will be as of the Olympic Games 2024.
   - IOC/IFs sport-specific transfer of knowledge project launched with the IIHF.
   - A learning pathway for new IFs has been developed and implemented.

2. The IOC to focus the role of the IOC Coordination Commission on key issues and validation of service levels.
   - The format of the IOC Coordination Commissions has been reviewed to focus its role on key issues and validation of service levels. The Olympic Charter has been amended accordingly.
   - ASOIF and the AIOWF are involved in all Coordination Commissions.
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.
   - Support the implementation of the Sport Delivery Plan for Tokyo 2020 and Beijing 2022, and the Olympic Games 2024.
   - Continue the success of the developed IOC/IF sport-specific transfer of knowledge to OCOGs.
   - Develop a model for the delivery of a new innovative sports experience.
   - Develop guidelines for sport event presentation/experience for the YOG & OG.
   - Strengthen the collaboration with recognised International Federations and organisations as developers and promoters of sport within the Olympic Movement:
     - Establish clear roles and responsibilities for the IOC and umbrella organisations with the relationship management, development and servicing of Recognised IFs. This includes close cooperation between the IOC and the Global Association of International Sport Federations (GAISF) regarding alignment of services to IFs, synergies between the GAISF membership criteria and IOC recognition procedure criteria, and principles for multisport games.
     - Continue to build relationships with and provide support to Recognised Organisations through agreed action plans where appropriate.
     - Further integrate the work of the WOA within the IOC Administration.
     - Engage with stakeholders for the implementation of the initiatives identified in the Sport and Active Society Commission strategic plan.

2. The IOC to focus the role of the IOC Coordination Commission on key issues and validation of service levels.
   - Implemented

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Recommendation 14

**Strengthen the 6th Fundamental Principle of Olympism**

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

### Implementation

#### 2015 - 2017 achievements and deliverables

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

- The 6th Fundamental Principle of Olympism has been updated and now reads: “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.”

- A communication calendar/strategy has been developed by the Communications Department and has been implemented.

- The scope of the Olympic Solidarity “Gender Equality and Diversity” programme has been broadened to also include diversity in terms other than gender.

#### 2017 - 2020 expected achievements and deliverables

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

- Recommendation implemented. Continue promoting the changes in the Olympic Charter when the appropriate opportunities arise.
Recommendation 15

Change the philosophy to protecting clean athletes

The IOC’s ultimate goal is to protect clean athletes

Implementation

2015 - 2017 achievements and deliverables

The IOC’s ultimate goal is to protect clean athletes

On anti-doping:

- Reanalysis of all Russian samples from Sochi, including forensic examination of B samples.
- Rio 2016 pre-Games and during Games time sample collection.
- Test distribution plan for PyeongChang 2018 is in place – an IOC/WADA taskforce has been set up using the Doping Free Sport Unit (GAISF), to make sure the pre-Games testing is optimal before the Games.
- Principle of the creation of an Independent Testing Authority (ITA), a not-for-profit Swiss Foundation providing doping control services to IFs and Major Event Organisers to help them achieve Code Compliance, including an outline business plan approved, and statutes to be approved by the Swiss Surveillance Authority of Control for Foundations. Independent Doping Control programme in PyeongChang.
2015 - 2017 achievements and deliverables

On manipulation of competitions:

- Two editions of the International Forum for Sports Integrity delivered.
- Creation of an Olympic Movement Unit on the Prevention of the Manipulation of Competitions and an Advisory Board to support this Unit.
- Compliance of all Winter and a majority of Summer IFs with the Olympic Movement Code on the Prevention of the Manipulation of Competitions.
- Integrity in Sport Global Capacity-Building and Training in countries around the world, in partnership with INTERPOL and other organisations including the dissemination of handbooks.
- Use of IOC Integrity e-learning and educational material by selected IFs, NOCs and NFs/event organisers.
- Cooperation with stakeholders to strengthen the ability for exchange of intelligence and information and investigations into breaches of integrity.
- Cooperation with governments in order to support the implementation of specific criminal legislation dealing with competition manipulation and the creation of National Platforms for Integrity in Sport, and further establishment of the enhanced Integrity Betting Intelligence System (IBIS) system as a link to international sports.
**Recommendation 15: Change the philosophy to protecting clean athletes**

### 2017 - 2020 expected achievements and deliverables

**The IOC’s ultimate goal is to protect clean athletes**

**On anti-doping:**
- Setting-up of the Independent Testing Authority (ITA) and transfer of responsibility between the IOC and the ITA. Onboarding of International Federations and Major Event Organisers.
- Continue the reanalysis of samples until this is taken over by the ITA.
- Olympic Games and Olympic Winter Games sample collection programmes taken over by the ITA.

**On manipulation of competitions:**
- Support the IOC’s work with regard to changing the philosophy to protect clean athletes from manipulation of competitions, in particular through the Olympic Movement Unit for the Prevention on Competition Manipulation and the strategy as defined by the IFSI.
- Further support IFs with the implementation of the Olympic Movement Code on the Prevention of the Manipulation of Competitions.
- Preparation of the Integrity Betting Intelligence System (IBIS) and risk assessment for the Olympic Winter Games PyeongChang 2018 and Tokyo 2020.
- Continue the Integrity in Sport Global Capacity-Building and Training in partnership with INTERPOL and other organisations.
- Use of IOC Integrity e-learning and educational material by an increasing number of IFs, NOCs and NFs/event organisers.
- Further cooperation with stakeholders to strengthen the ability for exchange of intelligence and information and investigations into breaches of integrity.
- Further cooperation with governments in order to support the implementation of specific criminal legislation dealing with competition manipulation and the creation of National Platforms for Integrity in Sport, and further establishment of the enhanced IBIS system as a link to international sports.
Recommendation 16

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

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

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

**Implementation**

**2015 - 2017 achievements and deliverables**

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.
   - Memorandum of Understanding and 2015–2017 action plan with INTERPOL.
   - E-learning platform on manipulation of competitions has been launched.
   - Creation of an Olympic Movement Unit on the Prevention of the Manipulation of Competitions.
   - Creation of National Platforms for Integrity in Sport linked to an enhanced IBIS system.
   - Support external partners (intergovernmental organisations, e.g. UNODC and CoE) for studies, handbooks, workshops, etc.
2. USD 10 million to support projects offering a new scientific approach to anti-doping.
   - Since 2014, the fund has sponsored 16 research projects in four main areas:
     - Alternative collection techniques,
     - OMICS – the use of technologies that explore actions affecting the molecules that make up human cells
     - Doping Deterrence, and
     - Doping Prevention
   - USD 6 million was given to WADA with matching funds from governments.
### 2017 - 2020 expected achievements and deliverables

**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.
   - Continue to monitor the use of the fund (e.g. for awareness-raising initiatives, education and cooperation with INTERPOL) within the Olympic Movement Unit.

2. USD 10 million to support projects offering a new scientific approach to anti-doping.
   - Continue to monitor the research projects which were granted funds, including reports and publications as the outcomes of previously funded projects, and promote the use of these outcomes in the lead-up to and at the Olympic Games.
**Recommendation 17**

**Honour clean athletes**

<table>
<thead>
<tr>
<th>Honour clean athletes who are awarded an Olympic medal following a doping case:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.</td>
</tr>
<tr>
<td>2. The ceremony to be properly communicated by all parties concerned.</td>
</tr>
</tbody>
</table>

**Implementation**

**2015 - 2017 achievements and deliverables**

<table>
<thead>
<tr>
<th>Honour clean athletes who are awarded an Olympic medal following a doping case</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.</td>
</tr>
<tr>
<td>• The procedure for formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor has been defined and communicated.</td>
</tr>
<tr>
<td>2. The ceremony to be properly communicated by all parties concerned.</td>
</tr>
<tr>
<td>• All relevant parties have been informed when such ceremonies were to take place.</td>
</tr>
</tbody>
</table>

**2017 - 2020 expected achievements and deliverables**

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<th>Honour clean athletes who are awarded an Olympic medal following a doping case</th>
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<tr>
<td>1. Formal ceremonies to be organised for medal-winners who receive their Olympic medal following the disqualification of a competitor.</td>
</tr>
<tr>
<td>• Provide support and guidance to NOCs to organise appropriate ceremonies.</td>
</tr>
<tr>
<td>• Review the guidelines and best practices of the ceremonies.</td>
</tr>
<tr>
<td>2. The ceremony to be properly communicated by all parties concerned.</td>
</tr>
<tr>
<td>• Ensure IFs and relevant parties are informed on all occasions.</td>
</tr>
</tbody>
</table>


## Recommendation 18

### Strengthen support to athletes

<table>
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<tr>
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<tbody>
<tr>
<td>1. The IOC to put the athletes’ experience at the heart of the Olympic Games.</td>
</tr>
<tr>
<td>2. The IOC to further invest in supporting athletes on and off the field of play.</td>
</tr>
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### Implementation

**2015 - 2017 achievements and deliverables**

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<td>1. The IOC to put the athletes’ experience at the heart of the Olympic Games.</td>
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<tr>
<td>- The “Athletes’ experience” has been made a specific evaluation criteria since the 2022 evaluation process and has been reinforced in the candidature process since the 2024 Games process (as per recommendation 1).</td>
</tr>
<tr>
<td>- Specific athletes’ experience guidelines have been developed for Tokyo 2020 and future Olympic Games.</td>
</tr>
<tr>
<td>- The athletes’ experience service levels have been reviewed for the Olympic Games 2016, including Opening/Closing Ceremonies and the Friends and Family ticketing programme.</td>
</tr>
<tr>
<td>- All athletes have the possibility to stay in the Olympic Village for the full duration of the Olympic Games.</td>
</tr>
<tr>
<td>- A place of mourning in the Olympic Village and a moment of remembrance during the Closing Ceremony were developed for the Olympic Games Rio 2016.</td>
</tr>
<tr>
<td>- New IOC space concept at the Olympic Village developed for the Olympic Games Rio 2016.</td>
</tr>
<tr>
<td>- The Olympian Reunion Center at the Olympic Games in Rio 2016 was the most successful with over 5000 visits from Olympians and their guests and 18 events hosted by Olympians, IFs and NOCs</td>
</tr>
<tr>
<td>2. The IOC to further invest in supporting athletes on and off the field of play.</td>
</tr>
</tbody>
</table>
2015 - 2017 achievements and deliverables

- The IOC Athletes’ Commission has defined a new strategy which outlines how it will achieve its mission to represent athletes within the Olympic Movement and support them to succeed on and off the field of play.
- A new athlete engagement strategy has been developed around four pillars: ensure a coordinated approach, enhance e-engagement, leverage communication champions and maximise Games-time opportunities.
- The Olympic Athletes’ Hub, a one-stop-shop for athletes to access all their dedicated content, has been launched. It includes Games-related content but also covers other topics such as anti-doping, prevention of injury and illness, prevention of harassment and abuse in sport, match-fixing and illegal/irregular betting and entourage. From 1 July 2016 to 20 June 2017, the Olympic Athletes’ Hub had over 1.7 million page views with 137,085 unique users. Cumulative impressions on the @athleteshub Twitter account over the same period provided a total of 1.6 million impressions. Additionally, 20,000 email subscribers have been migrated to a marketing tool to benefit from their advanced email management system and development synergies. Weekly emails focusing on the key topics on the Olympic Athletes’ Hub were distributed each Friday with an average open rate of 23 per cent across the 7,000 subscribers.
- The Olympic Athletes’ Hub includes the athletes' learning gateway, an online education tool developed specifically for the athletes.
- The Athlete Career Programme strategic vision and mission have been updated to ensure the programme is supported by all key stakeholders. Regular Athletes Career Programme Forum, Outreach and “Train-the-Trainer” sessions are taking place to support the programme. More than 15,000 athletes have benefited from the programmes since 2015 through NOC programmes as well as 85 IOC Outreach sessions (68 NOC and 17 IF IOC Outreach sessions). The IOC has trained 122 trainers through “Train-the-Trainers” sessions during the same period (i.e. since 2015). These trainers help with the local delivery, which helps the global reach of the programme.
- Olympic Solidarity support: Funds available for the programme for athletes through Olympic Solidarity have increase by 27 per cent compared to the last Olympiad. The duration of the Scholarships for Athletes has been extended by 12 months. A new programme relating to the Athlete Career Transition has been added, going beyond assistance solely related to training. Olympic Solidarity provides funding for the organisation of the biennial continental Athletes Forums and requires the Continental Associations to organise them.
- The World Olympians Association (WOA) has been further integrated with the IOC and the WOA management is part of the IOC Sport Department. WOA have expanded the number of National Olympians Associations (NOAs) to 148 across all Continents and successfully delivered the 1st World Olympians Forum in Moscow in 2015. WOA and the NOAs successfully deliver projects and grants that support Olympians with their life transition.
**Recommendation 18: Strengthen support to athletes**

### 2017 - 2020 expected achievements and deliverables

**Strengthen support to athletes:**

1. The IOC to put the athletes’ experience at the heart of the Olympic Games.
   - Develop an Olympic Games Guide (OGG) on the Athletes’ Experience to ensure that athletes’ needs at Games time are taken into account in the decision-making process. This OGG will be a resource for the OCOGs’ Athletes’ Commissions and will support OCOGs in the planning and delivery of the Games.
   - Produce a video for athletes that will give an overview of their Games-time journey at a specific edition of the Games (PyeongChang 2018), showcasing the different venues and services that will be made available to them, and providing them with key information, including on ethics, anti-doping, Rules 40 and 50, etc. Deliver the Olympians Reunion Centre and Olympians programmes at each edition of the Olympic Games.
   - The World Olympians Association (WOA) to deliver enhanced Olympian programmes at PyeongChang 2018 and Tokyo 2020 with stronger involvement by the host nations.

2. The IOC to further invest in supporting athletes on and off the field of play.

3. Implement and deliver the initiatives identified in the new IOC Athletes’ Commission Strategy
   - Deliver the 8th IOC International Athletes’ Forum with the aim of discussing the implementation of Olympic Agenda 2020 and make the recommendation to further support athletes on and off the field of play.
   - Deliver the 8th IOC Athlete Career Programme (ACP) Forum with the aim of discussing the implementation of Olympic Agenda 2020, share best practices and identify methods and ways to further expand the programme globally.
   - Deliver the 2nd World Olympians Forum with the aim of sharing the WOA strategy and discussing implementation, and to strengthen the National Olympians Associations.
   - Promote athlete representation and decision-making within the Olympic Movement.
   - Strengthen and develop the network of Athletes’ Commissions and National Olympians Associations.
   - WOA and National Olympians Associations to continue to develop and deliver programmes which support Olympians with their life transition in collaboration with the IOC Athletes Commission.
Recommendation 19

**Launch an Olympic Channel**

The IOC to launch an Olympic Channel.
Recommendation 19: Launch an Olympic Channel

Implementation

2015 - 2017 achievements and deliverables

The IOC to launch an Olympic Channel.

The Olympic Channel was launched at the Closing Ceremony of the Olympic Games Rio 2016.

- 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 "relive the experience" after the Games:
  - More than 5,500 pieces of content are currently available on the platform including: all Olympic sports and disciplines; 206 countries; 1,400 pieces of Rio 2016-related content; +2,000 news items; 300 athletes highlights and pages; 26 original series produced and 24 in production; 133 live events and 402 transmissions; + 6.3m followers on social media; and up to 25 new pieces of content added daily.

- To continuously highlight the relevance of the Olympic ideals to the challenges of today's world:
  - Original series such as Against All Odds, Identity, Camps to Champs and original digital content such as Olympic Refugees are focused on challenges that athletes and Olympians face in 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:
  - While producing content by using IOC archives, the Olympic Channel continuously highlights and promotes the legacy of the Olympic Games, as was the case recently with Rio 2016 and Barcelona 1992. The Olympic Channel is also working very closely with IFs and NOCs on archive services.

- 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:
  - 55 per cent of the Olympic Channel audience on the platform and 77 per cent on social media are under 35 years old; +810m of cumulative video views; +16.5m engagements and reactions.

- To provide a platform for bidding cities during the bidding phase:
  - The Olympic Channel broadcasted the IOC Extraordinary Session regarding the historic decision to award the 2024 and 2028 Olympic Games at the same time.
### 2017 - 2020 expected achievements and deliverables

The IOC to launch an Olympic Channel.

- **2017: Growth**: Continue the development of the Olympic Channel.
- **2018: Engagement**: Enhance the value of the Olympic Channel brand and increase audience engagement.
- **2019: Consolidation**: Continue Olympic Channel growth and expansion on a local and global scale.
- **2020: Self-sustainability**: Set up the conditions to enable the Olympic Channel's self-sustainability at the end of the year by solidifying four years of growth.
Recommendation 20

**Enter into strategic partnerships**

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

**Implementation**

**2015 - 2017 achievements and deliverables**

- Appraisal of current UN partnerships, identified potential new strategic partners and initial discussions to shape framework of common engagement. Ongoing negotiations for renewal of MOUs with UN Women and World Health Organisation. Reinforced collaboration with UNHCR around the Refugee Olympic Team and the Olympic Refuge Foundation.
- Development of a new strategy of public affairs and social development through sport delayed due to two changes in management.
- New cooperation channels have been opened in the field of human rights with Non-Governmental Organisations, the International Labour Organisation and international platforms of dialogue to position the work of the IOC and OCOGs in addressing and preventing the negative impact of Olympic operations on affected groups.
2017 - 2020 expected achievements and deliverables

- The IOC to develop a new “social development through sport” engagement strategy with strategic partners encompassing a public affairs/policy and a grass-roots/programmatic dimension (2018). In particular, a new mechanism of cooperation has been defined with the UN administration, Member States and key UN organisations in light of the dismantling of the UNOSDP. The role and functions of the IOC Observer office in NY are clarified and leveraged to this end.

- The IOC to develop a comprehensive human rights strategy (and action plan) and rolled it out with regard to the IOC as an organisation, as the owner of the Olympic Games, and as the leader of the Olympic Movement. The IOC is adopting a proactive approach and setting its own agenda in this regard, while reinforcing channels of exchange and dialogue with OCOGs, human rights expert organisations and the Olympic Movement.

- The IOC to identify a new galaxy of strategic partners, confirmed and shaped around new MOUs and cooperation mechanisms (2017-2018).

- Related specific strategic plans and operational plans for each partner approved and initial roll-out (2018-2019).

- A solid stakeholder management approach is in place with internal coordination mechanisms which allow for greater alignment and mutual reinforcement in delivering an IOC vision of the role of sport in society.
Recommendation 21

**Strengthen IOC advocacy capacity**

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

## Implementation

### 2015 - 2017 achievements and deliverables

**Strengthen IOC advocacy capacity:**
- Several UN and other intergovernmental platforms and meetings have been leveraged, and policy input has been provided to ensure the interests of the Olympic Movement are taken into consideration and sport is positioned as a tool for social development and peace-building. Sport has been integrated into the UN Post 2015 Development Agenda:
  - UN General Assembly news; Council of Europe; UN resolution on sport for development; UN resolution on the Olympic Truce, European Civil Protection and Humanitarian Aid Operations Commission, World Health Organisation, UNESCO Kazan Conference; and Global Conference on Faith on Sport
- Various International days have been leveraged to raise awareness of the role of sport in society.
  - Change in management has delayed the development of a comprehensive advocacy strategy and further proactive actions in support of NOC advocacy.
**2017 - 2020 expected achievements and deliverables**

<table>
<thead>
<tr>
<th>Strengthen IOC advocacy capacity:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Support the process of negotiation and adoption of the UN resolutions on the Olympic Truce and Sport for Development and Peace.</td>
</tr>
<tr>
<td>• Reshape the IOC-UN advocacy work following the dismantling of the UNOSDP. Rethink the role and functions of the IOC Observer Office in NY and better leverage it.</td>
</tr>
<tr>
<td>• Develop an umbrella IOC Public Affairs strategy and align various policies and operations to it across the organisation. A clear management framework of key strategic political partners with appropriate internal coordination mechanisms in place so as to ensure the IOC speaks with one voice and is reinforcing credibility and impact.</td>
</tr>
<tr>
<td>• Continue to leverage and align with SDGs and UN public work to strengthen sport in the international development agenda; scale up IOC visibility; and influence policy change and advocacy efforts of selected UN and international platforms.</td>
</tr>
<tr>
<td>• Develop IOC advocacy support for NOCs and other Olympic Movement members, and reinforce alignment. The IOC leads a coalition of sports organisations and interested partners to position and promote sport as a tool for social development.</td>
</tr>
<tr>
<td>• Support public positioning and promotion of the Olympic Refugee Foundation.</td>
</tr>
</tbody>
</table>
Recommendation 22

**Spread Olympic values-based education**

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

**Implementation**

**2015 - 2017 achievements and deliverables**

1. The IOC to strengthen its partnership with UNESCO to include sport and its values in school curricula worldwide.
   - UNESCO’s Quality Physical Education guidelines for policy makers have been launched, and a pilot project is taking place in five countries (Fiji, Mexico, South Africa, Tunisia and Zambia).
2. The IOC to devise an electronic platform to share the Olympic values-based education programmes of different NOCs and other organisations.
   - A centralised approach for all IOC electronic platform needs, including for Olympic values-based education programmes, is under way.
3. The IOC to identify and support initiatives that can help spread the Olympic values.
   - An OVEP 2.0 resource pack has been developed to support the dissemination of the Olympic values.
   - “Train the trainer” workshops took place in Switzerland, Korea and Japan in the lead-up to the upcoming edition of the Olympic Games.
   - Dedicated events (Fair Play Awards and International Pierre de Coubertin Symposium) took place during the Olympic Games Rio 2016. Several grassroots projects are being launched in relation to advocacy and policy development of delivering quality physical education and Olympic values-based teaching.
   - Olympic Solidarity continues to assist the NOCs in spreading Olympic values-based education through a dedicated programme: Olympic Education, Culture and Legacy.
Due to a change of structure within the IOC in Q3 2017 and the integration of education within the Olympic Foundation for Culture and Heritage, a new long-term action plan is being developed.

In the meantime, all ongoing activities on OVEP will continue.
Recommendation 23

Engage with communities

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

Implementation

2015 - 2017 achievements and deliverables

1. Create a virtual hub for athletes.
   - The athletes’ hub, an online one-stop-shop for athletes, has been launched (see recommendation 18).
2. Create a virtual club of volunteers.
   - Local social media communities created for Rio 2016.
   - Digital engagement launched as pilots for Barcelona and Rio anniversaries.
3. Engage with the general public.
   - A new, fully mobile-accessible version of olympic.org, has been launched to allow for wider engagement with the general public
   - The concept of the Olympic Festival project has been approved to increase engagement at Games time outside the host country.
4. Engage with youth.
   - Youth is included as a key topic of the first Olympism in Action Forum, which will allow the IOC to take the pulse of young people.
   - Seven young ambassadors have been appointed to IOC commissions.
2017 - 2020 expected achievements and deliverables

1. Create a virtual hub for athletes.
   - Implemented – see recommendation 18
2. to 4.
   - A new implementation strategy will be developed by the new IOC Strategic Communications Director in the coming months.
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 Olympafrie model.
### Implementation

#### 2015 - 2017 achievements and deliverables

<table>
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<tr>
<th>Evaluate the Sport for Hope programme:</th>
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<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>- The evaluation of the success and impacts of the two Sport for Hope centres was conducted and concluded that no further Sport for Hope centre should be built, and that the focus should be on simple grassroots sports facilities to provide safe and secure places to practise sport.</td>
</tr>
<tr>
<td>- The operations of the existing centres continue as planned until the necessary knowledge has been transferred to the respective independent legal entities to manage the centres directly.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>- The financial contribution of the IOC to the Sport for Hope Centre in Zambia has been continuously reduced, and the Sport Development Trust, in charge of the management of the Centre, has acquired new partnerships to ensure ongoing operations.</td>
</tr>
<tr>
<td>- The Sport for Hope Foundation in Haiti has initiated discussions with potential funding and operational partners. An agreement with Pan American Sports Organization (PASO) will be signed before the end of 2017 to ensure that the Centre has a coherent regional and continental dimension. Cooperation with a view to building local capacities has been established.</td>
</tr>
<tr>
<td>3. The IOC to define a further strategy of investment in locally adapted grassroots sports facilities, building on the experience and lessons learned from the Olympafrica model.</td>
</tr>
<tr>
<td>- A strategy of investment for locally adapted grassroots sports facilities is currently under review. It is fully integrated into the IOC policies and strategies that enhance sport’s contribution to social development (in line with recommendation 20). In addition, the Olympic Refugee Foundation that will be launched in September 2017 will cover some of these aspects by supporting projects across the world on two levels: Firstly, to create safe, basic and accessible sports facilities in areas where there is a migrant population, internally displaced people and refugees, where all children and young people can play sport and take advantage of sport’s multiple benefits; Secondly, to develop sporting activities that can be successfully implemented within these safe environments.</td>
</tr>
<tr>
<td>- Olympic Solidarity continues to support Olympafrica. Through the continental programmes, PASO has included a programme for NOCs wishing to develop Olympafrica-like projects (Olympamerica).</td>
</tr>
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</table>
### 2017 - 2020 expected achievements and deliverables

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.
   - No further Sport for Hope centres shall be built or financed by the IOC

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.
   - The IOCs financial contribution to the two centres will be continuously decreased until it reaches a maximum cost participation of USD150,000 per year per centre.
   - Operational and institutional knowledge to be successfully transferred to independent legal entities.
   - The IOC is legally and operationally disengaged from the two centres.

3. The IOC to define further a strategy of investment in locally adapted grassroots sports facilities, building on the experience and lessons learned from the Olympafrica model.
   - The Social Development through Sport action plan is implemented, and the Olympic Refuge Foundation is fully operational.
Recommendation 25

**Review Youth Olympic Games positioning**

<table>
<thead>
<tr>
<th>The IOC to review with the stakeholders the positioning of the Youth Olympic Games.</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4th Summer Youth Olympic Games, to be postponed from 2022 to 2023.</td>
</tr>
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**Implementation**

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</tr>
<tr>
<td>1. The YOG Tripartite Working Group has been set up and defined 14 recommendations and a revised positioning that were adopted by the IOC Session in Rio. (link to the document)</td>
</tr>
<tr>
<td>1. An implementation plan for these recommendations is being developed.</td>
</tr>
<tr>
<td>2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4th Summer Youth Olympic Games, to be postponed from 2022 to 2023</td>
</tr>
<tr>
<td>2. Impacts of the move of the YOG to a non-Olympic year are being evaluated, in particular in discussions with IFs and NOCs.</td>
</tr>
</tbody>
</table>
### 2017 - 2020 expected achievements and deliverables

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

1. The IOC Executive Board to set up a tripartite commission with the NOCs and IFs to review in depth the vision, mission, positioning, sports programme, Culture and Education Programme (CEP), protocol, organisation, delivery and financing of the Youth Olympic Games, and to come back to the IOC Session for final discussions and decisions.
   - Implementation of the 14 recommendations defined by the YOG Tripartite Working Group, involving all IOC departments, Olympic Broadcasting Services, the Olympic Channel and Olympic Movement stakeholders (IFs, NOCs, TOPs).

2. The IOC to move the organisation of the YOG to a non-Olympic year, starting with the 4th Summer Youth Olympic Games, to be postponed from 2022 to 2023
   - Evaluation of the impacts of the move of the YOG to a non-Olympic year, in discussion with IFs and NOCs;
   - Confirmation of the timeline for the organisation of the next Summer Youth Olympic Games.
Recommendation 26

Further blend sport and culture

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

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

2. Between Olympic Games:
   - Study how to develop an impactful commissioned artists programme to engage a steady and authentic interaction with global cultural players and build a dynamic legacy.
   - Encourage NOCs to appoint an “attaché” for Olympic culture.
Recommendation 26: Further blend sport and culture

Implementation

2015 - 2017 achievements and deliverables

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

1. At Games time:
   - Olympic Laurel: The first Olympic Laurel was awarded to Kip Keino during the Olympic Games Rio 2016 Closing Ceremony.
   - Olympic House: A feasibility study for the development of an Olympic House in Rio was conducted, and it was decided not to pursue the project for Rio.
   - “Olympism on the move”: A first test was delivered in Brazil by Bradesco: a travelling exhibition in two trucks across 46 cities in Brazil, more than 200,000 visitors in four months, then very favourable exposure in live sites (millions of views) at Games time.
   - Artists in residence: A programme took place during the Olympic Games Rio 2016, with three artists: JR, Tilman Spengler and Gerald Andal, with a massive and qualitative impact in traditional media (200+ international headlines) and social media (44+ million likes on Instagram). The communication was essentially positive, even in glowing terms, in publications in which the IOC is not usually mentioned, in addition to inclusive and participative operations during Games time with athletes in the Village, volunteers and the general public.

2. Between Olympic Games:
   - Commissioned artists: Discussions with global cultural players to design a full plan for the commissioned artists programme (selection criteria of the project, creation and exhibition planning, and budgets) have been conducted. Final recommendations are expected Q4 2017, merging this programme with Artists in Residence at Games time under a common umbrella: e.g. “Olympic Art project”.
   - NOC cultural attachés: survey on cultural activities within NOCs and definition of a Cultural Attachés’ mission and job description has been conducted. An implementation plan is currently being developed. In addition, Olympic Solidarity continues to offer a dedicated programme: Olympic Education, Culture and Legacy.
## 2017 - 2020 expected achievements and deliverables

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

1. **At Games time:**
   - The second Olympic Laurel should be awarded during the Olympic Games Tokyo 2020. A new model to designate nominees to be explored/ continuous plan of communication to be proposed.
   - Plan for and deliver the first Olympic House for the Olympic Games Tokyo 2020 if funding and partnerships are found (TOP or local sponsors, Local authorities).
   - Assessment and delivery of “Olympic Museum on the Move” through OCOGs, adapted to the local context for each edition of the Olympic Games.
   - Plan and deliver the Artists in Residence programme for the Olympic Games Tokyo 2020 in the framework of a more global “Olympic Art Project”, a perennial programme with impact building over time in regular cycles of activity, during and between the Games, developed with partners under a label, visible on multiple platforms.

2. **Between Olympic Games:**
   - Design and launch the commissioned artists programme, under the umbrella of the Olympic Art Project, which will also include revisited artistic posters series and community outreach projects.
   - Define an action plan with the Culture and Olympic Heritage Commission to encourage NOCs to appoint a cultural attaché and supervise the implementation of this.
Recommendation 27

**Comply with basic principles of good governance**

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

1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.

2. Organisations to be responsible for running self-evaluation on a regular basis. The IOC to be regularly informed of the results of the organisations’ self-evaluations. In the event of missing such information, the IOC to request such an evaluation at its discretion.

3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.
## Implementation

### 2015 - 2017 achievements and deliverables

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

1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.

- For NOCs:
  - Detailed and practical monitoring and supporting tools for the NOCs have been produced. They are available on a newly created NOC governance platform on NOCnet: https://nocgovernance.olympic.org/.
  - These practical tools allow NOCs to (i) better understand the IOC’s minimum requirements and expectations (with a detailed practical explanation of each principle of the “PGG” applicable for NOCs and best practice examples); (ii) perform a self-evaluation of their own situation and level of compliance; and (iii) define and implement an action plan to address any gaps identified, and determine areas where external guidance/assistance (in particular from the IOC/Olympic Solidarity) may be necessary. Introduction to and explanations on the use of the tools provided to NOCs at every opportunity (NOC forums, continental meetings, individual meetings, etc.) and regular reminders sent to NOCs.
  - Through NOC Management programmes, Olympic Solidarity offers support for individual projects proposed by NOCs in order to strengthen their governance.
  - NOCs have been requested to use these tools and perform their self-evaluations by the end of 2017.

- For IFs: The ASOIF Governance Task Force has developed a full set of governance principles and indicators tailored to the specific characteristics and needs of sports organisations, and conducted a first evaluation of the governance of the 28 Summer IFs. This new mechanism will help to regularly evaluate the status of each Summer Olympic International Federation and monitor progress, and may be expanded for future use by all International Federations.

- For the IOC:
  - The IOC has commissioned an independent study by the International Institute for Management Development to evaluate its level of governance. 33 recommendations were made and published, some of them are already implemented or being implemented.
### 2015 - 2017 achievements and deliverables

- Along with the position of Chief Ethics and Compliance Officer (recommendation 31), the position of Chief Internal Audit Officer has been created.
- The Olympic Solidarity financial control policy has been reinforced. Through the controls on the use of Olympic Solidarity funds, auditors provide recommendations towards the improvement of the individual NOCs’ financial management and governance, implementation of which is closely monitored by Olympic Solidarity.

2. Organisations to be responsible for running self-evaluations on a regular basis. The IOC to be regularly informed of the results of the organisations’ self-evaluations. In the event of failing to receive such information, the IOC to request such an evaluation at its discretion.
   - For NOCs: The tools provided include a self-evaluation component. Results are shared with the IOC.
   - For IFs: The Association of Summer Olympic International Federations (ASOIF) Governance Task Force has developed a full set of governance principles and indicators tailored to the specific characteristics and needs of sport organisations, and conducted a first evaluation of the governance of the 28 Summer IFs. This new mechanism will help to regularly evaluate the status of each Summer Olympic International Federation and monitor progress, and may be expanded for future use by all International Federations.

3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.
   - No specific need identified at this stage to review and update the “PGG”.

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*Recommendation 27: Comply with basic principles of good governance*
Recommendation 27: Comply with basic principles of good governance

2017 - 2020 expected achievements and deliverables

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

1. Such compliance to be monitored and evaluated. Supporting tools and processes can be provided by the IOC in order to help organisations become compliant with the principles of good governance, if necessary.
   - For NOCs:
     o Follow-up with NOCs on the use of the implementation and self-evaluation tools, and the progress made to increase their level of compliance.
     o Targeted and tailor-made assistance for the NOCs depending on the needs identified.
     o Sharing additional best practice examples on the NOC governance tools platform.
     o Further adjustments of the implementation and self-evaluation tools, if required.
   - For IFs: Further coordination with ASOIF and GAISF

2. Organisations to be responsible for running self-evaluations on a regular basis. The IOC to be regularly informed of the results of the organisations’ self-evaluations. In the event of failing to receive such information, the IOC to request such an evaluation at its discretion.
   - For NOCs: All NOCs to run a self-assessment of their level of governance using the NOC governance tool and share the results with the IOC.
   - For IFs: All IFs to run a self-assessment of their level of governance using the tools coordinated with ASOIF and GAISF and share the results with the IOC.

3. The “PGG” to be updated periodically, emphasising the necessity for transparency, integrity and opposition to any form of corruption.
   - The “PGG” will be updated as and when required.
Recommendation 28

**Support autonomy**

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

### Implementation

#### 2015 - 2017 achievements and deliverables

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

- A “template/reference document” to facilitate cooperation between national authorities and sports organisations in a country has been created and was circulated to all NOCs (and IFs) in November 2016.
- Support provided to the NOCs to use this “template/reference document” (together with their constituents, in particular the NFs) as a basis to strengthen their relations with the local authorities and develop mutual understanding through regular and constructive dialogue and, if appropriate, to establish a Memorandum of Understanding, a cooperation agreement and/or a partnership agreement (in general terms and/or in specific areas) on the basis of the principles and rules which govern the Olympic Movement, in particular the principle of “responsible autonomy”.
- Existence of this tool mentioned to the NOCs at every opportunity (NOC forums, continental meetings, individual meetings, etc.).

#### 2017 - 2020 expected achievements and deliverables

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

- Recommendation implemented. Ongoing support for the NOCs on the use of this “template/reference document” and formalisation of constructive relationships with local public authorities.
Recommendation 29

Increase transparency

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

Implementation

2015 - 2017 achievements and deliverables

To further increase transparency
1. The financial statements of the IOC to be prepared and audited according to the International Financial Reporting Standards (IFRS), even if these higher standards are legally not required from the IOC.
   - The financial statements of the IOC are prepared according to the IFRS.
   - The financial statements of the IOC are audited according to Swiss law, Swiss Auditing Standards as well as the International Standards on Auditing.
2. The IOC to produce an annual activity and financial report, including the allowance policy for IOC members.
   - A new annual activity and financial report has been produced since 2015, including: an executive summary presented in accordance with the Basic Universal Principles of Good Governance as well as compliance, transparency report (with financials) and the allowance policy for IOC Members.
   - Creation, implementation and monitoring of finance-related policies for IOC Members.

2017 - 2020 expected achievements and deliverables

To further increase transparency
- Recommendation implemented. Repeat the same deliverables on a yearly basis.
Recommendation 30

**Strengthen the IOC Ethics Commission independence**

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

**Implementation**

**2015 - 2017 achievements and deliverables**

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

- The Ethics Commission Chair and members were elected at the IOC Session in Kuala Lumpur.

**2017 - 2020 expected achievements and deliverables**

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

- Election of Ethics Commission Chair and members at each relevant IOC Session based on the end of the terms of office of the Ethics Commission members.
Recommendation 31

Ensure compliance

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

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

Implementation

2015 - 2017 achievements and deliverables

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

1. Advise the IOC Members, IOC staff, NOCs, IFs and all other stakeholders of the Olympic Movement with regard to compliance.
   - The Ethics and Compliance Office has been created and its missions approved by the IOC Executive Board.
   - Support for the implementation of and compliance with the basic principles of good governance in sport by the various constituents of the Olympic Movement.
   - Support to the Olympic Movement stakeholders for strengthening integrity in sports organisation
2. Give advice on new developments with regard to compliance.
   - The Ethics and Compliance Office has been created and its missions approved by the IOC Executive Board, including compliance.
### 2017 - 2020 expected achievements and deliverables

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

1. Advise the IOC Members, IOC staff, NOCs, IFs and all other stakeholders of the Olympic Movement with regard to compliance.
   - The Ethics and Compliance Office to ensure that all Olympic Movement stakeholders and the IOC administration are compliant with the ethical principles.
   - The Chief Ethics and Compliance Officer to provide the IOC Members and the IOC staff with the relevant means to be kept informed about the Rules and their implementation.

2. Give advice on new developments with regard to compliance.
   - The Ethics and Compliance Office to support all Olympic Movement stakeholders and the IOC administration to be compliant with the ethical principles.
Recommendation 32

Strengthen ethics

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

Implementation

2015 - 2017 achievements and deliverables

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.

- The status of the IOC Ethics Commission, the Rules of Procedure, the Code of Ethics and all its implementing provisions were revised in 2015 so they are aligned with the Olympic Agenda 2020 drive for more transparency, good governance and accountability.
- Both the Statutes of the Ethics Commission and the Rules of Procedure have been further reviewed in 2017 to strengthen the independence of the Ethics Commission and better define the respective responsibilities of the CECO and the Ethics Commission.
- All the updated texts have been approved by the IOC Executive Board and presented to the IOC Session.
- All the updated texts have been published online and disseminated to all the Olympic Movement stakeholders.

2017 - 2020 expected achievements and deliverables

- Recommendation implemented, but there will be constant monitoring and, if necessary, further review of the Code of Ethics and its Rules of Procedure.
Recommendation 33

Further involve sponsors in “Olympism in Action” programmes

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

1. The IOC to define specifically which “Olympism in Action” programmes would help drive the Olympic brand.
2. The IOC to streamline “Olympism in Action” initiatives behind a few core ones which sponsors can “anchor” onto and which align with the central vision of “building a better world through sport”.
3. The IOC to review and understand what partnering with each TOP can offer in terms of furthering the IOC “Olympism in Action” goals.
4. TOP Partners to be engaged by IOC TMS to co-construct future “Olympism in Action” initiatives.
5. Enhance recognition of partners’ involvement in “Olympism in Action” programmes.
Recommendation 33: Further involve sponsors in “Olympism in Action” programmes

Implementation

2015 - 2017 achievements and deliverables

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.
   - Pending the launch of the Olympism in Action programmes strategy.

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”.
   - Pending the launch of the Olympism in Action programmes strategy.
   - Continue to support the “Olympism in Action”-related activities that TOPs are involved in currently, and others that are under development.

3. The IOC to review and understand what partnering with each TOP can offer in terms of furthering the IOC “Olympism in Action” goals.
   - While waiting for the launch of the Olympism in Action programmes strategy, continuous discussions with TOPs and support of the current “Olympism in Action”-related activities that TOPs are involved in, and others that are under development.

4. TOP Partners to be engaged by IOC TMS to co-construct future “Olympism in Action” initiatives.
   - Pending the launch of the Olympism in Action programmes strategy.

5. Enhance recognition of partners’ involvement in “Olympism in Action” programmes.
   - Pending the launch of the Olympism in Action programmes strategy.

2017 - 2020 expected achievements and deliverables

The long-term strategy will be developed once the new Olympism in Action strategy is launched. In the meantime, the IOC will continue to support ad-hoc programmes from the TOP partners.
Recommendation 34

**Develop a global licensing programme**

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

**Implementation**

**2015 - 2017 achievements and deliverables**

- A global licensing strategy has been approved.
- An IOC worldwide licensing programme has been launched.
- Co-branded licensing agreements with OCOGs/NOCs in selected markets (e.g. co-branded precious metal products commemorating Chinese Olympic Team participation in the Rio 2016 Games – Panini sticker album featuring the Rio2016 logo and the CONI emblem, celebrating the Italian team going to the Rio2016 Games).
- Development of a global e-commerce strategy, with the support of the new TOP partner, Alibaba.

**2017 - 2020 expected achievements and deliverables**

- Launch the Olympic Heritage/Collection (5 Rings) programme, with at least 1-2 global licensees
- Launch and implementation of the global e-commerce platform with Alibaba.
- Continue discussions with TOP partners to develop their global licensing programmes.
- Start collaboration with IFs for the development of licensed sports equipment targeted at amateur sports enthusiasts.
Recommendation 35

**Foster TOP sponsors’ engagement with NOCs**

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

1. The IOC to adapt tailor-made measures to increase TOP local activation and synergies with NOCs. Support individual NOCs and sponsors in developing and increasing sponsorship activations on a local level using the NOCs’ assets.

2. The IOC to create IOC Marketing Seminars for NOCs in collaboration with Olympic Solidarity and ANOC to provide information on Olympic marketing and best practices. The seminar programme for all NOCs will enhance and develop the marketing and servicing capabilities of NOCs to engage with sponsors to better support and maximise sponsorship activations. The existing training pool for NOCs will be a key component of the seminar programme.

3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.
Implementation

2015 - 2017 achievements and deliverables

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

1. The IOC to adapt tailor-made measures to increase TOP local activation and synergies with NOCs. Support individual NOCs and sponsors in developing and increasing sponsorship activations on a local level using the NOCs’ assets.
   - A 2015 – 2017 Partner Activation Development Programme to foster collaboration between TOPs and NOCs has been developed, firstly targeting four TOPs (Bridgestone, Toyota, Panasonic and Alibaba) and key NOC regions. TOPs campaigns and programmes are adapted to the local context for better activations.

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.
   - Two sets of Marketing Seminars have taken place, in collaboration with Olympic Solidarity and ANOC:
     - 2015 – 2016: focus on Brand Building Essentials with 166 NOCs attending
     - 2017: focus on Sales Strategies and Digital Presence with 172 NOCs attending

3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.
   - Ongoing investigation into potential ways of including contractual obligations in TOP Partner agreements to facilitate TOP engagement with NOCs.
Recommendation 35: Foster TOP sponsors’ engagement with NOCs

<table>
<thead>
<tr>
<th>2017 - 2020 expected achievements and deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The IOC to create a programme in view of increasing engagement between TOPs and NOCs.</strong></td>
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<tr>
<td>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.</td>
</tr>
<tr>
<td>• Continue the development of local TOPs programme and campaigns, as well as workshops between TOPs and NOCs to foster collaboration at a local level.</td>
</tr>
<tr>
<td>• The programme (with TOPs and NOCs involved) will be determined on a yearly basis.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>• Yearly marketing seminars for NOCs.</td>
</tr>
<tr>
<td>• Development of online training platform and tools for increased support to NOCs.</td>
</tr>
<tr>
<td>3. The IOC to consider contractual obligations to be included in TOP Partner agreements to facilitate TOP engagement with NOCs.</td>
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<tr>
<td>• Ongoing investigation into potential ways of including contractual obligations in TOP Partner agreements to facilitate TOP engagement with NOCs.</td>
</tr>
</tbody>
</table>
Recommendation 36

Extend access to the Olympic brand for non-commercial use

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

Implementation

2015 - 2017 achievements and deliverables

Support stakeholders in their non-commercial activities with the use of Olympic properties:

- Development and update of guidelines and principles for:
  - Candidate cities: simplified structure of the emblem and new uses of the logo for engagement and promotional activities
  - OCOGs: improved engagement of the wider public with spectaculars
  - Olympic cities: enhanced use of historical marks to promote Olympic legacy
  - NOCs: developed framework for leveraging on NOCs’ brand identities and for non-commercial use of Olympic properties
  - IFs: fostered uses of Olympic properties for promotion/storytelling related to the Olympic Games
  - IOC:
    - New approach for use of Olympic properties for cultural events/programmes.
    - Enhanced access to Olympic Day logo by selected stakeholders

- Roll-out of the guidelines and principles through presentations and discussions in several forums:
  - NOC marketing seminars
  - Candidate cities workshop
  - Olympic cities workshop

2017 - 2020 expected achievements and deliverables

- Continue to develop and update all the necessary guidelines to support the use of the Olympic brand, and in particular the extended access to the Olympic brand for non-commercial use.
Recommendation 37

Address IOC membership age limit

Address IOC membership age limit:

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

Implementation

2015 - 2017 achievements and deliverables

Address IOC membership age limit:

- The current age limit of 70 has been confirmed by the IOC Session.
  - One-time extensions have been granted to two IOC Members, respectively in their capacity as FIS President and IWGA President.
  - The IOC Members Election Commission (new name of the Nominations Commission) and the Ethics Commission are consulted before such an extension is proposed to the IOC Session.

2017 - 2020 expected achievements and deliverables

Recommendation implemented.
Recommendation 38

**Implement a targeted recruitment process**

<table>
<thead>
<tr>
<th>Move from an application to a targeted recruitment process for IOC membership:</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>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:</td>
</tr>
<tr>
<td>• 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.)</td>
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<tr>
<td>• Geographic balance, as well as a maximum number of representatives from the same country</td>
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<tr>
<td>• Gender balance</td>
</tr>
<tr>
<td>• The existence of an athletes’ commission within the organisation for representatives of IFs/NOCs</td>
</tr>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
Implementation

2015 - 2017 achievements and deliverables

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.
   - The Nomination Commission’s mission has been revised accordingly, and the Commission has been renamed “IOC Members Election” Commission to reflect this new approach. The new mission is available on olympic.org
   - A new proactive recruitment process has been established with the IOC Members Election Commission identifying the profiles needed to best fill the vacancies of the IOC Membership and subsequently identifying candidates matching those profiles.

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.
   - The set of criteria for the profile of the targeted candidates has been approved by the IOC Executive Board upon the proposal of the IOC Members Election Commission and after consultation with the Ethics Commission.

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.
   - No special cases have been granted yet.

2017 - 2020 expected achievements and deliverables

Recommendation implemented: repeat the new recruitment process for all future elections of new IOC Members.
Recommendation 39

Foster dialogue with society and within the Olympic Movement

Foster dialogue with society and within the Olympic Movement:

1. The IOC to study the creation of an “Olympism in Action” Congress that would take the pulse of society every four years:
   - Bring together representatives of the Olympic Movement, its stakeholders and representatives of civil society.
   - Engage in a dialogue with representatives from all walks of life and backgrounds on the role of sport and its values in society.
   - Discuss the contribution of the Olympic Movement to society in fields such as education, cohesion, development, etc.

2. The IOC to turn the Session into an interactive discussion among IOC members on key strategic topics, with interventions from external guest speakers.
## Recommendation 39: Foster dialogue with society and within the Olympic Movement

### Implementation

#### 2015 - 2017 achievements and deliverables

**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:
   - A tender process to select a service provider to support the IOC in the delivery of the first “Olympism in Action Forum” took place. During this process, the name of the event was changed from “Olympism in Action” **Congress** to “Olympism in Action” **Forum**, to reflect the positioning of the event as a discussion platform.
   - The detailed concept for the first Olympism in Action Forum has been developed. The topics of the Forum will be centred around the three main expected outcomes of Olympic Agenda 2020: credibility (of the institutions and the competitions), sustainability (of the Olympic Games and the contribution of sport to the UN Sustainable Goals), and youth (future of sport and role of/ connection to sport for the young generation).
   - Dates, venue and key participants of the first Olympism in Action Forum identified. The Forum will take place on 5 and 6 October in Buenos Aires and involve up to 2,000 participants. There will be a mix of Olympic Movement representatives and “external” participants (civil society, business, politics, 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.
   - New settings of the IOC Session meeting room in place as of the 128th IOC Session in Kuala Lumpur.
   - External keynote speakers at the IOC Session as of the 128th IOC Session in Kuala Lumpur. The keynote speakers to date have been Un Secretary General Ban Ki Moon (2014) Sir Martin Sorrell (2015), Nobel Peace Prize Laureate Professor Muhammad Yunus (2016) and President Kuczynski (2017).
### 2017 - 2020 expected achievements and deliverables

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

1. The IOC to study the creation of an “Olympism in Action” **Forum** that would take the pulse of society every four years:
   - Delivery of the first Olympism in Action Forum on 5 and 6 October in Buenos Aires.
   - Debriefing of the event, planning and, if needed, revised concept for the next edition.

2. The IOC to turn the Session into an interactive discussion among IOC members on key strategic topics, with interventions from external guest speakers.
   - Repeat of the deliverables: new setting and external keynote speaker for all regular IOC Sessions.
Recommendation 40

**Review scope and composition of IOC commissions**

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

**Implementation**

<table>
<thead>
<tr>
<th>2015 - 2017 achievements and deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The President to review the scope and composition of the IOC commissions, to align them with the Olympic Agenda 2020.</td>
</tr>
<tr>
<td>- The scope of the IOC commissions has been revised and aligned with Olympic Agenda 2020.</td>
</tr>
<tr>
<td>- The composition of the commissions is revised on a yearly basis, aimed at constantly improving gender and geographical balance. From 2013 to 2017, the number of positions held by women in IOC commissions went up from 94 (22 per cent) to 178 (38 per cent).</td>
</tr>
<tr>
<td>2. The IOC Executive Board to determine the priorities for implementation of the recommendations.</td>
</tr>
<tr>
<td>- The IOC Executive Board approves the yearly Olympic Agenda 2020 implementation plans, and a status report is made at each of the regular IOC Executive Board meetings. All the yearly implementation plans are available on olympic.org</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>2017 - 2020 expected achievements and deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation fully implemented – yearly review of IOC commissions composition to take place.</td>
</tr>
</tbody>
</table>