



INTERNATIONAL
OLYMPIC
COMMITTEE

OLYMPIC AGENDA 2020

IMPLEMENTATION PLAN – 2016 AND BEYOND



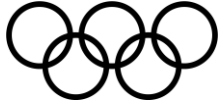


Contents

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



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



EXECUTIVE SUMMARY

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

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

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

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

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

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



Recommendation 1

Shape the bidding process as an invitation

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

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



Implementation

2016 Expected deliverables

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



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



Key milestones beyond 2016

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



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



Recommendation 2

Evaluate bid cities by assessing key opportunities and risks

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

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

Implementation

2016 Expected deliverables

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



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

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



Recommendation 3

Reduce the cost of bidding

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

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



Implementation

2016 Expected deliverables

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

2016 Action plan

Lead: Olympic Games Executive Director

	Jan. – March	April – June	July – Sept.	Oct. – Dec.
Candidature process 2024	Work with Olympic Channel and Strategic communications to create opportunities for the Candidate Cities Develop concept for Evaluation Commission visit conference set-up Work with ITMS to develop services by TOPs to Candidate Cities 2024			

Key milestones beyond 2016



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



Recommendation 4

Include sustainability in all aspects of the Olympic Games

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

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

Implementation

2016 Expected deliverables

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



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



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



Recommendation 5

Include sustainability within the Olympic Movement's daily operations

The IOC to embrace sustainability principles:

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



Implementation

2016 Expected deliverables

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

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



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



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



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 (IMGGA) to study the possibility for Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.
3. The IOC to consider including a “sports lab” or sports initiation programmes as part of the Olympic Games or Youth Olympic Games to trigger youth involvement and benefit the host community.

Implementation

2016 Expected deliverables

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



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



Key milestones beyond 2016

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

2016 Impacts

HR / organisational	
Finance	
Legal	
Others	

Key impacts beyond 2016

--



Recommendation 7

Strengthen relationships with organisations managing sport for people with different abilities

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

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

Implementation

2016 Expected deliverables

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



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

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



Recommendation 8

Forge relationships with professional leagues

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

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

Implementation

2016 Expected deliverables

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



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

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
Key impacts beyond 2016	



Recommendation 9

Set a framework for the Olympic programme

Set limits for accreditations:

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

Implementation

2016 Expected deliverables

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



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

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



Recommendation 10

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

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

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

Implementation

2016 Expected deliverables

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



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



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



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



Recommendation 11

Foster gender equality

Foster gender equality

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

Implementation

2016 Expected deliverables

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



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

Key milestones beyond 2016

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

2016 Impacts

HR / organisational	
Finance	
Legal	
Others	

Key impacts beyond 2016

--



Recommendation 12

Reduce the cost and reinforce the flexibility of Olympic Games management

Reduce the cost and reinforce the flexibility of Olympic Games management

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

Implementation

2016 Expected deliverables

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



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



Key milestones beyond 2016

- 2017
- Review of Olympic Games Framework, HCC Principles and HCC Operational Requirements in time for launch of 2026 Candidature Process
 - Recommendations for update of level of services and documentations.
 - Development of the Olympic Games learning model is a 6 years exercise

2016 Impacts

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

Key impacts beyond 2016

--



Recommendation 13

Maximise synergies with Olympic Movement stakeholders

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

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

Implementation

2016 Expected deliverables

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



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



IOC Coordination Commissions	Deliver Coordination Commission meetings according to scope defined in revised Olympic Charter.
---	---

Key milestones beyond 2016

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

2016 Impacts

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

Key impacts beyond 2016

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



Recommendation 14

Strengthen the 6th Fundamental Principle of Olympism

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

Implementation

2016 Expected deliverables

- Implemented



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



Recommendation 15

Change the philosophy to protecting clean athletes

The IOC's ultimate goal is to protect clean athletes

Implementation

2016 Expected deliverables

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



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



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



Recommendation 16

Leverage the IOC USD 20 million fund to protect clean athletes

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

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

Implementation

2016 Expected deliverables

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



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



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



Recommendation 17

Honour clean athletes

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

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

Implementation

2016 Expected deliverables

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



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

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
Key impacts beyond 2016	



Recommendation 18

Strengthen support to athletes

Strengthen support to athletes:

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

Implementation

2016 Expected deliverables

Athlete experience:

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

Athlete engagement:

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

Athlete Career Programme (ACP):

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

Online Career Support:

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

World Olympian Association (WOA):

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



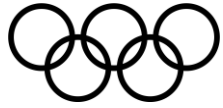
2016 Action plan		Lead: Sports Director			
		Jan. – March	April – June	July – Sept.	Oct. – Dec.
Athletes experience		Produce a ‘checklist’ with the AC for the Evaluation Commission based on the 2024 Candidate Cities Questionnaire. Finalise plans for Rio de Janeiro 2016 ‘place of mourning’ and ‘moment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



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



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



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



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



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



Recommendation 19

Launch an Olympic Channel

The IOC to launch an Olympic Channel.

Implementation

2016 Expected deliverables

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



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



Key milestones beyond 2016

- Further expansion of linear and digital distribution

2016 Impacts

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

Key impacts beyond 2016

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



Recommendation 20

Enter into strategic partnerships

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

Implementation

2016 Expected deliverables

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



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

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



Recommendation 21

Strengthen IOC advocacy capacity

Strengthen IOC advocacy capacity:

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

Implementation

2016 Expected deliverables

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



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



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



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



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



Recommendation 22

Spread Olympic values-based education

Spread Olympic values-based education

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

Implementation

2016 Expected deliverables

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



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



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

Key milestones beyond 2016

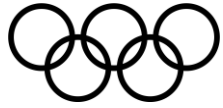
- Launch the e-platform for educators within the IOC shaRing platform.
- Additional key milestones to be identified when new director is in place.

2016 Impacts

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

Key impacts beyond 2016

-



Recommendation 23

Engage with communities

Engage with communities:

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

Implementation

2016 Expected deliverables

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



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

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



Recommendation 24

Evaluate the Sport for Hope programme

Evaluate the Sport for Hope programme:

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

Implementation

2016 Expected deliverables

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



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



Key milestones beyond 2016

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

2016 Impacts

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

Key impacts beyond 2016

-



Recommendation 25

Review Youth Olympic Games positioning

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

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

Implementation

2016 Expected deliverables

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



2016 Action plan			Lead: Olympic Games Executive Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
Review of YOG positioning	Meetings of the YOG Tripartite working group		Recommendations of YOG Tripartite working group presented to the IOC Session.	

Key milestones beyond 2016

- 2017:
 - Revision of all the appropriate documents in order to be ready to launch bid process for 2023.
- 2018:
 - Launch of bid process for the 4th Youth Olympic Games.
- 2018/2019 TBC
 - Election of the host city for the 4th Youth Olympic Games.

2016 Impacts

HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 330,000
Legal	
Others	

Key impacts beyond 2016

-



Recommendation 26

Further blend sport and culture

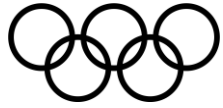
Further strengthen the blending of sport and culture at the Olympic Games and in-between.

1. At Games time:

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

2. Between Olympic Games:

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



Implementation

2016 Expected deliverables

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



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

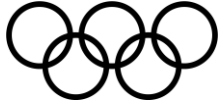


2016 Action plan			Lead: Culture and Heritage Director	
NOCs' cultural attachés	Monitoring and overview of the NOCs' cultural activities Definition of role, tasks and duties Liaison with identified cultural attachés	Test of strategy		Launch of action plan

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

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

Key impacts beyond 2016
<ul style="list-style-type: none">



Recommendation 27

Comply with basic principles of good governance

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

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

Implementation

2016 Expected deliverables

- Monitoring and supporting tools to be provided by the IOC



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



Recommendation 28

Support autonomy

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

Implementation

2016 Expected deliverables

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



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

2016 Impacts	
HR / organisational	
Finance	
Legal	
Key impacts beyond 2016	



Recommendation 29

Increase transparency

To further increase transparency

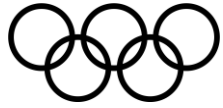
1. The financial statements of the IOC to be prepared and audited according to the International Financial Reporting Standards (IFRS), even if these higher standards are legally not required from the IOC.
2. The IOC to produce an annual activity and financial report, including the allowance policy for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

Implementation

2016 Expected deliverables

2015 deliverables to be repeated :

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



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

2016 Impacts	
HR / organisational	
Finance	
Legal	
Key impacts beyond 2016	



Recommendation 30

Strengthen the IOC Ethics Commission independence

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

Implementation

2016 Expected deliverables

- On-going implementation

2016 Action plan

Lead: Chief Ethics and Compliance Officer

Jan. – March

April – June

July – Sept.

Oct. – Dec.

Election of IOC Ethics Commission

Key milestones beyond 2016



Recommendation 31

Ensure compliance

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

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

Implementation

2016 Expected deliverables

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



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

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
Key impacts beyond 2016	



Recommendation 32

Strengthen ethics

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

Implementation

2016 Expected deliverables

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



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

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
Key impacts beyond 2016	



Recommendation 33

Further involve sponsors in “Olympism in Action” programmes

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

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

Implementation

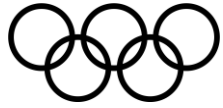
2016 Expected deliverables

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



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

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



Recommendation 34

Develop a global licensing programme

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

Implementation

2016 Expected deliverables

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



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



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



Recommendation 35

Foster TOP sponsors' engagement with NOCs

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

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

Implementation

2016 Expected deliverables

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



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



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



Recommendation 36

Extend access to the Olympic brand for non-commercial use

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

Implementation

2016 Expected deliverables

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



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

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



Recommendation 37

Address IOC membership age limit

Address IOC membership age limit:

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

Implementation

2016 Expected deliverables

- Implemented



Recommendation 38

Implement a targeted recruitment process

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

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

Implementation

2016 Expected deliverables

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



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

2016 Impacts	
HR / organisational	
Finance	
Legal	
Others	
Key impacts beyond 2016	



Recommendation 39

Foster dialogue with society and within the Olympic Movement

Foster dialogue with society and within the Olympic Movement:

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

Implementation

2016 Expected deliverables

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



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

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



Recommendation 40

Review scope and composition of IOC commissions

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

Implementation

2016 Expected deliverables

- Implemented



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

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

INTERNATIONAL OLYMPIC COMMITTEE
CHÂTEAU DE VIDY, 1007 LAUSANNE, SWITZERLAND

www.olympic.org