



INTERNATIONAL
OLYMPIC
COMMITTEE

OLYMPIC AGENDA 2020

IMPLEMENTATION PLAN – 2015 AND BEYOND



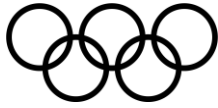


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EXECUTIVE SUMMARY

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

A significant number of the recommendations are already in place:

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

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

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

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



Recommendation 1

Shape the bidding process as an invitation

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

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



Implementation

2015 Expected deliverables

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



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



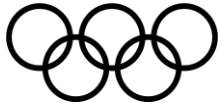
2015 Action plan		Lead: Olympic Games Executive Director		
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
Support documents to the bid process	Adaptation of the technical manuals and development of a new Body of Knowledge, which will contain a fresh set of reference materials to support and bring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



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



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



Recommendation 2

Evaluate bid cities by assessing key opportunities and risks

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

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

Implementation

2015 Expected deliverables

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



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



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



Recommendation 3

Reduce the cost of bidding

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

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



Implementation

2015 Expected deliverables

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



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

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



Recommendation 4

Include sustainability in all aspects of the Olympic Games

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

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

Implementation

2015 Expected deliverables

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



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



2015 Impacts	
HR / organisational	
Finance	Olympic Agenda 2020 dedicated budget: USD 300,000 (together with recommendation 5).
Legal	Update of the Host City Contract. Drafting of a Memorandum of Understanding with the UMVO.
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none">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

2015 Expected deliverables

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



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



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



Recommendation 6

Cooperate closely with other sports event organisers

Cooperate closely with other sports event organisers:

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

Implementation

2015 Expected deliverables

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



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



Key milestones beyond 2015

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

2015 Impacts

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

Key impacts beyond 2015

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Recommendation 7

Strengthen relationships with organisations managing sport for people with different abilities

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

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

Implementation

2015 Expected deliverables

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



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



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



Recommendation 8

Forge relationships with professional leagues

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

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

Implementation

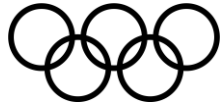
2015 Expected deliverables

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



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

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



Recommendation 9

Set a framework for the Olympic programme

Set limits for accreditations:

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

Implementation

2015 Expected deliverables

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



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

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



Recommendation 10

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

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

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

Implementation

2015 Expected deliverables

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



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



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



Key milestones beyond 2015

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

2015 Impacts

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

Key impacts beyond 2015

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



Recommendation 11

Foster gender equality

Foster gender equality

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

Implementation

2015 Expected deliverables

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



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

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



Recommendation 12

Reduce the cost and reinforce the flexibility of Olympic Games management

Reduce the cost and reinforce the flexibility of Olympic Games management

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

Implementation

2015 Expected deliverables

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



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



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



Recommendation 13

Maximise synergies with Olympic Movement stakeholders

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

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

Implementation

2015 Expected deliverables

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



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



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



Recommendation 14

Strengthen the 6th Fundamental Principle of Olympism

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

Implementation

2015 Expected deliverables

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



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

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



Recommendation 15

Change the philosophy to protecting clean athletes

The IOC's ultimate goal is to protect clean athletes

Implementation

2015 Expected deliverables

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



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

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

2015 Expected deliverables

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



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



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



Recommendation 17

Honour clean athletes

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

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

Implementation

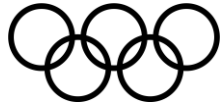
2015 Expected deliverables

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



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

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



Recommendation 18

Strengthen support to athletes

Strengthen support to athletes:

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

Implementation

2015 Expected deliverables

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



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



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



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

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



Recommendation 19

Launch an Olympic Channel

The IOC to launch an Olympic Channel.

Implementation

2015 Expected deliverables

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



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



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



Recommendation 20

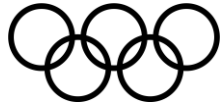
Enter into strategic partnerships

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

2015 Expected deliverables

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



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



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



Recommendation 21

Strengthen IOC advocacy capacity

Strengthen IOC advocacy capacity:

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

Implementation

2015 Expected deliverables

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



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



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



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



Recommendation 22

Spread Olympic values-based education

Spread Olympic values-based education

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

Implementation

2015 Expected deliverables

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



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



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



Recommendation 23

Engage with communities

Engage with communities:

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

Implementation

2015 Expected deliverables

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



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

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



Recommendation 24

Evaluate the Sport for Hope programme

Evaluate the Sport for Hope programme:

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

Implementation

2015 Expected deliverables

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



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



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



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

2015 Expected deliverables

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



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



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



Recommendation 26

Further blend sport and culture

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

1. At Games time:

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

2. Between Olympic Games:

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



Implementation

2015 Expected deliverables

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



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



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



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



Recommendation 27

Comply with basic principles of good governance

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

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

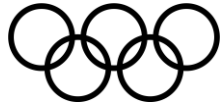
Implementation

2015 Expected deliverables

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



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



Recommendation 28

Support autonomy

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

Implementation

2015 Expected deliverables

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



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

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



Recommendation 29

Increase transparency

To further increase transparency

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

Implementation

2015 Expected deliverables

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



2015 Action plan			Lead: Finance Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
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	Allowance policy for IOC Members and the IOC President to be presented to the EB for approval by the IOC Ethics Commission. Communication to the IOC members to be prepared by the Communication Director.		Produce the new annual activity and financial report, including the allowance policy for IOC Members. This report will be presented to the IOC Session.	
Key milestones beyond 2015				

2015 Impacts	
HR / organisational	
Finance	
Legal	
Key impacts beyond 2015	



Recommendation 30

Strengthen the IOC Ethics Commission independence

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

Implementation

2015 Expected deliverables

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



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

2015 Impacts	
HR / organisational	
Finance	
Legal	
Others	
Key impacts beyond 2015	



Recommendation 31

Ensure compliance

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

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

Implementation

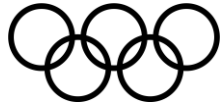
2015 Expected deliverables

- The IOC Ethics and Compliance Office is created.



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

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



Recommendation 32

Strengthen ethics

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

Implementation

2015 Expected deliverables

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



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

2015 Impacts	
HR / organisational	
Finance	
Legal	
Others	
Key impacts beyond 2015	



Recommendation 33

Further involve sponsors in “Olympism in Action” programmes

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

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

Implementation

2015 Expected deliverables

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



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

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



Recommendation 34

Develop a global licensing programme

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

Implementation

2015 Expected deliverables

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



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

2015 Impacts	
HR / organisational	Alignment with The Olympic Museum for programme management.
Finance	
Legal	
Others	
Key impacts beyond 2015	
<ul style="list-style-type: none"> • HR: one Full Time Equivalent (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

2015 Expected deliverables

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



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



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



Recommendation 36

Extend access to the Olympic brand for non-commercial use

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

Implementation

2015 Expected deliverables

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



2015 Action plan			Lead: Corporate Development Associate Director	
	Jan. – March	April – June	July – Sept.	Oct. – Dec.
Access to Olympic Brand	Conduct assessment and categorisation of needs. Set priorities.	Develop overall brand usage framework for the first set of priorities.	Present overall proposed approach and brand usage framework for the first set of priorities to the IOC EB and IOC Session. Leverage IOC marketing seminars with NOCs to present a status report on the brand usage framework to NOCs and get their feedback (recommendation 35).	Spread communication of brand usage framework for the first set of priorities.
Key milestones beyond 2015				
<ul style="list-style-type: none"> • 2016: Further develop brand usage framework for the second set of priorities. • 2016 and beyond: Implement brand usage framework. Spread the communication of the brand management framework throughout the Olympic Movement and its stakeholders, and strengthen coordination of brand management among the various players. 				
2015 Impacts				
HR / organisational				
Finance				
Legal	Update of the Olympic Charter: Chapter 1, Rules 7 and 14 - Rights over the Olympic Games and Olympic Properties, Olympic designations.			
Key impacts beyond 2015				



Recommendation 37

Address IOC membership age limit

Address IOC membership age limit:

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

Implementation

2015 Expected deliverables

- Implemented.



Recommendation 38

Implement a targeted recruitment process

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

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

Implementation

2015 Expected deliverables

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



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

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



Recommendation 39

Foster dialogue with society and within the Olympic Movement

Foster dialogue with society and within the Olympic Movement:

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

Implementation

2015 Expected deliverables

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



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



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



Recommendation 40

Review scope and composition of IOC commissions

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

Implementation

2015 Expected deliverables

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



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

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

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