



INTERNATIONAL
OLYMPIC
COMMITTEE

OLYMPIC AGENDA 2020

20+20 RECOMMENDATIONS





Introduction

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

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

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

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



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

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

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

"Sport has the power to change the world"

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

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

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

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

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

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



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

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

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

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

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

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

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



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

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

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

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

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

We will create the position of a compliance officer.

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

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

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



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

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

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

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

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

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

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



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

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

As Mr Ban Ki-Moon rightly put it:

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

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

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

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

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

Thank you very much!



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Recommendation 1

Shape the bidding process as an invitation

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

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



Recommendation 2

Evaluate bid cities by assessing key opportunities and risks

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

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



Recommendation 3

Reduce the cost of bidding

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

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



Recommendation 4

Include sustainability in all aspects of the Olympic Games

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

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

Recommendation 5

Include sustainability within the Olympic Movement's daily operations

The IOC to embrace sustainability principles:

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



Recommendation 6

Cooperate closely with other sports event organisers

Cooperate closely with other sports event organisers:

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

Recommendation 7

Strengthen relationships with organisations managing sport for people with different abilities

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

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

Recommendation 8

Forge relationships with professional leagues

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

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



Recommendation 9

Set a framework for the Olympic programme

Set limits for accreditations:

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

Recommendation 10

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

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

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



Recommendation 11

Foster gender equality

Foster gender equality

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

Recommendation 12

Reduce the cost and reinforce the flexibility of Olympic Games management

Reduce the cost and reinforce the flexibility of Olympic Games management

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

Recommendation 13

Maximise synergies with Olympic Movement stakeholders

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

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



Recommendation 14

Strengthen the 6th Fundamental Principle of Olympism

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

Recommendation 15

Change the philosophy to protecting clean athletes

The IOC's ultimate goal is to protect clean athletes

Recommendation 16

Leverage the IOC USD 20 million fund to protect clean athletes

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

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

Recommendation 17

Honour clean athletes

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

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



Recommendation 18

Strengthen support to athletes

Strengthen support to athletes:

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



Recommendation 19

Launch an Olympic Channel

The IOC to launch an Olympic Channel.

Recommendation 20

Enter into strategic partnerships

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

Recommendation 21

Strengthen IOC advocacy capacity

Strengthen IOC advocacy capacity:

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

Recommendation 22

Spread Olympic values-based education

Spread Olympic values-based education

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



Recommendation 23

Engage with communities

Engage with communities:

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

Recommendation 24

Evaluate the Sport for Hope programme

Evaluate the Sport for Hope programme:

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

Recommendation 25

Review Youth Olympic Games positioning

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

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



Recommendation 26

Further blend sport and culture

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

1. At Games time:

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

2. Between Olympic Games:

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



Recommendation 27

Comply with basic principles of good governance

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

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

Recommendation 28

Support autonomy

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

Recommendation 29

Increase transparency

To further increase transparency

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



Recommendation 30

Strengthen the IOC Ethics Commission independence

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

Recommendation 31

Ensure compliance

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

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

Recommendation 32

Strengthen ethics

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

Recommendation 33

Further involve sponsors in “Olympism in Action” programmes

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

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



Recommendation 34

Develop a global licensing programme

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

Recommendation 35

Foster TOP sponsors' engagement with NOCs

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

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

Recommendation 36

Extend access to the Olympic brand for non-commercial use

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



Recommendation 37

Address IOC membership age limit

Address IOC membership age limit:

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

Recommendation 38

Implement a targeted recruitment process

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

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



Recommendation 39

Foster dialogue with society and within the Olympic Movement

Foster dialogue with society and within the Olympic Movement:

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

Recommendation 40

Review scope and composition of IOC commissions

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

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