



INTERNATIONAL  
OLYMPIC  
COMMITTEE

*Paralympics*

# OLYMPIC AGENDA 2020

## 20+20 RECOMMENDATIONS





## Introduction

This Olympic Agenda 2020 was unanimously agreed at the 127<sup>th</sup> IOC Session in Monaco on the 8<sup>th</sup> and 9<sup>th</sup> 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 127<sup>th</sup> 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, 127<sup>th</sup> 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.** → *what is talking about what is the change implicit*

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**



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## 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 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 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 6<sup>th</sup> 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.

*IDEA - ¿QUÉ? LA ACEPTA MÁS  
INDÍGENAS O USO, NOS EN LAS ESCUELAS??*



## Recommendation 23

### Engage with communities

#### Engage with communities:

*Existe un "único discurso" / Discursos de los dirigentes de universidades dictando el cambio - En NO se incluyó un programa*

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 4<sup>th</sup> Summer Youth Olympic Games, to be postponed from 2022 to 2023.

*la perfecta demostración en prevención de adoleos malos*



## 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.

① Totalmente conectar otras culturas - un día antes a clase por el museo olimpicos  
② Hay muchas ideas que vienen.



## 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.

*Aqui exten jodida Guate.*



## 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. *aguen van a number a favor y no critical people*
  - 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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