



INTERNATIONAL
OLYMPIC
COMMITTEE

OLYMPIC AGENDA 2020

20+20 RECOMMENDATIONS





Introduction

Here are the 20 + 20 recommendations which will be discussed at the 127th IOC Session in Monaco on 8 and 9 December.

Together, these 40 recommendations lay out the strategic roadmap for the future of the Olympic Movement.

The recommendations address only the changes proposed for the future. If a policy is not specifically mentioned, this means that it will be maintained.

The recommendations follow a year of discussions and consultations with all the stakeholders of the Olympic Movement, as well as external experts and the public. They were also debated by the 126th IOC Session in Sochi, two Olympic Summits and the IOC commissions. More than 40,000 submissions were received from the public during the process, generating some 1,200 ideas. They were finalised at the Executive Board meeting in October 2014, after presentations by the chairs of the 14 Working Groups.

For further information, please refer to the full document provided to you in advance of the 127th IOC Session, which contains details and context as well as the recommendations.

After the IOC 127th IOC Session, the IOC Executive Board will have the task of determining the priorities for the implementation of the recommendations.



20+20 Recommendations to shape the future of the Olympic Movement

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



21. Strengthen IOC advocacy capacity	13
22. Spread Olympic values-based education	13
23. Engage with communities.....	14
24. Evaluate the Sport for Hope programme	14
25. Review Youth Olympic Games positioning	14
26. Further blend sport and culture	15
27. Comply with basic principles of good governance	16
28. Support autonomy	16
29. Increase transparency	16
30. Strengthen the IOC Ethics Commission independence.....	17
31. Ensure compliance	17
32. Strengthen ethics.....	17
33. Further involve sponsors in “Olympism in Action” programmes	17
34. Develop a global licensing programme.....	18
35. Foster TOP sponsors’ engagement with NOCs.....	18
36. Extend access to the Olympic brand for non-commercial use.....	18
37. Address IOC membership age limit.....	19
38. Implement a targeted recruitment process	19
39. Foster dialogue with society and within the Olympic Movement.....	20
40. Review scope and composition of IOC commissions	20



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.

DRAFT



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.**

INTERNATIONAL OLYMPIC COMMITTEE
CHÂTEAU DE VIDY, 1007 LAUSANNE, SWITZERLAND

www.olympic.org