Olympism 365 connects people with Olympic values, everywhere, every day.

We do this by:

1. Partnering with major global organisations or consortia that create new ways to access and benefit from sport; and then,
2. Providing funding streams, networks and opportunities to innovate, scale solutions and build systems.

This will result in:

- more people from underserved populations benefiting from finding a community in sport;
- sport organisations being recognised as essential services; and
- connecting and working together, effectively collaborating in areas where there is shared value.

About

Globally, sport is a way people convene, connect, set social norms and celebrate community. It can be a gateway to benefits that lead to opportunities in other areas of life. The IOC’s role as the peak sports body and its commitment to the Fundamental Principles of Olympism can be used to strengthen our engagement in building a better world through sport – together.

Olympism 365 was developed through consultations with IOC departments, the Olympic Movement, The Olympic Partners, global subject area specialists in heritage, sport, development, research, government, health, education, gender, disability and sport for development sectors. It also draws on information in sector evaluations, reviews, research and other content publicly available. The overall approach, structure and theory of change were created as a result of a collaborative process where the evidence base, contemporary practices, inputs from consultation meetings and IOC strategies were considered.

Olympism 365 is a global approach that connects people with the Olympic values everywhere, every day. It is initially a four-year commitment with a view to continuing over 10 years. It will be delivered in partnership with NGOs, UN agencies, sports organisations and National Olympic Committees in 140 countries.

Over four years, we will build eight intersecting portfolios, which include over 45 strategic partners and more than 200 implementing partners. Each portfolio includes the Olympic Movement, Olympic corporate partners, athletes, young leaders, government departments, UN and development agencies and programme delivery organisations.
Building on Momentum

Olympism 365 builds on the lessons and achievements of earlier investments in sports development, sustainable practices, commercial partnerships, youth engagement and gender equality, advocacy and convening networks. The design will allow us to adapt quickly to new conditions in order to authentically contribute to building a better world through sport.

In 1894, the Fundamental Principles of Olympism, including placing sport at the service of the harmonious development of humankind, were outlined in the Olympic Charter. The Principles express the IOC values and ideals and therefore underpin all elements of the IOC's work.

Olympic Agenda 2020 highlighted the cross-cutting principles of youth, credibility and sustainability and acted as a catalyst to take steps in developing sustainability, human rights and gender-equality approaches, among other measures.

We build on these approaches in Olympic Agenda 2020+5, the roadmap for 2021-2025. This roadmap consists of 15 recommendations. Olympism 365 is the engine for implementing recommendation 10: “Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals”, and also overlaps with other recommendations.

Olympism 365 accounts for the progress that has been made by the IOC, and the broader sports and development sectors over the last 20 years, and positions our ambitions to be relevant in a current global context.
Accelerating Change

Overall, O365 will contribute to the IOC’s vision of building a better world through sport. It will do this by connecting people around the world through the Olympic values everywhere, every day. O365 will focus on aligning activities to contribute to change in the following impact areas:

- More people benefit from finding a community in sport
- Sports organisations being recognised as essential community services
- Strengthened relationships and effective collaboration in areas where there is shared value

In order to achieve its goal and align with SDG targets and sports development, O365 will work towards four connected, mutually reinforcing areas: access to sport, creating a place to belong, opportunities to benefit and local and global connection.

Efforts in these areas are underpinned by four working principles. They are:

- Quality delivery and advocacy partnerships are at the centre of our delivery;
- The approach considers the ongoing impact of the COVID-19 pandemic;
- Safe, inclusive, accessible, sustainable organisations are a pre-requisite to enable more equal opportunities;
- Human rights-based and sustainable environmental, social and economic practices are applied across all mechanisms.
Alignment with Development Sector

O365 applies the Fundamental Principles of Olympism and aligns with local aid investment plans, development plans and other initiatives that are aligned with the Sustainable Development Goals. Through its impact in the areas of “access”, “belong”, “benefit” and “connect”, O365 has direct alignment with combinations of 17 targets in the 10 SDGs. The SDGs and targets are:

- SDG 3  Good health and well-being (Target 3.4)
- SDG 4  Quality education (Target 4.4 and 4.5)
- SDG 5  Gender equality (Targets 5.1, 5.2 and 5.5)
- SDG 8  Decent work and growth (Targets 8.3 and 8.6)
- SDG 10 Reduce inequality within and among countries (Target 10.3)
- SDG 11  Sustainable cities and communities (Target 11.7)
- SDG 12  Sustainable consumption and production patterns (Target 12.5)
- SDG 13  Take urgent action to combat climate change (Target 13.2)
- SDG 16  Peace, justice and sustainable institutions (Targets 16.2 and 16.7)
- SDG 17  Partnerships for the goals (Targets 17.3, 17.14, 17.16)
Factors that influence Olympism 365

The creation of this strategy has included an analysis of existing IOC projects, interviews and consultations with stakeholders, and how the Olympic Movement has responded to the pandemic.

O365 sits within a complex ecosystem of sport, sustainable development, human rights, commercial, digital engagement, culture and heritage initiatives. Some of the macro influencing factors are described in diagram 2.

The impact, processes and role of O365 are built on the analysis of what partners already have in place, the priorities shared with the partners and the unique assets that the IOC can contribute to creating further positive change. This commitment to working together is aimed at renewing solidarity and unity between people and organisations from a range of sectors and across the globe.

Finally, our approach needs to consider the imbalances caused by the COVID-19 pandemic. The United Nations Comprehensive Response to COVID-19 outlines a three-point recovery process: a health response, safeguarding lives and livelihoods, and a better post-COVID world that considers the inequalities and fragilities that have been exposed. These elements are also considered in this design.
Delivery Approach

Eight portfolios of partnerships between organisations will be established, recognising that the best results are achieved by mobilising the best assets of sport, development, commercial, government and other groups to deliver on shared priorities.

The establishment and delivery of a range of partnerships will be supported through a mechanism that provides a range of funding streams, network development and co-creation opportunities to resolve problems, build on promising practices and celebrate success.

O365 will take a rigorous approach to monitoring, evaluation, research and learning. This involves regular monitoring of delivery and progress to objectives, a systematic approach to evaluating our contribution to observed change and rapid feedback loops to ensure that learning from experience and emerging evidence is extracted and used on an ongoing basis.

<table>
<thead>
<tr>
<th>Delivery partnerships</th>
<th>Partnerships with organisations that create new ways to access and benefit from sport and will provide funding streams, networks and co-creation opportunities to innovate and scale solution. TOPs, NOCs, UN agencies, development banks, governments and more can be part of these partnerships where there are shared interests.</th>
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<tbody>
<tr>
<td>Innovation and exploration funds</td>
<td>Innovation and exploration funds that invest in high impact, innovative initiatives that contribute to O365 outcome areas.</td>
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<tr>
<td>Collective action</td>
<td>Initiatives that will bring organisations together to address multi stakeholder and/or thematic priorities that are specific to the market.</td>
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<td>Direct support for NOCs</td>
<td>Direct support for NOCs through Olympic Solidarity grants (Olympic values).</td>
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<tr>
<td>Engagement and leadership</td>
<td>Connecting people from O365 programmes through access to storytelling opportunities, promotion on IOC platforms and showcasing diverse stories. Creating dedicated places for O365 representatives on the IOC Young Leaders programme. Connecting OLY athletes with O365 programmes, creating chances for community engagement, training and employment.</td>
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<tr>
<td>Small project investments</td>
<td>IOC small investments accessed by young leaders, athletes and award winners to ensure the process is efficient and the outcomes are aligned.</td>
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<tr>
<td>Technical support</td>
<td>Technical support services to strengthen programmatic approaches and the delivery of specific outcomes.</td>
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</tbody>
</table>
WE HAVE AN OPPORTUNITY TO MOVE FROM GOOD TO GREAT

**FROM**

280 athletes came together for 43 events at the 1st modern Olympic Games in 1896

Young people in sport are **consumers** and beneficiaries of the decisions of others

The IOC is recognised primarily for the delivery of the **Olympic Games**

The IOC is often perceived as a **transactional donor** providing funding

The IOC has **inconsistent involvement** in a range of global initiatives

**TO**

Sport is experienced and showcased **every day** in ways that are convenient and that meet people’s needs

Young people **create their own expression** of the Fundamental Principles of Olympism

The IOC is widely respected for the Olympic Games and its contribution to society **365 days a year**

The IOC is a **transformative partner**, working with other organisations and supporting systems where there is shared value

A process for engagement and partnering and design that is best for delivery with **measurable impact** driving relevance

**Connect everywhere, every day**

**Respond to behaviours of emerging markets and demographics**

**Increase our value, through our Olympic values**

**Focus our efforts and measure our impact through partnerships and collective action**

**Streamline our approach**
Timeframe
O365 will begin in March 2022 and will be implemented for the duration of Olympic Agenda 2020+5.

Management
Olympism 365 will be overseen by the IOC Director General. It will be managed by the Director of Olympic Solidarity and NOC Relations and report to a cross-departmental leadership group. This leadership group currently includes directors who oversee external engagement portfolios - Olympic Solidarity and NOC Relations, Digital Engagement and Marketing, Television and Marketing Services, the Olympic Foundation for Culture and Heritage and The Olympic Refugee Foundation.

Budget summary
The Olympism 365 overall budget for 2021 to 2025 is part of a 10-year outlook. The O365 budget comprises a mix of project funding, collective action, governance and management, technical support and independent reviews. In order to deliver the strategy, new funds will be required in addition to funds already existing in IOC and Olympic Solidarity budgets.

Risks and challenges to success
Possible risks include harassment and abuse (including child protection), fraud, failure to deliver on outcomes, partnership failure, work hazards and reporting and accountability and the unpredictable impact of COVID-19 pandemic. These risks are rated no higher than medium and strategies have been identified to mitigate them.
Recommendation 10: Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals

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<tr>
<td>People benefit from playing sport, but access is unequal.</td>
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<td>People leave sport if they do not feel like they belong.</td>
<td>People have many options for how they use their time.</td>
<td>We work in silos.</td>
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<tr>
<td>Problem</td>
<td></td>
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<td>Promise</td>
<td>We will invest in a portfolio of diverse partners that create new opportunities for underserved communities to access sport.</td>
<td>We build partnerships between O365 partners and the Olympic Movement to create safe, inclusive and equal community connections.</td>
<td>We leverage sport's ability to establish social norms to provide other benefits, including physical and mental well-being and new opportunities through education, vocational training, networks and leadership.</td>
<td>We will make it possible for diverse groups of people and organisations to connect, celebrate success, resolve problems and share a broad range of Olympism experiences.</td>
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<td>Working Principles</td>
<td>We consider the ongoing impact of the COVID-19 pandemic.</td>
<td>Quality delivery and advocacy partnerships are at the centre of our delivery.</td>
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