

Simulation: International Olympics Committee

Agenda: The Olympic bid for the summer Olympics, 2032; and the selection of the developing countries as Olympic host nations.

A NOTE ON THE SIMULATION

It is important to understand the direction of the discussion, or the requirements of simulation to be able to generate a fruitful learning experience for all participants. This simulation will act as a hypothetical session of International Olympic Committee (IOC) taking place to address the given agenda.

The session, like previous sessions, will **not enact the bidding process** itself. In other words, as a participant you are not required to prepare a bid for 2032 Olympic Games, the official host city for which will be decided in 2025. This session, however, will **focus upon two interrelated aspects**. The first is the discussion on how to enable a scenario where we are able to encourage a bid from a developing country to host Olympic games in future. The second is the discussion on possibility of actually having a developing country bid for 2032 games, focusing on the role of IOC in facilitating this. This will be done while keeping in mind the overall direction that the IOC has been trying to move towards, especially through its Agenda 2020.

Olympic Agenda 2020 is the strategic roadmap for the future of the Olympic Movement. The 40 recommendations are like pieces of a jigsaw puzzle that, when you put together, form a picture that shows that the IOC is safeguarding the uniqueness of the Olympic Games and strengthening sport in society.

Some of the key areas addressed by Olympic Agenda 2020 are:

- Changes to the candidature procedure, with a new philosophy to invite potential candidate cities to present a project that fits their sporting, economic, social and environmental long-term planning needs.
- Reducing costs for bidding, by decreasing the number of presentations that are allowed and providing a significant financial contribution from the IOC.
- Move from a sport-based programme to an event-based programme.
- Strengthen the 6th Fundamental Principle of Olympism by including non-discrimination of sexual orientation in the Olympic Charter.
- Launch of an Olympic Channel to provide a platform for sports and athletes beyond the Olympic Games period, 365 days a year.
- Adapting and further strengthening the principles of good governance and ethics to changing demands.

- Athletes remain at the centre of all 40 of the proposals, with the protection of the clean athletes being at the heart of the IOC's philosophy.¹

Taking the Agenda 2020 as a reference point, it will be our attempt then in the simulation of the session of the IOC to see how we can move towards actualising the vision entailed in the agenda at hand. When we say reference point, we mean to say that it must be seen a philosophical guideline of IOC's visions, about how the games should develop.

It will also be our attempt to formulate an **Outcome Document** from our discussions. The document will simply include all the ideas that we have that can help us move in the direction intended by the agenda mentioned above. The document will require at least 2/3rd majority votes of the total members present to pass. The format of the same shall be quite simple, i.e. it will have Sponsors, Signatories and all the ideas jotted down in numbered points. Kindly ensure that the written ideas are in formal language and have clarity in what they are trying to propose.

At this stage we would also like to point out that this guide is not in-itself a comprehensive document that will be enough for your preparation. This guide is an introduction to the agenda, a compass for further research and analysis, or simply as a document with suggestions on the points that you can take up for discussion if you feel so as a committee. So, it goes without saying that it is essential for you to read, research and analyse further by yourself as well, beyond this guide. Prepare yourself further on the agenda, the IOC or the member country that you are representing.

You can freely contact if you have any further queries about the simulation, or generally about the agenda. Don't hesitate before writing one in an email.

With Regards,

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Chairperson, IOC

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¹ <https://www.olympic.org/olympic-agenda-2020>

ABOUT THE OLYMPICS IN BRIEF

The modern Olympic Games or Olympics is the leading international sporting event featuring summer and winter sports competitions in which thousands of athletes from around the world participate in a variety of competitions. The Olympic Games are considered the world's foremost sports competition with more than 200 nations participating. The Olympic Games are held every four years, with the Summer and Winter Games alternating by occurring every four years but two years apart.

Their creation was inspired by the ancient Olympic Games, which were held in Olympia, Greece, from the 8th century BC to the 4th century AD. Baron Pierre de Coubertin founded the International Olympic Committee (IOC) in 1894, leading to the first modern Games in Athens in 1896. The IOC is the governing body of the Olympic Movement, with the Olympic Charter defining its structure and authority.

The evolution of the Olympic Movement during the 20th and 21st centuries has resulted in several changes to the Olympic Games. Some of these adjustments include the creation of the Winter Olympic Games for ice and winter sports, the Paralympic Games for athletes with a disability, and the Youth Olympic Games for teenage athletes. The Deaflympics and Special Olympics are also endorsed by the IOC. The IOC has had to adapt to a variety of economic, political, and technological advancements.²

More on the Olympic Movement

The Olympic Movement is the concerted, organised, universal and permanent action, carried out under the supreme authority of the IOC, of all individuals and entities who are inspired by the values of Olympism.

It covers the five continents. It reaches its peak with the bringing together of the world's athletes at the great sports festival, the Olympic Games. Its symbol is five interlaced rings.

The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values.

Belonging to the Olympic Movement requires compliance with the Olympic Charter and recognition by the IOC.

The three main constituents of the Olympic Movement are the International Olympic Committee ("IOC"), the International Sports Federations ("IFs") and the National Olympic Committees ("NOCs").

In addition to its three main constituents, the Olympic Movement also encompasses the Organising Committees of the Olympic Games ("OCOGs"), the national associations, clubs and persons belonging to the IFs and NOCs, particularly the athletes, whose interests

² https://en.wikipedia.org/wiki/Olympic_Games

constitute a fundamental element of the Olympic Movement's action, as well as the judges, referees, coaches and the other sports officials and technicians. It also includes other organisations and institutions as recognised by the IOC.³

The Olympic Movement is defined also by the numerous activities in which it engages, such as:

- Promoting sport and competitions through the intermediary of national and international sports institutions worldwide.
- Cooperation with public and private organisations to place sport at the service of mankind.
- Assistance to develop "Sport for All".
- Advancement of women in sport at all levels and in all structures, with a view to achieving equality between men and women. Help in the development of sport for all.
- Opposition to all forms of commercial exploitation of sport and athletes.
- The fight against doping.
- Promoting sports ethics and fair play.
- Raising awareness of environmental problems.
- Financial and educational support for developing countries through the IOC institution Olympic Solidarity.

³ <https://www.olympic.org/the-ioc/leading-the-olympic-movement>

DISSECTING THE AGENDA FOR THE DISCUSSION

In the following passages, we shall attempt to dissect the agenda to cull out the points that may require attention.

The Cost of Hosting

It is no doubt that the scale of the games year after year has been a sight to behold. The 2016 Summer Games in Rio, Brazil saw attendance of 11,000 athletes from 205 National Olympic Committees. This is when we do not count participation of coaches, assistants, judges, officials, volunteers and spectators from home and abroad that also were in attendance. The sporting events took place at 33 venues in Rio, and at five in São Paulo, Belo Horizonte, Salvador, Brasília, and Manaus.⁴

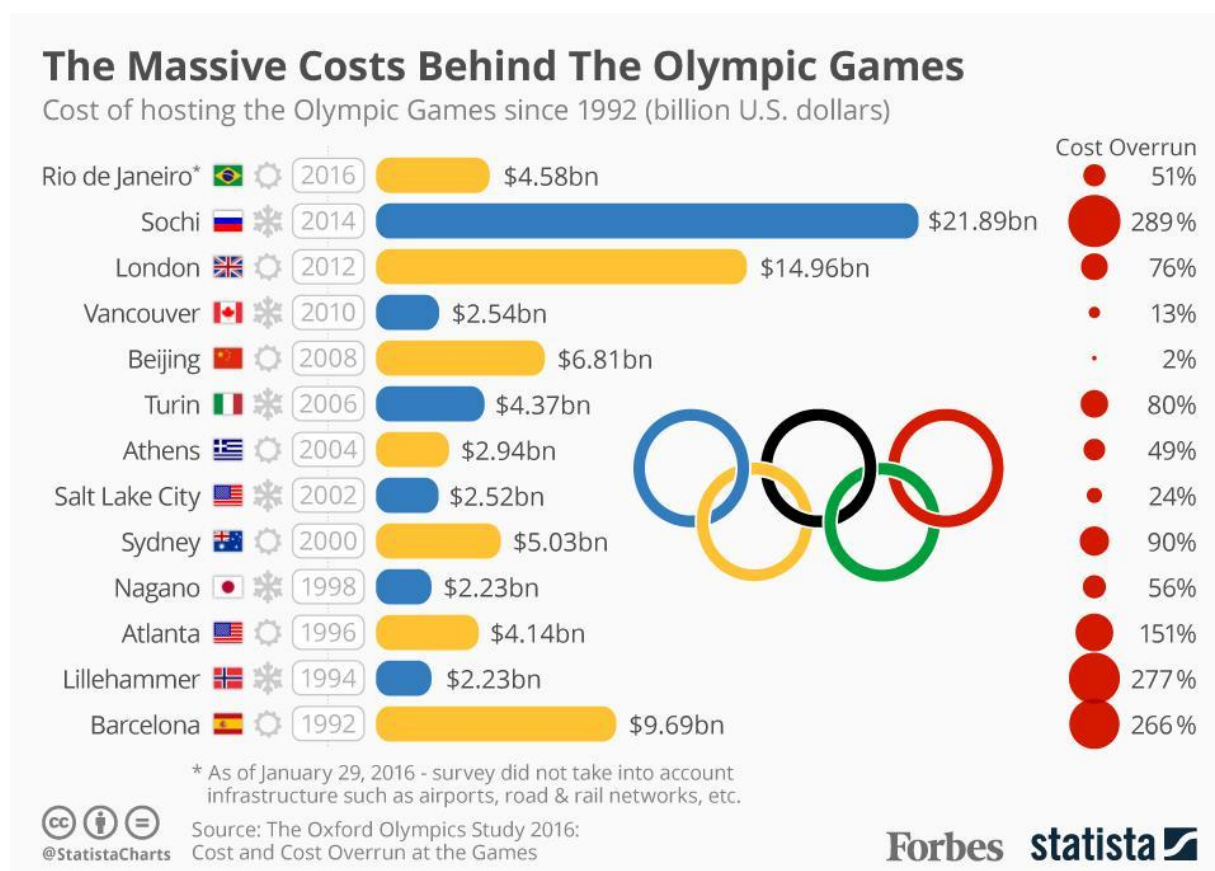
There is no doubt that the word grand is appropriate to describe the affairs of the events now. Largely the events in Rio were termed as a success, and it brought Brazil's growing economic prowess at the world stage. In appearance it solidified Brazil's image, that of a developing country, as an upcoming global player. However, it is not to say that the games went without controversies. Or that there were no questions raised to the appearance of success. These controversies have not been limited to the Rio games only. In the recent past, they controversies have been at the forefront for many large-scale sporting events generally, especially those in developing countries.



Before we fully dive into understanding some of these issues, let us briefly understand the cost of hosting the games. To put it shortly, and to look at recent experiences, hosting the games costed Brazil estimated United States Dollar (USD) 20 billion, a cost that itself may seem smaller once we look at the Winter Games in Sochi, Russia that costed around USD 50

⁴ https://en.wikipedia.org/wiki/2016_Summer_Olympics

billion. Another estimate by The Oxford Olympic Study 2016⁵ also claimed that the final expenditure included overruns that were incurred on the initial budget estimates. The following graphic gives a brief of the cost overruns (more than planned or expected expenditure) that have been incurred in recent experiences of hosting the games:



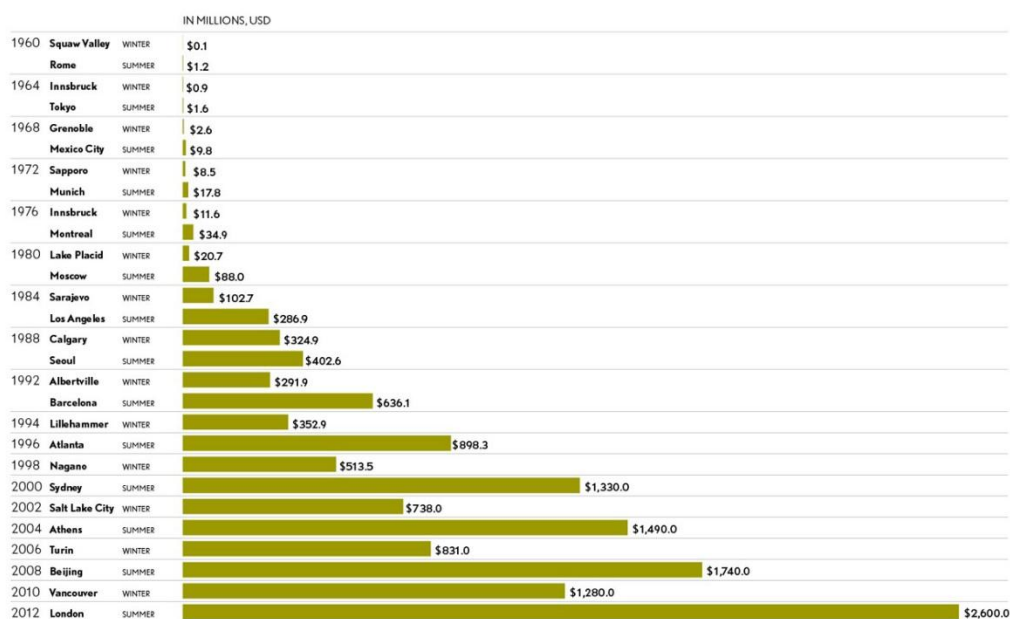
Given these large expenditures involved, many economists argue that both the short- and long-term benefits of hosting the games are at best exaggerated and at worst non-existent, leaving many host countries with large debts and maintenance liabilities. The games have become so grand that the amount of money that goes into making it a big spectacle outweighs most of the other tangible benefits that are attached to hosting Olympics. Seeing how much money goes into having an extravagant opening ceremony and a closing ceremony with opulent orchestrated shows put together, the Olympics have become a haven for advertising agencies and publicists to promote their own interests. In fact, it has been witnessed in many instances of world sporting events that unless and until an event is made into an entertaining spectacle, it becomes hard to attract money from small or big sponsors or investors. This invariably means that in order to get money from long-term investments or sponsorship⁶, the country hosting the games has to first allocate a large chunk of its resources to develop the infrastructure and put the required effort in making it a grand event and only then can they desire to have some investment and sponsorship back

⁵ https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2804554

⁶ For the nature of sponsorship and marketing platforms that Olympics provide: <https://www.olympic.org/sponsors>

in return. This means that at least in the first attempt, bidding for Olympics means signing up for a risk – a risk that may or may not be recoverable in the longer run if a couple of strategies or plans fail in the process of preparation or actual execution of the event. Countries not only face the dilemma to assess the risk sharply but also feel the social and cultural pressure to outperform the previous hosting nations in organizing a large-scale event. After all, pulling off such a big event can be a matter of pride and a display of a nation's capability to execute event of such a prestigious nature. Seeing that the nations today feel compelled to match the standards set by other hosting nations, many scholars have argued that IOC should reform the bidding and selection process to incentivize realistic budget planning, increase transparency, and promote sustainable investments that serve the public interest. More than a year after the 2016 games in Rio, there have been reports that the city struggled with debt incurred, maintenance costs for abandoned facilities, underequipped public services, and rising crime as after effects of hosting the games. It would not be wrong to say, therefore, that IOC needs to now think about devising post-games strategy for long-term investment and development of sports which IOC has its main agenda. One of the things we need to focus upon is the question of whether the IOC should help nations transform its sporting scenario with a long-term vision than having to just organize an event and or should it just affirm that it is the nation's prerogative to see what it wants to do post the games are over. This debate is not about whether IOC can or cannot plan post-games strategy but whether IOC should actually help nations take its sports to the next level by actively guiding the nation through these stages. This question becomes all the more pertinent in the case of developing countries because flawless execution and spot-on preparation for the Olympics is not the only responsibility that developing nations will have. They will also have to see how they will be able to sustain the momentum generated by the event and take it upon their shoulders to reap long-term benefits out of it. Because when the games historically began, they were not expected to generate profits for the host city. The games were publicly funded, and usually held in developed countries with large economies and advanced infrastructure already in place. Over the years the cost increase increased in the 60s and 70s dramatically and there was a dip in the number of countries vying to host the games. Perhaps until the Los Angeles Games 1984, which saw a profit, largely due to television broadcasting rights fees that the host collected and utilisation of existing infrastructure that was already quite developed. The following graphic reveals the increase in terms of revenue from broadcasting rights:

Broadcast Revenue From Olympic Television Rights Fees



Source: IOC, Olympic Marketing File, 2014 via Andrew Zimbalist, Circo Massimo Credits: Eleonore Albert, David Foster

COUNCIL on
FOREIGN
RELATIONS

Despite this, the overall cost incurred by developing countries to build the necessary infrastructure from scratch, or some developed countries to upgrade it to currently required standards have led many to feel discouraged again in modern times from bidding. Oslo and Stockholm both backed out of their 2022 bids upon realizing that costs would be higher than originally estimated. Boston withdrew from consideration for the 2024 Games, with its mayor saying that he “refuse[d] to mortgage the future of the city away.” The 2024 finalists, Budapest, Hamburg, and Rome, also withdrew, leaving only Los Angeles and Paris. In an unprecedented move, given the lack of candidates, the IOC chose the 2024 and 2028 venues simultaneously in 2017, with Paris and Los Angeles taking turns hosting. Countries actively backing out of the bidding process is as much a concern turning into a threat to the vision of IOC as much as it is for those who are not getting a levelled playing field to compete with the costs of hosting the games.

It must be noted that the cost is not just for hosting, even an attempt to bid itself can be an expensive affair. Cities must first invest millions of dollars in evaluating, preparing, and submitting a bid to the IOC. The cost of planning, hiring consultants, organizing events, and the necessary travel consistently falls between USD 50 million and USD 100 million. Tokyo spent as much as USD 150 million on its failed 2016 bid, and about half that much for its successful 2020 bid, while Toronto decided it could not afford the USD 60 million it would have needed for a 2024 bid.⁷

However, this is not to say that there have not been any candidates that have looked to host, for as mentioned in the case Brazil, to showcase the world that they are also closing to being in the league of the developed. Recent times have seen several major sporting events

⁷ <https://www.cfr.org/backgrounder/economics-hosting-olympic-games>

going to these countries as well, take coming FIFA World Cup in Russia 2018 and Qatar 2022 or Winter Games in Beijing 2020. There are reports that India, Germany and Australia, all are determined to express themselves at the world stage as an economic player, are preparing to bid for the games in 2032.⁸

The Other Side: Socio-Economic Cost of Hosting

There is no doubt that the losses incurred, the overall burden economically has been a factor that has rooted itself in the local economy and social life of a host city, perhaps eventually the country itself. Many experts have linked the Greek Debt Crisis to the Olympics Games of 2004 in Athens. The cost analysis also included the economic opportunity losses incurred, i.e. losses incurred by not making right kind investments in development (over the games) at the right time. Developing countries have many fundamental priorities such as alleviation of poverty, boosting agriculture, education and healthcare systems to name a few. Having a large chunk of state resources going into organizing such a large-scale event can lead to a shift in focus from these fundamental developmental priorities. Servicing the debt that is left over after hosting the games can burden public budgets for decades. It took Montreal until 2006 to pay off the last of its debt from the 1976 Games, while Greece's billions in Olympics debt almost bankrupted the country.

Looking specifically towards Rio Summer Games of 2016, the country also faced many additional challenges stemming from its precarious economic and political situation. The scramble to finish preparations came amid political chaos after President Dilma Rousseff was removed from office in 2016, while the country was facing its worst recession in decades. Some protestors carried banners reading "Games of exclusion" as they attempted to block the Olympic torch relay on its way to Rio de Janeiro, just days before the city was about to host the games. They argued that the government was taking money from health, education and social programs to guarantee the Olympics.⁹ The games required a USD 900 million bailout from the federal government to cover the policing costs and is still unable to pay all its public employees, which some analysts say has contributed to the city's rising violent crime. The city also had to invest heavily in a broad range of infrastructure, much of it with dubious long-term utility. The construction was meant to reinvigorate some of Rio's struggling neighbourhoods, yet more than a year later most venues are abandoned or barely used. The Olympic Park is closed, with most of its facilities overrun with waste and infested with insects and rodents. The nearly four thousand apartments that made up the athlete's village were meant to be converted into housing for citizens but sit vacant. Government attempts to auction the venues to private owners have failed, leaving the city with a USD 14 million annual price tag for maintenance. Meanwhile, at least seventy-seven thousand people were evicted from their homes during construction, and the city, still

⁸ <https://www.flotrack.org/articles/5068243-these-countries-are-already-building-bids-for-the-2032-olympic-games>

⁹ <https://www.cnbc.com/2016/08/04/rio-olympics-2016-economists-question-wisdom-of-hosting-olympics.html>

dealing with its budget crisis, has since suspended its promised program to clean Rio's deeply polluted waterways.



Impact studies carried out or commissioned by host governments before the games often argued that hosting the event will provide a major economic lift by creating jobs, drawing tourists, and boosting overall economic output. However, research carried out after the games shows that these purported benefits were dubious. Many studies have pointed out that the jobs usually created are of a short-term basis, the infrastructure developed is often underutilised or erodes in standards over a period of time, and the expected boost to tourism both during and after games has not seen a uniform experience in different host cities over the years. Often the infrastructure built is also planned to be destroyed later, as the availability of space for other basic utilities such as housing become scarce in the host cities, or the infrastructure itself becomes useless due to lack of foreseeable utility for any other purposes, as is expected in the case of various infrastructures in Winter Olympics 2018 at Pyeongchang, South Korea.¹⁰ Thus, it is important for us to evaluate whether what we build just to organize the Olympics is what the State post the games also need for its own sporting development. It has been seen time and again that most countries are unable to attract long-term commitment of its citizenry to all the sports after the excitement after the games has died down. It must also be noted that in some countries, an attempt is now being made to convert the city-hubs of sporting infrastructure into sports universities that promote physical education. These universities are able to then boost disciplines related to sports such as sports medicine, sports psychology, physical education, nutrition, sports management, sports coaching and mentoring. Many countries have national bills in sports that bring the national policy focus back into utilizing the already created infrastructure for the purposes of further development. It is very important, therefore, to see how we build a

¹⁰ <https://www.vox.com/world/2018/2/23/17008910/2018-winter-olympics-host-stadiums-cost-pyeongchang>

framework for post-games developmental strategy than to just look at the event in isolation.

Some Other Controversies

Most Olympics games, whether in past or recent past, have not been shy of controversies. We are specifically talking about incidents that go beyond the debate of economic benefits or loss, but equally affected the possibility of hosting successful games. We are here not going to specifically dive into the controversies related to the sports themselves, or the sports related performances. But rather look at the ones which have a distinct nature, i.e. a political nature especially when the games are more than just a sporting event, a platform to showcase a country's strength and city's pride. It can also become a platform for various other stakeholders as well to display their political positions, aspirations, dissent and so on. Let us look at a few, if not all, cases.

1968, Mexico City: Tommie Smith and John Carlos, who finished first and third in the 200 metres, gave the Black Power salute during the national anthem as a protest against racism in the US.

1972, Munich: The largest Games yet staged, the 1972 Olympics were supposed to represent peace. But the Munich Games in Germany are most often remembered for the terrorist attack that resulted in the death of 11 Israeli athletes. With five days of the Games to go, 8 Palestinian terrorists broke into the Olympic Village, killing two Israelis and taking nine others hostage. The Palestinians demanded the release of 200 prisoners from Israel. In an ensuing battle, all nine Israeli hostages were killed, as were five of the terrorists and one policeman. The then IOC president Avery Arundage took the decision to continue the Games after a 34-hour suspension.

The Bans of 1964/1976: The International Olympic Committee has taken a few political stands over the years. The most well-known was its ban of South Africa from 1964 to 1992 over the nation's apartheid policies. The ban resulted in other political disputes but was a strong statement from the international community on the racist policies of the South African nation's government.

The People's Republic of China's (PRC) political showdown with Taiwan (officially: The Republic of China) reached a new level in 1976. After 20 years of the PRC's boycotts, the IOC tried to encourage the world's largest nation to join the Games by pressuring Taiwan. The IOC eventually banned Taiwan from participating after it refused an official request to not compete under the name "the Republic of China," the sticking point that had kept the PRC from participating. The pressure didn't work for either Taiwan or the PRC. It would take until 1992 for both to send teams to the same Games.¹¹

1980, Moscow: Over 60 nations including West Germany and Japan boycotted the Moscow Games to protest at the Soviet invasion of Afghanistan. The American-led boycott reduced

¹¹ <https://www.globalcitizen.org/en/content/history-political-activism-olympics-rio/>

the number of participating nations from 120 to 81, the lowest number since 1956. Countries such as Britain and France supported the boycott but allowed their Olympic committees to participate if they wished.

1984, Los Angeles: Following the western boycott of the 1980 Games, the USSR led a boycott of the US-staged event by 14 socialist nations. The absentees claimed the Los Angeles Olympic Committee was violating the spirit of the Olympics by using the Games to generate commercial profits.¹²

2008, Beijing: Before the games many countries raised the concern about China not allowing open media access, that the events could become a tool for Chinese propaganda of its prowess. Concerns were also raised around the potential health risks that athlete might face due to poor quality of air due to high rates of pollution recorded in the city.

2014, Sochi: A variety of concerns over the Games, or Russia's hosting of the Games, had been expressed by various entities. Concerns were shown over Russia's policies surrounding the LGBT community, including the government's denial of a proposed Pride House for the Games on moral grounds, and a federal law passed in June 2013 which criminalized the distribution of "propaganda of non-traditional sexual relationships" among minors.¹³

2016, Rio: Apart from the issues already mentioned. There were a few more that marred the games including an ongoing outbreak of the mosquito-borne Zika virus in Brazil raising concerns for safety participants.

We gather, from this brief glance, that organising the games is not only a matter of arranging the required funds, but it also requires political consensus and perhaps overall management of the situation in a city for a successful event. That obviously problematizes the idea of awarding a candidate city the rights to host if the candidate city is unprepared or will be unable to manage an eventual crisis that can ensue. Here, it is clear that consensus amongst the citizenry and arrangement of funds would be a narrow understanding of what goes behind organising as well as managing an event. Organizing Olympics requires attention to smaller issues such as ensuring easy transportation within the city, without disturbing the regular traffic to provision of basic facilities to the participants, without compromising the needs of the residents. There is a balancing act that must be seen with how the games affect the citizens of the host cities and whether or not are they making day-to-day compromises to take such an event forward. What must be kept in mind through this analysis, is how does a nation and its citizenry, sees its own representation on international platforms. Sometimes it is seen that if the citizens' developmental priorities are compromised, then they are not usually with the State's decision to host the games. However, if the citizens love to see their country's image in a grand way in international arena, they are keener to gather whatever they can to make such events a huge success. The motivation behind caring for an image can be varied. For some it is pride, for others it is love of sport. For some it is prevention of feeling embarrassed if the event is a failure, and yet, for others it is about prioritizing other basic needs that plague the country. What must,

¹² <https://www.theguardian.com/politics/politicspast/page/0,9067,892902,00.html>

¹³ https://en.wikipedia.org/wiki/2014_Winter_Olympics#Concerns_and_controversies

however, be kept in mind is the fact that there is a huge possibility that citizens and the government are not on the same page with respect to their decision to organize the games and as a committee we need to address such political considerations.

This will essentially become an important topic of discussion when we begin to consider the case for a developing nation hosting the games in 2032, or perhaps even later. But this does not mean we have to be insensitive while evaluating the situation of any country or the case for any developing country. We should rather pragmatically look at the various ways in which risk factors, losses etc. can be mitigated in such cases.

Benefits of Hosting

Here, we are not going to specifically look at the benefit of hosting in developing countries, but benefits in general. The discussion to build a case for benefits that can be gained by developing countries definitely is crucial from the point of view of this simulation. However, the following passages will give a glance of the benefits from past experiences, leaving the total cost and benefit analysis for the participants to churn out. The benefits of hosting can be several. Here, we are not pitching benefits against the cost to perform an analysis but are simply looking at benefits independently.

A marked benefit of hosting is definitely improvement in infrastructure. Infrastructure that is not only limited to sporting facilities but also include basic amenities such transportation systems, pollution management systems or provision of safe drinking water. For example, for the London Olympics in 2012, we have seen new rail links created in East London, and improvements to existing underground and overground train services.

The extravaganza also witnesses increased footfall of tourists. In particular the local tourist trade, shops/hotels benefit from the surge in visitor numbers. However, it is worth noting that these visitor numbers tend to be temporary. The major sporting event only lasts for a few weeks; but potentially leaves with many empty hotel beds in the future. On the other hand, people argue a major sporting event can lead to a long-term growth in visitor numbers. For instance, China felt the Beijing Olympics created a feeling that China could be a popular tourist destination. Barcelona in this regard is arguably a good example in this regard, seeing higher visitor numbers even after the Barcelona Olympics of 1992.

Typically, major sporting events require investment in building stadium, hotels and various other services that one can name. This obviously creates jobs for the local economy for up to 6-4 years before the event. These extra jobs help create a positive multiplier effect within the local economy. There is an argument to be made here that for the overall success of this newly created workforce, infrastructure and know-how better policies and vision is required to ensure the same even after the games. The event can also boost investment opportunities for the host city, since the developments required for the games are large-scale, the open doors for various forms of partnerships for investments, giving a short boost to the overall economic activity within a city, perhaps eventually the country. It is of course essential these investments are long term in nature, well protected and managed with the overall economic vision for the development of the City.

A major aspect needs to be mentioned, that may or may not subjectively be deemed as a benefit. That is the importance that the games hold in the lives of the athletes. They spend years of training, sometimes in harsher conditions and life situations if they belong to poor economic background. Often spending whatever meagre resources they can muster if there is lack of state support. For some, spending this bodily labour for a gallery of international audience is not only a matter of personal satisfaction but also of national pride. It is also a means to ensure that the career paths that they have chosen gets defined by some importance and remains safe for fulfilment of personal needs. Often, athletes performing well from least developed or developing countries, through their performance inspire a generation, bring to focus the needs of countries that most of us who are privileged may not have even hear of. The games themselves with their focus on giving importance to a wide range of sports, giving opportunities to the people with disability through Paralympics send a message that perhaps cannot be quantified, yet has a value. Beyond the obvious point that it gives livelihood, it also inspires, encourages, and brings communities together with a sense of national pride as well as a sense of being part of one global world, with a message of peace. Therefore, in some broad sense one cannot easily dismiss the benefit of hosting, in terms of spirit and emotion, for the host as well as participating nations, that come with the event.

Another aspect that hosting the games brings about is exposure to all kinds of sports that a country may otherwise is not able to prioritize. It is a known fact that there are many sports in a developing country that see no coaches, no infrastructure, no training programmes or even sponsorship if one acquires all the above through some other means. What Olympics does in such a case is that it gives boost to those few takers of any sports to build a niche for themselves. It gives them an avenue to have access to basic requirements that are needed for that sport to develop. It is only when a country makes stars from those few takers that a rare sport catches its rhythm and the rest of the people decide to tread the same path. Otherwise, the focus remains on known-sports where there is a thriving legacy. Post-Olympics scenario, if utilized well, can certainly create a culture of acceptance for the lesser-known or lesser-popular sports. It is only when certain benchmarks are created for such sports that a country begins to take part in majority of categories and the participation improves significantly. There is no doubt about the fact that representation and diversity get built subsequently in different kinds of games.

Existing Bidding Process

Based on the Olympic Charter, the bidding process in short is as follows:

- A. The Invitation Phase (not a formal commitment to bid)
- B. The Candidature Process (a formal commitment to bid)
 - a. Stage 1: Vision, Games concept and Strategy
 - b. Stage 2: Governance, Legal and Venue Funding
 - c. Stage 3: Games Delivery, Experience & Venue Legacy

You may read about in detail through the following this [link](#).

Some important features that need to be highlighted however, from the overall approach that IOC has intended to take based on Agenda 2020 in its selection process are as follows.

1. To host successful Olympic Games, with all of the relevant organisations, authorities and stakeholders working together as one united team, to ensure that the games leave a positive, longterm and sustainable legacy.
2. Cities are encouraged to better shape their value propositions and to discuss and present proposals and potential solutions that will deliver excellent games, without compromising the field of play for the athletes and also meeting the needs of the city and region to ensure a positive, long-term, sustainable legacy.
3. To engage actively with selected city over the visions and planning for the games, in a manner that also aligns with the overall development plan of the city in future.
4. To sensitise the city, and guide in matters related to financial management. To also ensure that necessary financial and legal requirements, as well as support of citizenry is in place to ensure that the expenditure does not convert into burden.
5. To conduct several rounds of consultations, with involvement of previous hosts, to understand the best practices that can be incorporated, and understand damaging situations that can be averted.

A recent positive, rather innovative example of reduction of burdens is Switzerland's bid to host a Winter Olympics is called Sion 2026, but the small city in the Alps would host ceremonies and a few competitions. The rest of the events would be spread around the region in what the bid is calling an Olympic ring. Innsbruck, Austria, has proposed a similar plan that would put a majority of competitions outside of that city, with hockey games as far away as Munich. And neither bid plans to build a bobsled and skeleton track. With new objectives of sustainability and cost savings, the IOC's intention is to make the cities as comfortable as possible for hosting successful future games. John MacAloon, a professor at the University of Chicago who was involved in bids for New York and Chicago has opined, "I think the IOC realizes that all it can do at the moment is signal willingness to considering any and everything, but it's going to be up to potential bid cities and bid countries to think out of the box, to make proposals that they might not have otherwise thought about doing... Whether this is going to lead to ultimately ... the Games being given not to a city, which has always been the practice, but being given to a region or a country or potentially a group of countries ... all of this I think it's tremendously up in the air."¹⁴

¹⁴ <https://www.usatoday.com/story/sports/olympics/2017/08/07/future-olympic-bid-cities-could-find-process-less-expensive/546143001/>

THE CRUX

Having set the broad context for the agenda, there are few important questions and also points that as a crux of upcoming discussion need to be accounted.

1. How can we move forward from the Agenda 2020? Given that the majority of cities that have hosted the games have been from developed countries, how can we ensure that diversity and inclusivity is maintained by involving cities from developing countries? Is it even important to ensure diversity and inclusivity?
2. Can we at all at this stage think of a helping a developing country, or rather a city in preparing a bid? This is in context of the recent experiences of the costs and other burdens that come with hosting? Can we look towards alternate modes of assisting in funding?
3. Should aiding a developing country to host through donation-based funding be considered as a viable option? Can it be linked to the overall development agenda of city, or even the country? Or does would it still count as a spectacle that is too bearing for developing country? Can we possibly even look at organising part of the event in cities from least developed countries?
4. How do we distinguish a developed country from a developing country? Should this distinction be based upon the state of the country, or the state of a particular city only? This is especially important if we intend to go ahead with an agenda of inclusivity and alternate modes of funding a city's bid, such as through donation assistance etc.
5. What could be, generally, a potential future model for future games, irrespective of the state of the city? Apart from funding, do we need to remodel the games themselves? Can that remodelling be about dropping games, reducing requirements of any particular standard or any similar measure?
6. In what ways can we incorporate some of our ideas to assist cities that intend to bid for 2032 games? What measures do we need to adopt internally and externally to facilitate the same?
7. Given that "Sports for All" is also part of the Sustainable Development Goal Agenda, do you think we should make organizing of Olympics a more decentralized affair where the bidding can be linked to a wider region rather than a single country?
8. What kind of planning should IOC adopt for boosting proper roadmaps for post-games development? How far should the IOC be involving itself in assisting the countries to build sports universities and centres for excellence in their region to attain long-term benefits of having organized such an event?
9. We see increasingly that some countries are bidding again for the organizing and several others are pulling back from their intent to host the games. Do you think there should be a cap on the number of times that a country can bid to host the games? Do you think having such a policy will automatically bring down the overarching standards set for organizing Olympics?
10. How do you think the IOC should be integrating its own vision with the vision of several regional and national sporting bodies to promote its own tenets and

framework? How do you think it can propose to resolve the challenges faced by the developing countries in aligning themselves with all the guidelines of the IOC?

These are but a few break-points from which discussions can flow. You have the freedom to explore your own ideas and bring them to the table so that the discussions can give a better direction to the IOC for the future to come.