

IMPLEMENTING THE OECD RECOMMENDATION ON GLOBAL EVENTS AND LOCAL DEVELOPMENT

A TOOLKIT



THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT (OECD)

The OECD is a multi-disciplinary inter-governmental organisation of 37 Member countries which engages in its work an increasing number of non-Members from all regions of the world. The Organisation's core mission today is to help governments work together towards a stronger, cleaner, fairer global economy. Through its network of 250 substantive committees and their subsidiary bodies, the OECD provides a setting where governments compare policy experiences, seek answers to common problems, identify good practice, and co-ordinate domestic and international policies. More information is available at www.oecd.org.

THE OECD RECOMMENDATION ON GLOBAL EVENTS AND LOCAL DEVELOPMENT

The OECD Recommendation on Global Events and Local Development [OECD/LEGAL/0444] was adopted by the Council meeting at Ministerial level on 30 May 2018. It offers a comprehensive overview of the conditions required to realise more sustainable global events and to build stronger capacities to leverage local benefits. The work was undertaken in the context of the OECD's Local Employment and Economic Development Programme.

THE LOCAL EMPLOYMENT AND ECONOMIC DEVELOPMENT PROGRAMME (LEED)

LEED's mission is to build vibrant communities with more and better quality jobs for all. Since 1982, the Programme has been supporting national and local governments through tailored reviews and capacity building activities, as well as research and good practice reports on innovative approaches to local development. LEED is part of the OECD's Centre for Entrepreneurship, SMEs, Regions and Cities.

Cover image: ©gettyimages

© OECD 2021

This document, as well as any statistical data and map included herein, are without prejudice to the status of or sovereignty over any territory, to the delimitation of international frontiers and boundaries and to the name of any territory, city or area.

You can copy, download or print OECD content for your own use, and you can include excerpts from OECD publications, databases and multimedia products in your own documents, presentations, blogs, websites and teaching materials, provided that suitable acknowledgement of OECD as source and copyright owner is given. All requests for public or commercial use and translation rights should be submitted to rights@oecd.org.

Preface

Global events, such as Olympic and Paralympic Games, cultural festivals or world expositions, have long been seen as opportunities to re-invigorate local growth and optimise local assets. Candidates and hosts have embedded local development ambitions into their plans and have sought to leverage long-term infrastructure investments, boost tourism and trade, create jobs and promote community engagement. However, global events are complex, costly operations that carry risks, linked to potential budget overruns and long-term debt, disused sites post-event, and displacement effects on local communities to name a few.

The OECD has been providing policy advice on maximising the impact of global events for local development to OECD Members and Partners for many years. The Directing Committee of the Co-operative Action Programme on Local Employment and Economic Development (LEED), which is served by the Centre for Entrepreneurship, SMEs, Regions and Cities (CFE), addresses these issues as part of its work programme. These efforts have resulted in the [Recommendation on Global Events and Local Development](#), adopted by the OECD Council at Ministerial Level on 30 May 2018 to help countries bring greater local benefits from global events.

The Global Events Toolkit turns the OECD Recommendation into practice. It provides concrete guidance to local and national governments, event organisers and hosts. It proposes concrete actions to take into account throughout the life-cycle of global events, including the pre-bidding, bidding, operational and delivery, and evaluation phases. It comes at a time when policy makers around the world continue to manage the impacts of the COVID-19 crisis. Global events in particular have been heavily impacted, with many, such as the 2020 Summer Olympic and Paralympic Games in Tokyo, postponed or indeed cancelled.

As governments begin to develop and implement sustainable, resilient and inclusive recovery policies, the opportunities presented by global events to add value and create equitable public goods that provide benefits to society over the longer-term should be fully exploited. The OECD is committed to supporting governments and event hosts in achieving this goal and welcomes opportunities to work with stakeholders around the world to support implementation of the OECD Recommendation.



Lamia KAMAL-CHAOUJ
Director, OECD Centre for Entrepreneurship,
SMEs, Regions and Cities

Acknowledgements

This toolkit was produced by the OECD Centre for Entrepreneurship, SMEs, Regions and Cities (CFE), led by Lamia Kamal-Chaoui, Director, as part of the programme of work of the Local Employment and Economic Development (LEED) Directing Committee in line with the instructions of the OECD Council when it adopted the OECD Recommendation on Global Events and Local Development [OECD/LEGAL/0444].

An initial version of this toolkit was drafted by Debra Mountford. The revised version was prepared by Alessandro Kandiah, in collaboration with Irene Basile, with substantial inputs from Anna Rubin and under the supervision of Karen Maguire, Head of the Local Employment, Skills and Social Innovation (LESI) Division within CFE.

This toolkit is the result of consultations with key stakeholders in the area of global events, as well as the LEED Directing Committee, undertaken between 2018 and 2020. An initial draft of this toolkit [CFE/LEED(2019)7] was presented at the 74th session of the LEED Directing Committee and approved through written procedure on 22 March 2021. The OECD would like to thank in particular the following organisations: the International Association of Event Hosts, the Urban Land Institute, the International Olympic Committee, the Organising Committee for the Paris 2024 Olympic and Paralympic Games, the Fédération Internationale de Football Association (FIFA) and the Local Organising Committee for FIFA Women World Cup 2019.

Table of Contents

Introduction	7
Global events as catalysts for smart, sustainable local growth.....	7
The structure of the toolkit.....	8
1. Pre-bidding, bidding and planning	11
1.1. Make evidence-based bid decisions that take social, environmental and economic factors into account	11
1.2. Align bids with existing development plans at the functional scale.....	14
1.3. Plan new infrastructure and investments in the built environment strategically.....	16
1.4. Consider the environmental impact.....	18
1.5. Make the most of transport investments	20
1.6. Embed the bid within broader tourism strategies	22
1.7. Keep it simple and targeted.....	24
2. Operational and delivery phase	27
2.1. Maximise the impact of investments	27
2.2. Integrate infrastructure investments into broader local planning	30
2.3. Maximise local job opportunities through employment and skills strategies.....	32
2.4. Use cultural events and programmes to support broader local development goals	34
2.5. Consider the needs of local communities in changing property markets.....	36
2.6. Use public procurement to further sustainability and inclusiveness goals	38
2.7. Engage the private sector as a responsible business partner	40
3. Evaluation	43
3.1. Conduct rigorous ex-ante evaluation	43
3.2. Integrate rigorous evaluation throughout the event lifecycle and legacy	45
4. Multi-level governance	49
4.1. Clearly define roles and responsibilities from the start.....	49
4.2. Leverage existing governance mechanisms or create new ones when appropriate	51
4.3. Co-ordinate across levels of government.....	52
4.4. Build public management capacity.....	54
4.5. Adopt robust budgetary and financial mechanisms	56
4.6. Ensure an inclusive and open consultation process	58
4.7. Establish collaborative partner relations with global events owners	60
ANNEX A: Self Assessment Checklist	63
ANNEX B: Recommendation on Global Events and Local Development	72
References	78



Introduction

Global events as catalysts for smart, sustainable local growth

Global events have long been seen as opportunities to promote local employment and economic growth.

Candidates and hosts have embedded local development ambitions into their plans, seeking to boost trade and tourism, create jobs and support community development. Global events are however complex and costly, and they can carry enormous risks. To generate local benefits, events should be designed and executed in ways which fulfil their promises and meet the expectations of citizens. Good governance, policy alignment and rigorous oversight are critical factors to achieving success and impact.

Defining global events and legacy

Extracts of the Recommendation

“Global events” means events of a limited duration that have a global reach (in terms of participation, audience and/or media coverage), require public significant investment and have an impact on the population and built environment. Recurrent events can be covered as appropriate.

“Legacy” means the planned and unplanned outcomes from the bidding and hosting of a global event.

Over a decade ago, the OECD Local Employment and Economic Development (LEED) Programme began work to support candidate and host cities and governments seeking to ensure that bidding for and hosting global events created long-term benefits. By analysing more than thirty events (including cultural, sporting, festivals and political summits) in cities of all sizes, that initial report, entitled *Local Development Benefits from Staging Global Events* (OECD, 2008), examined the ingredients for a successful event, legacy planning and implementation, the roles and responsibilities of stakeholders, and the pitfalls to avoid.

Since this work began, the imperative to ensure that global events add value and create equitable public good beyond the

event has intensified. The global financial crisis, event and sporting scandals, and public referendums rallying against bids have focused attention on the wide range of economic, social and environmental costs and benefits of such events. As pressure on public budgets continues, especially in light of COVID-19, future host cities must demonstrate more than ever that public investments lead to public good. As a result, events have entered a new era marked by increased scrutiny and increased expectations for local outcomes.

When well-designed, an event can have tangible and intangible benefits. Tangible benefits include new or improved infrastructure, job creation, and strengthened institutions, generating positive effects on local and national economies. Non-tangible benefits also motivate many hosts to bid for and host an event. These include boosting civic pride and confidence, building social capital and community cohesion, or creating a spirit of civic engagement.

In response, many global event sponsors and host cities/countries have advanced reform agendas as well as updated guidance and policy advice. Therefore, the LEED Committee adopted *Principles for Leveraging Local Benefits from Global Sporting Events* (OECD, 2017) as a direct response to the challenges facing the sector. In 2018, the Committee set out to co-create the first internationally agreed standard focussing on legacy and local benefits. The process brought together national and city governments, event owners, stakeholders and academics to agree on an overarching framework through which they can ensure that global events could become catalysts for smart, sustainable and inclusive local development.

The resulting OECD Recommendation on Global Events and Local Development [OECD/LEGAL/0444] (hereafter the “Recommendation”) was adopted by the OECD Council meeting at Ministerial level on 30 May 2018. Whilst not legally binding, the Recommendation provides high-level policy guidance to help countries and future

hosts bring greater local benefits from these global events. It addresses the pressing issues that governments need to respond to as well as provides practical guidance for policymakers and stakeholders as they seek to achieve sustainable, enduring and inclusive legacies from global events.

Each phase of the event lifecycle creates its own imperatives which the Recommendation seeks to address. At the *pre-bidding phase*, it is essential to assess the potential for the event to achieve local development goals, build momentum amongst stakeholders, garner community support, identify how the event can/should support other public actions, and consider alternative uses of public funds. The *bidding phase* is when planned benefits (economic, social and environmental) must be optimised, and potential negative impacts contained. During the *operational and delivery phase*, a multi-disciplinary approach must align the event with broader territorial and societal objectives. At this phase, the long-term legacy and potential of the event to leverage broader outcomes is established. Preconditions for success during each of these phases include:

- Transparent and legitimate frameworks for assessing the economic, social and environmental costs and benefits. Ongoing monitoring allows organisers and hosts to avoid cost overruns, keep to agreed schedules and inform local communities of progress and impact.
- Effective multi-level governance to ensure national, regional and local authorities formally work together, both on management and investment levels, thereby making local goals the concern of regional and national departments.
- Systematic consultation and community-wide stakeholder engagement to build consensus and ensure political and social buy-in to manage risks rather than crises.
- Greater collaboration between hosts and owners, along with knowledge transfer, to optimise the conditions for the delivery of local and national development outcomes and help all parties mitigate risk.

The purpose of this toolkit is to support the implementation of the Recommendation by its Adherents and help policy makers and stakeholders translate the Recommendation into practice. It explains the rationale of the Recommendation and suggests concrete actions and good practices. This toolkit is the result of consultations undertaken between 2018 and 2020, and it is intended as a living document, which will be updated based on new learnings in the area of global events.

The structure of the toolkit

This toolkit is organised around four priority areas (Figure 1). For each priority area, it identifies overall objectives, potential actions, pitfalls to avoid, and good practice examples. Figure 2 presents overall objectives pertaining to the pre-bidding, bidding and planning, operational and delivery, and evaluation phases, as well as to the multi-level governance of global events.

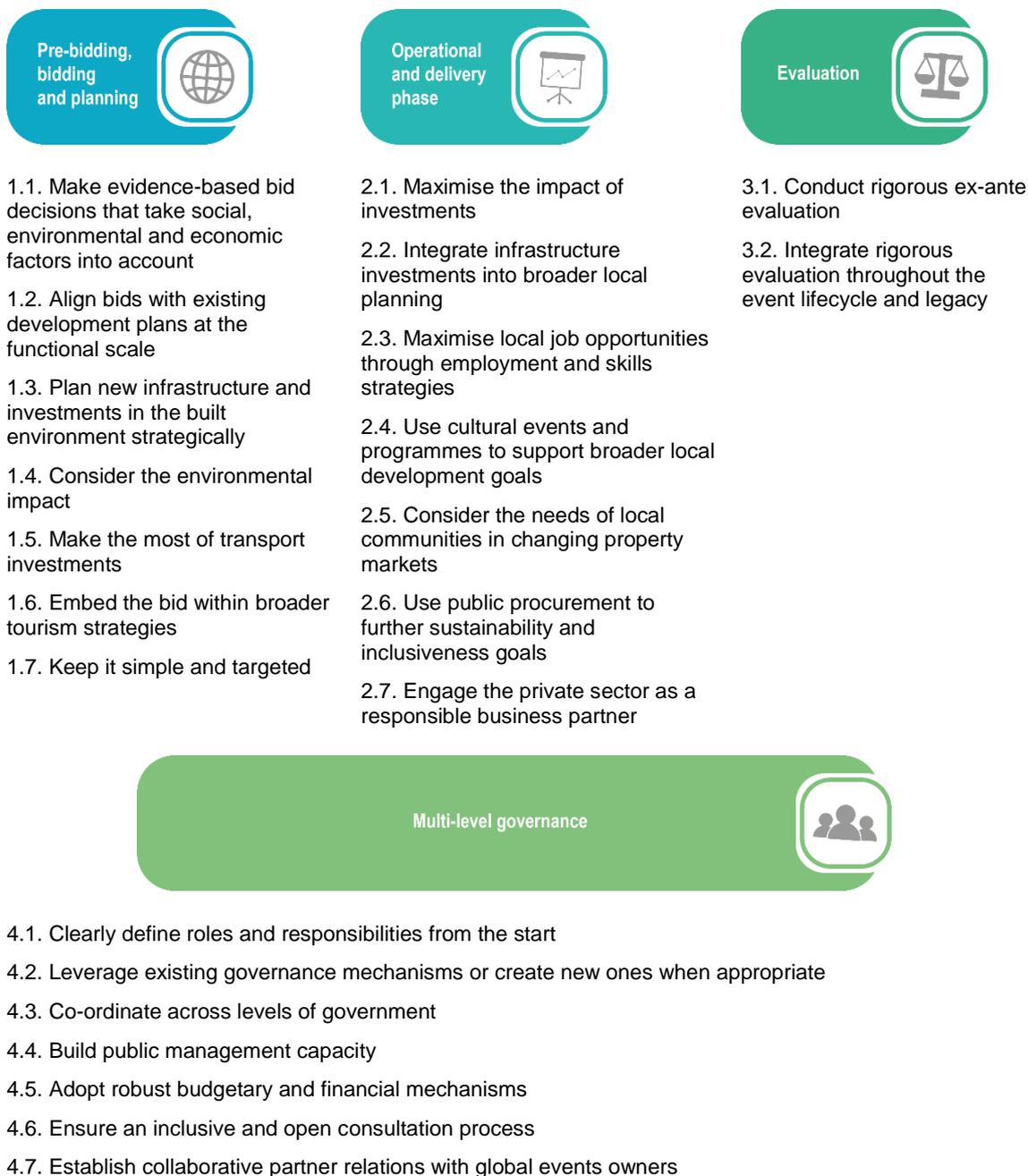
For each overall objective, the toolkit recalls relevant extracts from the text of the Recommendation. While not exhaustive, the list of potential actions presented in this toolkit aims to operationalise the provisions of the Recommendation based on commonly-recognised, concrete elements to consider in the planning and delivery of global events.

Annex A at the end of the toolkit outlines a self-assessment checklist. It summarises the potential actions presented throughout the toolkit, by which local and national policy makers can assess their progress towards implementation of the Recommendation.

The full text of the Recommendation is available at Annex B.

Figure 1. Priority areas of the toolkit



Figure 2. Implementing the Recommendation



1 Pre-bidding, bidding and planning

1.1. Make evidence-based bid decisions that take social, environmental and economic factors into account

What does the Recommendation say?

11.1. Identify expected social, environmental and economic benefits and impacts of hosting a global event as early as possible in order to provide the evidence base to guide decisions. In particular, Adherents should:

- a set specific objectives in terms of public value when the event benefits from public funds, and commit to public value assessments to ensure the legacy can be leveraged ex-ante, during and ex-post;*
- b ensure that the identification of benefits and impacts are technically-sound with a view to prevent negative impacts;*
- c ensure that costs are justified, proportionate and that a holistic approach is taken to maximise benefits;*
- d consider the relevance of the proposition to bid for an event against its alignment with city, regional and national strategic objectives, an appraisal of its technical credentials and a transparent process of consultation of relevant stakeholders.*

Why is this important?

Selecting the right event and the right location are essential to achieving meaningful outcomes and increase the likelihood of an enduring legacy. Decisions should be based on a clear understanding of what local development goals the bid will help achieve and of the social, economic and environmental impact of the event.

Most global events require significant public investment. If designed strategically, the event plus the value capture of the benefits can make them credible local development interventions. However, public value must be explicit and measurable from the start.

Bidding for an event requires a significant investment in a process which has an uncertain outcome. This carries risks, which in the event of an unsuccessful or contentious bid can alienate stakeholders, deter future bidding and weaken trust in public bodies.

Adopting an evidence-based approach can reduce the likelihood of negative impacts and prepare hosts to respond to changing economic, social or environmental circumstances. Investing in in-depth analysis at this stage is also essential to establish

costs as well as agree budgets and mechanisms that can be put in place to avoid overruns.

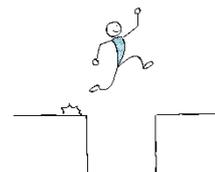
Establishing the value proposition of the bid can help to mobilise support, build consensus and identify champions who may drive the bid forward. It can also lead to other outcomes such as new benchmarks or rules of engagement and greater collaboration between stakeholders and tiers of governments. Well-planned events that have clear and explicit long-term legacy aims are also more likely to attract higher levels of internal and external investment.

Achieving consensus on investment priorities and costs can help to embed a range of stakeholders into the bid and define roles and responsibilities during the delivery phase. However, these are not easy tasks as they require collaboration amongst a range of stakeholders and tiers of government, some of whom may be competing for public funding or will be engaged in the event at other stages of the lifecycle or even post-event. Even if a bid is not successful, it can help create new alliances to help shape and deliver broader economic development goals.



Potential actions

- **Establish a clear and shared vision for the event and its public value from the outset**
 - ✓ Define and agree on the vision, value proposition and specific objectives for public value from the outset.
 - ✓ Engage a wide range of stakeholders in bid decisions, including different levels of government; different public agencies such as transport, culture and arts, sports or urban development; and the broader community.
- **Rigorously identify costs, benefits, and measurable goals**
 - ✓ Use technically sound and in-depth local analysis, including of the local economy, business demography, infrastructure capacity, labour markets and social challenges to define priorities and set measurable goals.
 - ✓ Identify and measure both potential benefits (e.g. transport and infrastructure, new tourism opportunities, urban regeneration, local job creation or skills development) as well as costs (e.g. gentrification, long-term maintenance costs from new infrastructure, or environmental impacts) when making bid decisions.
- **Base the bid on realistic local budgets and capacities to deliver**
 - ✓ Take local capacities to deliver into account when defining priorities and goals.
 - ✓ Agree on realistic budget envelopes for the event with costs that are justified and proportionate, and commit to monitoring mechanisms to oversee expenditure throughout the event lifecycle.



Pitfalls to avoid

- Misjudging the scale of the event in terms of local capacity or appropriateness of sites.
- Bidding for events which are out of sync with existing development and infrastructure plans and that will fail to optimise infrastructure plans and investment.
- Failing to take stock of existing infrastructure capacity and opportunities for adaptive reuse.
- Bidding when significant public investment beyond the bid package cannot be guaranteed.
- Inadequately assessing costs and having weak oversight mechanisms to monitor expenditure.
- Overstating the ability of an event to fulfil local development goals by not carrying out thorough assessments.
- Underestimating the extent of community consultation and targeted communications needed to secure buy-in.

Making it happen

The **Barcelona 1992 Olympic and Paralympic Games (Spain)** has come to symbolise the potential of global events to affect the long-term trajectory of a city. The bid set out clear local, regional and national objectives to create an enduring legacy and to rethink the city. The Olympic and Paralympic bid strategically aligned with a comprehensive redevelopment plan, a new approach to economic development and industrial transition, and efforts to reduce unemployment. Through the Games, the City Council redeveloped strategic derelict sites, consolidated and upgraded telecommunications and transport infrastructure, upgraded waste and sewage systems and planned post-event uses to support long-term economic and social regeneration. The Games were integral to long-term planning and strategic investment in the city. The aspirations set out in the bid were to play a catalytic role in helping the city manage its transition from a manufacturing economy to a knowledge economy with a thriving tourism sector.

When the **2010 Olympic and Paralympic Winter Games** were awarded to Vancouver in 2003, the International Olympic Committee (IOC) acknowledged that the involvement of the local First Nations in the bid proposal was one of the keys to the success of Vancouver's bid. The **Four Host First Nations**—the Squamish, Musqueam, Tsleil-Waututh and Lil'wat First Nations—played an unprecedented role in welcoming the world to Canada and to the shared traditional ancestral territories on which the Games took place. The four First Nations communities were full partners in the 2010 Winter Games, marking the first time in Olympic Games history that the IOC had recognised Indigenous peoples as official partners. In November 2004, these four First Nations entered into a historic Protocol Agreement in which they agreed to coordinate their collective efforts to host and support the Games. The Four Host First Nations Society also committed to work with other Indigenous partners to ensure that opportunities to participate in the Games were extended to other First Nations, Inuit and Métis Peoples across Canada. Through Indian and Northern Affairs Canada (INAC), Canadian Heritage and several other departments, the Government of Canada worked to ensure that First Nations' languages, traditions, protocols and cultures were acknowledged, respected, and represented in all aspects of the Games, and that Indigenous Peoples had a meaningful role, and shared in the economic, social and cultural benefits of hosting the Games.

One of the key objectives of **London 2012 (United Kingdom)** was to secure a socio-economic legacy from the Games in the host boroughs. An explicit goal was that within 20 years, the communities hosting the 2012 Olympic and Paralympic Games would enjoy the same social and economic chances as their neighbours across London. The Host Boroughs Unit was established as a bottom-up response to ensure that the legacy from the Games for the host local areas resulted in meaningful and measurable transformation. A Strategic Regeneration Framework (2009) and the Mayor's 2010 London Plan embedded the objectives of convergence and created a supporting policy framework. Measurable indicators were set to monitor progress and adjust interventions as required. Post event the unit transformed into the Growth Boroughs Unit and adopted the Convergence Plan.

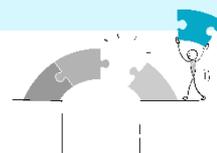
Whilst **Paisley, Scotland**, was unsuccessful in its bid to be **UK Capital of Culture 2021**, the process created an important step change in the town. The social, economic and environmental benefits and impacts articulated in the bid, the robust evidence base through technical assessments and the planned investments have a lasting impact. This "bidding legacy" resulted in a new relationship with central government, momentum to continue with investments in the town centre and a new museum, and changed perceptions of the town. The bid has now become a roadmap to create opportunity for one of the most deprived communities in Scotland, making culture a catalyst for wellbeing, improving educational attainment and health. A three-year plan was designed to grow local cultural and creative sectors, enhance cultural capacity and infrastructure, regenerate the town centre and invest in the people of Paisley supported by over GBP 100 million of public investment.

Sources: OECD (2011); European Commission (2019); International Olympic and Paralympic Committee (2019).

1.2. Align bids with existing development plans at the functional scale

What does the Recommendation say?

11.2. Align the bidding process with existing plans and strategies for urban and regional development across a functional urban area so that bids can effectively support and serve long-term growth and development objectives at a wider territorial scale and long-term local economic development whether or not the event is awarded.



Why is this important?

The bidding process creates an opportunity to assess existing plans and strategies, and recalibrate them to redefine priorities or reallocate spending.

Bidding for an event can be a means of accelerating plans or unlocking other investments, but only if bids align with existing plans and strategies. While event legacies can be a tool or catalyst to implement existing goals, they are not an alternative to doing so.

The existing policy framework in a locality must ensure that the event can support broader local growth ambitions. Events can contribute to boosting growth, promoting innovation, boosting tourism and expanding the visitor economy, environmental sustainability, wellbeing, etc. However, this happens only if they are deliberately planned in ways to achieve such outcomes and to build on existing potential.

Global events have potential benefits beyond the administrative boundaries of the host location. They are increasingly designed to generate benefits across the wider territory beyond the neighbourhood or city.

An event bid can become a catalyst for greater collaboration across a territory as plans align and neighbouring authorities commit to the bid and evaluate its potential to reinforce their respective policy objectives.

Potential actions

- **Align event specific and long-term development plans**
 - ✓ Identify overarching long-term local development goals and how the bid could accelerate them (e.g. boosting innovation, expanding the visitor economy, accelerating the low-carbon transition through new transport and construction, upgrading local skills).
 - ✓ Recalibrate existing development plans and investment priorities if needed to ensure mutually reinforcing actions and alignment of timeframes (e.g., accelerate transport investments to align with the event timeline, housing investments, brownfield site development, etc.).
 - ✓ Design and assess plans within the context of the Sustainable Development Goals.
- **Plan at the functional scale**
 - ✓ Use the functional urban area as the minimum reference point for planning.
 - ✓ Define mechanisms for collaboration across administrative boundaries, and include representatives from across the relevant territory in organisational boards, special event committees and expert groups.



Pitfalls to avoid

- Bidding for events which are out of sync with existing development and infrastructure plans.
- Undermining existing plans and strategies by not aligning the bid with previously agreed strategic goals.
- Underestimating the potential costs and benefits beyond a city's jurisdictional boundary.
- Failing to adequately consult and engage neighbouring jurisdictions on plans, site selection, transport and infrastructure proposals.
- Underutilising existing governance mechanisms to build consensus and ownership of the event.

Making it happen

The **Sydney 2000 Olympic and Paralympic Games (Australia)** bid set out to affect long-term change for the regional economy. The Games became a catalyst for significant public and private investment that has created long-term benefit for Australian businesses and a new approach to funding sport. The bid explicitly complemented city, regional and national inward investment plans, business development programmes and tourism strategies. Transit developments and land reclamation reinforced urban development plans to enhance connectivity in the metropolitan area, increase density in new residential developments and boost the emerging central business district.

The New Zealand Government, through **New Zealand Major Events (NZME)**, invests in events that generate significant benefits and that align with both the Government's Major Events Strategy and wider government objectives. Given that the Government is investing public funds, a strong emphasis is placed on maximising legacy opportunities that will provide both short-term and long-term benefits to the community and country as a result of hosting the event. The Major Events Strategy requires hosts to demonstrate that a proposed bid will create such benefits. Publicly funded events must address legacy planning at the initial feasibility and bidding stages.

Kazakhstan used its position as the host of the **2017 World Expo** as a central component of its programme "Digital Kazakhstan". This programme seeks to transition the national economy towards knowledge-based, high-tech industries. The Expo's theme "the future of energy" was a way for Kazakhstan to highlight its forward thinking and innovative approach to economic development. The event legacy has also been key to the country's national development strategy. The pavilions that hosted the exposition in Astana have been reconverted into spaces that endeavour to accelerate digital innovation in the region. The pavilions from the expo grounds now play host to several knowledge-intensive organizations, including the International Green Technologies and Investments Centre, the International Information Technology University, and a large start up incubator known as "Astana Hub".

The **2015 Cricket World Cup** was jointly hosted by Australia and New Zealand and became a major catalyst for collaboration between the two countries. To ensure effective communication and collaboration between the hosts, they established centralised agencies tasked with managing the event. The Major Sporting Events Taskforce in Australia and the World Cup's Office in New Zealand brought together the main government departments and agencies in their respective countries on relevant areas such as immigration, customs and border control, security, foreign affairs, trade, and tourism. Co-ordinating efforts also enabled more effective engagement with overseas communities, and as a result 145 000 international tourists (out of 595 000 participants) attended the tournament.

Source: New Zealand Major Events (2020); Astana Expo 2017 (2019); Cricket Network (2015).

1.3. Plan new infrastructure and investments in the built environment strategically

What does the Recommendation say?

11.3. Plan the expected new infrastructure and investment in ways that can capture value, regenerate urban areas experiencing decline or spread benefits across administrative boundaries; including post event projects and their ownership.

Why is this important?

Global events often require new infrastructure and investments in the built environment, but such expenditures are costly. They also carry risks of budget overruns, long-term debt and, worst of all, “white elephants” or disused sites post event.

Explicit planning with post-event uses defined early on is required to ensure that new infrastructure such as venues, facilities, accommodation, and land remediation have long-term positive outcomes. In many cases, new sporting or cultural facilities can become community assets or new economic development opportunities. Athlete villages can be planned to support city-regional strategies to address local housing needs, boost affordable housing or enhance local real estate markets. Enhanced transport connections, economic development, job creation and affordable housing are all outcomes which can benefit the wider territory as local investments turn into regional assets.

Global events are often the impetus to develop urban areas, regenerate declining places or redevelop brownfield sites. However, new developments need to be carefully considered to ensure that they integrate into the wider geographic area, thus creating new economic purpose. This is particularly important when an event is used to accelerate urban regeneration or to tackle sites which have suffered from long-term market failure due to contamination, weak transport links or complex ownership.

Transport investments can create significant impacts but also be the most costly. An event often becomes the rationale for accelerating planned road connections, public transport links and upgrades which create benefits that extend beyond the event locations.

With the right tools in place, public investments can lead to value capture

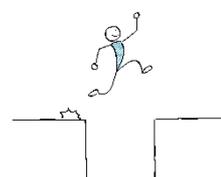
from increased land values and new uses. This can take the form of increased local revenues from property taxes, impact fees or joint development.

Potential actions

- **Use rigorous assessments to underpin investment decisions**
 - ✓ Use cost-benefit analysis and other technically sound assessments to underpin investment decisions. For example, for greenfield investments, prepare technical assessments of decontamination needs and costs.
- **Consider post-event uses from the start**
 - ✓ Assess upfront the post-event potential of investments and infrastructure, including how they can contribute to longer-term needs such as affordable housing, new business and economic spaces, and improved accessibility.
 - ✓ Select sites for urban regeneration that can be integrated into the wider economic area post event.

Pitfalls to avoid

- Developing sites which may undermine broader regeneration efforts through displacement and gentrification.
- Failure to identify post-event uses at an early stage which increases the likelihood of negative impacts and abandoned sites.
- Failing to align new development and infrastructure with existing plans and investment pipelines.



Making it happen

In ***PyeongChang (South Korea)***, facilities built for the 2018 Winter Olympic and Paralympics are being repurposed. Two of the venues will become important anchor institutions. The International Broadcast Centre will become the new archive for the National Library of Korea. The Korean Sport and Olympic and Paralympic Committee will transform the Organizing Committee headquarters into a multipurpose winter sports training centre to serve elite national and international athletes, athletes with disabilities and local communities. The institutional presence of each organisation represents a long-term regional investment which will create jobs and support local businesses. The 4 000 units built for the athletes and media village have boosted the local real estate market and have all been sold for private occupancy. The Games were also a catalyst to build the high speed rail connection from Seoul to the Alpensia mountain region and the Gangneung coastal cluster. The region was the only one in Korea not to have a high-speed rail link. Its construction will boost the local economy and support tourism in the region.

Queen Elizabeth Olympic and Paralympic Park (United Kingdom), which was built as the primary destination to host the 2012 London Olympic and Paralympic Games, has been reconverted for public use as part of a comprehensive strategy to revitalise East London. Sporting stadiums and venues in the Park regularly play host to both professional and local sporting events, as well as cultural events such as concerts and festivals. The grounds of the Park have also been opened to the public as a major public space for leisure. In keeping with the ambition of transforming the Olympic and Paralympic Park into a vibrant mixed use urban space, five new neighbourhoods with 6 800 homes are planned on the grounds by 2031. In order to limit displacement of local residents, 35% of this housing is affordable, social rental housing. The Park also serves as an employment destination, with an estimated 40 000 jobs that will be based on and around the Park by 2025. Park-based employers are incentivised to specifically target local residents and under-represented groups when hiring to maximise the impact of the grounds for local economic development. A number of anchor institutions have located on the site, including new university campuses.

Sources: International Olympic Committee (2019); Queen Elizabeth Olympic Park (2020).

1.4. Consider the environmental impact

What does the Recommendation say?

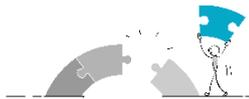
II.4. Assess the environmental impact of the bid and design strategies to develop green infrastructure, reuse or recycle materials, eliminate food waste, incorporate reusable energy, enable public transit to reduce the carbon footprint to ensure the sustainability of the event.

Why is this important?

The scale and nature of global events can generate a range of environmental challenges and impacts. These can be due to the location of an event, ranging from environmentally sensitive areas at risk to inner urban areas which may experience congestion and poor air quality.

Increasingly, event owners and hosts are committed to supporting the Sustainable Development Goals (SDGs) and upholding environmental standards. The International Olympic and Paralympic Committee and the Commonwealth Games Federation are amongst the growing number of event owners who are committed to the SDGs and require hosts to demonstrate how the event will reinforce their objectives.

Global events create the opportunity to innovate. They can be a platform to create new standards of environmental excellence which can be applied in other areas post event.

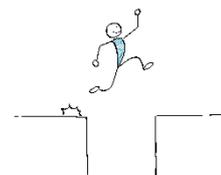


Potential actions

- **Secure buy-in from all stakeholders for sustainability goals and communicate these clearly**
 - ✓ Secure formal agreement amongst stakeholders and partners to reduce the environmental impact of the event and agree on measurable actions and accountability.
 - ✓ Adopt a comprehensive environmental communication strategy to regularly inform citizens throughout the event lifecycle.
- **Use rigorous frameworks for planning and measuring environmental impacts**
 - ✓ Carry out environmental impact assessments, including for

development sites and future uses, to measure the long-term environmental impacts of the event.

- ✓ Secure ISO 20121 accreditation.
- **Integrate environmental concerns into all aspects of event design and delivery**
 - ✓ Prioritise green infrastructure investments, including building green infrastructure, redeveloping brownfield sites, adopting sustainable construction methods, adapting existing venues, and using renewable energy.
 - ✓ Promote green transport including electric vehicles, increased use of public transport and measures to reduce congestion.
 - ✓ Put in place measures to reuse or recycle materials, reduce food waste, and foster sustainable consumption patterns.



Pitfalls to avoid

- Underestimating the environmental impact of an event, particularly its potential to cause negative impacts.
- Underestimating the capacity of the city to host the event and to then absorb new developments, thereby exacerbating congestion and air pollution.
- Creating false expectations and mission creep through poorly defined environmental targets and goals.
- Under-evaluating the credibility of actions to ensure that they are not “greenwashing”.
- Failing to evaluate and monitor the environmental impact of supply chains and procurement practices.

Making it happen

Paris 2024 (France) seeks to set new environmental standards through its hosting of the Summer Olympic and Paralympic Games. As Paris 2024 affirms, “sustainable development is not just a goal; it is woven into the very DNA of the Paris 2024 bid”. The Games align with the sustainability objectives of the International Olympic and Paralympic Committee and commit to upholding the UN Sustainable Development Goals. Paris 2024 will be the first Games to be planned and delivered in accordance with the 2015 Paris Agreement on climate change. The Games will become a catalyst for long-term environmental change in Paris and the Ile-de-France region. Paris 2024 will also be the first Games to commit to the circular economy as the vehicle to achieve its Zero Carbon Plan. From the outset, the Paris bid sets out ambitious goals with respect to waste management, recycling, water, consumption patterns and behaviour change.

The **Ministry for the Environment of New Zealand** launched new guidelines directed at event owners and organisers to make global events more environmentally responsible. It sets out clear guidance to develop and implement an environmental strategy and action plan to address environmental impacts in key areas such as: supplies and contractors, waste and resource use, transport, energy, water and greenhouse gas emissions. Such a plan should also be designed to overcome challenges in the planning process, use mechanisms to build consensus amongst stakeholders, and avoid “greenwashing”. The guide is supplemented with tools, checklists and templates.

ISO 20121 is the international event sustainability standards developed by the International Organisation for Standardisation. It is intended to offer a practical toolkit for event management that promotes economic, environmental and social sustainability. The standards are flexible to the given local context of an event, yet still offer a clear methodology for event management. The standards lay out an initial planning stage that considers local context, relevant event stakeholders, management scope and responsibilities, and sustainability objectives. This is followed by implementation guidelines that describe procedures for resource allocation, communication, documentation, and supply chain management. The ISO also describes standards for monitoring procedures and continual improvement.

The **Green Sports Alliance** serves as an international trade organisation for the sporting world dedicated to working with all stakeholders in the sector to promote environmental sustainability in sporting events. They have co-ordinated with national sports ministries to design regulations about efficient use of resources in competitions. The Alliance works with public and private partners to minimise the environmental footprint of newly constructed stadiums. They also work to promote innovative new sustainability practices amongst sports leagues. Examples of initiatives promoted by the Alliance include the use of electric vehicles with Formula E, and the Volvo Ocean Race, which uses competitive sailing to gather scientific data and raise awareness about the health of the oceans.

We Love Green is an annual music festival held in Paris, France, that seeks to use music as a way to promote ecology. The festival is particularly ambitious in demonstrating innovative new strategies to limit the environmental impact of the event. This includes: a carbon offset plan that planted 80 000 trees in 2019, a ban on single use plastics at the event, a commitment to sourcing 100% of its energy from renewables, a “freegan” food programme involving reused food waste from local wholesalers, dry toilets throughout the festival, as well as other initiatives such as a commitment to fully recycle or compost all waste from the event. The festival was able to accomplish all of this while playing host to 40 000 daily visitors in 2019 to the Bois de Vincennes on the outskirts of Paris.

Sources: Paris 2024 (2020); Ministry for the Environment of New Zealand (2010); ISO 20121 (2020); Green Sports Alliance (2020); We Love Green (2019).

1.5. Make the most of transport investments

What does the Recommendation say?

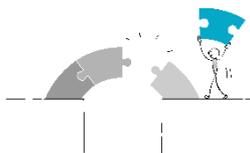
11.5. Assess and consider upstream the requirements and implications in terms of transport infrastructure investment, in particular concerning mobility, in order to determine what needs to be done to enable the city to successfully accommodate these requirements.

Why is this important?

During an event, both the capacity of public transport and its management and coordination is essential to ensuring that people can access venues and move between locations. Yet, different global events generate different transport needs. Major sporting events, for example, can require new facilities and significant development which in turn creates demand for more transport infrastructure. Events attract different visitor numbers over different time frames which can equally add pressure to existing transport systems.

Transport is a long-term investment, often involving different tiers of government. Investments must be planned in a co-ordinated way to maximise opportunities and manage investments.

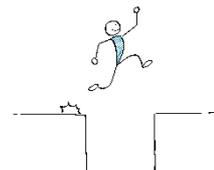
Planning a global event and the imperative of the fixed deadline raises the profile of transport within a city. It creates an opportunity to modernise existing infrastructure to improve accessibility, environmental standards and efficiency.



Potential actions

- **Align event-related and long-term transport investments**
 - ✓ Assess the existing capacity of the city's transport infrastructure, and carry out a needs assessment both for the event and for long-term post-event uses.
 - ✓ Align event-related investments with long-term transport strategies, including leveraging event-related investments to address broader weaknesses.

- ✓ Adapt and/or accelerate broader regional transport strategies as needed.
- **Set clear roles and responsibilities for transport and mobility**
 - ✓ Agree on roles and responsibilities for mobility and transport management during the event.
- **Consider the accessibility of transport**
 - ✓ Assess the accessibility of existing transport infrastructure for the mobility impaired and plan adaptations in time for the event.



Pitfalls to avoid

- Underestimating the transport needs generated by the event and failing to make adequate investments.
- Not aligning transport and other infrastructure investments with the event.
- Failing to ensure that transport is accessible to disabled users.
- Weak co-ordination between tiers of government and public bodies.

Making it happen

Johannesburg (South Africa) used the **2010 FIFA World Cup** to leverage new infrastructure investments in the city through two ambitious public transport projects: the Bus Rapid Transit system and the high speed Gautrain. The investments provided much needed services to local communities and created momentum in real estate markets which stimulated private investment. The Bus Rapid Transit system connected Soweto to inner city Johannesburg. Two new stops were added to the planned route, the Soccer City stadium and Ellis Park, which became catalysts for new residential and business investment in traditionally low-income communities. The new bus route connected disadvantaged communities to jobs and economic opportunity in downtown Johannesburg. The imperative of the 2010 deadline of the event accelerated plans to create the system and unlocked critical funding. Quality public transport was much needed to efficiently move fans and visitors around the city. The World Cup also provided a catalyst for the early completion of the Gautrain – South Africa’s first fast commuter train which connects Johannesburg, Pretoria and the OR Tambo Airport. Gautrain opened one week before the start of the World Cup.

Paris (France) has aligned its transportation planning with its plans for the **2024 Summer Olympics and Paralympics** through the Grand Paris Express project. In order for the world’s most visited city to cope with the additional transportation demands posed by the Olympic and Paralympic Games, the project seeks to expand the city’s metro system further into its suburbs such as Saint-Denis, as well as better develop suburb-to-suburb connections, thereby reducing the pressure on the within-Paris stops. The Grand Paris Express will also construct three entirely new metro lines that will offer rapid access to Orly Airport and the Olympic and Paralympic Village in Saint-Denis. By working in co-ordination on their Olympic and Paralympic Bid, Paris and Saint-Denis sought to avoid the risks of excessive congestion within Paris itself, while also creating new metropolitan integration through rapid mobility.

Sources: FIFA (2010); Société du Grand Paris (2017).

1.6. Embed the bid within broader tourism strategies

What does the Recommendation say?

11.6. Develop dedicated evidence-based tourism strategies which assess the potential of the bid to contribute to the local, regional or national tourism strategies and the structural expansion of the visitor economy and identify investment potential and manage visitor flows.

Why is this important?

Global events create opportunities to develop tourism and visitor economies in host cities, regions and nations. From local festivals to international trade fairs and global sporting events, increased visitor numbers and global media exposure boost tourism during and after the event. Events help enhance the attractiveness and competitiveness of destinations by adding to the mix of attractions, but this can only be achieved with the support of quality event-specific and supporting infrastructure, along with effective marketing and promotion.

Local, regional and national tourism agencies are critical partners in global events. They have important roles to play in bidding for events and developing strategies to shape and market event-related tourism offers.

Evidence suggests that the most successful host countries and cities have long-term tourism strategies that the hosting of events helps to implement, along with a dedicated management effort for specific events.

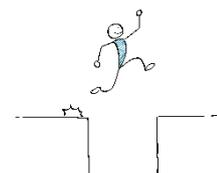
Potential actions

- **Align events strategies and bodies with broader tourism approaches**
 - ✓ Develop a major events strategy which aligns with long-term tourism strategies and considers the implications for economic and urban development, jobs, skills, inclusion, etc.

- ✓ Consider the establishment of a dedicated major events agency, either standalone or combined with other government marketing bodies.

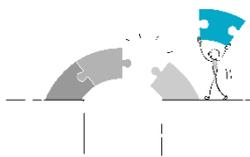
- **Use the event as a catalyst for broader tourism development**

- ✓ Assess and build local tourism infrastructure capacity as needed (e.g., hotels, skills in tourism SMEs, etc.).
- ✓ Develop niche and regional events with close links to their destinations to boost visitation throughout the year.



Pitfalls to avoid

- Overestimating the capacity of an event to attract tourists and therefore the economic contribution they may make during the event.
- Approaching the bidding and hosting process in an ad hoc manner which does not align the event with tourism objectives and investments.
- Adopting a short-term perspective which fails to maximise the long-term return for event organisers, key partners and investors through the structural readjustment of the tourism sector or the hosting of future events.
- Working in silos across public agencies and between levels of government, undermining efforts to align tourism strategies with broader economic, environmental and social goals as well as inefficient use of resources.



Making it happen

The **Lisbon Expo 1998 (Portugal)** was a catalyst to transform the decaying industrial district on the south bank of the River Tagus into a new commercial, residential and cultural district. This transformation effectively helped rebuild the reputation of the city as a leading European short break destination. City and national governments with the support of the European Union built the Vasco da Gama Bridge as a strategic infrastructure investment to improve connections between the north and south of the country, eliminating the need for heavy volumes of traffic to pass through the centre of Lisbon. Further infrastructure investments to expand the metro system and build new railway stations improved connectivity in the city and the region. The city built on the momentum from the Expo to build a thriving tourism sector.

Stockholm (Sweden) was able to use its position as host of the **Eurovision Song Contest** in 2016 to generate immediate tourism revenues during the event itself, while also growing its visibility as a premier tourist destination over the longer term. Tourism revenues during the Eurovision competition amounted to at least SEK 347 million, which was more than three times the budget of the city to host the event. Moreover, 70% of surveyed visitors claimed that they had plans to return to the city within the next five years. Eurovision offered Stockholm an opportunity to brand itself as a creative and inclusive music capital, and served to effectively raise international awareness about the positive aspects of the city, through in-person visitors and media coverage.

The Gold Coast 2018 (Australia) Commonwealth Games served to develop the tourism industry within host cities, but also more generally across the region. Over 63% of the 45 527 overseas visitors to the games had never visited the host city before. The Games thus served as an opportunity for many visitors to visit the surrounding region as well, and 58% of visitors to the Games also travelled to other parts of Queensland and Australia. By successfully ensuring that 93% of visitors to the games had an excellent or good experience, the hosts were able to strategically develop their international image and foster long-term growth in the tourism sector. This is reflected in the fact that 87% of overseas visitors to the Games claimed they were likely to return, and 85% were likely to recommend traveling to the region to friends and family.

Sources: Bureau International des Expositions (2020); City of Stockholm (2016); Government of Queensland (2019).

1.7. Keep it simple and targeted

What does the Recommendation say?

11.7. Avoid unnecessary complexity of event organisation and promote targeted use of public funds with a view to restrict the total costs of global events.

Why is this important?

Overly complex plans which propose significant building programmes can lead to soaring costs and represent poor value for money. Targeting public investment toward essential requirements will help reduce the overall cost of an event.

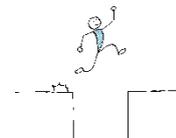
Global events involve a wide range of actors, which can lead to intricate delivery mechanisms with unclear mandates. It has become commonplace to establish dedicated event bodies which have responsibility for the overall event, operational delivery and legacy. Hosts can establish structures which best suits their needs, whether separate bodies or combined. In either case, co-ordination and clarity of purpose help ensure that the event is delivered on time and on budget.

Potential actions

- **Create event bodies with clear mandates and responsibilities**
 - ✓ Create delivery bodies with clear mandates, operational obligations and adequate resources.
- **Minimise public costs where possible**
 - ✓ Maximise the use of existing facilities and/or focus on areas already scheduled to be redeveloped.
 - ✓ Evaluate renovation costs and identify funding streams, including how to share costs between partners.

Pitfalls to avoid

- Embarking on complex building programmes without due reflection on what existing stock can be upgraded or adapted.
- Planning new infrastructures rather than accelerating ones which already have approval.
- Failing to fully align the event with the relevant assets of the city.
- Creating multiple delivery bodies with overlapping mandates.



Making it happen

Los Angeles (United States) will host the Olympic and Paralympic Games for the third time in 2028. In 1984, the city was the only candidate willing to host the event and, in doing so, it committed to keeping construction to a minimum and used corporate finance to fund most of the project. It rewrote the established rules for bidding and hosting global events and, due to the funding model, managed to generate an immediate profit. In 2017, the city was once again at the forefront of a new Olympic and Paralympic era. As one of only two cities seeking to host the 2024 Olympic and Paralympic Games, the International Olympic and Paralympic Committee reached an agreement with Paris and Los Angeles to award the Games to the two cities in 2024 and 2028 respectively. Los Angeles would receive additional funding from the IOC and the bid once again committed to minimal construction by using existing and planned venues to host the Games.

The **United 2026** joint **FIFA World Cup** bid between Canada, the United States and Mexico is notably the first World Cup bid to require no new stadium construction in host cities. Instead of emphasising the construction of new, large-scale infrastructure, the host countries propose to target their energy and resources towards improving and scaling up existing infrastructure and programmes. They are also seeking to develop a culture of inclusive football (soccer). This includes ambitious efforts to mainstream football into physical and mental health curriculum of the educational systems in the three host countries. Targeted programmes will seek to close disparities in football participation along socio-economic and gender lines. Another key legacy of the event will be the “Minutes from Football” programme that seeks to link 2 026 mini-football pitches across North America in order to cultivate safer and more vibrant public spaces.

Sources: LA28 (2020); Canadian Soccer Association, Mexican Football Association and United States Soccer Association (2018).



BUSINESS

Outset



2 Operational and delivery phase

2.1. Maximise the impact of investments

What does the Recommendation say?

II.1. Design and implement result-oriented investment strategies with clearly-defined policy goals and outcomes to be achieved, such as well-designed tendering procedures, transparent supply chains, regular reflection on and upgrading of investment choices, active exchange of information, and mutual learning among investment actors.

Why is this important?

Global events impact local or regional investment markets over multiple business cycles.

The immovable deadlines of global event decisions and choices are clearly defined and executed with discipline and certainty. Sites selected to accommodate the event are often part of major infrastructure renewal and modernisation projects which are designed to address market failure and stimulate long-term growth. For these reasons, private investors are drawn to the low-risk investment opportunities where there are strong human rights protections in place, business efficiency and market access that the event creates.

Event organisers need to be aware of the risks associated with awarding in large scale contracts and expectations from the private sector of strong financial returns.

Global events can carry a high risk of corruption due their scale, financial complexity, fixed deadlines and the wide range of stakeholders implicated in their delivery. From the outset, organisers need to develop appropriate risk-management processes subject to regular re-assessment. These are essential to ensure the credibility of the event and to avoid the reputational damage to the host city and country that corruption and human rights scandals create.

From a public sector perspective, global events create the possibility to invest more strategically and to use investment necessary for the event as a mechanism to achieve other policy goals which can serve to define new relationships with the

private sector. The real estate and construction sectors are critical partners who can help generate employment opportunities for local communities, engage SMEs in local supply chains and nurture post-event collaborative relationships. Event organisers and public bodies can apply a range of measures to create impact throughout the event lifecycle. Tendering processes are particularly effective to support legacy objectives and leverage broader outcomes. They must be designed in accordance with existing rules and monitoring frameworks and communicated in an open and transparent manner. Procurement can be targeted towards local SMEs, aided by business support services and chambers of commerce to support the local economy. Environmental outcomes can be leveraged through the tendering process through green procurement. Social benefit clauses can be used to improve access to employment and training for local residents. Tenders can also require contractors to demonstrate transparent supply chains to ensure the protection of human and labour rights as well creating economic opportunity to a wider range of business and social enterprises.

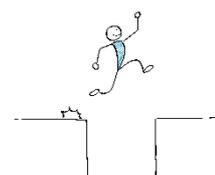


Potential actions

- **Support local SMEs and create new business and trade opportunities**
 - ✓ Establish event tendering platforms with dedicated sections to support SMEs, including guidelines, business support links and best practices (including with respect to human rights).
 - ✓ Mobilise business organisations and business services to agree on a strategy for SMEs, including targets for contracting.
 - ✓ Align SME support and training in the host city and hold event specific meetings to engage SMEs.
 - ✓ Develop a business events strategy with a long-term SME and invest plan.
 - ✓ Create a one-stop shop for SMEs and potential investors or align existing services to the event.
 - ✓ Combine efforts across governments to support SMEs and investment, including international trade promotion.
- **Develop transparent tendering and strategic procurement processes**
 - ✓ Streamline the event public procurement system and its institutional frameworks.
 - ✓ Develop and use tools to improve procurement procedures, reduce duplication and achieve greater value for money (including centralised purchasing, framework agreements, e-catalogues, dynamic purchasing, e-auctions, joint procurements and contracts with options).
- **Carefully design real estate investment and Public Private Partnerships (PPPs)**
 - ✓ Engage the real estate sector to partner on long-term investment.
 - ✓ Base decisions about PPPs on value-for-money in accordance with national guidance and disclose costs and contingent liabilities in all budget documents.

Ensure transparent supply chains

- ✓ Promote transparent tendering processes.
- ✓ Adopt sustainable sourcing codes for all tenders to ensure that supply chains do not violate human and labour rights.



Pitfalls to avoid

- Underutilising the opportunities of public procurement to affect changes across the economy by not defining green and social procurement strategies, targeting local SMEs or aligning event tenders with existing adopted practices.
- Failing to adopt national procurement rules, standards and monitoring mechanisms to mitigate risks of human rights abuse, corruption and financial mismanagement.
- Failing to share financial information and investment decisions amongst stakeholders.
- Underestimating the co-ordination challenges and engaging in co-ordination with other levels of government too late in the investment decision-making process.
- Failing to establish risk management processes subject to regular reassessment.
- Failing to ensure transparency in terms of suppliers/factories in the supply chain to protect human and labour rights.

Making it happen

In 2016, the Tokyo Metropolitan Government (TMG) launched a dedicated portal for SMEs to allow them to access business opportunities related to the **2020 Olympic and Paralympic Games**. The "Business Change Navi 2020" published tenders to give SMEs better access to business opportunities related to the Olympic and Paralympic Games. The portal was open to foreign and domestic companies and is managed by the TMG Small and Medium Enterprise Support Centre in collaboration with the Tokyo Chamber of Commerce and Industry and the Tokyo Small Business Association. The initiative is part of the "SME World Transmission 2020" project.

The **International Olympic Committee** (IOC) has recently released new guidelines on sustainable sourcing for host countries. The guidelines are targeted to all actors that have responsibility for purchasing goods and services for the Olympic and Paralympic games, through both public procurement and co-ordination with private partners and event sponsors. The guidelines seek to develop more transparent and accountable supply chains. Future Olympic and Paralympic hosts will facilitate sustainable sourcing by first clearly delineating their sustainability priorities in terms of respect for the environment and human rights when engaging with the tremendous array of Olympic and Paralympic product suppliers. To transform goals into practice, the IOC has laid out its approach to integrating sustainability requirements into contracts with suppliers, and the mechanisms for ensuring supplier accountability in fulfilling their contractual obligations.

Sources: Tokyo 2020 (2020); International Olympic and Paralympic Committee (2019).

2.2. Integrate infrastructure investments into broader local planning

What does the Recommendation say?

II.2. Maximise existing urban and rural development and infrastructure plans taking into consideration post-event usages of improved land and buildings to align with local policy objectives taking into account the local characteristics and the needs of local communities.

Why is this important?

If planned strategically, new buildings can be transformed post event to meet local need in areas such as affordable housing, start-up business spaces, community facilities or educational facilities. Larger sites can attract anchor institutions such as universities or healthcare providers to consolidate local employment and create new investment opportunities.

Creating new local assets such as cultural, community or educational facilities can strengthen local communities and reinforce local identities. New developments should serve to reinforce existing communities and local characteristics and not lead to the break-up of communities' or gentrification.

The impacts of public spending can be maximised if development is planned to take advantage of proposed transport investments.

Post event, the site and buildings will enter a new development phase which may take time to come on stream depending on the type of event. This highlights the importance of developing the post-event vision and end uses early on in the bidding process. Efforts will need to be made to attract investors and market sites from the outset.

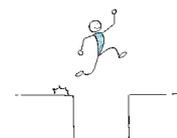
Hosts need to be mindful of the impact of potential economic downturns and plan accordingly by adapting the pace of development or the programming for releasing sites to the open market.

Potential actions

- **Align with local planning requirements and strategies**
 - ✓ Use a post event land-use plan to guide investments.
 - ✓ Secure outline planning permissions where possible and agree zoning uses acceptable for each site.
- **Identify and attract potential end-users and catalytic investors from the start**
 - ✓ Identify anchor institutions such as universities or national archives and public bodies which could locate on site post-event and catalyse investments.
 - ✓ Begin the packaging and marketing of sites early on in the delivery phase, and identify sites that can be developed quickly post event.
 - ✓ Secure early key investors and end users as a means to attract others.

Pitfalls to avoid

- Failing to identify end uses and users early on in the operational phase that can lead to cost inefficiencies and redundant sites.
- Alienating communities by ignoring local identity in newly created urban areas.
- Planning new infrastructures rather than adapting existing ones which can lead to oversupply and weaken local markets.
- Adopting a short-term perspective which fails to align new developments and infrastructure with plans across the region and thereby increases the overall cost of an event.
- Implementing event developments without due regard for strategic planning objectives.



Making it happen

The **1998 FIFA World Cup** changed the economic and social trajectory of Saint-Denis (city neighbouring Paris) and created an ongoing legacy. Shortly after France was awarded the event, agreement was reached to locate the Stade de France in the Plaine Saint-Denis, a neighbourhood of the Seine-Saint-Denis department in the north east of Paris. All parties committed to ensure the physical integration of the stadium in a mixed-use urban district (with housing, offices and leisure). Saint-Denis's success in securing the development was attributed in part to the recently adopted Urban Project Plan. The stadium became the catalyst to accelerate the implementation of the Plan to bring transport and infrastructure investments on stream in time for the event. Local jobs were created through the building of the stadium and post event a thriving creative industries sector emerged. The ongoing transformation of the area will continue through the Paris 2024 Olympic and Paralympic Games.

In advance of the **2028 Summer Olympic and Paralympics, Los Angeles** has unveiled an ambitious transportation plan dubbed "Twenty-eight by '28". The goal is to accelerate twenty-eight major transportation infrastructure projects, which had already been proposed prior to Los Angeles winning its Olympic and Paralympic bid. This will include massive expansions of Los Angeles county's light rail and metro systems, which recently received funding through public referendums to increase the county's sales tax. Visitors to the 2028 Games will also be able to engage in active mobility, thanks to the planned completion by 2025 of a continuous 51 mile biking path that will run alongside the LA River.

Marseille-Provence used their designation as European Capital of Culture in 2013 to construct extensive new cultural venues and revitalise the region's patrimony. In an effort to accentuate the unique Mediterranean heritage of the metropolitan region, several new museums were built and expanded to coincide with the 2013 event. These include the creation of the Museum of European and Mediterranean Civilisations and the *Regards de Provence* museum, as well as renovations and expansions of the museum of *Beaux Arts*, museum of decorative arts, museum of Marseille's history, and the *Friche Belle de Mai*. The revalorisation of the heritage and identity of the metropolitan region was further reinforced through extensive renovations of Marseille's old port neighbourhood. These investments helped ensure that the region remains a major cultural destination long after the nearly 900 events organised as part of the European Capital of Culture had ended.

Sources: LA28 (2020) ; European Commission (2014).

2.3. Maximise local job opportunities through employment and skills strategies

What does the Recommendation say?

II.3. Design and implement employment and skills strategies to create local job opportunities and develop the skills base of local residents. Adherents should:

- a. use the employment created as an opportunity to develop the skills of workers, particularly temporary and low-skilled workers, who are then better prepared to pursue high-quality jobs, thus contributing to inclusive and productive labour markets;*
- b. enable the upskilling of local workers and support industries engaged in global event delivery (i) to create specialised events expertise in existing services to contribute to the transfer of knowledge to future events and (ii) to boost capabilities applicable to other forms of economic activity where possible, in order to contribute to more sustainable employment outcomes.*
- c. consider in the design and planning of such events how they can support gender equality and the inclusion of people with disabilities as well as increase the labour market participation of disadvantaged groups.*

Why is this important?

Global events result in the creation of a wide range of employment opportunities from specialised skills to entry-level jobs.

Depending on the event's scale, a host city can generate a range of positive outcomes and opportunities which can create transferable skills sets relevant to the wider economy. Construction, tourism, hospitality, services and security sectors will require additional workers with the appropriate skills.

Global events are often used to address localised labour market challenges through jobs created by the event and by establishing event related labour market and training programmes. Jobs created during the delivery and event phases can serve to develop the skills of workers, particularly temporary and low-skilled workers giving them greater access to post event employments.

Targeted interventions for local residents in need of training or support to participate in the labour market can be maintained post event to help define a long-term employment and skills legacy to reframe local labour markets.

Global events are an opportunity to build inclusive and diverse labour markets. Global events are an opportunity to build inclusive and diverse labour markets.

The successful delivery of global events demands particular skill sets which can benefit the local and national economy in the longer term. The range of skills required

include complex project management, marketing, intergovernmental co-ordination, major site redevelopment, complex project finance, infrastructure planning and finance, sports or cultural planning and public affairs. Hosting an event creates the opportunity to support industries engaged in global event delivery in developing specialised expertise which can be used to support future events.



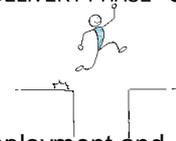
Potential actions

- **Develop an evidence-based strategy for maximising employment and skills impacts**
 - ✓ Develop evidence-based projections for employment and skills needs and opportunities for all relevant sectors.
 - ✓ Create partnerships between employment services, training institutions, local colleges and event organisers early on to ensure that the supply of workers meets the demands of the event and that skills can be upgraded in a timely manner.
 - ✓ Adopt an event-specific gender equality strategy, including in non-traditional sectors, such as construction.
 - ✓ Set ambitious targets to hire disabled workers in all event associated bodies and incentivise partner organisations to follow suit.

- **Use a range of tools to maximise job opportunities and support inclusion**
 - ✓ Use social clauses and social procurement to ensure that disadvantaged or non-traditional populations can access job and training opportunities created through the event.
 - ✓ Facilitate access to temporary jobs and training opportunities for local and disadvantaged communities.
 - ✓ Consider volunteering as a mechanism to integrate disadvantaged communities.
 - ✓ Create apprenticeship programmes and/or adapt existing national and local programmes as needed.
 - ✓ Lead by example in creating inclusive employment opportunities.

Pitfalls to avoid

- Underutilising existing employment and skills programmes to create opportunities across related sectors.
- Under ambitious applications of social clauses and procurement to guarantee jobs and training for local workers.
- Under ambitious targets to achieve inclusive labour markets and to use volunteering as opportunities to develop skills and employment opportunities.
- Failing to mainstream event-related employment strategies into post event strategies and programmes.
- Over reliance on consultants and external expertise rather than nurturing local talent.
- Inadequate oversight and monitoring to assess progress on meeting inclusion targets and failing to recalibrate initiatives to leverage better outcomes.



Making it happen

The **Glasgow 2014 Commonwealth Games (Scotland)** committed to creating a long-term jobs and skills legacy by aligning the legacy plan with existing active labour market and volunteering programmes such as *Glasgow Works* and *Glasgow Life*. Shortly after Glasgow was awarded the Commonwealth Games, the global financial crisis changed the fortunes of the city and triggered a recession which saw the economy shrink and unemployment rise. Particularly hard hit were young people and vulnerable groups. The City, Organising Committee, private and third sectors joined forces through *Commonwealth Employment Initiatives*, in particular the *Commonwealth Apprenticeship Initiative* and the *Commonwealth Jobs Fund* to create a long term legacy. Between 2009 and 2014 the initiatives enabled 6 000 Glaswegians to progress into employment, apprenticeships or training. Post event, in 2015, they were reframed as the *Glasgow Guarantee*, a GBP 50 million programme, committed to ensure that young people gain access to employment and training. Around 1 000 Glaswegian residents received assistance into apprenticeships or employment each year.

Creating a social legacy from the **Rio de Janeiro 2016 Olympic and Paralympic Games (Brazil)** was an opportunity to build grass roots capacity in underprivileged communities and for vulnerable groups. Organisers, working in partnership with a wide range of stakeholders, set out to involve communities in the delivery of the Games as a means of creating a step change in the life chances of vulnerable groups. The “One Win Leads to Another” programme, a UN Women, International Olympic and Paralympic Committee and multi-stakeholder initiative, committed to train 2 500 under-privileged girls to develop their leadership skills through sport and empower them to influence decisions that impact their lives. At-risk women in deprived communities were hired to make 22 000 cushions for the athlete’s apartments after receiving training in design, quality control and basic managerial skills. Through a partnership with Cisco, new equipment was installed in nine deprived communities to provide free ICT training to individuals. Participants were then able to access ICT employment opportunities.

FIFA Women’s World Cup Canada 2015 built on FIFA’s Football for Hope initiative to support a number of programmes developed specifically to target non-government organisations for aboriginal populations, women and girls. Motivate Canada helped co-ordinate soccer programming to young people in Rankin Inlet, Nunavut. This initiative gives opportunities for aboriginal youth to participate in football, while also taking part in activities that focus on building their leadership skills, raising awareness about mental health, suicide and promoting healthy lifestyle choices. UNA-Canada’s Sport-in-a-Box programme built the leadership capacity of urban aboriginal and other vulnerable youth through football in Ottawa, Ontario and Edmonton, Alberta.

Sources: Glasgow 2014 XX Commonwealth Games (2014); UN Women (2016).

2.4. Use cultural events and programmes to support broader local development goals

What does the Recommendation say?

II.4. Design cultural programmes and strategies related to global events that can foster inclusiveness and engagement for people and places to achieve an integrated approach.

Why is this important?

Cultural events, festivals and cultural strategies/programmes associated with global events can be transformative to the lives of citizens and to the places that host them. Such events and programmes take many forms and vary by subject (e.g. film, food, literary, dance etc.), scale (e.g. local, Cultural Olympiad) and duration (e.g. EU Capital of Culture, Edinburgh Festival).

Cultural programmes and events can generate *intrinsic value* from the positive benefits of engaging in and experiencing culture (well-being), ***social value*** by strengthening community cohesion, improving educational attainment as well as physical and mental health, **and *economic value*** by boosting tourism, growing culture and creative sectors, job creation and skills development.

Cultural programmes and events can be effective mechanisms through which local identity can be strengthened, reputation and image enhanced and opportunities seized to engage citizens and stakeholders from diverse backgrounds and contexts.

The legacies from these events can be profound and enduring when designed with clear end goals in mind. Citizen participation and stakeholder engagement designed into the bidding process and maintained thereafter can increase collective appreciation of arts and culture and create new economic drivers.

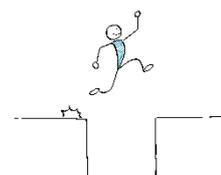
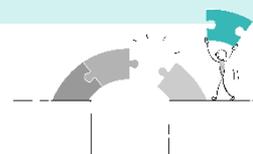
Potential actions

- **Use cultural events and programmes to foster inclusion and community cohesion**
 - ✓ Adopt a strategy and benchmarks for how cultural events or cultural programmes associated with other types of events can maximise intrinsic, social and economic values throughout the event and after.
 - ✓ Engage local communities in setting this vision and shaping cultural programme content.
- **Support the development of the creative and cultural economy**
 - ✓ Co-ordinate efforts with other public bodies to boost investments and targeted support for the cultural and creative sector.
 - ✓ Identify skills gaps and create culture specific training.

Pitfalls to avoid

- Underestimate the importance of local assets and identity when designing bids and programmes.
- Underestimating the power of the event to tackle social cohesion by creating narrow goals and limited stakeholder engagement.
- Working in silos across public agencies. Arts, culture, education, economic development and business creation departments need to align efforts in the planning of the event and its legacy.

Failing to plan for growth in the arts and cultural sectors and the potential of the event to boost creative industries.



Making it happen

The **Turin 2006 Winter Olympic and Paralympic Games (Italy)** created the opportunity for the city to strengthen its rich cultural endowments. An ambitious programme of investment in the cultural sector enabled the renovation and re-opening of five theatres and eight museums to create a cultural resurgence in the city. In 2006, some 3 million people visited the city's museums, a figure up 170% compared to the 2000-2006 average. Momentum for the new cultural identity of the city supported its growing visitor economy and has continued in the years since the Games.

In Europe, the designation of **Capital of Culture** has enabled many of the participating cities to use the event to revitalise their urban assets through cultural investments. The six-year application process to designate a European Capital of Culture gives cities the time to consult with their citizens in order to create a strategic plan for how cultural investments can build a sense of community and regenerate deprived areas. Receiving the award, and the financial resources that accompany it, has allowed cities to showcase their cultural heritage to visitors thanks to the increased tourism it attracts.

Edinburgh, (Scotland) has demonstrated the capacity of cultural festivals to generate a sense of civic pride alongside broader economic returns. The Scottish city hosts twelve distinct arts and culture festivals each year that draw in well over 4 million visitors annually. The festivals have also positively transformed the lives of locals, with upwards of 60% of residents taking part in the events. This has translated into an increased interest in the arts amongst participants, and an international notoriety for the city as a premier cultural destination.

Sources: OECD (2011); European Commission (2019); BOP Consulting (2016).

2.5. Consider the needs of local communities in changing property markets

What does the Recommendation say?

II.5. Take into account property markets as property prices are likely to increase where construction is underway ahead of an event and balance between the needs of local communities and opportunities for investment to optimise the local benefits.

Why is this important?

Global events can have significant effects on local property markets and land values.

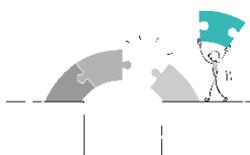
Prime real estate sites are rarely selected to host venues and event infrastructure. Cities will generally opt for under-developed land and property markets which are more affordable to develop and will generate greater value post event. In cities with strong real estate markets, price increases tend to be less significant compared to those with underdeveloped markets.

Trade-offs between creating new markets and investment opportunities and the needs of local communities can emerge, requiring careful management and long term planning. Local communities can be vulnerable to evictions and affordability challenges as sites are developed, previously declining areas are regenerated, and housing prices rise. In the event of rising house prices, increased measures will need to be taken to maintain housing affordability and accessibility for local communities.

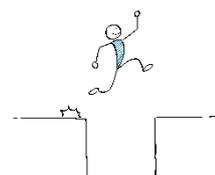
New residential and commercial developments can crowd out investment elsewhere in the city or region. New developments should be integrated into citywide strategies to create balanced growth.

Potential actions

- **Clearly communicate the potential impacts on property markets**
 - ✓ Proactively outreach to stakeholders and local communities to ensure that they understand the impact of planned changes on their lives, communities, and real estate markets.



- **Leverage the event to increase housing supply as needed, including affordable housing**
 - ✓ Conduct needs assessments to identify sites that can be developed or redeveloped for housing.
 - ✓ Plan new housing close to public transport and commercial centres.
 - ✓ Set affordable housing targets and create incentives for developers, monitor residential markets and adjust targets as required.
- **Proactively plan to avoid displacement and gentrification**
 - ✓ Strategically apply land use regulations and planning tools such as land value capture.
 - ✓ Plan in a way that respects community cohesion and minimises or appropriately compensates displacement effects.
 - ✓ Limit property speculation and land banking to minimise negative impacts upon local markets.



Pitfalls to avoid

- Ignoring real estate market trends to understand changes to housing and land values which will undermine the long term viability of investments or commitments to create affordable housing.
- Underestimating impacts on local housing markets.
- Not planning adequate affordable housing and thus negatively impacting upon local communities who are forced out of gentrifying areas leading to a breakdown of social capital and cohesion.

Making it happen

The ***Birmingham 2022 Commonwealth Games (United Kingdom)*** has become the catalyst for an intensive housebuilding and regeneration programme in the city. A Government grant of GBP 165 million has made as part funding towards the development of a mixed residential scheme comprising of 1 400 new dwellings on the site of the former Birmingham City University campus. These new dwellings will be used as residential accommodation in Commonwealth Games Village for the 2022 Commonwealth Games. Additionally, the funding will support associated transport infrastructure and public realm improvements which will help to facilitate the delivery of further homes after the Games.

There is an aspiration to deliver over 5 000 new homes within the Perry Barr area of Birmingham for local people. The first 1 400 homes will come through the post-event conversion of the Commonwealth Games village - which will house up to 6 500 athletes and officials taking part in the Games.

Other associated works for the Games will see a refurbishment of the local train station, a new multi modal interchange serving bus, rail and the new SPRINT rapid transit bus service which is also due to be introduced ahead of the Games

Source: Birmingham 2022 (2019).

2.6. Use public procurement to further sustainability and inclusiveness goals

What does the Recommendation say?

II.6. Promote the use of strategic procurement, including sustainability objectives in particular through social and environmental clauses to ensure that the local population gain access to employment opportunities and benefits from skills training in relevant sectors such as construction, hospitality and security and to safeguard the environment.

Why is this important?

The strategic use of public procurement and social benefit clauses presents considerable opportunities to achieve wide-ranging outcomes. Event hosts are increasingly using their purchasing power to leverage local development benefits and to reinforce the long-term legacy of the event.

Green procurement can be a driver for innovation during the event by incentivising environmentally-friendly works, products and services which can create new standards in areas such as construction. It can also be used to accelerate broader environmental objectives such as reducing greenhouse gas emissions or moving towards a more circular economy.

Social procurement and the use of social benefit clauses are critical measures to help organisers create benefits for disadvantaged local communities. Targeted actions can also be used to support SMEs and thus promote local growth.

A strategic approach to procurement should also play a critical role in respecting human and labour rights protections, by requiring suppliers to include human rights and labour rights commitments in contracts within their supply chains, and to disclose those relationships and act accordingly.

Careful planning is required from the outset, to ensure that procurement processes are efficient and competitive, delivering the best value for money to the benefit of taxpayers, end consumers and users of public services in general. The rigorous oversight of contracts and monitoring of outcomes is essential to ensure that contracts do not hinder competition and promote collusion arrangements or bid-rigging conspiracies between competitors.

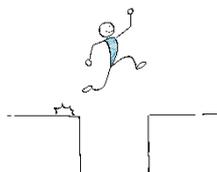
Potential actions

- **Adopt event-specific procurement strategies**
 - ✓ Adopt an event specific procurement strategy which commits to transparency, integrity and oversight and establishes economic, social and environmental objectives.
 - ✓ Adopt a green procurement strategy for the event which includes environmental standards in the technical specifications, procurement selection and award criteria, as well as in contract performance clauses.
 - ✓ Adopt a social procurement strategy for the event which sets clear social benefit standards and is accessible to social entrepreneurs.
- **Streamline and improve procurement procedures as needed**
 - ✓ Streamline the public procurement system and its institutional frameworks with respect to the event and associated contracts.
 - ✓ Develop and use tools to improve procurement procedures, reduce duplication and achieve greater value for money (including centralised purchasing, framework agreements, e-catalogues, dynamic purchasing, e-auctions, joint procurements and contracts with options).
- **Facilitate access for the social and solidarity economy and social enterprises**
 - ✓ Identify services which can be delivered by social enterprises, and set clear and measurable targets.
 - ✓ Create mechanisms to support social enterprises in bidding for contracts,



including training and simplified procedures.

- ✓ Establish partnerships with networks of social entrepreneurs and other social and solidary economy stakeholders to improve outreach and engagement.



Pitfalls to avoid

- Failing to understand local markets and assessing how public procurement can support and create new markets by underutilising existing infrastructure such as business organisations, chambers of commerce, social entrepreneurs and expertise within the public sector.
- Using exceptions to competitive tendering (direct awards, accelerated procedures, etc.), which restrains competition and undermines the administrative efficiency of procurement.
- Establishing complex public procurement rules and the use of non-standardised bidding documents which limit the participation of potential competitors, including new entrants and SMEs.
- Failing to address obstacles such as regulatory burden, financial constraints, and lack of technical expertise faced by SMEs for participating in public procurement processes.

Making it happen

Social procurement and community benefit clauses are increasingly used to ensure that global events create greater impact and more public good. The **Vancouver 2010 Olympic and Paralympic Winter Games (Canada)** were at the forefront of embedding social procurement into the delivery of the Games. Marginalised women, including ex-offenders, received training and employment through Games-related procurement. At-risk youth were trained as carpenters and construction workers. Contracts obliged companies to hire low-income residents from neighbouring communities. Subsequent Games introduced human rights, diversity and equality standards to Legacy.

The **Paris 2024 Olympic and Paralympic Games (France)** has the potential to create 250 000 new jobs, enhance the skills of workers and the unemployed and specifically improve the life chances of citizens in Seine-Saint-Denis. Like other Games, Paris 2024 seeks to create a step change for local communities that results in meaningful and lasting legacies. A unique Social Charter brings together leading trade unions, employer organisations, the state and key stakeholders and puts decent work at the heart of the economic impact of the Games, as well as commits to skills development, job creation and support for SMEs and the third sector. Social clauses, social procurement and inclusive growth are being mainstreamed into the structures and processes.

Sources: OECD (2011); Paris 2024 (2020).

2.7. Engage the private sector as a responsible business partner

What does the Recommendation say?

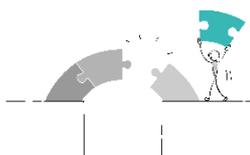
II.7. Consult and engage the private sector and business support agencies on designing strategic approaches to facilitate access to supply chains, promote investment, ensure that labour rights are respected and create opportunities for local economic and employment development.

Why is this important?

The private sector is a critical partner in the planning and delivery of a global event.

Host cities and investors are open to considerable public scrutiny throughout each phase of the event lifecycle. The private sector is required to be a responsible business partner and ensure that supply chains are monitored human rights and labour standards upheld.

Global events are an opportunity to innovate and to set new standards which can become part of the legacy and help change behaviour post event. A global event can become the catalyst for raising living standards by ensuring that event-related employment and business support goes beyond pre-existing standards. Event organisations and delivery infrastructure can lead by example through their own employment and investment practices.

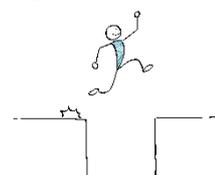


Potential actions

- **Use formal engagement and accountability mechanisms**
 - ✓ Create formal mechanisms through which public, private and third sector can collaborate such as social charters, employment pacts and including representatives to participate in steering committees and boards.
 - ✓ Agree on concrete outcomes through formal public agreement, and monitor results with a view to modifying as required.
 - ✓ Implement international responsible business conduct guidance and best practices, including the OECD

Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, and national standards for all events related contracts and investment.

- ✓ Monitor supply chains and ensure labour and human rights are upheld.



Pitfalls to avoid

- Engaging employers and business organisations too late to optimise opportunities for local residents, particularly low-skilled, female or disabled workers.
- Ineffective engagement of SMEs and business leadership organisations to identify local growth opportunities or creating outreach activities to inform them of tenders.
- Underestimating the ability of the event to raise living standards for local residents and employees by adopting employment charters, committing to living wage agreements and providing training to increase employment opportunities post event.

Making it happen

The **London Organising Committee of the Olympic and Paralympic Games and Paralympic Games** (LOCOG) adopted a Sustainable Sourcing Code in relation to labour conditions at factories supplying sponsors, licensees and suppliers. LOCOG commissioned a specialist partner to devise the process which was informed by the UN Guiding Principles on Business and Human Rights. The Complaint and Dispute Resolution Mechanism was used in addition to the auditing, monitoring and evaluation efforts of LOCOG and its commercial partners.

Birmingham has placed local economic development at the forefront of its infrastructure procurement for the 2022 Commonwealth Games, in hopes of developing a skilled local workforce that will remain long after the event has concluded. As part of the Birmingham Business Charter for Social Responsibility, the lead contractor for the athlete housing has agreed to build an onsite training facility and provide 1 000 pre-employment training places for local residents. Contractors for the games have also agreed to invest in extensive internship and apprenticeship programs for local youth employment. The use of public procurement to develop local human capital has been done through collaboration between a variety of actors including private contractors, the West Midlands Combined Authority, and local colleges.

Sources: LOCOG (2007); Birmingham 2022 (2019).



3 Evaluation

3.1. Conduct rigorous ex-ante evaluation

What does the Recommendation say?

III.1. Carry out ex-ante evaluation with a view to provide accurate data and information related to the event in terms of costs, results and impacts. Such ex-ante evaluation should:

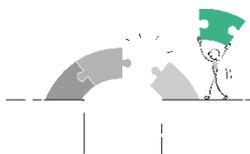
- a. *be based on cost benefit analysis as well social and environmental impact analysis, including the costs (or business case) of dismantling facilities;*
- b. *be independent, open, transparent and overseen by the competent national authority in cases where the bid benefits from public guarantees;*
- c. *enable an ongoing process of evaluation throughout the event lifecycle and beyond.*

Why is this important?

Upfront evaluation is a critical process ensure the effective preparation of event bids and delivery plans.

Robust evaluations are critical to assess the impacts of global events. The diverse impacts that occur from an event demand a range of evaluation methods. Cost-benefit analysis measures the economic costs and impacts of an event throughout the lifecycle.

In addition, social and environmental impact analysis can ensure that an event creates benefits across a number of areas, including creating jobs for disadvantaged groups or reducing the carbon footprint of an event.



Potential actions

- **Estimate economic, social and environmental impacts across the relevant geography:**

- ✓ Define the spatial boundaries of the “host economy” as a means to determine what to include in, and what to exclude from, any potential impact assessment.

- ✓ Consider direct and indirect economic impacts (e.g. through cost-benefit analysis), as well as social and environmental impact analysis, including the costs (or business case) of dismantling facilities.

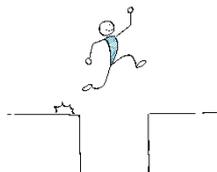
- ✓ Integrate a human rights impact assessment and monitoring framework for the event in the bid.

- **Ensure transparency and independence:**

- ✓ Use third party independent verification of findings, and oversight by competent national authorities in the case of public guarantees.

- ✓ Agree on common approaches amongst auditors and oversight bodies to evaluate and monitor costs and expenditures.

- ✓ Define and agree to an ongoing evaluation framework that promotes comparability over time, and ensure that it is followed by all stakeholders.



Pitfalls to avoid

- Commissioning overoptimistic ex-ante evaluations which will lead to poor decisions, undermine legacy efforts and diminish trust.
- Adopting complex evaluations that have excessive time and cost implications.
- Applying different methodologies at each stage that can make it difficult to compare and contrast event-related expected and achieved impacts.
- A lack of focus on evaluating outcomes and impacts in the overarching events management approach.
- Underutilising existing data and knowledge in the evaluation process.

Making it happen

eventIMPACTS.com was established in 2008 as a coalition between EventScotland, UK Sport, the London Development Agency, Yorkshire Forward, VisitBritain and Glasgow City Marketing Bureau. Its role is to assess and measure the impact and long-term benefits of hosting major sporting and cultural events. Current partners are: the Department of Media, Culture and Sport, EventScotland, Northern Ireland Tourism, London and Partners, Welsh Government and UK Sport. The eventIMPACTS Toolkit is organised around five key headlines: attendance, economic, environment, social and media. It considers basic, intermediate and advanced impacts for these categories. The underlying rationale is that an **event is means to an end, the event is not the end goal**.

In 2018, the **International Association of Event Hosts** worked with experienced event hosts, event owners and industry experts to provide guidance for measuring the impact of events and contributing to global sustainable development goals. The standards clarify the language used by industry providers and resources available for measuring impact, including eventIMPACTS. The Guidance for Measuring Benefits includes: Benefits to Investing Stakeholders; Measuring Inputs and Outcomes over time and Key Principles for Measurement:

- Objective-driven
- Net additional benefit
- Evidence-based
- Measuring Return on Investment
- Sustainable Development and Legacy Outcomes

Detailed guidance covers Audience Measurement (profile, size); Economic Impacts (measuring benefit and outcomes, trade and tourism, infrastructure and image); Social Impacts (planning, outcomes, community development, health and well-being, human rights, inputs, public engagement, volunteering, workforce) and Environmental Impacts (integrating environmental considerations, outcomes, environmental quality, climate action, inputs, waste, energy, water, transport and natural capital).

Sources: eventIMPACTS (2020); International Association of Event Hosts (2018).

3.2. Integrate rigorous evaluation throughout the event lifecycle and legacy

What does the Recommendation say?

III. 2. Develop an evaluation strategy which:

- a. defines at the outset what the expected legacy should be, with clear and measurable targets, and sets longitudinal requirements for measuring and evaluating impacts and outcomes (i.e. 1 year, 5 years, and 10 years following delivery);*
- b. ensures an independent and transparent review of the bid and proposed budget which takes into account known risks and risk mitigation plans;*
- c. includes indicators that can measure the success in achieving a “future vision” of the economy, working across administrations responsible for education, training, employment and social assistance, as well as operators in the field, in order to monitor actions and impacts across the policy spectrum and different spatial scales;*
- d. uses multi-criteria assessments, meta-analysis and social value capture evaluations which include qualitative, quantitative and comparative information as mechanisms to measure non-tangible outcomes;*
- e. uses relevant and appropriate oversight bodies or umbrella organisations such as national statistics offices, public accounts bodies, event delivery bodies and local governments’ networks, to carry out independent evaluations of impacts and outcomes;*
- f. uses ex-post cost benefit analysis to monitor the short, medium and long-term impacts of an event and assess how evaluations are implemented and set up rigorous criteria that enables comparison across different types of events in different geographic areas which should be set to monitor public expenditure and impact at all levels;*
- g. ensures the use of consistent criteria and methodologies for ex-post and ex-ante cost benefit analysis and environmental impact assessment;*
- h. implements a risk management framework throughout the event lifecycle;*
- i. sets up monitoring frameworks to map the return of investment as well as the return of influence generated throughout the event lifecycle.*

Why is this important?

Evaluation strategies define at the outset what the expected legacy should be, with clear and measurable targets. Legacy plans are articulated at the bidding and operational phase. Outcomes need to be monitored and assessed throughout the operational and delivery phase, to ensure that the legacy plans are on target and that adjustments can be made where necessary.

Many of the investments made during the operational phase will not come to fruition in terms of legacy until well after the event, when uses are repurposed and value generated. As the bid is being shaped and commitments made, the evaluation strategy must also set longitudinal requirements for measuring and evaluating outcomes and impacts (i.e. 1 year, 5 years, and 10 years following delivery). Evaluation strategies need to include indicators that can measure outcomes and impacts over the

longer term, which may require working across administrations and at different spatial scales.

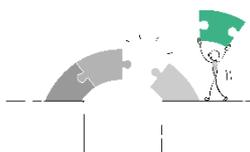
Bid documents and legacy plans often aspire to realise broad tangible and non-tangible outcomes. Measuring diverse impacts demands new and innovative approaches to capture benefits. Multi-criteria assessments, meta-analysis and social valuation allow for qualitative, quantitative and comparative information and are effective mechanisms to measure non-tangible outcomes such as social capital or civic pride.

The use of rigorous criteria and methodologies for ex-ante and ex-post cost-benefit analysis and environmental impact assessments enables consistent outcome measurement over time.

Evaluations can allow for comparisons across different types of events and in different geographic areas. Such evidence can inform choices about what events to bid

for and the opportunities which may arise from hosting more than one event.

Global events often receive investment from multiple levels government which means that public expenditure monitoring, consistent and rigorous impact assessment as well as the expertise of oversight bodies and umbrella organisations are needed. National statistics offices, public audit institutions, event delivery bodies and local government networks can be mandated to carry out independent evaluations.

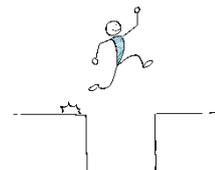


Potential actions

- **Design ongoing evaluation frameworks that are rigorous and pragmatic**
 - ✓ Set a clear evaluation framework with concrete targets and timelines for measuring outcomes and impacts.
 - ✓ Adopt a pragmatic approach to evaluation that takes into account the trade-offs between what can be measured reliably and the resources available to conduct the research.
 - ✓ Use relevant oversight bodies or umbrella organisations such as national statistics offices, public audit institutions, event delivery bodies and local government networks, to carry out independent evaluations.
- **Take a comprehensive approach to evaluation**
 - ✓ Use both quantitative and qualitative methodologies to measure direct and indirect impacts, including cost-benefit analysis, social and environmental impact analysis, etc.
 - ✓ Evaluate the event against international standards such as the United Nations (UN) Sustainable Development Goals (SDGs), responsible business conduct guidelines, environmental standards, and human and labour rights.

- **Publicly communicate results and promote comparability across different events and hosts**

- ✓ Work across event organisers and governments to agree on benchmarks that allow comparability across events.
- ✓ Document and share lessons and best practices to build the evidence base which can be passed on to future hosts.



Pitfalls to avoid

- Focusing narrowly on costs and expenditure and failing to assess environmental or societal outcomes and impacts.
- Failing to agree the spatial boundaries against which impacts will be measured.
- Under-assess the outcomes and impacts of investment choice with respect to the agreed local development goals of the event.
- Restricting information flows between funding bodies can result in inconsistent evaluation methodologies.
- Creating overly complex monitoring frameworks which inhibit the free flow of information between pertinent bodies and lead to duplication of efforts.
- Changing methodologies and evaluation frameworks throughout the event lifecycle.

Making it happen

In May 2010, the UK Department for Culture, Media and Sport commissioned a three-year **Meta-evaluation of the Impact and Legacy of the London 2012 Olympic and Paralympic Games**. The “meta-evaluation” analysed the additionality, outputs, results, impacts and associated benefits of the investment in the 2012 Games. A framework was developed for identifying, mining and aggregating data within a disparate body of existing evaluations with the overall objectives of better policy making and increased value for money. It also serves as a platform for more robust evaluation and research practice (in the field of mega events) in the future.

Active Citizens Worldwide (ACW) is a multi-city, multi-year benchmarking and analysis platform that policy makers can access to better understand the value generated by physical activity in terms of health, the economy, and social value. The methodology can be used by host cities to build comprehensive, comparative and longitudinal datasets and to help host cities in their quest to develop meaningful sporting legacies that generate broader social outcomes.

The **Homeless World Cup Foundation** and local hosts measure the long-term social return on investment. The event brings together 500 homeless football players into friendly competition. The Homeless World Cup Foundation collaborates with different civil society street football organisations in over 450 cities in 74 countries to bring sport to upwards of 100 000 marginalised people annually. The event is an opportunity to display the human side of homelessness. It brings spectators into direct contact with individuals suffering from poverty and housing precarity, while also highlighting their talent.

Sources: UK Department for Digital, Culture, Media & Sport (2012); Portas Consulting (2018); Homeless World Cup Foundation (2020).

Agency Lounge
Debate Stage



VIP Lounge



Press Center



4 Multi-level governance

4.1. Clearly define roles and responsibilities from the start

What does the Recommendation say?

IV.1. Define from the bidding phase the scope and competences of all relevant public entities at all levels of government and monitor implementation to adjust as appropriate throughout the event lifecycle

Why is this important?

Global events implicate a wide range of public and quasi-public bodies from the outset. Bids are shaped and legacies planned in ways that implicate many public entities who may not be involved in the direct delivery of the event and may only assume responsibilities at precise moments during the event preparation and delivery or post event. The organisation that may be responsible for delivering the event may not be the body that takes forward the legacy.

Clear mandates are needed to ensure that partners contribute to the maximum of their ability and that those responsible for operations and delivery of the event can remain focused on their mission.

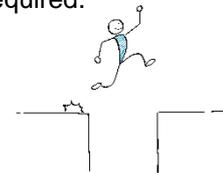
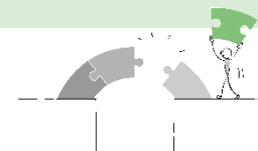
Different tiers of government have responsibility for transport, infrastructure, employment and skills and cultural policies, their efforts and contributions need to be clearly scoped whilst allowing for collaboration.

Potential actions

- **Define the scope and competences of all relevant public entities, from bidding to legacy**
 - ✓ Clearly define and formally agree on roles, responsibilities and oversight by different public actors.
 - ✓ Identify regulatory powers to oversee aspects of delivery and make adjustments as required.

Pitfalls to avoid

- Failing to identify all relevant public entities implicated in the event at each phase of the lifecycle.
- Failing to agree clear and authoritative mandates and assign responsibilities to public entities.
- Weak relations with higher tiers of government as a result of poorly defined mandates and agreed delivery frameworks and oversight mechanisms.



Making it happen

The **Paris 2024 Olympic and Paralympic Games** benefit from well-defined governance arrangements which have been enshrined in law. The 2018 Act respects the commitments made before the International Olympic and Paralympic Committee (IOC) and International Paralympic Committee (IPC) during the bidding stage. It guarantees conditions to oversee the planning and controlled management of infrastructure and facilities for organising the Games and to ensure they are delivered on time. Principles of transparency and integrity central to the text and the Act demonstrate France's commitment to organising the Games responsibly and sustainably. The four thrusts to the Act on the organisation of the Olympic and Paralympic and Paralympic Games commit to:

- Comply with the provisions of the host city contract signed between the City of Paris, the *Comité national olympique et sportif français* (Host NOC) and the IO.
- Adapt the urban planning, development or housing regulations, to ensure that the deadlines regarding delivery of all of the necessary infrastructure and facilities for organising the Games are met.
- Ensure the Games can be celebrated safely, by laying out special traffic lanes for the emergency and security services, delegations and athletes taking part in the Games.
- Ensure transparency and integrity, forwarding the declarations of assets and interests of the main senior officials to the HATVP (High Authority for Transparency in Public Life) and scrutiny by the *Cour des comptes* (supreme body for auditing the use of public funds in France) of the way the Games' governing bodies are run.

Sources: French Government (2018).

4.2. Leverage existing governance mechanisms or create new ones when appropriate

What does the Recommendation say?

IV.2. Assess existing governance arrangements and capacity to oversee and deliver the event, and create new mechanisms where appropriate to ensure that decision-making processes are transparent and accountable with the engagement of public, private and non-profit sectors.

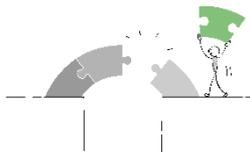


Why is this important?

The governance arrangements of global events is critical to their overall success and ability to generate positive outcomes. Assessing the quality and capacity of existing governance arrangements will inform choices about how the event will be delivered and what new delivery bodies may need to be created. It will shape mandates and define decision making powers.

Because the delivery of global events implicates a range of non-state actors, new mechanisms may be required to ensure that decision-making processes are transparent and accountable.

Furthermore, effective event governance requires the co-ordination of policies and actions across all relevant public entities and at all levels of government. Dedicated co-ordinating bodies can fulfil these roles whilst ensuring the efficiency and effectiveness of investments, planned developments, and local employment strategies and to plan and deliver the event in a timely manner.



Potential actions

- **Ensure effective governance mechanisms**
 - ✓ Identify existing governance mechanisms that could be leveraged for the delivery of the global event.
 - ✓ Ensure appropriate delivery mechanisms and co-ordination vehicles relevant to the event lifecycle to include legally binding competences, relevant sunset clauses and accountability and reporting obligations.

Pitfalls to avoid

- Creating expansive mandates which are poorly aligned to competences and undermine ownership and accountability.
- Assuming that existing organisations and public bodies will deliver aspects of the event and legacy without robust agreements and clear mandates.

Making it happen

The city of **Cork**, in Ireland, transformed its existing governance arrangements in order to prepare for its designation as **European Capital of Culture in 2005**. The Cork City Council adopted a “twin-track” approach towards orchestrating the event. On one hand, the City Council used its own budget and authority to fast-track 28 capital projects involving infrastructure and cultural heritage in preparation for 2005. In addition, the City Council also created a new limited company, Cork 2005 Ltd., which was tasked with overseeing the creation and implementation of the cultural programme for the year. Its organising work was streamlined thanks to its political autonomy. However, the company remained publically accountable due to the fact that its board was appointed by the City Council. From its creation, Cork 2005 Ltd sought to engage directly with local artists, cultural associations, and businesses in the design of the project.

Source: Quinn, B. (2010).

4.3. Co-ordinate across levels of government

What does the Recommendation say?

IV.3. Ensure proper co-ordination of the policies and actions across all relevant public entities and at all levels of government, e.g. through a dedicated coordinating body, with a view to strengthen the efficiency and effectiveness of investments, planned developments, local employment strategies and to plan and deliver the event in a timely manner.

Why is this important?

Global events implicate a wide range of actors and stakeholders from across the public sector. Dedicated delivery bodies play critical roles to ensure effective co-ordination and efficiency. However, their ultimate role is to deliver the event and, to do this, they need a clear mandate and well defined responsibilities. They do not replace the need for co-ordination action in the government. Additional mechanisms will need to be established according to the scale of the event.

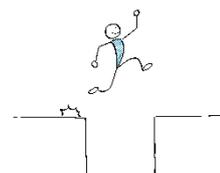
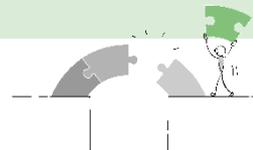
Aligning policies and investments to an event is a complex but necessary task which needs to be done from the outset. If this is not done upfront, it can cause delays, lead to mission creep and create tensions between levels of government.

Potential actions

- **Establish co-ordination bodies, and contracts as needed**
 - ✓ Seek complementarities among strategies via inter-departmental/ministerial committees and programmes, including the harmonisation of rules or joint investments.
 - ✓ Use contracts/formalised agreements between levels of government and public bodies.

Pitfalls to avoid

- Weak collaboration mechanisms which result in the duplication of efforts.
- Unclear mandates and a proliferation of organisations involved in the event.
- Mission creep, duplication of efforts that lead to suboptimal outcomes.
- Relying on informal mechanisms only for dialogue and information sharing between tiers of government.
- Multiple co-ordination bodies without clear value added in the decision-making process.



Making it happen

Four countries, **Romania, Greece, Bulgaria, and Serbia** have agreed to prepare joint bids for the **2028 FIFA Euro and the 2030 FIFA World Cup**. In order to streamline their bid preparations and avoid duplication, the countries agreed to create a joint committee overseeing preparations. The committee will be composed of four representatives from each nation, two from the national government, and two from the respective football federations. The countries are hoping to use the bid as an opportunity to strengthen regional political and economic ties more and to create local benefits in each host city. In each country, mechanisms will be created to achieve continuity with local hosts to ensure the development of complimentary legacy frameworks.

Scotland takes a strategic approach to the organisation and delivery of global events which is articulated through a ten year national strategy, *Scotland the Perfect Stage* and co-ordinated by a national public body, EventScotland. The strategy commits to leveraging benefits and legacies for all events and promotes the approach taken at the Glasgow 2014 Commonwealth Games as a scalable model of best practice. In particular, it stresses the need for strong partnerships, learning from the experience of hosting events and developing the events workforce and measuring impact over the medium and long term.

Sources: Novinite (2018); Visit Scotland (2020).

4.4. Build public management capacity

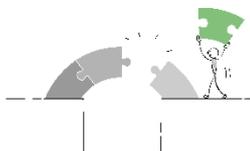
What does the Recommendation say?

IV.4. Strengthen the management capability in the public administration and make appropriate investments in personnel, skills and infrastructure where necessary and pay due attention to effective human resources management, as well as to cultivating knowledge and relationships for the long-term local benefit.

Why is this important?

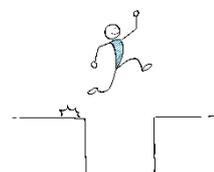
Global events demand specific skill sets and new ways of working within administrations. Immovable deadlines and fixed deliverables require dedicated human resources with a broad range of skills. Global events require multi-disciplinary teams which can include event management, urban planning, public procurement, financial planning and community outreach and will need to be adapted over time. Capacity may already exist from previous events and efforts should be made to transfer qualified personnel as required.

Delivery organisations can be established which generally host the broad range of personnel and specialists required for the event. However, other public bodies and levels of government will also need to assess and augment their own capacities and personnel to align budgets and policies and to create appropriate oversight mechanisms. Building up 'event expertise' can create opportunities post event for countries to bid for and host events and for cities and regions to develop localised event strategies. Project management skills related to construction, infrastructure and investment are relevant to largescale project delivery beyond the initial event and thus create a broader public good.



Potential actions

- **Build a team with the appropriate skills and expertise**
 - ✓ Second staff from government departments and public bodies.
 - ✓ Allocate appropriate resources for personnel associated with event delivery functions to be able to attract skilled people with track records of success.
 - ✓ Create incentives and systems to support retention and career development, and set an expectation that people will stay with the project.
- **Share knowledge across host cities as a means to build capacity**
 - ✓ Share knowledge between host cities to promote peer learning and boost public capacity.



Pitfalls to avoid

- Underestimating the skills required throughout the event lifecycle. For example, community outreach workers should be implicated from the pre-bidding phase to reduce tensions with local communities as should financial expertise to advise on costs and resources.
- Outsourcing activities, overreliance on consultancies and lack of investment in professional in-house capacities.

Making it happen

The **2017 World Master Games (WMG)** took place in Auckland, New Zealand. In order to sufficiently balance the need for stakeholder representation alongside technical expertise during the preparation and management of the event, a stand-alone company was created for the Games. World Master Games 2017 Limited was fully owned by Auckland Council, yet had an independent board of directors composed of individuals with extensive experience organising large scale sporting events. The organisation sought to place the WMG values of inclusive access to sport at the heart of its workplace operations, and invested heavily in promoting a team spirit of wellness among staff. The result was a high staff retention rate throughout the preparations for the Games, and high levels of staff satisfaction.

Source: Barfoot and Thompson (2017).

4.5. Adopt robust budgetary and financial mechanisms

What does the Recommendation say?

IV.5. Set up budgeting and financial mechanisms such as accurately costing bid proposals and associated investments and duly considering long-term operating and maintenance costs, in line with the existing public oversight system. This includes proper budgetary treatment of public private partnerships, local public enterprises, and any associated contingent liabilities.

Why is this important?

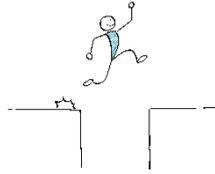
At the pre-bidding and bidding phase, accurate assessments of costs and associated investments will need to be agreed in accordance with financial rules and regulations. Budget envelopes will need to identify potential cost overruns and create oversight mechanisms to monitor expenditure on an ongoing basis. From the outset, long-term operating and maintenance costs will need to be assessed and future liabilities agreed. This includes proper budgetary treatment of public private partnerships and local public enterprises.

Events which require significant levels of public investment from multiple sources are particularly challenging and highlight the need for effective collaboration and communication between public institutions. The private sector is a critical partner to global events, bringing much needed resources and expertise. Events create new opportunities for public-private collaboration beyond traditional models of PPP. Private sector investors are part of the event infrastructure which can create opportunities to shape new relationships beyond the event which can benefit local and regional economies.

Potential actions

- **Establish robust monitoring and oversight mechanisms**
 - ✓ Establish budget envelopes that identify potential cost overruns and oversight mechanisms to monitor expenditure on an ongoing basis.
 - ✓ Set up integrated multidisciplinary teams and governance structures (e.g. steering committees) including central and local authorities, investigative authorities, police, anti-corruption authorities, and the competition agency.
 - ✓ Establish ex-ante third party oversight of tendering processes, contracts and audits to safeguard the probity and transparency of the award procedures used.
 - ✓ Adopt “collaborative supervision and control” measures aimed at preventing illegality and ensuring the adoption of timely corrective interventions in order to ensure the realization of the works on time.
 - ✓ Use internal guidance documents, guidelines, checklists and manuals to perform controls in a thorough, systematic and timely manner.
- **Ensure transparency**
 - ✓ Publicly report on the activities performed by the organisers.
 - ✓ Commit to transparent oversight controls and publish data and information in open and accessible formats.





Pitfalls to avoid

- Ignoring the potential of the private sector and other stakeholders to support investments and accelerate outcomes.
- Under-estimating risks and failing to adopt measures to ensure that investments are not captured by vested interests and they thus result in negative return of productivity or excessive infrastructure.
- Establishing complex financial rules and the use of non-standardised contracts and tenders.
- Failing to create intergovernmental/interdepartmental monitoring and oversight bodies.
- Failing to assess from the outset long-term operating and maintenance costs and agree future liabilities.

Making it happen

Derry-Londonderry in Northern Ireland was able to finance its initiatives as the first recipient of the UK City of Culture programme in 2013 with no direct national funding from the UK. The city's bid instead prioritised existing local sources of financing, with the City Council devoting GBP 20 million to cultural programming and GBP 140 million for capital infrastructure. Financing for the event was also bolstered by investments from the Urban Regeneration Company Ilex, which devoted funds to community groups, as well as the Department for Social Development and the Arts Council. These diverse sources of investments resulted in a 61% increase in overnight trips to the city from 2012-2013 and an estimated five pounds of new economic activity generated for every pound invested in the programme.

Source: Eurocities (2015).

4.6. Ensure an inclusive and open consultation process

What does the Recommendation say?

IV.6. *Ensure transparency and accountability through an inclusive and open consultation process and effective stakeholder engagement by:*

- a. *securing multi-stakeholder buy-in to core values and principles for the event and its supporting processes to create long-term community legacies;*
- b. *exposing, in a timely and quality manner to public scrutiny data and information on public investment and expenditures especially on the costs (tangible or not), benefits and impact of the global event on the economy, environment, and social cohesion;*
- c. *securing local community support and engagement throughout the event lifecycle such as using digital platforms, open government data, crowdsourcing and citizen monitoring;*
- d. *seeking a balance when incorporating stakeholders' views, taking action to prevent disproportionate influence by special interest groups.*

Why is this important?

The success of a bid depends on garnering sufficient public support, and in recent years this has become increasingly important. Securing multi-stakeholder buy-in to core values and principles for the event requires inclusive and open consultation. Local communities need to understand the intended benefits and the rationale for a bid as a means to securing ongoing support and engagement. Local community buy in can be critical to shaping the long term legacy of an event.

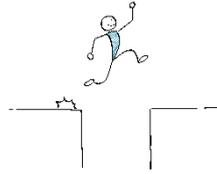
Checks and balances will need to be introduced to ensure that stakeholder views are taken into account and that special interest groups do not disproportionately influence decisions.

Public authorities and delivery bodies will need to share data and information on public investment and expenditures. This is especially the case for the costs (tangible or not), benefits and impacts of the global event on the economy, environment, and social cohesion. Transparency from the outset will help to avert problems and ensure that public authorities and delivery bodies are accountable to citizens. To achieve this, a range of techniques will need to be deployed throughout the event lifecycle such as digital platforms, open government data, crowdsourcing and citizen monitoring.

Potential actions

- **Secure local buy-in and community support**
 - ✓ Identify local champions to support the event from the bid onwards.
 - ✓ Create channels for ongoing public consultation, including on-line tools and digital platforms.
 - ✓ Establish checks and balances to ensure that stakeholder views are taken into account and that special interest groups do not disproportionately influence decisions.
 - ✓ Develop public communication strategies to update communities, stakeholders and investors on a regular basis throughout the event lifecycle.
 - ✓ Promote volunteering as a tool to build community engagement, create local buy-in and to develop skills which can support the long-term legacy.





Pitfalls to avoid

- Involving stakeholders too late in the bid or delivery process.
- Weakening stakeholder trust through inadequate information flows and poorly managed consultations processes and meetings.
- Not pre-empting negative media attention which can unduly influence opinion.
- Allowing special interests groups to dominate discussions and unduly influence decision making.
- Narrow stakeholder engagement and consultation processes.
- Underestimating local identities and attachment to place and landmarks to be redeveloped or lost.
- Weak rationales for the decision to bid.

Making it happen

In preparation for hosting the 2014 Commonwealth Games, **Glasgow** undertook a thorough public consultation process to ensure that all relevant stakeholders were transparently informed about the impact that the event would have. Organisers created the campaign “Get Ready Glasgow” to make sure local community members and businesses were consulted throughout the preparation for the games. The campaign conducted extensive outreach through both in-person forums, as well as print and digital media. The consultation process included eleven different community forums for dialogue between residents living near the venues of the games and urban planners. Multiple events for local business leaders were also held prior to the games, to inform local enterprises of the opportunities available to them through direct contracts as well as through the influx of tourism produced by the event.

Source: Glasgow (2014).

4.7. Establish collaborative partner relations with global events owners

What does the Recommendation say?

V. Establish collaborative partner relations with global event owners and other previous or awarded host cities with a view to optimise the conditions for the delivery of local and national development outcomes, knowledge transfer and to provide for the mitigation of risk by all parties. To that effect, Adherents should, as appropriate:

- a. Develop relationships with international event owners which seek to align wider reform agendas closely with local and national development objectives;*
- b. Define and implement a framework of responsibilities which promotes shared, cross-organisational accountability for the delivery of development outcomes across all partners;*
- c. Define and implement partner-agreed, robust and proportionate fiscal control mechanisms which reverse the trend of major event cost escalation and optimise financial investment toward development outcomes.*

Why is this important?

In recent years a number of event owners have implemented ambitious reform agendas in response to soaring delivery costs, bidding irregularities, redundant infrastructure and poor governance. To optimise the outcomes of these reforms, public authorities should strengthen relationships with international event owners to ensure that reform agendas closely align with local and national development objectives. This implies new ways of working by all partners and necessitates clear frameworks of responsibilities to promote shared, cross-organisational accountability for the delivery of development outcomes.

Further local benefits could be accrued by adopting partner-agreed, robust and proportionate fiscal control mechanisms. This would help reverse the trend of major event cost escalation and optimise financial investment toward development outcomes.

Potential actions

- **Create open and frank dialogue to build consensus**
 - ✓ Establish an ongoing dialogue between the event owners and host to identify shared goals and agree on the rules of engagement.
 - ✓ Identify challenges related to event owner requirements and negotiate solutions that are acceptable to both parties.
 - ✓ Build consensus on funding and budget envelopes, and adopt partner-agreed, robust and proportionate fiscal control mechanisms.

Pitfalls to avoid

- Ad-hoc approach to identifying risks that results in an incomplete identification of risks and the capacity to mitigate them.
- Underestimating the role of the event in supporting broader policy objectives in the host country.
- Failing to adapt the event to the local context and replicating past events.
- Failing to balance the needs and obligations required to deliver the event with available resources and long term objectives of the host.



Making it happen

In 2014, the **Austrian Olympic and Paralympic Committee, the German Olympic and Paralympic Sports Confederation, the Swedish Olympic and Paralympic Committee and the Swiss Olympic and Paralympic Association** collaborated to evaluate Winter Games Bids 2010 – 2018. Each country had failed to secure public or political support at either the national or regional levels for their bids. The Committees set out to review bid processes in order to identify the challenges of the bidding procedure and to propose solutions. The review focused on the bidding process, the costs of hosting the games and the scale of the games. In a report back to the International Olympic and Paralympic Committee, they proposed a review of the bidding procedure in order to reduce complexity, increase transparency and allow for greater flexibility for bid cities in the design of the event.

The ***Olympic and Paralympic Agenda 2020***, adopted in 2014, sets out the reform agenda at the International Olympic and Paralympic Committee. The reforms followed a year of in-depth consultation and reflection and resulted in 40 detailed recommendations. The Agenda 2020 now requires candidate cities to present a “holistic concept of respect for the environment, feasibility and of development, to leave a lasting legacy”. Candidate and host cities would receive further support to make the event more sustainable, affordable and legacy driven. In addition, the IOC strengthened its commitments to:

- good governance, transparency, ethics and financial transparency;
- fighting match-fixing, manipulation and corruption;
- rewriting the 6th Fundamental Principle of Olympism, to align with the United Nations Universal Declaration of Human Rights; and
- investing more sponsorship revenue into sport.

The relationship between the IOC and host cities is in the process of being recalibrated, as the Paris 2024 and Los Angeles 2028 selections highlight.

Sources: Austrian Olympic Committee, German Olympic Sports Confederation, Swedish Olympic Committee, Swiss Olympic Association (2014); IOC (2014).

ANNEX A: Self-assessment checklist

This Annex summarises the overall objectives and potential actions that could help measure progress towards the implementation of the OECD Recommendation on Global Events and Local Development.

Local and national policy makers, event organisers and hosts may use this checklist to monitor progress throughout the global events life cycle.



Actions completed



Actions in progress



Actions not yet undertaken

1. Pre-bidding, bidding and planning		
Overall objectives	Potential actions	Monitoring Checklist
		<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
1.1. Make evidence-based bid decisions that take social, environmental and economic benefits and costs into account	<p><u>Establish a clear and shared vision for the event and its public value from the outset</u></p> <ul style="list-style-type: none"> Define and agree on the vision, value proposition and specific objectives for public value from the outset. Engage a wide range of stakeholders in bid decisions, including different levels of government; different public agencies such as transport, culture and arts, sports or urban development; and the broader community. <p><u>Rigorously identify costs, benefits, and measurable goals</u></p> <ul style="list-style-type: none"> Use technically sound and in-depth local analysis, including of the local economy, business demography, infrastructure capacity, labour markets and social challenges to define priorities and set measurable goals. Identify and measure both potential benefits (e.g. transport and infrastructure, new tourism opportunities, urban regeneration, local job creation or skills development) as well as costs (e.g. gentrification, long-term maintenance costs from new infrastructure, or environmental impacts) when making bid decisions. <p><u>Base the bid on realistic local budgets and capacities to deliver</u></p> <ul style="list-style-type: none"> Take local capacities to deliver into account when defining priorities and goals. Agree on realistic budget envelopes for the event with costs that are justified and proportionate, and commit to monitoring mechanisms to oversee expenditure throughout the event lifecycle. 	
	1.2. Align bids with existing development plans at the functional scale	<p><u>Align event specific and long-term development plans</u></p> <ul style="list-style-type: none"> Identify overarching long-term local development goals and how the bid could accelerate them (e.g. boosting innovation, expanding the visitor economy, accelerating low-carbon transition through new transport and construction, upgrading local skills). Recalibrate existing development plans and investment priorities if needed to ensure mutually reinforcing actions and alignment of timeframes (e.g. accelerate transport investments to align with the event timeline, housing investments, brownfield site development, etc.). Design and assess plans within the context of the Sustainable Development Goals. <p><u>Plan at the functional scale</u></p> <ul style="list-style-type: none"> Use the functional urban area as the minimum reference point for planning. Define mechanisms for collaboration across administrative boundaries, and include representatives from across the relevant territory in organisational boards, special event committees and expert groups.

1. Pre-bidding, bidding and planning			
Overall objectives	Potential actions	Monitoring Checklist	
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1.3. Plan new infrastructure and investments in the built environment strategically	<p><u>Use rigorous assessments to underpin investment decisions</u></p> <ul style="list-style-type: none"> Use cost-benefit analysis and other technically sound assessments to underpin investment decisions. For example, for brownfield investments, prepare technical assessments of decontamination needs and costs. <p><u>Consider post-event uses from the start</u></p> <ul style="list-style-type: none"> Assess upfront the post-event potential of investments and infrastructure, including how they can contribute to longer-term needs such as affordable housing, new business and economic spaces, and improved accessibility. Select sites for urban regeneration that can be integrated into the wider economic area post event. 		
1.4. Consider the environmental impact	<p><u>Secure buy-in from all stakeholders for sustainability goals and communicate these clearly</u></p> <ul style="list-style-type: none"> Secure formal agreement amongst stakeholders and partners to reduce the environmental impact of the event and agree on measurable actions and accountability. Adopt a comprehensive environmental public communications strategy to regularly inform citizens throughout the event lifecycle. <p><u>Use rigorous frameworks for planning and measuring environmental impacts</u></p> <ul style="list-style-type: none"> Carry out environmental impact assessments, including for development sites and future uses, to measure the longer-term environmental impacts of the event. Secure ISO 20121 accreditation. <p><u>Integrate environmental concerns into all aspects of event design and delivery</u></p> <ul style="list-style-type: none"> Prioritise green infrastructure investments, including building green infrastructure, redeveloping brownfield sites, adopting sustainable construction methods, adapting existing venues, and using renewable energy. Promote green transport including electric vehicles, increased use of public transport and measures to reduce congestion. Put in place measures to reuse or recycle materials, reduce food waste, and foster sustainable consumption patterns. 		
1.5. Make the most of transport investments	<p><u>Align event-related and long-term transport investments</u></p> <ul style="list-style-type: none"> Assess the existing capacity of the city's transport infrastructure, including carrying out a needs assessment both for the event and for long-term post-event uses. Align event-related investments with long-term transport strategies, including leveraging event-related investments to address broader weaknesses. Adapt and/or accelerate broader regional transport strategies as needed. <p><u>Set clear roles and responsibilities for transport and mobility</u></p> <ul style="list-style-type: none"> Agree on roles and responsibilities for mobility and transport management during the event. <p><u>Consider the accessibility of transport</u></p> <ul style="list-style-type: none"> Asses the accessibility of existing transport infrastructure for the mobility impaired and plan adaptations in time for the event. 		
1.6. Embed the bid within broader tourism strategies	<p><u>Align events strategies and bodies with broader tourism approaches</u></p> <ul style="list-style-type: none"> Develop a major events strategy which aligns with long-term tourism strategies and considers the implications for economic and urban development, jobs, skills, inclusion, etc. Consider the establishment of a dedicated major events agency, either standalone or combined with other government marketing bodies. 		

1. Pre-bidding, bidding and planning				
Overall objectives	Potential actions	Monitoring Checklist		
		<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	<p><u><i>Use the event as a catalyst for broader tourism development</i></u></p> <ul style="list-style-type: none"> Assess and build local tourism infrastructure capacity as needed (e.g., hotels, skills in tourism SMEs, etc.). Develop niche and regional events with close links to their destinations to boost visitation throughout the year. 			
1.7. Keep it simple and targeted	<p><u><i>Create event bodies with clear mandates and responsibilities</i></u></p> <ul style="list-style-type: none"> Create delivery bodies with clear mandates, operational obligations and adequate resources. <p><u><i>Minimise public costs where possible</i></u></p> <ul style="list-style-type: none"> Maximise the use of existing facilities and/or focus on areas already scheduled to be redeveloped. Evaluate renovation costs and identify funding streams, including how to share costs between partners. 			

2. Operational and delivery phase			
Overall objectives	Potential actions	Monitoring Checklist	
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p>2.1. Maximise the impact of investments</p>	<p><u><i>Support local SMEs and create new business and trade opportunities</i></u></p> <ul style="list-style-type: none"> Establish event tendering platforms with dedicated sections to support SMEs, including guidelines, business support links and best practices (including with respect to human rights). Mobilise business organisations and business services to agree on a strategy for SMEs, including targets for contracting. Align SME support and training in the host city and hold event specific meetings to engage SMEs. Develop a business events strategy with a long-term SME and invest plan. Create a one-stop shop for SMEs and potential investors or align existing services to the event. Combine efforts across governments to support SMEs and investment, including international trade promotion. <p><u><i>Develop transparent tendering and strategic procurement processes</i></u></p> <ul style="list-style-type: none"> Streamline the event public procurement system and its institutional frameworks. Develop and use tools to improve procurement procedures, reduce duplication and achieve greater value for money (including centralised purchasing, framework agreements, e-catalogues, dynamic purchasing, e-auctions, joint procurements and contracts with options). <p><u><i>Carefully design real estate investment and Public Private Partnerships (PPPs)</i></u></p> <ul style="list-style-type: none"> Engage the real estate sector to partner on long-term investment. Base decisions about PPPs on value-for-money in accordance with national guidance and disclose costs and contingent liabilities in all budget documents. <p><u><i>Ensure transparent supply chains</i></u></p> <ul style="list-style-type: none"> Promote transparent tendering processes. Adopt sustainable sourcing codes for all tenders to ensure that supply chains do not violate human and labour rights. 		
<p>2.2. Integrate infrastructure investments into broader local planning</p>	<p><u><i>Align with local planning requirements and strategies</i></u></p> <ul style="list-style-type: none"> Use a post event land-use plan to guide investments. Secure outline planning permissions where possible and agree zoning uses acceptable for each site. <p><u><i>Identify and attract potential end-users and catalytic investors from the start</i></u></p> <ul style="list-style-type: none"> Identify anchor institutions such as universities or national archives and public bodies which could locate on site post-event and catalyse investments. Begin the packaging and marketing of sites early on in the delivery phase, and identify sites that can be developed quickly post event. Secure early key investors and end users as a means to attract others. 		
<p>2.3. Maximise local job opportunities through employment and skills strategies</p>	<p><u><i>Develop an evidence-based strategy for maximising employment and skills impacts</i></u></p> <ul style="list-style-type: none"> Develop evidence-based projections for employment and skills needs and opportunities for all relevant sectors. Create partnerships between employment services, training institutions, local colleges and event organisers early on to ensure that the supply of workers meets the demands of the event and that skills can be upgraded in a timely manner. Adopt an event-specific gender equality strategy, including in non-traditional sectors, such as construction. Set ambitious targets to hire disabled workers in all event associated bodies and incentivise partner organisations to follow suit. 		

2. Operational and delivery phase		
Overall objectives	Potential actions	Monitoring Checklist
		<input checked="" type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
	<p><u>Use a range of tools to maximise job opportunities and support inclusion</u></p> <ul style="list-style-type: none"> • Use social clauses and social procurement to ensure that disadvantaged or non-traditional populations can access job and training opportunities created through the event. • Facilitate access to temporary jobs and training opportunities for local and disadvantaged communities. • Consider volunteering as a mechanism to integrate disadvantaged communities. • Create apprenticeship programmes and/or adapt existing national and local programmes as needed. • Lead by example in creating inclusive employment opportunities. 	
2.4. Use cultural events and programmes to support broader local development goals	<p><u>Use cultural events and programmes to foster inclusion and community cohesion</u></p> <ul style="list-style-type: none"> • Adopt a strategy and benchmarks for how cultural events or cultural programmes associated with other types of events can maximise intrinsic, social and economic values throughout the event and after. • Engage local communities in setting this vision and shaping cultural programme content. <p><u>Support the development of the creative and cultural economy</u></p> <ul style="list-style-type: none"> • Co-ordinate efforts with other public bodies to boost investments and targeted support for the cultural and creative sector. • Identify skills gaps to support the sector and create culture specific training. 	
2.5. Consider the needs of local communities in changing property markets	<p><u>Clearly communicate the potential impacts on property markets</u></p> <ul style="list-style-type: none"> • Proactively outreach to stakeholders and local communities to ensure that they understand the impact of planned changes on their lives, communities, and real estate markets. <p><u>Leverage the event to increase housing supply as needed, including affordable housing</u></p> <ul style="list-style-type: none"> • Conduct needs assessments to identify sites that can be developed or redeveloped for housing. • Plan new housing close to public transport and commercial centres. • Set affordable housing targets and create incentives for developers, monitor residential markets and adjust targets as required. <p><u>Proactively plan to avoid displacement and gentrification</u></p> <ul style="list-style-type: none"> • Strategically apply land use regulations and planning tools such as land value capture. • Plan in a way that respects community cohesion and minimises or appropriately compensates displacement effects. • Limit property speculation and land banking to minimise negative impacts upon local markets. 	
2.6. Use public procurement to further sustainability and inclusiveness goals	<p><u>Adopt event-specific procurement strategies</u></p> <ul style="list-style-type: none"> • Adopt an event specific procurement strategy which commits to transparency, integrity and oversight and establishes economic, social and environmental objectives. • Adopt a green procurement strategy for the event which includes environmental standards in the technical specifications, procurement selection and award criteria, as well as in contract performance clauses. • Adopt a social procurement strategy for the event which sets clear social benefit standards and is accessible to social entrepreneurs. 	

2. Operational and delivery phase			
Overall objectives	Potential actions	Monitoring Checklist	
	<p><u><i>Streamline and improve procurement procedures as needed</i></u></p> <ul style="list-style-type: none"> Streamline the public procurement system and its institutional frameworks with respect to the event and associated contracts. Develop and use tools to improve procurement procedures, reduce duplication and achieve greater value for money (including centralised purchasing, framework agreements, e-catalogues, dynamic purchasing, e-auctions, joint procurements and contracts with options). <p><u><i>Facilitate access for the social and solidarity economy and social enterprises</i></u></p> <ul style="list-style-type: none"> Identify services which can be delivered by social enterprises, and set clear and measurable targets. Create mechanisms to support social enterprises in bidding for contracts, including training and simplified procedures. Establish partnerships with networks of social entrepreneurs and other social and solidarity economy stakeholders to improve outreach and engagement. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2.7. Engage the private sector as a responsible business partner	<p><u><i>Use formal engagement and accountability mechanisms</i></u></p> <ul style="list-style-type: none"> Create formal mechanisms through which public, private and third sector can collaborate such as social charters, employment pacts and including representatives to participate in steering committees and boards. Agree on concrete outcomes through formal public agreement, and monitor results with a view to modifying as required. Implement international responsible business conduct guidance and best practices, including the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, and national standards for all events related contracts and investment. Monitor supply chains and ensure labour and human rights are upheld. 	<input type="checkbox"/>	<input type="checkbox"/>

3. Evaluation			
Overall objectives	Potential actions	Monitoring Checklist	
		<input checked="" type="radio"/>	<input checked="" type="radio"/>
<p>3.1 Conduct rigorous ex-ante evaluation</p>	<p><u><i>Estimate economic, social and environmental impacts across the relevant geography</i></u></p> <ul style="list-style-type: none"> Define the spatial boundaries of the “host economy” as a means to determine what to include in, and what to exclude from, any potential impact assessment. Consider direct and indirect economic impacts (e.g. through cost-benefit analysis), as well as social and environmental impact analysis, including the costs (or business case) of dismantling facilities. Integrate a human rights impact assessment and monitoring framework for the event in the bid. <p><u><i>Ensure transparency and independence</i></u></p> <ul style="list-style-type: none"> Use third party independent verification of findings, and oversight by competent national authorities in the case of public guarantees. Agree common approaches amongst auditors and oversight bodies to evaluate and monitor costs and expenditures. Define and agree to an ongoing evaluation framework that promotes comparability over time, and ensure that it is followed by all stakeholders. 		
<p>3.2. Integrate rigorous evaluation throughout the event lifecycle and legacy</p>	<p><u><i>Design ongoing evaluation frameworks that are rigorous and pragmatic</i></u></p> <ul style="list-style-type: none"> Set a clear evaluation framework with concrete targets and timelines for measuring outcomes and impacts. Adopt a pragmatic approach to evaluation that takes into account the trade-offs between what can be measured reliably and the resources available to conduct the research. Use relevant oversight bodies or umbrella organisations such as national statistics offices, public audit institutions, event delivery bodies and local government networks, to carry out independent evaluations <p><u><i>Take a comprehensive approach to evaluation</i></u></p> <ul style="list-style-type: none"> Use both quantitative and qualitative methodologies to measure direct and indirect impacts, including cost-benefit analysis, social and environmental impact analysis, etc. Evaluate the event against international standards such as the United Nations (UN) Sustainable Development Goals (SDGs), responsible business conduct guidelines, environmental standards, and human and labour rights. <p><u><i>Publicly communicate results and promote comparability across different events and hosts</i></u></p> <ul style="list-style-type: none"> Work across event organisers and governments to agree on benchmarks that allow comparability across events. Document and share lessons and best practices to build the evidence base which can be passed on to future hosts. 		

4. Multi-level governance			
Overall objectives	Potential actions	Monitoring Checklist	
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.1. Clearly define roles and responsibilities from the start	<p><u>Define the scope and competences of all relevant public entities, from bidding to legacy</u></p> <ul style="list-style-type: none"> Clearly define and formally agree on roles, responsibilities and oversight by different public actors. Identify regulatory powers to oversee aspects of delivery and make adjustments as required. 		
4.2. Leverage existing governance mechanisms or create new ones when appropriate	<p><u>Ensure effective governance mechanisms</u></p> <ul style="list-style-type: none"> Identify existing governance mechanisms that could be leveraged for the delivery of the global event. Ensure appropriate delivery mechanisms and co-ordination vehicles relevant to the event lifecycle to include legally binding competences, relevant sunset clauses and accountability and reporting obligations. 		
4.3. Co-ordinate across levels of government	<p><u>Establish co-ordination bodies and contracts as needed</u></p> <ul style="list-style-type: none"> Seek complementarities among strategies via inter-departmental/ministerial committees and programmes, including the harmonisation of rules or joint investments. Use contracts/formalised agreements between levels of government and public bodies. 		
4.4. Build public management capacity	<p><u>Realistically assess human resource needs and existing capacities</u></p> <ul style="list-style-type: none"> Map the human resource needs throughout the lifecycle of the event and identify existing talent pools. Seek to develop mixed capability teams to act as the government “client” able to manage the commercial and the policy/political aspects of the project. <p><u>Build a team with the appropriate skills and expertise</u></p> <ul style="list-style-type: none"> Second staff from government departments and public bodies. Allocate appropriate resources for personnel associated with event delivery functions to be able to attract skilled people with track records of success. Create incentives and systems to support retention and career development, and set an expectation that people will stay with the project. <p><u>Share knowledge across host cities as a means to build capacity</u></p> <ul style="list-style-type: none"> Share knowledge between host cities to promote peer learning and boost public capacity. 		
4.5. Adopt robust budgetary and financial mechanisms	<p><u>Establish robust monitoring and oversight mechanisms</u></p> <ul style="list-style-type: none"> Establish budget envelopes that identify potential cost overruns and oversight mechanisms to monitor expenditure on an ongoing basis. Set up integrated multidisciplinary teams and governance structures (e.g. steering committees) including central and local authorities, investigative authorities, police, anti-corruption authorities, and the competition agency. Establish ex-ante third party oversight of tendering processes, contracts and audits to safeguard the probity and transparency of the award procedures used. Adopt “collaborative supervision and control” measures aimed at preventing illegality and ensuring the adoption of timely corrective interventions in order to ensure the realization of the works on time. Use internal guidance documents, guidelines, checklists and manuals to perform controls in a thorough, systematic and timely manner. <p><u>Ensure transparency</u></p> <ul style="list-style-type: none"> Publicly report on the activities performed by the organisers. Commit to transparent oversight controls and publish data and information in open and accessible formats. 		

4. Multi-level governance			
Overall objectives	Potential actions	Monitoring Checklist	
		<input checked="" type="radio"/>	<input type="radio"/>
4.6. Ensure an inclusive and open consultation process	<u>Secure local buy-in and community support</u> <ul style="list-style-type: none"> Identify local champions to support the event from the bid onwards. Create channels for ongoing public consultation, including on-line tools and digital platforms. Establish checks and balances to ensure that stakeholder views are taken into account and that special interest groups do not disproportionately influence decisions. Develop public communication strategies to update communities, stakeholders and investors on a regular basis throughout the event lifecycle. Promote volunteering as a tool to build community engagement, create local buy-in and to develop skills which can support the long-term legacy. 		
	<u>Create open and frank dialogue to build consensus</u> <ul style="list-style-type: none"> Establish an ongoing dialogue between the event owners and host to identify shared goals and agree on the rules of engagement. Identify challenges related to event owner requirements and negotiate solutions that are acceptable to both parties. Build consensus on funding and budget envelopes, and adopt partner-agreed, robust and proportionate fiscal control mechanisms. 		
4.7. Establish collaborative partner relations with global events owners			

ANNEX B: Recommendation on Global Events and Local Development

This Annex presents the full text of the Recommendation on Global Events and Local Development, adopted by the Council meeting at Ministerial level on 30 May 2018.

“THE COUNCIL,

HAVING REGARD to Article 5 b) of the Convention on the Organisation for Economic Co-operation and Development of 14 December 1960;

HAVING REGARD to the OECD Guidelines for Multinational Enterprises [C(76)99/FINAL]; the Recommendation of the Council on OECD Guidelines for Managing Conflict of Interest in the Public Service [C(2003)107]; the Recommendation of the Council on Private Sector Participation in Infrastructure [C(2007)23/FINAL]; the Recommendation of the Council for Further Combating Bribery of Foreign Public Officials in International Business Transactions which has in Annex II “Good Practice Guidance on Internal Controls, Ethics, and Compliance”) [C(2009)159/REV1/FINAL]; the Recommendation of the Council on Principles for Public Governance of Public-Private Partnerships [C(2012)86]; the Recommendation of the Council on Fighting Bid Rigging in Public Procurement [C(2012)115]; the Recommendation of Council on Effective Public Investment Across Levels of Government [C(2014)32]; Recommendation of the Council on Public Procurement [C(2015)2]; the Recommendation of the Council on Principles of Corporate Governance [C(2015)84]; the Recommendation of the Council on Guidelines on Corporate Governance of State-Owned Enterprises [C(2015)85]; the Recommendation of the Council on Principles for Transparency and Integrity in Lobbying [C(2010)16]; and the Recommendation of the Council on Public Integrity [C(2017)5];

HAVING REGARD to the Principles for Leveraging Local Benefits from Global Sporting Events (hereafter the “Principles”) adopted by the Directing Committee of the Co-operative Action Programme on Local Economic and Employment Development on 19-20 May 2016 which have been used extensively by several OECD Members to guide their policy dialogues, multi-stakeholder platforms, and decision-making processes about bidding, hosting and evaluating global events;

HAVING REGARD to the Sustainable Development Goals, in particular goals 5, 6, 8, 9, 11, 12, 13 and 15 set out in the 2030 Agenda for Sustainable Development adopted by the United Nations General Assembly (A/RES/70/1);

RECOGNISING that global events can generate economic, social, cultural, educational and environmental benefits and serve as catalysts for local economic development and employment and that the organisation of those events can have an impact on inclusive growth and the improved well-being of citizens;

RECOGNISING that the public investments which are necessary to global events can accrue local development benefits for the host and need to be delivered in full integrity and transparency;

RECOGNISING the need for a strong legacy from hosting global events;

RECOGNISING that hosting global events successfully requires effective multi- criteria analysis, multi-stakeholder consultation and multi-level governance in strategic planning,

decision-making, and investment to avoid co-ordination failures which can lead to opportunity costs, duplication, and lack of critical mass;

RECOGNISING that global events can leverage investment, urban, rural and infrastructure development towards progressive opportunities for further job creation, community development, business development, environmental protection, social cohesion and post-event uses;

CONSIDERING the efforts of the international community, in particular the International Labour Organisation, to promote the respect of recognised human, labour rights and relevant standards across the event lifecycle;

CONSIDERING that global events may be hosted, partly or wholly, by sub-national levels of government (such as a city or a region), and that therefore this Recommendation is relevant to all levels of government that host, organise and administer such events according to their existing legal and institutional framework.

On the proposal of the Directing Committee of the Co-operative Action Programme on Local Economic and Employment Development:

I. AGREES that, for the purpose of the present Recommendation, the following definitions are used:

- “Global events” means events of a limited duration that have a global reach (in terms of participation, audience and/or media coverage), require public significant investment and have an impact on the population and built environment. Recurrent events can be covered as appropriate.
- “Legacy” means the planned and unplanned outcomes from the bidding and hosting of a global event.

II. RECOMMENDS that Members and non-Members having adhered to this Recommendation (hereafter the “Adherents”) develop and implement a framework for global events that leverages local economic, social and environmental benefits that applies throughout the event life-cycle and beyond. Such framework should ensure proper management of conflict of interest and be proportional and tailored to the specificity of the global event adapting to its size and scale. To that effect, Adherents should, as appropriate:

Pre-bidding, bidding and planning of global events

1. Identify expected social, environmental and economic benefits and impacts of hosting a global event as early as possible in order to provide the evidence base to guide decisions. In particular, Adherents should:

- a. set specific objectives in terms of public value when the event benefits from public funds, and commit to public value assessments to ensure the legacy can be leveraged ex-ante, during and ex-post;
- b. ensure that the identification of benefits and impacts are technically-sound with a view to prevent negative impacts;
- c. ensure that costs are justified, proportionate and that a holistic approach is taken to maximise benefits;
- d. consider the relevance of the proposition to bid for an event against its alignment with city, regional and national strategic objectives, an appraisal of its technical credentials and a transparent process of consultation of relevant stakeholders.

2. Align the bidding process with existing plans and strategies for urban and regional development across a functional urban area so that bids can effectively support and serve long-term growth and development objectives at a wider territorial scale and long-term local economic development whether or not the event is awarded.
3. Plan the expected new infrastructure and investment in ways that can capture value, regenerate urban areas experiencing decline or spread benefits across administrative boundaries; including post event projects and their ownership.
4. Assess the environmental impact of the bid and design strategies to develop green infrastructure, reuse or recycle materials, eliminate food waste, incorporate reusable energy, enable public transit to reduce the carbon footprint to ensure the sustainability of the event.
5. Assess and consider upstream the requirements and implications in terms of transport infrastructure investment, in particular concerning mobility, in order to determine what needs to be done to enable the city to successfully accommodate these requirements.
6. Develop dedicated evidence-based tourism strategies which assess the potential of the bid to contribute to the local, regional or national tourism strategies and the structural expansion of the visitor economy and identify investment potential and manage visitor flows.
7. Avoid unnecessary complexity of event organisation and promote targeted use of public funds with a view to restrict the total costs of global events.

Operational and delivery phases of global events

1. Design and implement result-oriented investment strategies with clearly-defined policy goals and outcomes to be achieved, such as well-designed tendering procedures, transparent supply chains, regular reflection on and upgrading of investment choices, active exchange of information, and mutual learning among investment actors.
2. Maximise existing urban and rural development and infrastructure plans taking into consideration post-event usages of improved land and buildings to align with local policy objectives taking into account the local characteristics and the needs of local communities.
3. Design and implement employment and skills strategies to create local job opportunities and develop the skills base of local residents. Adherents should:
 - a. use the employment created as an opportunity to develop the skills of workers, particularly temporary and low-skilled workers, who are then better prepared to pursue high-quality jobs, thus contributing to inclusive and productive labour markets;
 - b. enable the upskilling of local workers and support industries engaged in global event delivery (i) to create specialised events expertise in existing services to contribute to the transfer of knowledge to future events and (ii) to boost capabilities applicable to other forms of economic activity where possible, in order to contribute to more sustainable employment outcomes.
 - c. consider in the design and planning of such events how they can support gender equality and the inclusion of people with disabilities as well as increase the labour market participation of disadvantaged groups.
4. Design cultural programmes and strategies related to global events that can foster inclusiveness and engagement for people and places to achieve an integrated approach.

5. Take into account property markets as property prices are likely to increase where construction is underway ahead of an event and balance between the needs of local communities and opportunities for investment to optimise the local benefits.
6. Promote the use of strategic procurement, including sustainability objectives in particular through social and environmental clauses to ensure that the local population gain access to employment opportunities and benefits from skills training in relevant sectors such as construction, hospitality and security and to safeguard the environment.
7. Consult and engage the private sector and business support agencies on designing strategic approaches to facilitate access to supply chains, promote investment, ensure that labour rights are respected and create opportunities for local economic and employment development.

III. RECOMMENDS that Adherents evaluate the global event with a view to assess its impact, legacy and ultimate contribution to local development and citizens' well-being. To that effect, Adherents should, as appropriate:

1. Carry out ex-ante evaluation with a view to provide accurate data and information related to the event in terms of costs, results and impacts. Such ex-ante evaluation should:
 - a. be based on cost benefit analysis as well social and environmental impact analysis, including the costs (or business case) of dismantling facilities;
 - b. be independent, open, transparent and overseen by the competent national authority in cases where the bid benefits from public guarantees;
 - c. enable an ongoing process of evaluation throughout the event lifecycle and beyond.
2. Develop an evaluation strategy which:
 - a. defines at the outset what the expected legacy should be, with clear and measurable targets, and sets longitudinal requirements for measuring and evaluating impacts and outcomes (i.e. 1 year, 5 years, and 10 years following delivery);
 - b. ensures an independent and transparent review of the bid and proposed budget which takes into account known risks and risk mitigation plans;
 - c. includes indicators that can measure the success in achieving a "future vision" of the economy, working across administrations responsible for education, training, employment and social assistance, as well as operators in the field, in order to monitor actions and impacts across the policy spectrum and different spatial scales;
 - d. uses multi-criteria assessments, meta-analysis and social value capture evaluations which include qualitative, quantitative and comparative information as mechanisms to measure non-tangible outcomes;
 - e. uses relevant and appropriate oversight bodies or umbrella organisations such as national statistics offices, public accounts bodies, event delivery bodies and local governments' networks, to carry out independent evaluations of impacts and outcomes;
 - f. uses ex-post cost benefit analysis to monitor the short, medium and long-term impacts of an event and assess how evaluations are implemented and set up rigorous criteria that enables comparison across different types of events in different geographic areas which should be set to monitor public expenditure and impact at all levels;

- g. ensures the use of consistent criteria and methodologies for ex-post and ex-ante cost benefit analysis and environmental impact assessment;
- h. implements a risk management framework throughout the event lifecycle;
- i. sets up monitoring frameworks to map the return of investment as well as the return of influence generated throughout the event lifecycle.

IV. RECOMMENDS that Adherents ensure effective multi-level governance, co-ordination and capacity throughout the event lifecycle and beyond to deliver the event and its legacy. To that effect, Adherents should, as appropriate:

1. Define from the bidding phase the scope and competences of all relevant public entities at all levels of government and monitor implementation to adjust as appropriate throughout the event lifecycle.
2. Assess existing governance arrangements and capacity to oversee and deliver the event, and create new mechanisms where appropriate to ensure that decision-making processes are transparent and accountable with the engagement of public, private and non-profit sectors.
3. Ensure proper co-ordination of the policies and actions across all relevant public entities and at all levels of government, e.g. through a dedicated coordinating body, with a view to strengthen the efficiency and effectiveness of investments, planned developments, local employment strategies and to plan and deliver the event in a timely manner.
4. Strengthen the management capability in the public administration and make appropriate investments in personnel, skills and infrastructure where necessary and pay due attention to effective human resources management, as well as to cultivating knowledge and relationships for the long-term local benefit.
5. Set up budgeting and financial mechanisms such as accurately costing bid proposals and associated investments and duly considering long-term operating and maintenance costs, in line with the existing public oversight system. This includes proper budgetary treatment of public private partnerships, local public enterprises, and any associated contingent liabilities.
6. Ensure transparency and accountability through an inclusive and open consultation process and effective stakeholder engagement by:
 - a. securing multi-stakeholder buy-in to core values and principles for the event and its supporting processes to create long-term community legacies;
 - b. exposing, in a timely and quality manner to public scrutiny data and information on public investment and expenditures especially on the costs (tangible or not), benefits and impact of the global event on the economy, environment, and social cohesion;
 - c. securing local community support and engagement throughout the event lifecycle such as using digital platforms, open government data, crowdsourcing and citizen monitoring;
 - d. seeking a balance when incorporating stakeholders' views, taking action to prevent disproportionate influence by special interest groups.

V. RECOMMENDS that Adherents establish collaborative partner relations with global event owners and other previous or awarded host cities with a view to optimise the conditions for the delivery of local and national development outcomes, knowledge

transfer and to provide for the mitigation of risk by all parties. To that effect, Adherents should, as appropriate:

- a. Develop relationships with international event owners which seek to align wider reform agendas closely with local and national development objectives;
- b. Define and implement a framework of responsibilities which promotes shared, cross-organisational accountability for the delivery of development outcomes across all partners;
- c. Define and implement partner-agreed, robust and proportionate fiscal control mechanisms which reverse the trend of major event cost escalation and optimise financial investment toward development outcomes.

VI. INVITES the Secretary-General to disseminate this Recommendation.

VII. INVITES Adherents to disseminate this Recommendation at all levels of government.

VIII. INVITES non-Adherents to take account of and adhere to this Recommendation.

IX. INSTRUCTS the Directing Committee of the Co-operative Action Programme on Local Economic and Employment Development in consultation with relevant OECD committees to:

- a. serve as a forum to exchange information on experiences with respect to the implementation of this Recommendation;
- b. develop, through an inclusive process, an implementation toolkit that helps Adherents implement the Recommendation and includes an evaluation framework for assessing the economic, social and environmental benefits and impacts of global events that is relevant to all levels of government;
- c. monitor the implementation of this Recommendation and report thereon to the Council no later than six years following its adoption and regularly as appropriate thereafter."

References

OECD References

[OECD/LEGAL/0444: Recommendation of the Council on Global Events and Local Development](#)

[OECD/LEGAL/0443: Recommendation of the Council on the OECD Due Diligence Guidance for Responsible Business Conduct](#)

[OECD/LEGAL/0438: Recommendation of the Council on Open Government](#)

[OECD/LEGAL/0435: Recommendation of the Council on Public Integrity](#)

[OECD/LEGAL/0421: Declaration on the Fight Against Foreign Bribery - Towards a New Era of Enforcement](#)

[OECD/LEGAL/0411: Recommendation of the Council on Public Procurement](#)

[OECD/LEGAL/0402: Recommendation of the Council on Effective Public Investment Across Levels of Government](#)

[OECD/LEGAL/0392: Recommendation of the Council on Principles for Public Governance of Public-Private Partnerships](#)

[OECD/LEGAL/0383: Declaration on Propriety, Integrity and Transparency in the Conduct of International Business and Finance](#)

[OECD/LEGAL/0144: Declaration on International Investment and Multinational Enterprises](#)

[OECD \(2017\), Major Events as Catalyst for Tourism](#)

[OECD \(2017\), Principles for Leveraging Local Benefits from Global Sporting Events](#)

[OECD \(2015\) High-level Principles for Integrity, Transparency and Effective Control of Major Events and Related Infrastructures](#)

[OECD \(2010\) Local Development Benefits from Staging Global Events: Achieving the Local Development Legacy from London 2012](#)

[OECD \(2008\) Local Development Benefits from Staging Global Events](#)

Other References

Astana Expo 2017 (2019), "The EXPO Heritage/ After-exhibition Use", https://expo2017astana.com/en/page_id=94

Austrian Olympic Committee, German Olympic Sports Confederation, Swedish Olympic Committee, Swiss Olympic Association (2014): <https://www.eventhosts.org/wp-content/themes/iaeh/lib/cpt/resources/download.php?id=820>

Barfoot and Thompson (2017), 2017 World Masters Games: Post-Event Report, International Association of Event Hosts, <http://www.eventhosts.org/resources/>

Birmingham 2022 (2019), <https://www.birmingham2022.com/>

BOP Consulting (2016), Edinburgh Festivals 2015 Impact Study, https://www.edinburghfestivalcity.com/assets/000/001/964/Edinburgh_Festivals_-_2015_Impact_Study_Final_Report_original.pdf?1469537463

Bureau International des Expositions (2020): <https://www.bie-paris.org/site/en/1998-lisbon>

Canadian Soccer Association, Mexican Football Association and United States Soccer Association (2018), United 2026 Bid Book, FIFA, <https://www.fifa.com/worldcup/news/2026-fifa-world-cup-bid-books-now-available>

City of Stockholm (2016), Eurovision Song Contest 2016: Host City Summary Report, International Association of Event Hosts, <http://www.eventhosts.org/resources/>

- Cricket Network (2015): <https://www.cricket.com.au/news/2015-cricket-world-cup-economic-impact-biggest-event-since-2000-olympics/2015-06-30>
- Département Bouches du Rhône, Provence Tourisme (2019), « Marseille-Provence 2013 », <https://www.myprovence.fr/marseille-provence-2013>
- Eurocities (2015), “Culture for Cities and Regions: Derry-Londonderry: first UK City of Culture”, <http://www.cultureforcitiesandregions.eu/culture/resources/Case-study-Derry-first-UK-City-of-Culture-WSWE-9Y2DPH#:~:text=In%202010%2C%20Derry%2DLondonderry%20made,economic%20benefits%20to%20the%20area>
- European Commission (2019), “European Capitals of Culture”, https://ec.europa.eu/programmes/creative-europe/actions/capitals-culture_en
- European Commission (2014): https://ec.europa.eu/programmes/creative-europe/sites/default/files/european-capitals-culture-evaluation-2014_en.pdf
- eventIMPACTS <http://www.eventimpacts.com/> accessed 1 February 2019.
- FIFA (2010): <https://www.fifa.com/worldcup/news/new-era-transport-for-johannesburg-1257414>
- French Government (2018) <https://www.gouvernement.fr/en/organisation-of-the-2024-olympic-and-paralympic-games>
- Glasgow 2014 (2014), Glasgow 2014: XX Commonwealth Games Post-Games Report, International Association of Event Hosts, <http://www.eventhosts.org/resources/>
- Green Sports Alliance, UEFA, and WWF (2018), Playing for our Planet: How Sports Win from being Sustainable, International Association of Event Hosts, <http://www.eventhosts.org/resources/>
- HM Government and Mayor of London (2016), Inspired by 2012: the Legacy from the Olympic and Paralympic and Paralympic Games, International Association of Event Hosts, <http://www.eventhosts.org/resources/>
- Government of Queensland,(2019). Gold Coast 2018 Evaluation Report, Office of the Commonwealth Games, Department of Innovation, Tourism Industry, Australia.
- Green Sports Alliance (2020): <https://greensportsalliance.org/about/>
- Homeless World Cup Foundation (nd): <https://homelessworldcup.org/our-impact/>
- Host Borough (2009) Convergence, Strategic Regeneration Framework: An Olympic and Paralympic legacy for the host boroughs.
- International Association of Event Hosts (2018): <https://www.eventhosts.org/resources/event-impact-standards/>
- International Olympic and Paralympic Committee (2019), Olympic and Paralympic Games Guide on Sustainable Sourcing, IOC, Lausanne, Switzerland, https://stillmed.OlympicandParalympic.org/media/Document%20Library/OlympicandParalympicOrg/IOC/What-We-Do/celebrate-OlympicandParalympic-games/Sustainability/OlympicandParalympic-Games-Guide-on-Sustainable-Sourcing-2019.pdf#_ga=2.124300489.2101077119.1556543245-14173163.1556543245
- International Olympic Committee (2019): <https://www.olympic.org/news/one-year-on-legacy-vision-for-pyeongchang-2018-venues-is-taking-shape>
- International Olympic Committee (2014): <https://www.olympic.org/olympic-agenda-2020>
- ISO 20121 (2020): <https://www.iso.org/iso-20121-sustainable-events.html>
- LA28 (2020): <https://la28.org/>
- LOCOG (2007): https://library.olympic.org/Default/doc/SYRACUSE/47420/locog-sustainable-sourcing-code-london-organizing-committee-for-the-olympic-and-paralympic-games?_lg=en-GB#:~:text=Sustainable%20sourcing%20is%20the%20procurement,to%20the%20way%20we%20work.&text=Sustainability%20is%20one%20of%20several,we%20define%20value%20for%20money

Los Angeles Metro Rail (2019), "Twenty-Eight by '28 Initiative",
<https://www.metro.net/projects/resources/28-by-2028/>

Ministry for the Environment of New Zealand (2010):
<https://www.mfe.govt.nz/publications/sustainability/greener-events-guide-practical-guide-reducing-environmental-impact-of>

New Zealand Major Events (2020): <https://www.majorevents.govt.nz/>

Novinite (2018), "Serbia, Greece, Bulgaria, Romania to Jointly Bid for Hosting Euro-2028 or World Cup-2030",
<https://www.novinite.com/articles/194110/Serbia%2C+Greece%2C+Bulgaria%2C+Romania+To+Jointly+Bid+For+Hosting+Euro-2028+Or+World+Cup-2030>

Office of the Commonwealth Games Department of Innovation, Tourism Industry Development and the Commonwealth Games (2018), GC2018 Visitor Study: Evaluation Report, International Association of Event Hosts, <http://www.eventhosts.org/resources/>

Paris 2024 (2020): <https://www.paris2024.org/en/vision/>

Portas Consulting (2018) Active Citizens Worldwide Annual Report.

Queen Elizabeth Olympic Park (2020): <https://www.queenelizabetholympicpark.co.uk/our-story/transforming-east-london/east-works-jobs-skills-and-business-growth>

Quinn, B. (2010), "The European Capital Culture Initiative and Cultural Legacy: An Analysis of the Cultural Sector in the Aftermath of Cork 2005", Event Management, Vol. 13. Cognizant Comm. Corp., USA, pp. 249-264

Société du Grand Paris (2017), « Le nouveau métro, acteur des JO Paris 2024 », <https://www.societedugrandparis.fr/gpe/actualite/le-nouveau-metro-acteur-des-jo-paris-2024-380>

Tokyo 2020 (2020) : <https://tokyo2020.org/en/>

UK Department for Digital, Culture, Media & Sport (2012):
<https://www.gov.uk/government/publications/meta-evaluation-of-the-impacts-and-legacy-of-the-london-2012-olympic-games-and-paralympic-games-developing-methods-paper>

UN Women (2016): <https://www.unwomen.org/en/news/stories/2016/8/press-release-in-sport-and-for-gender-equality-one-win-leads-to-another>

Visit Scotland (2020): <https://www.visitscotland.com/>

We Love Green (2019): <https://www.welovegreen.fr/all-our-eco-friendly-actions-in-detail/?lang=en>

Local Employment and Economic Development (LEED) Programme
Centre for Entrepreneurship, SMEs, Regions and Cities
www.oecd.org/cfe/lead

