



OLYMPIC SOLIDARITY AND NOC SERVICES ANNUAL REPORT 2021



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Working together to develop sport and promote its values

Olympic Solidarity and
NOC Relations Department
International Olympic Committee
Maison Olympique
1007 Lausanne, Switzerland

T +41 21 621 61 11
F +41 21 621 62 16

solidarity@olympic.org
nocnet@olympic.org

www.olympics.com/ioc

Olympic Solidarity and NOC Services
teams in Lausanne (via NOCnet)

Notes for the reader

Opinions expressed in the stories are those of the interviewees and do not necessarily reflect the position of the IOC or Olympic Solidarity.

Storywriter

Alan Abrahamson

Statistics

Unless otherwise stated, all statistics are from the NOC Annual Review 2021. Figures are based on data as reported by NOCs themselves.

Images

IOC / Gettyimages unless otherwise specified.

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FOREWORD

With the world still fighting against COVID-19, 2021 was incredibly challenging at many levels and for many people. It was no different for the Olympic Movement. For the first time in history, the Olympic Games had been postponed by a year and delivering them under very uncertain circumstances required, above all, resilience and solidarity.

In this context, the National Olympic Committees (NOC) demonstrated a total commitment to their athletes. They managed to operate efficiently and send competitors to the Games, adapting constantly and placing the common goal of celebrating the Games before their own interests.

The Olympic Solidarity and NOC Services Annual Report 2021 illustrates how much solidarity is at the heart of the Olympic Movement and the action of the NOCs, and how the Olympic Solidarity and NOC Relations team supported these efforts.

James Macleod, Olympic Solidarity and NOC Relations Director, introduces the report with these few words.



Watch James Macleod's introductory video to the annual report

“Our Olympic community learned that we can address the many big challenges of our times only if we stand together.”

Thomas Bach, President of the International Olympic Committee

“I would have had support from the Barbados Olympic Association, and obviously all of this [my participation in PAISAC and other training sessions, as well as my activities as a coach] was possible through the Olympic Solidarity fund. Without them this would not be possible. I knew that this was a good opportunity but I never expected that it would change my life.”

Denise Alleyne, coach, coach educator and Olympic Solidarity scholarship holder

“Never have we been tested so hard as people, families, communities, workplaces and countries. Never have we been tested for Olympic values of excellence, respect and friendship. [...] Through our engagement in sports and in the Olympic Movement, we have demonstrated that we can work in hope and solidarity.”

Dr Robin Mitchell, Chair of the Olympic Solidarity Commission

“Our team’s mission at Olympic Solidarity and NOC Relations, and across the whole of the IOC, is to serve NOCs. We do it because it’s our job, but most of all we do it because it’s our passion. Every day, we see how NOCs develop sport and make Olympic values a reality across the world and it inspires us, it motivates us and it drives us.”

James Macleod, Director of Olympic Solidarity and NOC Relations

↓ From left to right: Thomas Bach, Denise Alleyne, Robin Mitchell, James Macleod.



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OLYMPIC SOLIDARITY AND NOC SERVICES IN 2021

HIGHLIGHTS OF 2021

REFUGEE OLYMPIC TEAM TOKYO 2020

56 | refugee athletes received an Olympic Solidarity scholarship
29 | participated in the Games

19 MEN | 10 WOMEN

12 sports
14 NOCs

OLYMPIC DIPLOMAS AWARDED TO REFUGEE ATHLETES FOR THE FIRST TIME!

Kimia Alizadeh



Aker Al Obaidi



Hamoon Derafshipour



+15M

additional funding (USD) to support NOCs due to the postponement of the Games

2756

development activities processed through RELAY for all 206 NOCs

48

webinars to introduce the Olympic Solidarity Plan 2021-2024 (28) and RELAY webinars (20)

OLYMPIC SOLIDARITY TEAM SUPPORT GRANTS

29 | teams from 25 NOCs

15 MEN'S | 14 WOMEN'S

competing in 8 sports

OLYMPIC SOLIDARITY SCHOLARSHIP HOLDERS TOKYO 2020

1836 | Athletes from
186 | NOCs

827 | qualified from 178 NOCs

465 MEN | 362 WOMEN

Olympic Solidarity scholarship holders won

30 | 36 | 47 | 185 DIPLOMAS

FIRST EVER OLYMPIC MEDAL



Hidilyn Diaz
PHI



Flora Duffy
BER

FIRST EVER OLYMPIC MEDALS



Polina Guryeva
TKM



Alessandra Perilli
SMR

USE OF OLYMPIC SOLIDARITY PROGRAMMES BY NOCS IN 2021

[Watch the online version to see the infographics](#)

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UNIVERSALITY OF THE OLYMPIC GAMES

Olympic Solidarity's athlete and sport development programmes and projects provide essential assistance to those who are at the heart of the Olympic Movement, the athletes. This support impacts positively on the universality of the Olympic Games. In 2021, the universality of the Olympic Movement was showcased throughout the Olympic Games Tokyo 2020.

Ensuring the universality of the Games was one of the major challenges for the Olympic Movement during the COVID-19 pandemic. In the lead-up to the Tokyo Games, making sure that the athletes would be able to land in Japan on time to compete was a very challenging task – to say the least – for NOCs and continental associations. In Oceania, ONOC took the lead to make sure that all qualified athletes and NOC staff and entourage would be able to travel to Japan.

The following story illustrates how this was achieved.



→ Fiji Rugby Sevens Men Team embrace on the final whistle following victory in the Gold Medal match.

Across the Pacific: teamwork makes the dream work

After the postponement by a year of the Tokyo Games, a key concern was whether the athletes of the world could, indeed, make it to Japan. Including – perhaps especially – the small Pacific Island nations of Guam, Samoa, the Solomon Islands, the Cook Islands, Nauru, Kiribati, Tonga and Tuvalu. Complications from the virus, multiple layers of complex and sometimes shifting government bureaucracies and more? “This was,” said Rick Blas, ONOC Secretary General, “a challenge for our region.” The solution: teamwork and, among other things, a Nauru Airlines 737. “It’s the Olympic family,” Blas said. “You try to make sure you’re there for the right reason and the right thing. I thought we were doing that.”

Blas – you’ll find him in Olympic histories as Ricardo – competed for Guam in judo’s heavyweight category in the Olympic Games Seoul 1988. Today, he’s the President of Guam’s NOC and, moreover, was recently re-elected to a second term as ONOC Secretary General.

With just weeks to go before the Tokyo Opening Ceremony, word went out that it was imperative for every NOC to have an athlete delegation at the Games. Indeed, it’s rule 27.3 of the Olympic Charter (“each NOC is obliged to participate in the Games of the Olympiad by sending athletes”). The rule took on added significance in Tokyo because of the pandemic.

Around ONOC, some athletes had been stranded outside their home countries. At least one government was strongly considering pulling out on the grounds that if athletes went to Japan, it would be problematic getting them back. Some were facing triple-cost ticket prices.

In the Olympic Movement, relationships are, well, everything. The IOC message to ONOC at the time made obvious the great relationship between the two: “Do all that is necessary [to bring athletes from all your NOCs to Tokyo]. If you run into any roadblocks, please let us know immediately and we will do our utmost to assist you where we can...” And so the IOC did, with half a million dollars.

Within ONOC, great relationships also played a fundamental part. Blas’ first call was to Marcus Stephen, a three-time Olympian in weightlifting (1992-2000) and 1999 world championships silver medallist, President of the NOC of Nauru (since 2009), President of Nauru (2007-2011), since 2019 speaker of the Nauru Parliament. Could we, Blas said, charter a plane? Stephen said, let’s call Dr Keke next. – Dr Keiren Keke is Vice-President of the NOC of Nauru, former Minister of Foreign Affairs. Also: – Tenoa Betene, Secretary General, NOC of Kiribati; – Elu Tataua, Secretary General, NOC of Tuvalu; – Martin Rara, President, NOC of the Solomon Islands; – And, of course, ONOC President and IOC member, Dr Robin Mitchell of Fiji.

Mitchell’s role? Official letters to the governments of Nauru, Kiribati, Tuvalu and the Solomon Islands regarding Games health and safety protocols. Keke, as it turns out, along with being one of the few physicians in his country, is also Chairman of Nauru Airlines.

Could one of its passenger 737-300s be chartered to Tokyo? Adding to the complexities, Keke was at the time in Brisbane, Australia, attending to a family matter. All the same, Keke said – leave it to me.

Now, in about a week and a half, came a plane and a plan: a charter would pick up a first delegation in the Solomons; then another in Tuvalu; then fly to Nauru. From there the rest would board, to fly to Tokyo. Blas, meanwhile, already in Japan, was sent pictures of those on board and the required vaccination certificates. But wait. Another hiccup. The charter landed in Palau, to refuel. Was there a pre-arranged agreement to land in Japan? No. Now there had to be an emergency appeal to the Japanese authorities to allow the plane to land in Tokyo. As everyone knows now, 205 nations – plus the IOC Refugee Olympic Team – marched in the Tokyo Opening Ceremony.

Ultimately, all those in the vast Pacific got home from Tokyo, too. But that is a different story, laden with perhaps even more complexity, more bureaucracy. “I’m glad,” Blas said with a smile, “it’s over.”

←↵ On the tarmac, in front of the charter bound for Tokyo: members of delegations from Kiribati, the Solomon Islands, Tuvalu and Nauru. Photo courtesy ONOC





OLYMPIC GAMES UNIVERSALITY

The Olympic Games Universality World Programmes enable NOCs worldwide to support elite athletes and teams by providing them with financial and technical assistance to progress and prepare for the Olympic Games Tokyo 2020 and Paris 2024, and the Olympic Winter Games Beijing 2022 and Milano Cortina 2026.

OLYMPIC SCHOLARSHIPS FOR ATHLETES

The Olympic Scholarships for Athletes Tokyo 2020 programme was launched in 2017 with a budget of USD 32 million. It should have come to an end in 2020, but following the postponement of the Games, a budget of USD 15 million was approved by the Olympic Solidarity Commission for the extension of the Tokyo Scholarship and Team Support Grant programmes by a year.

Of the 1,836 scholarship holders, 827 participated in the Tokyo 2020 Games, representing 178 NOCs in 26 sports. They achieved exceptional results, with 30 gold, 36 silver and 47 bronze medals, and 185 diplomas – meaning that 298 of them (36%) finished in the top 8 of their event. Moreover, a record 93 NOCs won at least one medal at Tokyo 2020.

All these Olympic Solidarity scholarship holders created history by winning

their medals. They include Nora Gjakova and Distria Krasniqi from the NOC of Kosovo, who both won Olympic gold in judo.

Following an in-depth analysis of the Tokyo 2020 Olympic Solidarity scholarship programmes, the Olympic Scholarships for Athletes programmes for Paris 2024 and Milano Cortina 2026 were adapted to better meet NOC priorities and further concentrate on athletes and NOCs with the greatest needs:

- Increase from USD 32 million for 2020 to USD 40 million for 2024.
- Individual scholarships and more funding for NOCs with Games delegations with fewer than 50 athletes.
- Tailor-made option for NOCs with delegations of 50 athletes or more in order to provide them with greater flexibility in their use of the programme for their athletes' Games preparations.
- Increase in the number of

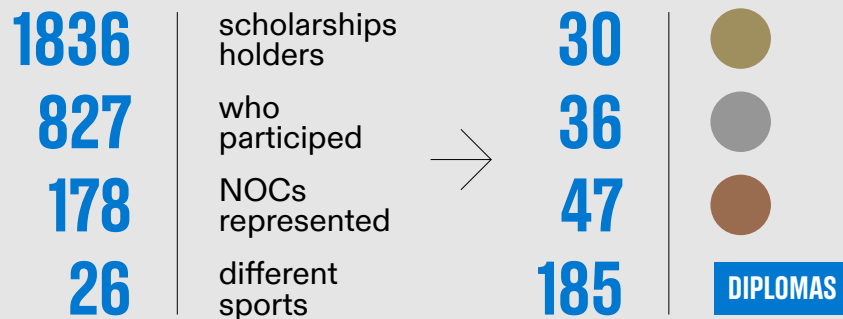
partnerships with training centres to provide high-level training to selected athletes to maximise their qualification opportunities.

- NOCs provided with the possibility to request that scholarships be paid directly to their athletes in order to reduce administration and streamline processes, helping scholarship holders, especially those training outside their country.

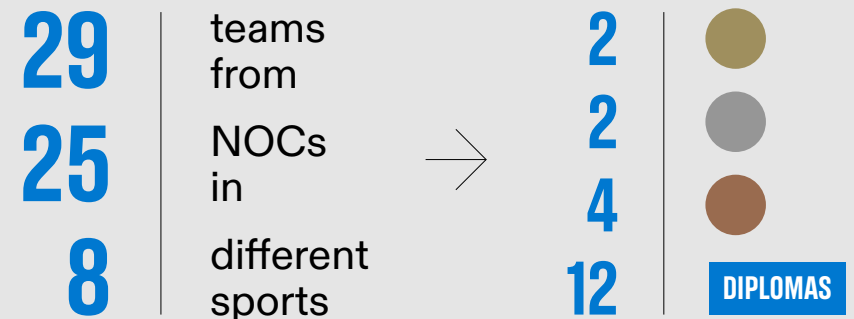
TEAM SUPPORT GRANT

As mentioned above, the Team Support Grant programme was also extended by one year due to the postponement of the Games. Twenty-nine teams from 25 NOCs in eight sports benefitting from the Team Support Grant programme participated in Tokyo. They won two gold (of including one won by the Fiji men's rugby sevens team), two silver and four bronze medals, and 12 diplomas.

TOKYO 2020 OLYMPIC SCHOLARSHIPS FOR ATHLETES



TOKYO 2020 TEAM SUPPORT GRANT





A nation for just 14 years: already three Olympic golds

Kosovo declared itself independent in 2008. The Balkan nation made its Olympic debut at Rio in 2016, with eight athletes in five sports. At the Tokyo Games, it sent 11 athletes, in six sports. In Rio, the judo star Majlinda Kelmendi won gold. In Tokyo, two more judo stand-outs, Distria Krasniqi and Nora Gjakova, also won gold. All three of them had a scholarship from Olympic Solidarity.

That's one small country, one special sport and three gold medals — more gold medals in judo than, say, the United States has won. Or any of these have won: Great Britain, Canada, Australia, Hungary or the Czech Republic. Or many others. “We may be a small country,” Gjakova said, “but we always had big ambitions.” Daulina Osmani, the country's deputy sports minister, said, “The three Olympic medals show that if opportunities are given to our youth — we excel.”

The big ambitions that Kosovo has achieved on the tatami can be traced, in large measure, to a singular figure — the coach Driton ‘Toni’ Kuka, and his school in the small western mountain town of Peja. Scholarships from Olympic Solidarity played a part, too. “I felt I had to work,” Gjakova said, “because someone is supporting me.” In Rio, Kelmendi fulfilled her — and her nation's — destiny with Olympic gold in the 52-kilo class. The pandemic forced Kosovo to wait five years for more.

Krasniqi, whose friends call her Disi, has competed over the years at both 52 and 48 kilos. In Tokyo, it was 48, and in the finals, at the spiritual home of judo, the Budokan, built for the first Olympic judo competition in 1964, fate would have it that Disi met Japan's Funa Tonaki, the 2017 world champion. Disi, 1-0.

“If the Olympics had been in 2020,” Disi said, “I don't think I would have been so ready mentally. During quarantine days, our team didn't stop training ... so for me that extra year was a good thing. Nora, a good friend, watched Disi's gold-medal match on her phone. When Disi won, Nora said, “It felt really great and gave me a lot of power. I started to cry from happiness.” She added about her own matches two days later, at 57 kilos, “I didn't feel any pressure. ... I just had to keep myself calm and believe.” All the way to an ippon — a match-ending throw — in the finals

over France's Sarah-Leonie Cysique. “There were a lot of mixed feelings I had when I was on top of the podium,” she said “I felt so lightweight, proud, empty, relieved, happy, exhausted, scared — everything, together.”

In Kosovo, Nora's gold took on special meaning in part because of the timing. She won on Monday. On Sunday, a bus traveling from Germany to Kosovo swerved off the road in Croatia; 10 Kosovars were killed. President Vjosa Osmani, in Japan for the Olympics, immediately flew home. A year later, Nora said, she is celebrated virtually everywhere she goes in her small nation, the one with outsized ambitions. “They always share stories about my win. “Or Distria and Majlinda. “And still you can feel the emotions when they speak. “It's great,” she said, “to be able to create such strong emotions in people's minds.”

← Distria Krasniqi celebrates a win during Tokyo 2020.

↓ Nora Gjakova, left, and Distria Krasniqi in Pristina, capital of Kosovo, after the Tokyo Games. *Photo courtesy NOC Kosovo*



SPORT DEVELOPMENT

The main objective of the four World Programmes in this area is to promote the development of sport from grass-roots to elite level in collaboration with the International Sports Federations (IFs), National Federations (NFs) and other key partners. This year's report highlights the work of the following programmes.

DEVELOPMENT OF NATIONAL SPORTS SYSTEM

Dedicated to the development of the national sports system, this programme offers the NOCs the opportunity to develop and strengthen their basic coaching structures and related sports systems by putting in place an action plan for one or more sports on the Olympic Games programme. NOCs and their NFs are also encouraged to look at athlete development pathways and good governance policies, to build administrative capacity to support coach

2021 NOCs budget

25% to the development of athletes

28% to the development of sport

(including through the NFs)

and athlete activities, and to optimise existing aspects of their overall management, as these are all intrinsically linked.

On page 30, discover how the NOC of Cape Verde successfully developed its national sports systems and strengthened its own structures thanks to this programme.

REFUGEE ATHLETE SUPPORT

Created for the 2021-2024 quadrennial plan following the success of the Refugee Olympic Team in Rio in 2016, this programme assists NOCs in identifying and supporting elite refugee athletes residing in their countries. It provides training grants to enable athletes to train for and participate in international competitions, as well as technical and financial assistance to NOCs and refugee camps for the organisation of specific activities for the identification, training and education of refugee athletes. In 2021, the following initiatives were taken:

- Following the postponement of Tokyo 2020, all refugee athlete scholarships were extended by one year.
- A total of 37 refugee athlete scholarship holders for Tokyo 2020, including the 29 who participated in the 2020 Games, had their scholarships extended until Paris 2024 to ensure continuity in their training and sporting career. This is more than triple the number of scholarships that were extended from Rio 2016 to Tokyo 2020.

- Advocacy with IFs was reinforced to enable refugee athletes to participate in their competitions.

After Rio 2016, Tokyo 2020 saw the participation of a Refugee Olympic Team for the second time. Of the 56 refugee athlete scholarship holders from 21 host countries who were part of the programme, 29 participated in the Games in Tokyo. They competed in 12 sports: aquatics, badminton, boxing, canoeing, cycling, judo, karate, shooting, taekwondo, weightlifting and wrestling. They came from 11 different countries (Afghanistan, Cameroon, Congo, Democratic Republic of the Congo, Eritrea, Iraq, Islamic Republic of Iran, South Sudan, Sudan, Syrian Arab Republic and Venezuela) and were hosted by NOCs in 13 different countries: Austria, Belgium, Brazil, Canada, France, Germany, Great Britain, Israel, Kenya, Netherlands, Portugal, Trinidad and Tobago and Switzerland. The Chef de Mission of the team was Tegla Loroupe, her second time in this function after Rio 2016, while the Deputy Chef de Mission and UNHCR representative was Stephen Pattison. The EOR in Tokyo continued to shine a light on the plight of refugees across the world.

The Olympic Refugee Foundation (ORF), created after the Olympic Games Rio 2016 in September 2017, reflects the IOC's commitment to continue to use sport as a tool to protect this vulnerable community.

The ORF sits at the unique nexus of sport, sustainable development and humanitarianism, uniting leaders, businesses, coaches and displaced young people from across the globe. The impact and credibility of its networks (Think Tank, Community of Practice and Sport for Refugee Coalition) gained momentum in 2021, when the Think Tank published its [first position paper](#)

in the [Forced Migration Review journal](#) and sport was included on the agenda of the UNHCR Global Refugee High Level Forum. The ORF's initial pilot programmes in Jordan, Kenya and Turkey, and the joint evaluation of legacy programmes in Mexico and Rwanda commissioned with UNHCR, have informed current and new programme delivery. In another milestone development, the ORF signed an agreement with the French Sports Ministry and a consortium of partners to launch "[Terrains d'avenir](#)". This new programme will target young refugees and displaced persons in the Île-de-France region and improve their integration through sport.

Who better than a member of the Refugee Olympic Team to share the full journey of a Refugee Olympic athlete? Discover the story of badminton player [Aram Mahmoud](#).

↓ Marathon runner Tachlowini Gabriyesos was the male flagbearer of the IOC Refugee Olympic Team in the Olympic Games Tokyo 2020.





Through the Refugee Olympic Team: shining a light on essential humanity

At first, believe it or not, Aram Mahmoud was thinking he was not going to walk in the Tokyo 2020 Opening Ceremony. A member of the IOC Refugee Olympic Team, a badminton player, his first match was that next morning. He was there to compete, right? Not just be ceremonial. But then good sense caught up with him. He got dressed up, and there he was, in the Olympic Stadium, “one of the best moments of my life.” And not only that. “Everyone was sending me pictures: ‘Hey, Aram, we saw you at the Opening Ceremony!’ My family” — he had sent around a link so all could see, even back in Syria — “was watching as well. ‘Hey, Aram, you’re famous!’”

Tokyo marked the second Summer Games to feature a Refugee Olympic Team — the 2020 team with 29 athletes across 12 sports from 13 host National Olympic Committees. They came from a programme supported by the IOC called Olympic Scholarships for Refugee Athletes. The aim, of course: to shine light on the plight of the nearly 100 million people displaced worldwide. Like Aram Mahmoud.

Mahmoud started playing badminton at age 7. In 2015, as a teenager, with civil war raging in Syria, he fled, eventually finding

refuge in The Netherlands; he would become a Dutch citizen. At the Tokyo Games, he became the first badminton player on the IOC Refugee Olympic Team. In the year since Tokyo, while training in hopes of competing at Paris 2024, he has begun studying economics and sport marketing at the Johann Cruyff Institute. Meantime, his family has been able, finally, to join him. Together again in one of the Netherlands’ several planned cities, Almere, founded in 1976: father Mohammad, mother Loudmilla, brother Amour and sister Alisar. Still in Syria: married sister Sanaa.

A year ago in Tokyo? That Saturday morning match after the Opening Ceremony? “To be there — it was the best moment in my sport career,” Aram said. That he did not win, nor the next match, either — no matter. He was there: “I feel of course privileged to have this opportunity. I saw a lot of friends in Europe getting paid by their associations,” that is, to practice and play. “I see them improving. I am not sad but a little disappointed not having this chance. With this opportunity I have from Olympic Solidarity and this scholarship they give us, I am able to do the same.”

Beyond, what matters, and way more, is what the Games are about at their core, the behind-the-scenes moments in the village at which the world’s athletes can mix and discover their essential humanity, stars and members of the IOC Refugee Olympic Team alike. Mahmoud and, for instance, the London 2012 and Rio 2016 men’s singles Olympic tennis gold medal-winner, Britain’s Andy Murray, who traded pins and talked for 15 minutes — Murray, injured in Tokyo, having the class and grace to ask how Mahmoud and a friend had done in competition.

Talking shop, too, for another 15 or 20 minutes with the Greek tennis player Stefanos Tsitsipas — about, for instance, the differences in racket strings between badminton and tennis. A masked-up picture in the dining hall with Novak Djokovic, the Serbian tennis star. “It was great to be in this environment, and we talked easily,” Mahmoud said. Then, without meaning to, English assuredly not his first language, Mahmoud nonetheless ventured an eloquent rationale for the Games, why despite everything — its imperfections, all the criticism — the Olympic Games are and will continue to remain vital in our fragile and broken world. For 17 days in Tokyo, time and again, he said, it was about that essential humanity: “Everyone was equal. No one was above anyone.”

← Just Aram Mahmoud of the IOC Refugee Olympic Team hanging out in the Tokyo Olympic Village in Tokyo with two-time gold medalist — oh, and Wimbledon and U.S. Open winner, too — Andy Murray, that’s all.
 ↓ Back together again: Aram Mahmoud, who fled war-torn Syria as a boy, is now a Dutch citizen and now sees most of his family living near him in the Netherlands.
 Photos courtesy Aram Mahmoud



DEDICATED INITIATIVES AND CONTINENTAL SCHOLARSHIPS FOR AFRICAN ATHLETES

As in many other areas, the COVID-19 pandemic had a very serious and negative impact on NOC activities on the African continent. Therefore, ANOCA was flexible in allowing NOCs to adjust their plans and direct funds to much needed programmes and support at continental level, including in the following areas:

- Supporting NF programmes, including but not limited to: return to post-lock-down training and competitions, talent identification and development, training of high-level coaches, hosting of national championships, training camps, support for preparation and qualification events for Tokyo 2020 and other major events, support for participation in the 2021 World Clean-up Day as part of sustainable development programmes.
- Donating hand sanitisers, masks, gloves, protective gear, equipment for the fumigation, deep cleaning and sanitising of NOC offices, and contributing to other COVID-19 prevention programmes for NFs and communities.

- Running doping control and education activities, such as workshops for athletes and coaches, webinars, payment of WADA annual contributions by some NOCs.
- Purchasing sports equipment for NFs and assisting them with fees payable to IFs and events.
- Running seminars, conferences and activities to spread the Olympic values, e.g. workshops and competitions promoting Olympic values in schools and universities run by some NOCs.
- Providing training and education activities (mostly online) for judges, referees, sports managers, administrators and other NF managers.
- Providing assistance to Olympafrika projects.
- Coordinating webinars for athletes.
- Offering assistance for NOC commission activities such as gender equality commissions, seminars for girls and women in sport, NOC workshops for sports journalists, media training for athletes before departure for Tokyo 2020 and medical webinars.

ANOCA's support for athletes' preparations for Tokyo 2020 came in the form of ANOCA scholarships for athletes. After a similar programme was set up for Rio 2016, it was repeated for the Tokyo Games. Forty-six athletes were supported, of which 75% qualified for Tokyo 2020. Seven athletes won a total of eight medals at the Games. They included triple jumper Hugues Fabrice Zango, who became the first athlete from Burkina Faso to ever win an Olympic medal. [Read more about his journey on next page.](#)

→ Swimmers from Uganda at the 15th FINA World Swimming Championships. *Photo courtesy ANOCA*





A Ph.D. in amazing: Burkina Faso's first-ever Olympic medallist, Hugues Fabrice Zango

What is the most amazing thing about the amazing Hugues Fabrice Zango?

a—He is the Tokyo 2020 Olympic bronze medallist in men's triple jump and, as well, the world indoor record holder, 18.07 metres

b—That Olympic medal was the first ever for the western African nation of Burkina Faso, the continent's 29th-largest nation with its 19th-largest population.

c—In early 2023, Zango is due to earn his Ph.D. in electrical engineering from the Université de Reims, in France, where he has been based for the last few years.

d—He works on his doctoral degree Monday to Thursday at the university, in northern France. Triple jump training is from Friday to Sunday in Paris. So he has become Olympic medallist as something of a ... part-time job.

e—All of the above.

Look out, Paris 2024, when Zango will have 18 months of training — full-time — at the triple jump. What's possible? "Because of my Ph.D., I'm tired all the time," he said. "It's crazy. I am sure 100 percent I will improve." Now you start

to see what makes Zango so special, why he was clearly deserving of an ANOCA scholarship toward Tokyo — one he said was a difference-maker, that enabled him, for instance, to make those weekend trips to see his current coach, renowned triple jumper Teddy Tamgho. When Zango went 18.07 at a meet in January 2021 in Aubière, France, whose record did he break? Tamgho's, 17.92, from 2011.

Growing up in Ouagadougou, Burkina Faso's capital, Zango said, "I lived my life just like everyone. But I was maybe more ambitious. I wanted to be noticed for something. I wanted to do something big and good for my country. "Sports? Not my priority. My first priority was my studies." Thus has it ever been.

Doing something good and big for his country? The Olympic bronze in Tokyo: he won it on August 5, 2021. August 5 is Burkina Faso's national day. In Tokyo, Zango said, "My personal dream had become the dream being shared by 22 million people, 22 million citizens of Burkina Faso I was carrying the hopes of so many people." Meanwhile, there was, there is still, lab work to be done. His thesis title: "high-performance electric machine with external rotator and integrated converter for application in harsh environments."

The world record in the triple jump: 18.29 metres. Britain's Jonathan Edwards has held that mark since the 1995 World Championships. In Paris, Zango figures to jump before what will essentially be akin to a home crowd. That indoor 18.07? Because of COVID, the lab was closed; Zango was told he could work from home; given that OK, he moved to Paris for two months to work with Tamgho. "This," he said, "gave me the power."

Imagine, just imagine, what 18 such months might produce. "It all has been working well," Zango said of what has been. And what might be? He smiled. "For sure we can do better."

← Zango during the Men's Triple Jump Final at Tokyo 2020.

↓ Every Monday through Thursday, Zango is at his French university lab, working toward a Ph.D. in electrical engineering. He expects to graduate in early 2023. Photo courtesy Fabrice Zango





ADJUSTING SUPPORT FOR AMERICAN NOC ACTIVITIES

As in other continents, most of the budget allocated to Panam Sports by Olympic Solidarity for the Americas was dedicated to NOC activities. These activities were specific to each NOC and included:

- Support for training and preparation activities for Tokyo 2020.
- Support to athletes according to their needs.
- Administrative expenses: payment of salaries, office rent, utilities, purchase

- of computer equipment and software, office supplies and other expenses.
- Support to the NFs and payment of membership fees to different organisations.
- Purchase of uniforms and sports equipment.
- Purchase of protection and sanitation products for the COVID-19 pandemic.

Olympic Solidarity also financed activities and support for the preparation of athletes from 16 NOCs for major competitions, as well as costs linked to Panam Sports administration and continental meetings.

In 2021, Panam Sports offered track and field athletes, swimmers, volleyball players and judokas from the Americas the chance to train together prior to the Olympic Games for the very first time. Thanks to an agreement between the continental association, ADK and Tachihi Holdings, athletes and coaches had the opportunity to be part of the largest training camp in terms of the number of participating NOCs that was held in Japan prior to the Tokyo Games. The Panam Sports pre-Games camp took place in the city of Tachikawa, a 45-minute drive from Tokyo.

← Miryam Roper, Olympic scholarship holder from Panama, at the Panam Sports pre-games camp in Tachikawa and competing in Tokyo. Photo courtesy Panam Sports

In 2021, NOCs allocated on average **32%** of their total budget to **running costs and administration.**



A Panam Sports pre-Games training camp that proves, in every way, a win-win

How many ways to measure the success of the Panam Sports pre-Tokyo Olympic training camp in Tachikawa, west of the Japanese capital? Metrics? Sure: 133 athletes, 26 NOCs, four sports – judo, swimming, athletics, beach volleyball, arguably one of the, perhaps the, most diverse such camps in recent memory. Even better? Hearts and minds. Said Ivar Sisniega, a three-time Olympian (1980, 1984, 1988) in modern pentathlon who went on to be a Mexican sports minister, since 2017 Secretary General of Panam Sports: “It was a win-win situation.”

The idea of a camp, especially a pre-Games camp, is of course hardly novel. Bigger nations do them regularly. But to be able to stage a week-camp ... with a focus on smaller nations ... amid the pandemic ... that took some doing. Working with the association: a local businessman, Masamichi Murayama at Tachihi Holdings KK. Among the highlights:

– Grenada’s Olympic 400-metre champion, Kirani James, had a fun race with one of the Panam staff, organised by Harvey Glance, who won gold running in the 4×100 relay for the United States in Montreal in 1976 and then, as coach, ran a hugely successful track and field programme at the University of Alabama, where he coached, among others, James. Who won this fun race? Um. James. Who is still getting calls and text messages from Harvey? Panam staff.



↑ Every group has an official photo, right? The one where, 10, 20, 40 years down the line, someone fishes it out and goes – remember how great it was? This is the one from the Tachikawa training camp, so great that plans are already underway for one even bigger and better in France before Paris 2024. Photo courtesy Panam Sports
← Kirani James races to the finish line in the Men’s 400 metres semi finals at Tokyo 2020.

– How about the facilities and the food? “Everything has been really spectacular,” Cuban beach volleyball player Leila Martinez would say. “Very nice atmosphere, everyone very sociable ... the food is very delicious, with a healthy variety. I have given myself a few banquets of everything.” Secret: in the rest area, anyone and everyone could find American candy. Were some maybe taken to the hotel? Shhh.

– What about the visit to the local Ishikawagakuen Kobato kindergarten, where the kids had spent months making welcoming signs and decorating the school with artwork, and running relay races in their little gym, and making videos all about their guests from far away? Because of the virus, the kids, masked, waving flags and cheering, were kept in a string of

colourful school buses the day the athletes and coaches arrived. In the rain. Maybe the rain hid some tears. “It was really sweet. I loved it,” Emilie Grand’Pierre, a swimmer representing Haiti, said. “So much joy, seeing the kids there. It makes me even more excited to be here, and ready to race.”

Such great vibes all around that, Sisniega said, plans are in the works for a bigger and better Panam Sports pre-Paris 2024 camp, to be located in Mulhouse, France, near the Swiss border: 400 athletes and coaches, 35 nations. When you have a win-win, he said, you naturally want to do it again, just bigger and better, that pre-Tokyo camp not just reflecting but revealing “the true diversity of Solidarity, with Panam Sports and the IOC helping the athletes but also athletes and coaches helping athletes from other nations.”

EUROPEAN NOC PARTICIPATION IN REGIONAL GAMES

Like many sports events worldwide, the pandemic led to the postponement of the 2021 Winter European Youth Olympic Festival (EYOF) in Vuokatti (FIN) from February 2021 to March 2022 for all sports on its programme except ice hockey, which was postponed to December 2021 to accommodate player availability. Similarly, the 2021 Summer EYOF in Banská Bystrica (SVK) was postponed by a year to July 2022. The 2021 edition of the Games of the Small States of Europe (GSSE), due to take place in Andorra, was cancelled.

YOUTH CAMPS AS A DEVELOPMENT PROJECT FOR ASIAN NOCS

Youth camps organised by the Olympic Council of Asia (OCA) enable NOCs to send one female and one male athlete aged 15 or 16, accompanied by one coach, for intensive coaching in a particular sport. These have included fencing, judo, rowing, skateboarding and swimming, with camps in Thailand, Qatar and China among others. Sadly, just as in 2020, the camps were cancelled again in 2021 due to COVID-19. In 2021, a number of previous camp participants achieved great sporting performances, including rower Cris Nievarez (PHI), who participated in the Asian rowing camp held in Thailand in 2017 and competed at the Tokyo Games.

→ Cris Nievarez of the Philippines competing in the Men's Single Sculls Heat 5 at the Olympic Games Tokyo 2020.





IOC SUBSIDIES FOR NOCS' PARTICIPATION IN OLYMPIC GAMES AND YOUTH OLYMPIC GAMES

The IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games provided by Olympic Solidarity aim to assist NOCs by covering part of the costs linked to their participation in the Olympic Games and the Youth Olympic Games. The financial assistance has two complementary objectives: to help foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs, and to give additional support to NOCs for their contribution to the development and success of the Games. The main pillars of the programme are support offered:

- before the Games (Chefs de Mission Seminar and pre-Games training camps);
- during the Games (flight tickets, accommodation and operational costs); and
- after the Games (compensation for each NOC's contribution to the success of the Games based on its number of participating athletes – Olympic Games only).

COVID tests in Tokyo 2020

33 positive cases for 11,300 athletes

[More statistics on olympics.com](https://olympics.com)

Gender Equality in Tokyo 2020

20% of Chef de Mission were women. In Rio, they were 11%.

A new fixed subsidy of USD 15,000 was made available to each NOC before Tokyo 2020 to enable them to host pre-Games training camps in Japan, effectively enhancing the support provided to athletes as well as to the Games host country.

For the Olympic Games Tokyo 2020, the IOC subsidy for NOC participation was initially USD 46.7 million. To respond to the extraordinary situation caused by the pandemic and the postponement of the Tokyo Games, an extraordinary Postponement Subsidy of USD 10.3 million was introduced to help offset related NOC costs. At the same time, Olympic Solidarity increased the subsidy for Games-time operational costs from USD 16,000 to USD 20,000 per NOC. These subsidies had a critical role to play in ensuring all NOCs had the financial means to prepare for and participate in the Tokyo Games, given the financial stress caused by the COVID-19 pandemic.



↑ Luiza Gega, an Olympic scholarship holder from Albania, receiving her uniform at the NOC Uniform Programme booth in Tokyo and competing in the 3000m steeplechase.

NATIONAL OLYMPIC COMMITTEE UNIFORM SUPPORT PROGRAMME (NOC USP) FOR TOKYO 2020

After the Olympic Games Rio 2016 and the Olympic Winter Games PyeongChang 2018, the NOC USP for Tokyo 2020 was in its third edition. This joint solidarity initiative is the product of innovative collaboration between the IOC, the World Federation of the Sporting Goods Industry (WFSGI) and WFSGI members, which include some of the world's leading sports goods brands. In Tokyo, this programme provided

525 athletes from 74 NOCs and the EOR with state-of-the-art sports equipment and enabled them to compete on a level playing field with all other competitors, proudly wearing their country's colours.

Hear Eswatini swimmer Robyn Young explain why this programme is so powerful for her and other fellow athletes who benefited from this support for Tokyo 2020.



NOC GAMES SERVICES BEFORE AND DURING THE OLYMPIC GAMES TOKYO 2020

The postponement of the Olympic Games Tokyo 2020 had a heavy impact on IOC NOC Games Services, which had to adapt their operational planning and develop countermeasures to mitigate the risks presented by COVID-19, in particular in the Olympic Villages. The postponement of the Games meant revisiting several activities, such as qualification systems that needed

to be adapted to take into account not only the extended qualification period but also the challenges that NOCs faced in attending qualifying events.

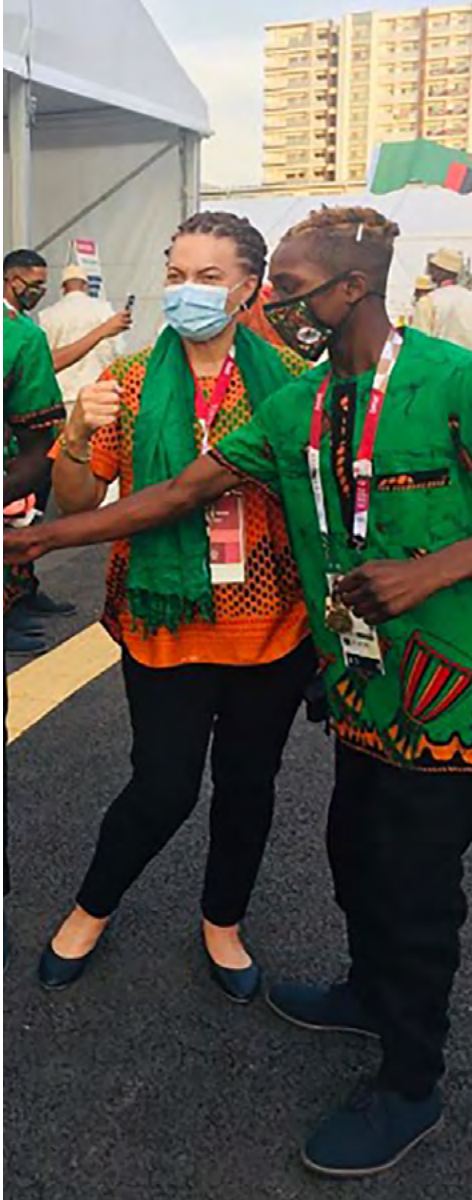
As the Games approached, COVID-19 countermeasures were developed in collaboration with Tokyo 2020 counterparts, looking at such issues as access

to Japan, pre-Games training camps, accommodation, transport and Olympic Village operations, and providing detailed explanations during a series of webinars specifically dedicated to the NOC community. A special briefing was delivered ahead of the Games to introduce [The Playbook for Athletes and Officials](#), which provided NOCs with a view on the planned countermeasures to ensure a safe Games, and on what they could expect at the Games.

During the Games, a reinforced IOC NOC Games Services team was available 24/7 in the Olympic Villages to respond to all requests from the NOCs and their Chefs de Mission, mainly to ensure that each qualified athlete was able to compete.



← The IOC NOC Services team in their office at the Olympic Village in Tokyo.



Talk about stress: three COVID positives on the inbound plane. Her team ... none

In the lead-up to the Tokyo Games, Hazel Kennedy kept thinking — if we can just get through the airport and into the village, everything will be OK.

Kennedy, making her second tour as Chef de Mission for the Zambian team, is — to say the least — an experienced administrator. A former NOC Secretary General. For years an Executive Board member of FIH, the international hockey federation. Nothing much fazes her. But here was COVID, with its many uncertainties. “Our problem with the athletes was, obviously, prior to the Games, the stress of making sure that they were well,” she said, adding a moment later, “You have a couple scares, someone has a cold and you wonder if they are going to recover and then there are the requirements of the Japanese being what they are and, oh, no — what’s going to happen? Just a very stressful time.”

Finally, it was time to fly to Japan. Uh-oh. Three passengers on the plane taking Kennedy and her delegation to Tokyo turned up COVID-positive. None, it ultimately would turn out, were on the Zambian team. “Quite scary,” she said. All

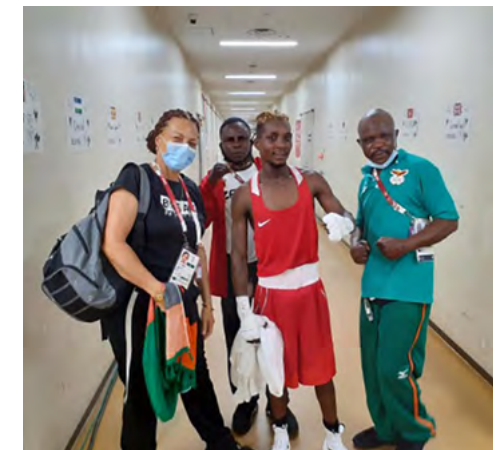
part of the many facets of being a Chef de Mission — for which there are handbooks and guidelines and then so much, especially in Tokyo, that simply had to be handled on the go.

Kennedy’s first chef tour: Athens, 2004. She was, as she admits now, new: “I learnt, No. 1, that I had a lot to learn.” Mainly: “I assumed I was going there as a typical administrator and put the ducks in order and it wasn’t quite like that. I learnt I had to get to know the people I was managing and I needed to understand them better than just managing them.” Certain lessons stick. One: a mix-up involving boxers’ training time. She assumed the coach knew what he was supposed to do. “I didn’t take into consideration I was green,” she says now, “and so was he.” Another: though things in Athens seemed to be running ever-so-smoothly, a government ministry official said at one moment, “I’ve just noticed one thing with the Chef de Mission. She’s not meeting regularly with the athletes. She’s so busy getting things done!”

Kennedy, now in her 60s, laughed. “You feel like you want the earth to open up.” She paused. “I grew, you know. That guy helped me grow.” The Zambian team made it to the village in Tokyo, and, as these things go, the three COVID positives on the inbound plane could now be put to constructive use. When Hazel Kennedy said to her athletes, “Wear a mask,” they suddenly were inclined to listen. “Maybe,” she said, “it reinforced in them that we do have to wear a mask, that we do have to be careful. Being young sometimes, you think someone is making life difficult.” As Kennedy had predicted, once in the village it was, more or less, smooth sailing: “In fairness to the team, we didn’t have any major problems.”

With Tokyo now history, she said, she can look back with a deep sense of satisfaction: “The mere fact that the Japanese hosted the Olympic Games was quite awesome for me. We got to a point after the postponement that the Games could not take place in my mind. “To see that they actually worked so hard that they did take place — that was magical.”

← On the way to the Tokyo Closing Ceremony, Zambia’s Chef de Mission Hazel Kennedy with Patrick Chinyemba (2022 Commonwealth Games bronze medalist).
↓ What it feels like to advance — in Tokyo, just after Zambian boxer Patrick Chinyemba has moved on to the round of 16. Left to right, Chef de Mission Hazel Kennedy, coach Charles Kangwa, Patrick Chinyemba and coach Wisdom Mudenda. Photos courtesy NOC Zambia



4

TRAINING AND EDUCATION OF ATHLETES' ENTOURAGE

Athletes rarely win or lose alone – being surrounded by the right specialists in different fields is key for every athlete’s career. Coach, nutritionist, equipment expert, physiotherapist ... the list is long. For the IOC, dedicating specific programmes to the athletes’ entourage is essential in order to optimise the development of the athletes and their sport. One aim is to boost the number of female coaches by enabling them to gain experience and reach the highest levels possible.



ENTOURAGE

The Entourage World Programmes support members of the athletes’ entourage, including coaches, by providing them with tools to improve their knowledge in key areas such as anti-doping and the protection of clean athletes, and prevention of discrimination, harassment and manipulation of competitions. These programmes also support other essential aspects of an athlete’s career through their NOC’s Athletes’ Commission training programmes, IOC Athlete365 Career+ Power Up Outreach Programme workshops, etc. The Athlete Career Transition programme is also offered to members of the athletes’ entourage.

**Gender Equality Tokyo 2020
(vs. Rio 2016)**

**13% of coaches
were women (+2)**

**20% of
Chef de Mission
were women (+9)**

Source:
IOC Gender Equality & Inclusion Report 2021.

ATHLETE CAREER TRANSITION

This programme provides NOCs with technical and financial assistance to support athletes at various stages of their careers, offering financial and practical assistance to help athletes secure a successful post-sports career. Olympians can develop an individual education project, such as the Athlete365 Business Accelerator course in entrepreneurship, or enrol in a Master’s degree in Sports Ethics and Integrity (MAiSI). Another option is the Athlete365 Career+ Power Up Outreach workshops targeted at NOCs that do not have a national athlete career programme but have an active Athletes’ Commission.



For athletes, taking part in one of the initiatives of the Entourage World Programme is a true game-changer for their transition to a post-sports career. An inspiring example of a successful career transition is that of five-time Olympian Bose Kaffo.

NOC ATHLETES’ COMMISSION ACTIVITY GRANT

The NOC Athletes’ Commission Activity Grant is all about empowering athletes and contributing to the development of an effective global athletes’ representation

network at national level by strengthening direct financial support for NOC Athletes’ Commission activities. This grant is available to each NOC, with the objective of offering support to NOCs without an Athletes’ Commission so that they can create one, or funding activities proposed by existing and active NOC Athletes’ Commissions.

The Athletes’ Commission of the NOC of Yemen was created in 2003 and has been benefiting from this programme since 2020. Find out more on page 26 about how the NOC and its athletes managed to reactivate their mission and achieve ambitious targets.

↑ Vote underway at a meeting of the Maldives NOC Athletes’ Commission. Photo courtesy OCA





What next? For a five-time Olympian, a degree and new ways of thinking

Time waits for no one. Not even Olympians. Table tennis carried Nigeria's Bose Kaffo to five Olympic Games, 1992 through 2008. At the Beijing Games, she was her nation's flagbearer. When the cauldron went out, what next? "The question is," as she has said, "when you are finished with sport, where do you want to continue? It's important to find out where you fit in, where you can add value and what you want to bring to the table." She ultimately came to realise that table tennis did not define her. There was more. So much more.

Then she found a unique programme called MAiSI, a graduate degree focusing on ethics in sports governance. Olympic Solidarity, through its Entourage unit, supports the programme, run through six European universities. Through an Olympic Solidarity scholarship, Kaffo earned her degree in 2021, centred on the governance of disability sport. A few months before graduation, she was appointed to the Lagos State Sports Commission. In 2022, she stood for, and won, election as Vice-President of the Nigerian Para-Swimming Federation. These, she said, announce first steps: "How can I make an impact with what I learnt in this programme?" Appointment to a coveted post – that is to be celebrated, to be sure. But winning election in a male-dominated environment? At the federation level, that can profoundly speak to the swirl of change. Kaffo said

she made plain in her campaign that she "understands now what it takes to govern by studying ethics and integrated management." She also said a few moments later, "Being a woman doesn't mean I am weak. It means I am filling a gap." If table tennis, on the one hand, and disability sports governance, on the other, seem worlds apart – well, yes. But no.

To play table tennis, you need? Bats, a ball, a net (or a board or even boxes) and then almost anything for the table – a door, a table (obviously), a sheet of marine plywood (widely available throughout the world), school desks pushed together, anything. Further, for girls and women especially, what clothing barriers might table tennis present to play? Typically, none. In a word, table tennis is – inclusive. When, like Bose Kaffo, you're used to seeing the world through a prism of inclusivity, and you have two years to work on what's next, it's perhaps only natural to look around at, say, sport for those who are disabled and ask, first, what

does "disabled" mean, second, what governance is in place for disabled sport and, most important, what sorts of governance structures should there be?

The challenges – and opportunities – ahead are real, indeed. Example: the essential of, she said, a never-before-in-Nigeria educational seminar for para-swimmers. "You have to do this before asking your athletes to have the same knowledge," she said. Another: an elite para-swimmer already assuredly knows, though, how to swim, and well. What about someone disabled who, for instance, wants to learn to swim? What rules, policies, guidelines ought to be in place to ensure safety, consistency and more? She said, "The impact is not only getting a job. It's not only fulfilling the job's descriptions. It is in what you are. It's all of that in this part of the world." What's next? She's very clear: "You are going to move certain things out of the way and put certain things in the way." She paused. "And that is what I am."

← Bose Kaffo Nigeria's flag bearer parades in front of her delegation during the 2008 Beijing.

↓ This is how, at the grassroots of sport, change can – does – happen. This picture shows members of Nigeria's Para-Swimming Federation after Bose Kaffo's election. How many men? And, now – one woman. *Photo courtesy Bose Kaffo*





In Yemen, where hope is the byword, the NOC celebrates a best-practices Athletes' Commission

Since 2014, Yemen has been rocked by civil war. The humanitarian crisis is among the world's worst. What is the Olympic Movement in a place of such violence? There are those who would argue that it is trivial. Maybe worse. Meaningless. Others would declare just the opposite. That the Movement's aspirational ideals can, will, indeed must carry on in Yemen because, at our core, no matter where in our deeply troubled world, what we human beings need is what the Olympic Games mean most. Hope. Dreams. Inspiration.

In 2019, the National Olympic Committee's headquarters were destroyed. The airport in Yemen's largest city, Sana'a, has frequently been closed; to fly out requires a long, dangerous drive south to Aden. All the same, in a signal of resilience, indeed fortitude, the NOC is today up and operating. Does it need more funds? Surely. Did Yemen send a delegation to the Tokyo Games? Yes, five athletes, two female. "Every day we have work in the office," the NOC Secretary General Mohamed Abdullah Al-Ahjri, said in a Zoom interview. "The Olympic Committee is active." It's not just that the NOC is, with war all around, active. It's that this particular NOC celebrates

a revealing hallmark of commitment to governance and culture: an Athletes' Commission. And it, too, is active.

The Yemeni commission dates to 2003, offering the nation's athletes — the five who went to Tokyo included two swimmers and one each in athletics, judo and shooting — the opportunity, like athletes everywhere, to have their sports' governing bodies hear their voices. A fourth commission election cycle was due in 2016. The onset of war in 2014 put that off until January 2020, at a meeting of 37 athlete representatives, female athletes invited to take part in the vote for the first time. After, Olympic Solidarity funds were made eligible. Elected Commission President: All Khourof, a 2008 and 2012 Olympian in judo. "This," Khourof would say, "is a step that brings hope." Of course, just two months later the pandemic erupted. Meanwhile, boxer Mohammed Al Qarnas succeeded Khourof. All the same, over the coming months, Yemen's Athletes' Commission would hold all — repeat, all — its planned seminars, as well as English courses to improve skills in a nation where Arabic

is far and away the No. 1 language. By any measure, these would be deemed NOC best practices. For them to come out of Yemen? "We have no choice but to continue," Al-Ahjri said. "The athletes know the same. We are used to the situation. We have to adapt."

Meantime, at that 2020 vote, several women were elected to the commission. Its Secretary General: shooter Amal Mudhish Al Sabri, a mother of two who works as a researcher and has a master's degree in social sciences. In perhaps something of an ironic turn given the totality of circumstances in Yemen, Mudhish would show up several months later at an ISSF 10-metre air rifle event in New Delhi — the Yemen Olympic Committee paid for flight and hotel for her and her then-infant son — without a gun. London 2012 bronze medallist Gagan Narang arranged for a loan. "My dream," Mudhish said at the time, "is to become a world champion, to participate in the Olympics and also obtain a doctorate in social sciences. "I hope that the war in Yemen will end and peace will prevail in all countries."

← Fancy? No need to be. The Yemen Athletes' Commission at work in the NOC office in Sana'a.

↓ Headlines focus on what the anti-doping system misses. Here's the hard, generational work and the long reach of what it gets right ... an educational seminar reaching athletes in Yemen. Photos courtesy NOC Yemen



5

SOLID AND SUSTAINABLE ADMINISTRATIVE STRUCTURES

Assisting NOCs with their development and supporting them in the services they provide to their constituents is essential for the long-term development of sport in any country. In addition to programmes focusing on strengthening NOC administration, this development area includes forums and workshops organised by Olympic Solidarity in cooperation with the continental associations, where concepts as well as strategic and topical information can be shared with the NOCs and their athletes. All these programmes have one common goal: to help the NOCs develop their administrative and management capacity and thus enable them to fulfil their obligation to ensure support for their athletes, promote the fundamental principles of Olympism and increase their competence for good governance and effective sports management.

Complementary to Olympic Solidarity programmes for NOC management, the support from IOC institutional relations services is key to ensuring that NOCs fulfil their obligations under the Olympic Charter. Chapter 3.5. provides more details about our specific actions in this area in 2021.



→ Advanced Sports Management Course in Iran. Photo courtesy OCA



NOC MANAGEMENT AND KNOWLEDGE SHARING

The World Programmes related to NOC Management and Knowledge Sharing aim to help NOCs develop and maintain solid and sustainable administrative structures that are able to deliver the support their athletes and members need.

The data shared by NOCs through their responses to the Annual Review, which they are now required to complete in order to request the annual Administrative Subsidy, has been instrumental to identify NOCs who need assistance in the following priority areas:

- To develop a strategic plan
- To improve financial governance and management
- To develop IT systems, hardware and software appropriate to their needs
- To provide adequate and properly trained HR structures
- To produce basic communications tools

These NOCs are able to access support through NOC Management Initiatives, among others, to help them bridge these gaps.

Other key figures from 2021 related to support for the improvement of NOC administrative structures include the following:

- 29 Advanced Sports Management Courses were organised.
- 36 NOCs organised 89 Sports Administrators Courses.
- 58 scholarships were awarded to participants in MEMOS (Executive Masters in Sports Organisation Management) in English and French. They will complete their studies and present their final projects in the second half of 2022.
- 182 NOCs received their Administrative Subsidy, which is a contribution towards their running costs. 15 NOCs for whom Olympic Solidarity represents the main source of revenue received an additional Administrative Subsidy towards the cost of hiring a project manager responsible for Olympic Solidarity, accounting services and/or an annual financial audit.

Solid and sustainable administrative structures are essential for NOCs, since they enable them to take full advantage of the possibilities offered by Olympic Solidarity and plan strategically in order to make sure the athletes benefit as much as possible from the opportunities available. One story in the following pages shows the experience of Cape Verde and how it has been able to fully benefit from the Development of National Sports System programme described in section 3.1 (see page 13) and launch other initiatives thanks to its efficient structures.

A remarkable example of how National Courses for Sports Administrators benefit NOCs and course participants is also described on next page. The Argentinian athletes Fabricio Oberto, Diego Martin Adrover and Juan Ignacio Ugliarolo,

as well as other participants from the Argentinian NOC, explain how their course had a far-reaching impact on their professional career. Programme director Silvia Dalotto-Marcó also elaborates on

the high motivation required to graduate from the Advanced Sports Management Course, known in Argentina as the Managing Olympic Sports Organisations course (MOSO).

2021 KEY FIGURES ON NOCS IMPROVING THEIR ADMINISTRATIVE STRUCTURES

29

Advanced Sports Management Courses were organised

89

Sports Administrators Courses organised by 36 NOCs

58

scholarships were awarded to participants in MEMOS

182

NOCs received their Administrative Subsidy

15

for whom Olympic Solidarity represents the main source of revenue received





Cape Verde: a world-leading, happy-to-share innovation laboratory

Who would suspect that Cape Verde, the island nation hundreds of miles off the western African coast in the Atlantic Ocean, would be a laboratory for innovation? But this is exactly so. The latest: a fencing programme. Fencing! In Cape Verde! Sometimes with taped-up plastic pipe for weapons and cut-up water bottles for masks. But a world-class programme nonetheless, one that trained literally dozens of coaches and, as André Pereira, who oversaw the programme day-to-day recounts, now has him getting mobile phone videos of fencing sessions. “How was it possible to get them so passionate for fencing? It was,” he said, “very rewarding.”

In recent years, the National Olympic Committee of Cape Verde has quietly been a world leader in imagining and then implementing the sorts of 21st-century projects that it has been eager to both model for and then share with other NOCs. Among them:

- ongoing IT equipment renewal;
- 2018 website redesign;
- production, since 2018, of a monthly booklet called *Olimpicamente*;
- use, again 2018, of *CONPaaS*, a customer relationship management platform for 21 other NOCs;
- organisation in 2021 of a congress for Portuguese-speaking nations;

- development of the ISO 9001 certification framework, 2021-24.

And that’s not all. Since 2017, the NOC has been active in organising courses for sports administrators; in 2019 it ran an advanced sports management course. Particularly in an island nation, these sorts of programmes facilitate community and connection. As do the exchanges the Cape Verde Olympic Committee has run with, for instance, counterparts in Sao Tome and Principe, Mozambique and Guinea-Bissau.

It was in this spirit that the fencing programme, as ever under the direction of Leonardo Cunha, the NOC’s presidential advisor, came to be. Cunha recruited Pereira, 39, a MEMOS graduate and Portuguese modern pentathlon champion and experienced fencing coach.

The first phase involved 43 coaches from five of the country’s islands: Santiago,

São Vicente, Santo Antão, SaI and Boa Vista. “In fencing, for the coach there’s technical work you have to do one-to-one with the athlete,” Pereira said. “If you don’t have the skill with the weapon, it’s very difficult.” Fencing jackets, lights, masks, weapons — even with an Olympic Solidarity grant, all of that can be costly. This is why, at the beginning, it was plastic pipe for weapons and retrofitted water bottles for masks, to cover the eyes. In turn, these 43 coaches introduced about 100 athletes, mostly young kids, to the sport.

The second phase saw 17 of these 43 coaches, plus three others who earlier had been to a programme in Italy, now a total of 20, oversee the country’s first national fencing competition. Cunha said all credit for the programme’s success goes to Pereira. For his part, Pereira said, “Of course we learnt a lot of things new. But for me it was about the environment — the Olympic environment.”

← Fencers from Cape Verde learning the basics from coach André Pereira (right).

↓ Participants in the fencing programme making masks out of water bottles. *Photos courtesy NOC Cape Verde*





In Argentina, a management programme to effect real change – and open minds

Fabricio Oberto played on the Argentina men's basketball team that won basketball gold in Athens in 2004, followed by bronze in Beijing in 2008. Now? Co-founder of an esports team, he recently helped stage esports training for the Argentinian Olympic Committee's MOSO programme, the acronym of the book on which the courses are based (Managing Olympic Sports Organisations), and which is how they refer to Olympic Solidarity's Advanced Sports Management Courses in Argentina.

Through MOSO, Elena Iñiguez created Argentina's first national figure skating championship. Thereafter, she drafted an operations manual. Now? She works for the International Skating Union. Diego Martin Adrover had for years been an archery athlete. Going through MOSO, "an unbeatable and very enriching experience," he developed a strategic plan for his sport. Now? He is President of Argentina's Archery Federation.

MOSO – which, as its name suggests, is intended to improve management – is hardly unique to COA, the National Olympic Committee in Argentina. But the COA offers a shining example of how MOSO can indeed work best, with hundreds of change-makers now at work in

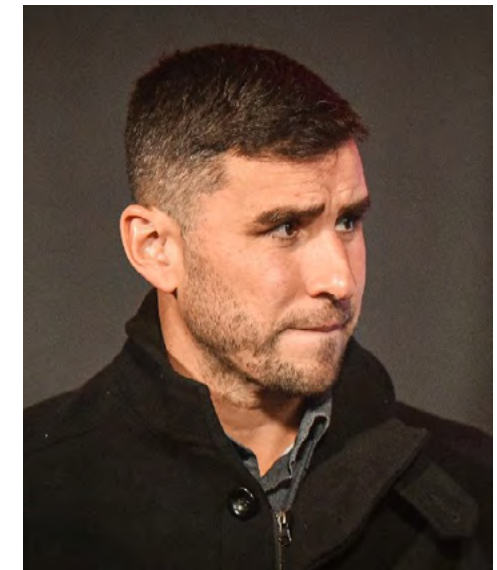
National Federations and beyond, seemingly all involved largely crediting director Silvia Dalotto-Marcó. Her mantra: "We try to be realistic and to make real change."

A Hall of Fame marathon swimmer, Dalotto-Marcó has since 2014 run Argentina's MOSO programme with tough love. Each year, the programme takes in between 40 and 50 candidates; about 25 percent quit. "You have in my opinion two ways to do things," she said. "You can really make change. Or you can say you make change. Through MOSO we do it in a very hard way. We do more than Olympic Solidarity asks us to do." No knock-on Olympic Solidarity, she makes clear: "The difference between MOSO and other [programmes] in sports management is that MOSO Argentina is not just a nice publication. It's not a paper full of quotes and authors and comments. If you don't prepare a project you can apply in reality to change management or the institution, you are out of the course. It doesn't matter if it is a big change or a little change. It has to be change." The defence of each candidate's last project: A 10-minute speaking presentation. No more. Ten minutes and one second: no. "You are to be clear in your mind," Dalotto-Marcó said. "Coach yourself. Be clear. Don't take too long."

Those who make it through cannot say enough good about her, her two fellow tutors and the programme. "Today I can find more solutions. I can think a different way, because of those tools," said Juan Ignacio Ugliarolo, a para-surfer who went through two years ago. Now? A national physical education teacher. "The great task of the director and her entire team in reinventing themselves to be able to carry out the course has been incredible and has also been a learning experience,"

said Javier Eduardo Vijande Penas. Through MOSO, he created a licence for clubs affiliated with the national football association. He also said, "The way of approaching each case is applicable to any type of project that we can carry out." "They left a mark on me," said Lautaro Moreno, "and I will be eternally grateful for the tools they gave me as a sports manager." Moreno quit in 2017. Then he came back, finishing in 2020. He added in perhaps the highest praise any such programme anywhere in our world can possibly receive: "They opened my mind."

← Through MOSO, Javier Eduardo Vijande Penas created a licence for clubs affiliated with Argentina's national football association. He says its case-management approach applies to "any type of project that we can carry out." ↓ Lautaro Moreno quit MOSO in 2017, then came back and finished three years later. He says the MOSO programme "opened my mind." Photos courtesy NOC Argentina





GRANTS FOR SPORTS EDUCATION, DEVELOPMENT AND FINANCE OFFICERS

While the ONOC Sports Development Officer grant was already in place in the previous quadrennial, the grants for Sports Education and Finance Officers were just in their second year, all three developed within the framework of the Oceania Sports Education Programme (OSEP). These three grants are essential as they offer unique synergies which, in the end, benefit the athletes – hence the importance to make sure that NOCs can fill these three different positions with the most knowledgeable people possible and that the tasks included in the role are covered successfully. ONOC is involved in the selection process and funds the NOCs with USD 20,000 per year for each role. While 2021 came too early, first results about the impact of these three roles on the overall activities of the NOCs should be seen in the next few years.

← Keziah Lewis from the Cook Islands (top) and Janice Merep from Palau participated in the ONOC capacity building and knowledge sharing workshop for NOC finance officers held in Guam in March 2021. *Photos courtesy ONOC*

6

PROMOTING THE OLYMPIC VALUES 365 DAYS A YEAR – OLYMPISM 365

The main factor behind the success and universality of the Games is the shared belief in a better world through sport in a spirit of respect, friendship, solidarity and fair play. In 2021, the IOC Executive Board endorsed the Olympism 365 strategy, the engine behind Recommendation 10 of Olympic Agenda 2020+5 that aims to “Strengthen the role of sport as an important enabler for the UN Sustainable Development Goals (SDGs).”

The strategy will contribute to achieving the Sustainable Development Goals by promoting Olympism and advancing the positive contribution of sport in society 365 days a year through the following four interconnected objectives:

- **Improving access to sport:** through Olympism 365, the IOC will mobilise and support a diverse range of partners to create new opportunities for underserved communities to access sport.

- **Creating a place to belong:** through innovative partnerships, Olympism 365 will contribute to creating safe, inclusive and equal community connections through sport.
- **Ensuring opportunities to fully benefit from sport:** Olympism 365 will leverage and enhance the potential of sport to provide benefits to participants and their communities, including physical and mental well-being, promoting equality and social inclusion, and supporting new prospects related to education and employability.
- **Strengthening local and global connection:** Olympism 365 will allow diverse groups of people and organisations to connect, share best practices and experiences, and collectively solve problems.

To increase impact, maximise efficiencies and benefit from shared learning, Olympism 365 will focus on the following key themes:

- Sport, education and livelihoods
- Sport, equality and inclusive communities
- Sport, health and active communities
- Sport, peace and safe communities
- Urban sport and social good
- Virtual sport and social good

As the IOC’s mechanism for championing social impact initiatives using sport to contribute to sustainable development, the Olympism 365 strategy is supported on a day-to-day basis through different parts of the IOC and especially in coordination with Olympic Solidarity’s Olympic Values programmes and the projects they support.



OLYMPIC VALUES

The Olympic values are at the core of our activities, and a programme entirely dedicated to them exists within the Olympic Solidarity 2021-2024 Plan. The objective of the Olympic Values programme is two-fold: to ensure that sports organisations are safe, sustainable and inclusive; and to help more people be active in sport and physical activity and promote Olympic, values-based education, culture and heritage. Every NOC initiative supported by the Olympic Values programme helps to strengthen the role of sport as an important

enabler of the SDGs, making NOCs critical players for a successful implementation of recommendation 10 of Olympic Agenda 2020+5. The Olympic Values programme is a key contributor to the Olympism 365 strategy.

In 2021, Olympic Solidarity provided financial assistance by:

- supporting 130 initiatives run by NOCs or partner organisations;
- awarding 108 Olympic Values Training Scholarships to candidates nominated by NOCs, aimed at building capacity through various training and educational opportunities;
- allocating a subsidy to 118 NOCs for Olympic Day celebrations, ensuring that NOCs celebrate Olympic heritage and values annually by staging sports, cultural and educational activities for all.

In 2021, the IOC launched the “IOC International Safeguarding Officer in Sport Certificate” in an effort to promote the safety and well-being of athletes. Through its Olympic Values programme, Olympic Solidarity offers one scholarship per NOC for this seven-month online training course, enabling all NOCs to have at least one person receiving in-depth training in this important area. The first edition of the course started in September 2021. At the same time, the NOC of Panama launched a very ambitious project to raise awareness around safeguarding in sport in the country. Under the leadership of the new NOC President, Damaris Young, elected in 2021, several initiatives to tackle violence and harassment in sport, including a new sports law, were introduced, creating an overall system considered one of the best national safeguarding systems to date. The story on the next page describes the inception of the safe sport office of the NOC of Panama.

“Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.”

(2030 Agenda for Sustainable Development)





In Panama, a safe sport office with a voice and, more, a place to be heard

Eileen Coparropa is probably the most famous Olympic athlete in Panama's recent history. She not only swam at three straight Games — 1996, 2000, 2004 — but at each of those Olympic Games was her country's Opening Ceremony flag-bearer. So, when the sports lawyer Damaris Young was elected in May 2021 as the first female President of the NOC of Panama, it was natural to reach out to Coparropa, who is now based in the United States, an executive for a worldwide renowned coffee chain. What, Young asked, should be our priority? If there is one thing you must do, Coparropa said — please implement, and as soon as possible, an office devoted to safeguarding. “So,” Young said, “we have put together everything we could put together to help, basically.” The mission? To educate about and thus deter if not prevent sexual abuse and harassment. But, also, to help create an environment in which athletes, coaches and others can constructively explore issues around mental health.

The “Safe Sport Office of the NOC of Panama” is run by a full-time director, Maria Carla Sayavedra. “She’s invited now to talk about [these issues],” Young said. “Now we have a voice. We are a voice.” The initiative in Panama comes as the IOC — through a working group called Prevention of Harassment and Abuse in Sport — has been increasingly focused on helping NOCs and international



↑ Team photo after the formal presentation of the law before Panama's National Congress to promote safe sport. Left to right: weightlifting athlete Erika Ortega, national senator Gabriel Siva, karate athlete Yaremi Borzelli, football players. ← Maria Carla Sayavedra, director of the NOC of Panama's Office of Safe Sport, at a workshop in Chame, in western Panama, for the national senior and junior surf teams. *Photos courtesy NOC Panama*

federations develop policies to prevent harassment and abuse. Talking the talk? Sure. But in, say, Panama, where the NOC must itself underwrite all activities — it gets no government funding — what priorities truly count as priorities? “We really need to be strategic,” Young said. Which spotlights all the more the importance of the Panama safe sport initiative. “We create an impact ... and we make a change,” she said.

By the end of the second year, Young said, officials expect through various workshops to have reached 1,000 people connected to Panamanian sports — at the South American Youth Games, Pan American Youth Games, Bolivarian Games, South American Games, Central American Games and, finally, the Central

American and Caribbean Beach Games. “Every time we’ll take a delegation, they will come to the NOC to come to the Safe Sport office to explain, for instance, what ‘consent’ means,” Young said. Progress? Indisputably.

More to go? No question, including the next stage: development of an adjudicatory process. A measure that would create such a process, Young said, is under consideration in Panama's National Assembly. Meanwhile, she said, the safe sport office is not just a first step. It's the key. “To me,” she said, “this is the important thing. “It has created, first of all, an awareness that if it's not right, you should say something. “Second, people know there is somewhere to go now. “Everyone knows now: ‘I can be heard.’”

OLYMPAFRICA

A key player in the promotion of the Olympic values across the African continent, the Olympafrica Foundation supported the reopening of its community centres, once the health situation improved, with funding to buy sanitary equipment (soaps, masks, sanitisers, thermometers, etc.). Activities carried out in the Olympafrica Centres in 2021 included:

- COVID-19 community awareness campaigns. Several economic projects were funded for the communities, along with the provision of sports equipment and clothing;
- construction of new Olympafrica Centres in Koudougou (BUR), Santa Cruz (CPV), Sassandra (CIV), Omaruru (NAM) and Dhuusamareeb (SOM). The remaining

centres to be completed are in Algeria and Cameroon;

- renovation of the centre in Gandiaye, Senegal;
- installation of solar panels in Tanzania and Guinea, renovation of the roof in Guinea and the indoor hall in Gambia;
- renovation of the Sierra Leone centre, partly funded by the IOC;
- funding of economic projects in Tanzania, Senegal (Gandiaye and Somone) and Mali;
- allocation of a grant of USD 1,500 to all centres to purchase health equipment (related to COVID-19 protection);
- funding for sports activities (FutbolNet, Iba Mbaye Fellowship, summer sports programmes, Olympafrica Cares, economic projects).

After seven years of successful cooperation in delivering the Olympafrica FutbolNet Cup, the agreement between the IOC, ANOCA and the Barça Foundation came to an end in 2021. On account of the pandemic, the last edition could not take place in the centres as planned, but the parties agreed to use the programme funds provided by the IOC and the Barça Foundation to fight COVID-19, complementing ANOCA's efforts.



PROMOTING OLYMPIC VALUES THROUGH REGIONAL GAMES

In Asia, the various Regional Games offer an outstanding opportunity for OCA not only to offer additional possibilities for athletes to compete in high-level competition but also to promote the Olympic values at the same time as the Games themselves. In 2021, OCA pursued its preparations for four major upcoming Games: the 19th Asian Games in Hangzhou (CHN) and the 3rd Asian Youth Games in Shantou (CHN), both scheduled for 2022; the 6th Asian Beach Games in Sanya (CHN) and the 6th Asian Indoor and Martial Arts Games in Bangkok and Chonburi (THA) in 2023. The 31st Southeast Asian (SEA) Games in Vietnam were postponed from 2021 to May 2022, and the 32nd SEA Games will take place in Phnom Penh (CAM) in May 2023.

← The Cleaning Challenge 2021 at the Olympafrica centre in Soubre, Côte d'Ivoire. Photo courtesy ANOCA

The Asian Games Fun Run confirmed its status as a key element for the promotion of the Asian Games. An OCA subsidy provided to the NOCs enables local organisers to produce souvenir T-shirts and promotional banners, and provide social media and media coverage to turn the Asian Games Fun Run into a memorable day for the community, with a focus on families. OCA supplies certificates and medals to make sure everyone is a winner and will remember the day the Asian Games came to town. For the 2022 Asian Games, the Hangzhou 2022 Organising Committee is hosting a 10 Cities Tour in China.

The following pages feature two stories that illustrate how Olympic Values projects come alive on the ground. In Ireland, the NOC has created an inspiring programme aimed at getting more young people involved in sport and physically active, as well as talking about Olympic values. The "Dare to Believe" programme has been supported by Olympic Solidarity since its launch in the 2020-21 school year and rose in importance during the pandemic, offering hope and inspiration to young people who were confined to their homes for extended periods.

In Asia, in addition to promoting Olympic values through Regional Games, OCA has launched an ambitious programme called "Social Development through Olympism and Education Promoting Gender Equity, Women Empowerment, and Involvement". Its objectives include using sport and Olympic education as a tool to empower and promote gender equality and women's/ girls' involvement in society, help girls and women develop life skills and confidence, break down boundaries between genders and advance the UN SDGs. The NOC of Mongolia is one of the 10 NOCs using this programme.



In Ireland: dare to dream it, and Dare to Believe it, too

Sarah Lavin ran the hurdles for Ireland at the 2020 Tokyo Games. And then, one day, here she was, in an Irish classroom, the same Sarah Lavin who had run the hurdles at the — Olympics. Wow!

“When we met Sarah Lavin, it was really, really cool to meet an Olympian that represents our country,” 12-year-old Amy, at the Holy Rosary Primary School in Wicklow, a town of about 10,000 people south of Dublin, would say of the experience. “She told us that she was a child just like us — doing sports and activities — and now she’s in the Olympics. And that is really cool.” And that is the entire point of the Dare to Believe programme, beneficiary of a Solidarity grant, what was a pilot programme now expanding into Year Three, the 2022-23 school year, with plans to keep growing not only across Ireland but well beyond with a win-win formula for kids, teachers and, critically, athletes.

Dare to Believe was dreamed up by good friends, both named Roisin — Roisin Jones and Roisin McGettigan. Both went from Ireland to Providence, Rhode Island — to Providence College — to run for famed track and cross-country coach Ray Treacy. Jones stayed to get her MBA. McGettigan went on to compete at the 2008 Beijing Games, an Olympic finalist in the steeplechase. For years after, McGettigan said, she would be asked to talk to schoolkids.

She says she was not very good. “I had to own that. I wasn’t prepared.” To fix that: “Can we have a programme? I got crickets.” Another pause. “This idea would not go away. Why we needed to do this — why role models are important.” Enter Jones. “There’s the dreaming,” McGettigan said, “and then there’s the doing. I’m the dreamer and Ro,” meaning Jones, who by then had experience in the business world, “she’s the operator.”

The two approached the Olympic Council of Ireland, which showed interest but didn’t have funds. Reach out to Solidarity, came the word. Go, Solidarity said. Dare to Believe, McGettigan said, is “about teaching values and respect,” emphasising that the founder of the modern Olympics, Pierre de Coubertin, consistently believed Olympism should be in schools. But also: athletes are compensated for each visit. That stipend accounts for a significant portion of the programme cost. Is it worth it? Undeniably. Because while athletes consistently say they want to give back, it’s also the case that, as Jones said, “They [can] feel that they’re valued.”

The first year saw visits to 63 schools; in all, 6,000 kids. The second, a vastly expanded programme that had to work amid the pandemic, built around both the postponed Tokyo Games and the Beijing Winter Games: 46 visits but 624 schools, reaching 55,000 schoolchildren. The aim for 2022-23: 100 visits, 500 schools, about 40,000 young people. The 2022-23 programme won’t see the same numbers as the school year before because the year prior included challenges related to not just one but two Olympic Games. The 2023-24 school year, with the Paris Games looming? An “audacious” goal, McGettigan said: reaching every school in Ireland. Jones, since February 2021 the Olympic Council of Ireland’s Dare to Believe programme director: “This programme exposes kids to a world they maybe didn’t know was there, a world of possibility. Sometimes these people,” like Sarah Lavin, “are superheroes. They’re unattainable.” And then here they are. In person. “This makes these heroes reachable and attainable ... when you see the impact with kids, and then the magic — it’s just amazing.”

← No hurdle has seemingly proven too high for Tokyo 2020 Olympian Sarah Lavin, one of the sought-after athlete presenters in Ireland’s schools-based Dare to Believe programme.

↓ An Olympic athlete? Like Sarah Lavin? In school? In real life? For real, through Ireland’s Dare to Believe programme. The point: if someone like Sarah Lavin can appear in school, who’s to say what that might inspire some young person to do? Photos courtesy Dare to Believe





How to push for gender equity, on and off the field of play

When the guys want in on the cool programme that an NOC is putting on for girls and women, you know something good is going on in the name of gender equity. Indeed, that was the scene in Mongolia.

At a workshop designed for female athletes and girls in primary and high school, two of the country's most acclaimed male freestyle wrestlers showed up just before the opening remarks: Tokyo 2020 Olympic Solidarity scholarship-holder Tumur-Ochir Tulga, a bronze medalist at the 2021 World Championships in the 65-kilo class, and Munkhturin Lkhagvagerei, who not only finished fifth at Tokyo 2020 in the 125-kilo class but served at the Closing Ceremony as the Mongolian team's flagbearer. Why, they wanted to know to a warm welcome, was this key event aimed at girls and young women? Simple. Because, over the course of about a month, it proved one of a number of events put on by the NOC, with the support of its Continental Association, the Olympic Council of Asia, to vividly promote the promise and potential of gender equity – on and off the field of play.

At Tokyo 2020, Mongolia sent a team of 43:18 men, 25 women. Those 25 included a first-ever Mongolian entry in a team sport: a women's 3×3 basketball team,

one of only eight nations that qualified for Tokyo. All the same, as Bayartuya Bayarsaikhan, Head of International Relations at the NOC made plain, the string of programmes offered a “great opportunity to implement our strategic planning.”

First up: a one-day leadership and management seminar for 20 women, ages 25 to 55, from 11 different National Federations. A pre-meeting survey discovered that 40 percent had never received any such training. Next: another one-day seminar, this one focusing on during- and post-playing career planning for 25 athletes, ages 18 to 27, including Olympians, from eight different sports. The objective: to “boldly design” life during one's playing career, and after. Next: a first-of-its kind event, “You can be the next Olympian,” that ranged over five different days at schools in five districts around the capital, Ulaanbaatar. It directly reached 380 students ages 12 to 18 and, via the NOC's social media pages, saw a reach of 206,000 with 895 likes, 263 comments and 537 shares.

The goals: to inspire girls and young women “to believe in themselves” and “to increase their interest in physical activity and sports.” Various Olympic federations joined in: shooting, dance sport, boxing, wrestling, archery and basketball. Standout athletes took part: All four players on that 3×3 team. Wrestlers Bat-Ochiryn Bolortuyaa, winner of bronze in the women's freestyle 53-kilo category in Tokyo, and Soronzonbold Battsetseg, Olympic Solidarity scholarship-holder for London 2012 and Rio 2016, whose London 2012 bronze in the 63-kilo class marked Mongolia's first Olympic medal in freestyle wrestling since the Olympic Games Moscow 1980. Also: Otryadyn

Gundegmaa, a shooter who was also supported by an Olympic Solidarity scholarship for Beijing 2008, London 2012 and Tokyo 2020 and whose Tokyo appearance marked her seventh Olympic Games; a Beijing 2008 shooting silver medallist, she carried the Mongolian flag at the Athens 2004 Closing Ceremony. Gundegmaa brought her rifle to the event and allowed the students to touch it. They “were so excited and interested,” Bayarsaikhan said.

The month brought one last push. The Women in Sport Committee at the Mongolian NOC created a video, featuring 20 Olympians and athletes from eight National Federations, aiming to raise awareness about climate change. Through the [NOC's social pages](#), it drew, all in, an engagement of about 7,000.

← Wrestler Bat-Ochiryn Bolortuyaa, winner of bronze in the women's 53kg in Tokyo, was just one of the standout athletes at a first-of-its-kind, five-day event put on by the Mongolia NOC that aimed to inspire girls and young women to “believe in themselves”.

↓ The Mongolian women's 3×3 basketball team is a history-maker: the nation's first-ever entry in a team sport. After Tokyo, this picture shows the real power of sport in the 21st century – the women's team inspiring the next generation of ... boys. *Photos courtesy NOC Mongolia*



7

INITIATIVES TO FURTHER STRENGTHEN NOCS AS ORGANISATIONS

FORUMS FOR NOCs AND THEIR ATHLETES

Forums provide a unique opportunity to bring together NOCs, athletes from a given continent and the Olympic Solidarity and NOC Relations team to work on specific topics. They include themed seminars for the NOCs and for certain functional areas within the NOCs. Due to the COVID-19 pandemic, no forum could be held physically in 2021. However, several were held online.

- Olympic Solidarity webinars: 28 webinars (14 in English, 7 in French and 7 in Spanish) were rolled out for the NOCs to introduce the new Olympic Solidarity Plan 2021-2024. NOC responsibilities in terms of reporting and control, transparency in the use of Olympic Solidarity funds and good governance were among

In 2021

Olympic Solidarity allocated funding to **2,756** NOC initiatives, all of them requested through RELAY.

the topics covered. More than 340 representatives from 142 NOCs participated in at least one webinar, and 47 NOCs were represented at all seven webinars. By enabling NOCs to participate online with an unlimited number of participants, many more NOC leaders and staff members were able to benefit in comparison with the traditional in-person forums. Representatives from continental associations, ANOC and other IOC departments were also in attendance. All the webinars were recorded and are available for consultation at any time [NOCnet](#).

- RELAY webinars: launched with the Olympic Solidarity Plan 2021-2024, RELAY is the new platform for NOCs to request Olympic Solidarity funding and report on its use. A one-stop-shop for NOCs and the Olympic Solidarity and NOC Relations team alike, RELAY users can follow the whole cycle of Olympic Solidarity fund allocation to NOCs in full transparency. To help NOCs to use RELAY, a series of 20 webinars was organised at the beginning of 2021.



IOC AND OLYMPIC SOLIDARITY RESPONSE TO EXTRAORDINARY CIRCUMSTANCES

Both the IOC and Olympic Solidarity have secured dedicated funds to respond to the specific needs of NOCs facing extraordinary or unforeseen circumstances, such as a humanitarian crisis or natural disasters affecting the practice of sport in a territory. These funds also contribute to projects submitted by the NOCs that do not fit into Olympic Solidarity's general programmes, mostly related to the renovation or acquisition of NOC headquarters. Requests are analysed taking into account the situation of the NOC, any special grants received in the past and the seriousness of the situation.

In 2021, Special Projects funding was used to support the sporting community in Afghanistan, jointly with OCA. This fund was also used to contribute to the costs of organising an Olympic Festival Tokyo 2020, a new opportunity for NOCs to share the spirit and excitement of the Games with their fans at home. Finally, it also funded the administrative costs for the management of the EOR, their entourage and their participation in the Olympic Games Tokyo 2020 under the Refugee Athlete Support programme, which was managed by the Sports Development Unit (see p. 13).

ASSISTANCE TO THE OLYMPIC COMMUNITY IN AFGHANISTAN

Assistance to the Olympic community in Afghanistan proved vital when the country was shaken by political unrest at the end of summer 2021. The IOC provided swift humanitarian aid to the sports community, helping with winterisation, and around 100 members of the Olympic community in Afghanistan received humanitarian visas and were able to leave the country with the help of the IOC and other Olympic Movement partners. In addition, the IOC and Olympic Solidarity Special Projects fund supported the sports community via the NOC of Afghanistan.

Going forward, the IOC extended scholarships for all the Afghan participants in the Olympic Games Tokyo 2020 and continued to support two winter sport athletes who were already benefiting from Olympic Solidarity scholarships for Beijing 2022. With the objective of guaranteeing athletes, both men and women, boys and girls, and the Olympic community in Afghanistan the fundamental right to access and practise sport safely without discrimination, whilst continuing to recognise the NOC of Afghanistan and its elected officials, the IOC began a [dialogue](#) with representatives of the Afghan General Directorate of Physical Education & Sports towards the end of 2021.

← An Athletes' Forum taking place in Tanzania. Photo courtesy ANOCA

8

NOC GOVERNANCE

The strengthening of ethics, including improvements in transparency, good governance and accountability of sports organisations, is a top priority for the IOC. Integrity entails credibility. If the credibility of sports competitions is compromised, sooner or later the credibility of sports organisations will suffer. The same is true the other way around. Among the IOC's [Olympic Agenda 2020+5](#) key trends, and Olympic Solidarity's priorities for the

2021-2024 plan, good governance, financial control and compliance are essential factors to preserve the credibility of any NOC. Good governance structures enable NOCs to not just apply best practices and be governed more efficiently, but also to optimise their use of Olympic Solidarity programmes and allow their athletes, coaches and other key players to obtain maximum benefit from the various possibilities offered. For this reason,

the IOC invests significant resources in helping NOCs to reinforce good governance in their operations and activities. In addition to the OS NOC Management and Knowledge Sharing programmes, other IOC departments' activities aim to strengthen NOC capacities by providing tailor-made legal advice on NOC statutes and election processes, training and solid guidance on ethics and financial control, for example.

↓ The NOCs of Samoa and Somalia are among those that postponed elections until after the Olympic Games Tokyo 2020 as they tie their quadrennial elections to the staging of the Olympic Summer Games. Photos courtesy NOC Somalia & NOC Samoa



NOC ELECTIONS AND STATUTES

A significant number of NOCs around the world tie their quadrennial elections to the staging of the Olympic Summer Games and, consequently, the start of a new Olympiad. The statutes of these NOCs usually require that they hold their annual General Assembly (or a dedicated extraordinary General Assembly for election purposes) within the six months that follow the end of the Olympic Summer Games. NOC members are presented not only with the annual report for the past year but also with a complete report of the NOC's activities during the previous quadrennial. The approval of the latter entails discharging the Executive Board at the end of its term before proceeding with the elections and thus renewing the leadership and composition of the Executive Board for the new Olympiad.

With the postponement of Tokyo 2020, 53 NOCs whose statutes require Executive Board elections to be held every four years following the Games of the Olympiad had to postpone their elections from 2020 to 2021. In total, 89 NOCs refer to the Games of the Olympiad in their statutes as a milestone to hold their elections.

Having NOC statutes compliant with the Olympic Charter and approved by the IOC is a pivotal element of good governance for NOCs. As with any other constitution, the Olympic Charter evolves and so should NOC statutes.

In 2021, 25 NOCs started the process of revising their statutes and 16 had their new statutes approved.

The NOC Relations and Governance Unit supported the NOCs with the above processes by providing advice whenever requested by NOCs to ensure compliance with the Olympic Charter.

In terms of financial control in 2021, the Olympic Solidarity finance team processed the results of 21 NOC audits, putting in place follow-up actions with 12 of them for which additional measures were needed to fully comply with standards of good financial governance.

Financial control comprises two steps: the "agreed upon procedures" communicated to the NOCs when selected for audit, and NOC answers to 34 questions on financial and organisational governance in the [Principles of Good Governance evaluation questionnaire](#), which every NOC is required to complete once per quadrennial.

NOC INTEGRITY TRAINING

To improve integrity at competitions and within its own organisation, the IOC has taken constructive action to tackle ethical misconduct. As its governing body, the IOC has also worked with the various stakeholders of the Olympic Movement to help enhance governance across all levels. Created in 2017 on the recommendation of the International Forum for Sports Integrity (IFSI), the Olympic Movement Unit on the Prevention of the Manipulation of Competitions (OM Unit PMC) supports

"Every individual must have the possibility of practising sport, without discrimination of any kind, and in the Olympic spirit, which requires mutual understanding with a spirit of friendship, solidarity and fair play."

(Art. 4, Olympic Charter)

BENEFITS OF GOOD GOVERNANCE

The Basic Universal Principles of Good Governance of the Olympic and Sports Movement describe how NOCs should maintain "harmonious relations with governments while preserving [their] autonomy" (principle no.7). Good cooperation between government authorities and NOCs, while respecting the autonomy of the latter, is often a key element in enabling NOCs to achieve their objectives for the benefit of athletes and the sports movement. This is also the case when strong relationships are established between sports organisations at regional level.

The following story shows how NOCs that belong to a strong and supportive network can learn from each other and create the conditions and tools for better governance. This is in response to one of the key trends of the Olympic Agenda 2020+5 that has been identified as likely to be decisive in the post-coronavirus world: the growing demand for credibility of both organisations and institutions. Led by the EOC EU Office and co-financed by the European Commission through the Erasmus+ Sport Programme, the RINGS project aims to improve good governance of NOCs in Europe through strategic and change management. Running over 2.5 years, the project scheduled for completion in June 2022 will provide NOCs with tools supporting their daily operational management and thus improve their governance. Under the leadership of the EOC EU Office, RINGS gathers a consortium including 11 NOCs (Belgium, Bosnia and Herzegovina, Cyprus, Denmark, Greece, Italy, Liechtenstein, Lithuania, The Netherlands, Slovakia and Turkey).



Tackling governance culture, strategic management: some European NOCs take a strategic tack

What, to most of the world, is the Olympic Movement? The glitter, glamour and pageantry of a Games Opening Ceremony? The inspiring rush when hopes and dreams come true – when Australia’s Cathy Freeman ran to gold in Sydney in 2000? The essence of fair play, recognised at the Tokyo Games by the other finalists in the women’s park skateboarding event lifting fellow skater Misugu Okamoto after a fall? No question the Olympic Movement revolves around the athletes. To provide the chance for every athlete to realise her or his peak moment requires enormous behind-the-scenes work, much of it from the NOCs, who, after all, send the athletes to the Games.

What this work takes is collaboration, collegiality and solution. It takes one of the workaday world’s most dreaded words: meetings. If understandably there might be less than a full appreciation of this truth, insiders are fully aware: the Olympic world runs on meetings. How could it not? So: how could these meetings be better? Profoundly yet simply: how can NOC governance culture and strategic management be better? Be – inspiring?

In Europe, they decided not only to ask but try to answer. OK, truth: even if it took a bunch more meetings. The answer promises to prove of particular import. The European sport model has emerged as a topic of considered discussion, NOCs facing pressures from an array of interests, government and otherwise. This thus drove a 30-month EOC EU office project called RINGS, due to wrap in 2022; with 11 NOCs, it was co-financed by the European Commission through the Erasmus+ Sport Programme and, as well, included professors from Johannes Gutenberg University in Mainz, Germany. Though the programme decidedly included academics, it was no academic exercise. The intent: to better day-to-day management. At issue: Standards. Software. Stakeholders. And more.

How to handle crisis management? Perfect example: the pandemic. In the months after the postponement of the Tokyo Games was announced, what was done and how to prepare for whatever might come next proved a significant RINGS focus. How, too, to handle, public affairs? After a meeting this past March, Beat Wachter, the Secretary General of one of the 11 NOCs, Liechtenstein, would say, “The essence of strategy is often to choose what not to do. At today’s workshop, we very clearly defined who has to do what and how ...” At a meeting in May, the subject was initiatives. The Danish NOC’s: cooperation with that nation’s Amnesty International chapter regarding sports events and human rights.

In an interview, Wachter said, “For me, the most important part of the whole project is to have the possibility to meet other people to discuss our experiences and build up relationships with other NOCs. If I have a question, I can send

an email or make a call and get feedback from the Netherlands or Belgium and all over Europe. It’s very valuable to have this network and share experiences and have that knowledge.” Then Wachter shared the thing that makes all those meetings so very worth it: “This is the Olympics. You meet new people. You’re sharing experiences. You’re learning from each other. You’re learning from different cultures. You’re seeing a new approach – how other people are trying to solve their problems or their challenges. “That,” he said, “is very inspiring.”

← Eleven European NOCs are months and months into a project aiming to better governance culture and strategic management. Here, Liechtenstein NOC secretary general Beat Wachter, shown at a recent edition of the Games of the Small States of Europe.
↓ A month out from the Games: Wachter also saw service as Liechtenstein NOC Tokyo Chef de Mission.
Photos courtesy NOC Liechtenstein



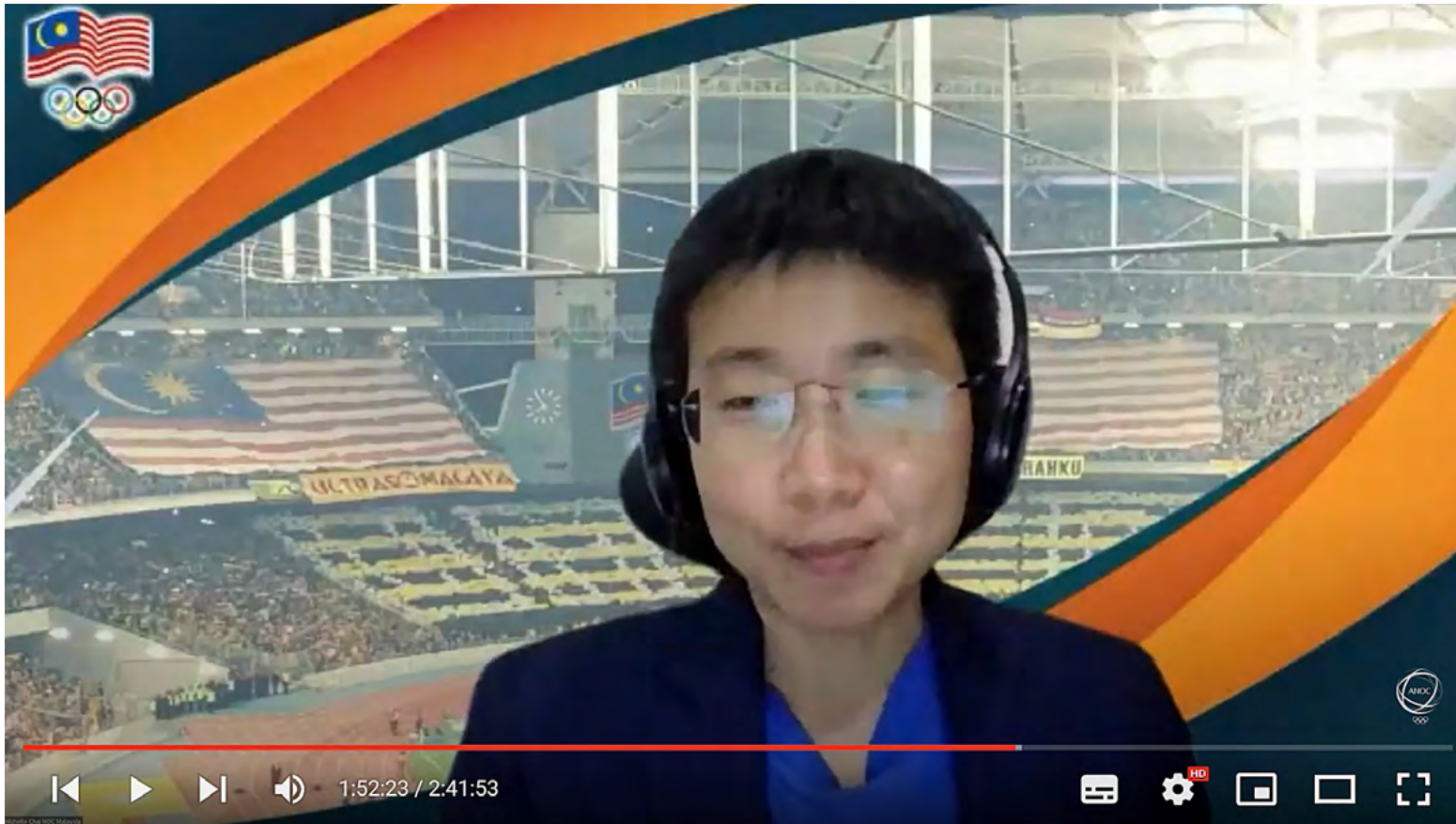
COMMUNICATING TO AND ABOUT NOCS

Solid structures also enable NOCs to set up clear communication lines and strategies. Among the various communication channels used by NOCs, social media is of course key. This is why ANOC created the Digital Accelerator Programme in 2021 in order to give NOCs the opportunity to learn how to optimise their social media strategies and to share experiences and best practices. Two online workshops took

place in 2021, with a total of more than 500 participants who learnt from the digital industry's finest experts. The NOCs were able to implement measures soon after their participation in the workshop and to see stunning results. The NOC of Malaysia is one of them – Michelle Chai, Chief Operating Officer (COO) of the Olympic Council of Malaysia, shares the experience of her NOC.

Social Media

93% of NOCs use Facebook to communicate on their activities and achievements.



← Michelle Chai, CEO of the NOC of Malaysia, is presenting the NOC communications strategy for the Games at ANOC Digital Accelerator Programme's second workshop. *Photo courtesy ANOC*

STORIES

Olympic Council of Malaysia
30 July 2021 · Instagram ·

Tokyo 2020 UPDATE:
Azreen Nabila Alias did not qualify to the Semi-Finals of Women's 100m after finishing 7th in Round 1 at the Olympic Stadium. She broke her own personal best by clocking 11.77s in the Qualification Round.
#olympics... See more



RESULT Friday, 30/7/2021

Athletics Women's 100m

Azreen Nabila Alias	Rank 2	Time: 11.77s
Preliminary (Heat 2)	Rank 7	Time: 11.91s

Round 1 (Heat 6)
Did not qualify to Semi-Final

3.4K 190 comments 122 shares

Olympic Council of Malaysia
15 October 2020 · Instagram ·

Kisona proves doubters wrong.
Full article on our website, visit now!
<https://olympic.org.my/>

KISONA SELVADURAY
National Badminton Player



"When you plant a seed, it will not immediately become a flower, you have to water it every day so that it can bloom. Same goes to sport, you have to keep on trying until you reach the top"

19 1 comment

Kill the buzzkill – some common sense and you, too, can kill it in social media

For years already, seemingly every sports organisation is told, get into social media. You want to reach the teens? The 20-somethings? That prized youth demographic? Get into social media! Then comes the buzzkill from seasoned executives: we don't know how. Seasoned, of course, meaning 40s, 50s and beyond.

How to get into social media? Here's how, and take it from late-40s Michelle Chai, Chief Operating Officer of the Olympic Council of Malaysia (OCM), who before Tokyo 2020 would readily have described herself as an un-expert in social media: "We had been communicating what we," meaning the National Olympic Committee, "wanted to communicate, rather than what the fans wanted. Just basically flipping that," what the NOC did at the Tokyo Games, to huge effect. "Which for me was common sense."

An ANOC Digital Accelerator Programme workshop assessing Tokyo performance from 204 NOCs reveals that the OCM ranked No. 1 overall – with a 488 percent growth rate. Absolute growth: plus 44.5 thousand. On Facebook, the OCM ranked No. 1 (that is, it had the highest growth rate); Instagram, No. 2; Twitter, No. 7. Raw numbers, before Tokyo and after: Facebook: 8,880-59,300, Instagram: 1,500-16,500, Twitter: (2,800)-6,200. Is a 488 percent increase a number you can happily talk to sponsors about? The question answers itself.

The OCM Tokyo strategy: focus on the 30 Malaysian athletes, with schedules, results, quotes and, key, videos. "Our looks at our gymnasts were our biggest hit," Chai said. "That brought out the stories of the athletes as human beings." The project made use of ready-to-plug templates. Say, an athlete won a medal. The template – something like, Malaysia wins! – could be layered immediately on a photo or video. A common-sense insight: the NOC could go where even accredited media could not. That is, behind the scenes. That's exclusive content and insight. That's what fans really want. What did all this cost? One mobile phone. A tripod. That's it.

Two local university students did a lot of the back-end work. They 1—were prepared to understand social media to begin with because they are of the media generation and 2—were only glad to help out. A big chunk of the pictures and videos from Tokyo? The NOC covered the airfare for two accredited photographers. "We didn't

have the resources," Chai said. "We had to become more creative. We squeezed every bit out of the stone, as we say." She noted that ANOC social media workshops "really helped us." And, for those who might note that every NOC is different – surely Brazil is different from Senegal is different from Malaysia – of course, no quarrel: "But when you see what other NOCs are doing, you can take a little bit here and a little bit there."

Here and there, no matter where, the basics are the basics: it's about the athletes and storytelling. "People were not convinced we should be changing our ways," Chai said, meaning before Tokyo, when social media output tended toward rote OCM announcements rather than where the numbers from the Games make crystal clear the output should have been for them and for every NOC, a focus on the athletes and their stories. "It was great to have the results back it up. To say to those who doubted – we tried a different way. And it was successful!"

← What fans want is behind-the-scenes athlete access. An at-ease athlete is an authentic athlete. And almost nothing on social media is more vital than being authentic.

↓ On the ground, the Malaysian social media team, with badminton player Kisona Selvaduray, offering a key lesson in getting the job done... Photos courtesy NOC Malaysia



9

ANNEXES

OLYMPIC SOLIDARITY COMMISSION

The Olympic Solidarity Commission met on 9 November 2021. Due to the COVID-19 situation, its members were given the options to meet physically at the Olympic House in Lausanne or virtually via zoom. The members reviewed and discussed, among other topics, the pending issues to close the Olympic Solidarity Plan 2017-2020, i.e. the utilisation of remaining funds from the 2017-2020 programmes and budget by the Continental Associations; the results of the first year of the Olympic Solidarity 2021-2024 plan; the objectives for 2022, i.e. Olympic Winter Games Beijing 2022, alignments of the IOC's Olympism 365 strategy with the Olympic Solidarity Olympic Values programme, the Olympic Refugee Foundation and the Refugee Olympic Team; and the approval of the Olympic Solidarity budget for 2022.

Olympic Solidarity Commission – Role and composition

2021 BUDGET

Based on the estimated revenues of the broadcasting rights income from the Olympic Games Tokyo 2020 and the Olympic Winter Games Beijing 2022 as well as projected interest from future investments, the Olympic Solidarity Commission approved during its meeting on 9 November 2021 a development and assistance budget for the Olympic Solidarity 2021-2024 Plan of USD 590,000,000. During the same meeting, the Commission also approved the budget of USD 129,650,000 for the year 2021.

After having received detailed budgets from all Continental Associations and ANOC at the beginning of 2021, Olympic Solidarity was later requested by four Continental Associations (ANOCA, OCA, EOC and ONOC) to change the distribution of their 2021 budgets following approval by their decision-making bodies. The 2021 budget was therefore adapted accordingly, and the change approved by the Olympic Solidarity Commission during its meeting on 9 November 2021. The 2021 budget is now of USD 128,108,500.

OLYMPIC SOLIDARITY BUDGET 2021 (USD)

World Programmes	63,785,000
Athletes and Sport Development	38,750,000
Olympic Games Universality	20,000,000
Entourage	9,500,000
Sports Development	9,250,000
Values	6,250,000
Olympic Values	6,250,000
Capacity Building and Administration	18,785,000
NOC Management and Knowledge Sharing	14,485,000
Forums and Special Projects	4,300,000
Continental Programmes	53,983,500
Africa	11,564,000
Americas	10,025,000
Asia	10,922,500
Europe	11,184,500
Oceania	6,287,500
ANOC	4,000,000
IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games	④
Technical support services	4,890,000
Administration	5,450,000
Total	128,108,500

④ Due to the postponement of the Olympic Games Tokyo 2020, the budget of USD 56.3 million for the IOC Subsidies for the NOCs' Participation in the Olympic Games Tokyo 2020 (including the specific postponement subsidy), which was approved during the 2017-2020 plan, is now part of the 2021 budget. Since it was already approved, it is not included in the 2021-2024 budget plan approved in November 2020.

2021 WORLD PROGRAMMES RESULTS

To know more about the World Programmes and their objectives, please refer to the [Olympic Solidarity 2021-2024 Plan brochure](#).

ATHLETES AND SPORT DEVELOPMENT

1836 individual Olympic Scholarships for Tokyo 2020.

429 individual Olympic Scholarships for Beijing 2022.

67 Team Support Grants.

75 Technical Courses for Coaches held for 53 NOCs.

283 Olympic Scholarships for Coaches awarded to 119 NOCs.

36 athletes supported with individual education initiatives through the Athlete Career Transition programme.

70 NOC Athletes' Commissions benefitted from the activity grant

32 Development of National Sports System projects in 30 countries.

46 Continental Athlete Support Grants have been initiated in 2021.

54 NOCs supported with IFs Training Opportunities through the Youth Athlete Development programme.

56 refugee athletes assisted through the Refugee Athlete Support programme.

OLMPIC GAMES UNIVERSALITY

Programmes 2021 Budget (USD)

Olympic Scholarships for Athletes Tokyo 2020 (extension)	10,000,000
Olympic Scholarships for Athletes Beijing 2022	7,000,000
Olympic Scholarships for Athletes Paris 2024	-
Olympic Scholarships for Athletes Milano Cortina 2026	-
Team Support Grant [⊗]	3,000,000
Total	20,000,000

⊗ Team Support Grant "Tokyo 2020 Extension" (additional budget): USD 25,000 per eligible NOC.

Olympic Scholarships for Athletes Tokyo 2020

	Scholarships allocated		Scholarship holders participating in the Games	
	NOCs	Total	NOCs	Total
Africa	47	383	46	152
Americas	40	363	40	159
Asia	36	418	34	171
Europe	47	575	45	310
Oceania	16	97	13	35
Total	186	1,836	178	827

Medals and diplomas won by Olympic scholarships holders in Tokyo

	Gold	Silver	Bronze	Diploma
Africa	1	3	3	17
Americas	8	4	2	28
Asia	5	6	10	36
Europe	16	22	32	101
Oceania	-	1	-	3
Total	30	36	47	185

Please find the detailed results of the Olympic scholarships for athletes Tokyo 2020 programme in the [Olympic Scholarships for Athletes Tokyo 2020 Final Report](#).

Olympic Scholarships for Athletes Beijing 2022

	Individual scholarships by NOCs	Individual scholarships by athletes			Tailor-made option
	NOCs	Women	Men	Total	NOCs
Africa	9	4	12	16	–
Americas	13	18	32	50	1
Asia	16	20	27	47	3
Europe	39	113	182	295	9
Oceania	3	9	12	21	–
Total	80	164	265	429	13

Team Support Grants by type

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs – Standard	6	12	5	22	4	49
NOCs – Extension	7	3	4	15	5	34

Team Support Grants by sport

	Number of teams – Standard	Number of teams – Extension
Baseball / Softball	2	3
Basketball	5	7
Curling	8	–
Football	1	–
Handball	4	4
Hockey	1	1
Ice Hockey	6	–
Rugby Sevens	9	5
Volleyball	11	4
Beach Volleyball	7	6
Water polo	3	6
Total	67	36

ENTOURAGE

Programmes 2021 Budget (USD)

Technical Courses for Coaches	3,750,000
Olympic Scholarships for Coaches	2,500,000
Athlete Career Transition	750,000
NOC Athletes' Commission Activity Grant	2,500,000
Total	9,500,000

Technical Courses for Coaches by sport

	Africa	Americas	Asia	Europe	Oceania	Total
Technical courses	23	18	5	25	1	75
NOCs	16	12	7	17	1	53
Aquatics	–	1	–	–	–	1
Archery	1	1	–	1	–	3
Athletics	–	–	1	–	–	1
Badminton	1	–	–	–	–	1
Baseball / Softball	–	–	–	1	–	1
Basketball	1	2	–	–	–	3
Breaking	–	1	–	–	–	1
Cycling Sport	–	–	–	1	–	1
Equestrian	–	1	–	–	–	1
Fencing	1	1	–	2	–	4
Gymnastics	–	2	–	–	–	2
General conditioning	–	1	–	1	–	2
Golf	–	–	–	1	–	1
Handball	–	–	1	–	–	1
Hockey	2	–	2	–	–	4
Judo	3	–	–	7	–	10
Modern Pentathlon	–	–	–	1	–	1
Multisport	–	1	–	2	–	3
Rowing	1	–	–	–	–	1
Rugby Sevens	1	–	–	–	–	1
Sailing	–	1	1	1	–	3
Skateboarding	–	1	–	–	–	1
Skating	–	–	–	2	–	2
Skiing	–	1	–	–	–	1
Sport Climbing	–	–	–	1	–	1
Surfing	1	1	–	–	1	3
Table Tennis	3	–	1	–	–	4

Taekwondo	4	-	1	-	-	5
Tennis	-	1	-	1	-	2
Triathlon	1	-	1	1	-	3
Volleyball	3	1	-	-	-	4
Wrestling	-	1	-	2	-	3

Olympic Scholarships for Coaches by option

	NOCs		Sport Sciences			Sport-Specific Training			Tailor-Made Training			Total
	-	Women	Men	Total	Women	Men	Total	Women	Men	Total		
Africa	32	12	45	57	1	5	6	1	0	1	64	
Americas	32	26	71	97	12	15	27	0	1	1	125	
Asia	25	4	27	31	2	6	8	0	0	0	39	
Europe	25	5	18	23	4	19	23	1	2	3	49	
Oceania	5	1	4	5	0	1	1	0	0	0	6	
Total	119	48	165	213	19	46	65	2	3	5	283	

Olympic Scholarships for Coaches by sport

	Africa	Americas	Asia	Europe	Oceania	Total
Olympic Scholarships	64	125	39	49	6	283
NOCs	32	32	25	25	5	119
Aquatics	2	3	7	4	-	16
Archery	1	-	2	1	-	4
Athletics	7	11	4	4	2	28
Badminton	1	2	-	-	-	3
Baseball / Softball	1	-	-	-	-	1
Basketball	10	9	2	5	1	27
Bobsleigh	-	-	-	1	-	1
Canoe Sport	-	2	1	1	-	4
Cycling Sport	1	3	1	3	-	8
Equestrian	-	3	-	-	-	3
Fencing	1	2	3	2	-	8
Football	3	2	-	-	-	5
General conditioning	-	8	-	-	-	8
Golf	-	1	-	-	-	1
Gymnastics	3	6	-	-	-	9
Handball	5	2	-	1	-	8
Hockey	-	1	2	1	-	4
Ice Hockey	-	-	-	7	-	7
Judo	4	4	-	-	-	8

Karate	1	1	-	-	-	2
Rowing	1	3	-	-	-	4
Rugby sevens	5	4	1	-	1	11
Sailing	-	2	-	-	-	2
Shooting	-	-	1	-	-	1
Skateboarding	-	1	-	-	-	1
Skating	-	-	-	1	-	1
Sport Climbing	-	-	-	1	-	1
Surfing	-	3	1	-	-	4
Table Tennis	4	2	-	1	-	7
Taekwondo	2	5	2	1	-	10
Tennis	2	22	7	11	1	43
Triathlon	1	6	-	-	-	7
Volleyball	6	9	2	2	-	19
Weightlifting	-	5	2	-	1	8
Wrestling	3	3	1	2	-	9

Athlete Career Transition activities

	NOCs	Personal Education Initiatives	Athlete 365 Business Accelerator	Master MAiSI	Athlete 365 Career + Power up Outreach Workshops
Africa	9	1	6	1	1
Americas	13	2	9	1	2
Asia	2	-	-	2	-
Europe	10	1	12	-	1
Oceania	2	-	1	-	1
Total	36	4	28	4	⑤

⑤ The IOC Sports department offers global outreach workshops. Therefore, the NOCs only requested funds for internet connection or when the event was on-site. The programme has been greatly impacted by the restrictions since IOC facilitators could not travel to the different events.

Activity Grants

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	22	11	8	22	7	70

SPORT DEVELOPMENT

Programmes 2021 Budget (USD)

Development of National Sports System	2,500,000
Continental Athlete Support Grant	3,000,000
Youth Athlete Development	3,000,000
Refugee Athlete Support – Tokyo 2020 (extension) ①	1,000,000
Refugee Athlete Support – Paris 2024 ②	750,000
Total	9,250,000

① For Refugee Athlete Support Tokyo 2020 extension, the USD 1 million fund is part of the Special Project programme budget.

② For Refugee Athlete Support Paris 2024, the scholarship programme was only started in January 2022.

Development of National Sports System projects by sport

	Africa	Americas	Asia	Europe	Oceania	Total
Projects	7	12	4	8	1	32
NOCs	6	11	4	8	1	30
Athletics	1	–	–	1	–	2
Badminton	–	1	–	–	–	1
Baseball / Softball	–	–	1	–	–	1
Biathlon	–	–	–	1	–	1
Fencing	1	–	–	–	–	1
Football	–	1	–	–	–	1
Handball	1	–	–	–	–	1
Hockey	2	–	1	–	–	3
Judo	–	1	–	–	–	1
Rowing	–	2	1	–	–	3
Skiing	–	–	–	1	–	1
Sport Climbing	–	–	–	1	–	1
Surfing	–	1	–	–	–	1
Taekwondo	–	–	–	1	–	1
Tennis	1	–	–	–	–	1
Triathlon	–	–	1	–	–	1
Volleyball	–	–	–	–	1	1
Wrestling	1	1	–	–	–	2
Other (General Conditioning / Multisport)	–	5	–	3	–	8

Continental Athlete Support Grant by continent

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	10	10	7	18	1	46

Youth Athlete Identification and Training by continent

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	5	6	3	8	1	23

Youth Olympic Games Qualification

Due to the postponement of the YOG Dakar 2026, this programme is focused on the qualification process for Winter YOG Gangwon 2024 with only limited applications currently submitted.

Youth Athlete Development – IFs Training Opportunities

	NOCs
International Canoe Federation	3
International Judo Federation	9
International Table Tennis Federation	6
International Tennis Federation	9
Union Cycliste Internationale	5
United World Wrestling	17
World Rowing	10
World Sailing	8
Total	67

Youth Athlete Development – IFs Training Opportunities by continent

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	16	17	10	7	4	54

Refugee Athlete supported by continent

	Africa	Americas	Asia	Europe	Oceania	Total
Host NOCs	2	2	1	14	2	21
Athletes supported	20	2	1	30	3	56

VALUES

130 NOC initiatives allocated.

108 NOC scholarships awarded.

134 NOC Olympic Day subsidies paid.

OLYMPIC VALUES

Programmes 2021 Budget (USD)

Total	6,250,000
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Initiatives allocations in 2021

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	13	15	6	34	6	74
Initiatives	24	21	7	69	9	130

Training Scholarships allocated in 2021

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	12	13	15	17	1	58
Scholarships	28	29	22	28	1	108

Olympic Day Celebrations in 2021

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	34	24	30	34	12	134

CAPACITY BUILDING AND ADMINISTRATION

182 NOCs received the annual Administrative Subsidy.

89 Sports Administrators and Advanced Sports Management Courses.

58 MEMOS (Executive Masters in Sports Organisation Management) scholarships.

28 webinars were rolled out.

14 Special projects.

NOC MANAGEMENT AND KNOWLEDGE SHARING (INCL. FORUMS & SPECIAL PROJECTS)

Programmes 2021 Budget (USD)

NOC Administration Development	11,265,000
National Courses for Sports Administrators	1,400,000
International Executive Courses in Sport Management	1,240,000
NOC Solidarity Exchanges	580,000
Forums for NOCs and their Athletes	2,300,000
Special Projects	2,000,000
Total	18,785,000

Administrative Subsidy by continent

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	50	38	33	46	17	182

NOC Management Initiatives by continent

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	18	5	7	12	12	54
2021 Projects	28	7	8	14	14	71

Sports Administrators Courses

	NOCs	Courses	Type of courses			Participants		
			In-class	Online	Hybrid	Women	Men	Total
	-	-						
Africa	15	33	24	5	4	351	601	952
Americas	8	22	10	11	1	340	486	826
Asia	9	26	11	15	-	306	564	870
Europe	4	8	2	5	1	90	107	197
Oceania	①	①	①	①	①	①	①	①
Total	36	89	47	36	6	1,087	1,758	2,845

① Courses for the most part organised through ONOC Continental Programme.

Advanced Sports Management Courses (courses approved)

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	10	6	7	3	①	26
Courses	12	7	7	3	①	29

① Courses for the most part organised through ONOC Continental Programme.

MEMOS Scholarships awarded in 2021s

	NOCs	MEMOS XXIV in English	MEMOS IX in French
Africa	21	6	16
Americas	11	9	2
Asia	12	10	2
Europe	11	7	4
Oceania	2	2	-
Total	57	34	24

NOC Exchanges

An important part of organisational learning, which contributes to the strengthening of NOCs' administrative structures, takes place through exchanges among NOCs. Three such projects were approved in 2021 for exchanges or workshops proposed by the NOCs of France, Cape Verde and Uzbekistan.

Olympic Solidarity webinars – Participating NOCs ③

	Africa	Americas	Asia	Europe	Oceania	Total
Strategy	19	29	22	36	3	109
Universality	17	32	16	27	4	96
Sport development	18	26	13	26	5	88
Entourage	20	28	14	28	3	93
NOC Management	24	31	20	32	4	111
Olympic Values	20	30	18	29	3	100
IOC Subsidies						
Finance	16	28	17	29	4	94

③ 142 NOCs participated in at least one webinar, 47 NOCs participated in all seven webinars and 64 NOCs (31%) did not participate in any of the webinars.

2021 Special Projects Budget by NOCS / Organisations (USD)

AFG	Humanitarian aid to NOC President and Secretary General following political unrest in the Country	120,000
AUS	Olympic Festival – Tokyo 2020	40,000
CPV	Olympic Festival – Tokyo 2020	19,850
CZE	Olympic Festival – Tokyo 2020	30,420
FRA	Olympic Festival – Tokyo 2020	40,000
KOS	Olympic Festival – Tokyo 2020	15,000
LBN	Renovation of sports facilities damaged following an explosion in the Port of Beirut. Joint project with IOC and OCA	100,000
LTU	Olympic Festival – Tokyo 2020	30,000
NED	Olympic Festival – Tokyo 2020	20,000
POR	Study on the economic and financial impact of sport in Portugal	77,000
SLO	Olympic Festival – Tokyo 2020	20,000
SVK	Olympic Festival – Tokyo 2020	35,000
SWE	Olympic Festival – Tokyo 2020	30,000
Refugee Olympic Team	Administrative costs for the management of the team, its entourage and their participation in the Olympic Games Tokyo 2020	1,060,000

IOC SUBSIDIES FOR NOCS' PARTICIPATION IN OLYMPIC GAMES AND YOUTH OLYMPIG GAMES RESULTS

To know more about the IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games and their objectives, please refer to the [Olympic Solidarity 2021-2024 Plan brochure](#).

IOC Subsidies for NOCs' Participation in OG and YOG 2021 Budget (USD) [Ⓞ]

Total	56,300,000
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[Ⓞ] Due to the postponement of the Olympic Games Tokyo 2020, the budget of USD 56.3 million for the IOC Subsidies for the NOCs' Participation in the Olympic Games Tokyo 2020 (including the specific postponement subsidy), which was approved during the 2017-2020 plan, is now part of the 2021 budget. Since it was already approved, it is not included in the 2021-2024 budget plan approved in November 2020.

NOCs which benefited from subsidies for the participation of their athletes at the Games of the XXXII Olympiad Tokyo 2020

	Women	Men	Total
Africa	414	560	974
Americas	1,159	1,197	2,356
Asia	1,051	1,101	2,152
Europe	2,416	2,690	5,106
Oceania	404	396	800
Total 205 NOCSs [Ⓞ]	5,444	5,944	11,388

[Ⓞ] NOC of PRK did not participate in the Olympic Games Tokyo 2020.

Subsidy towards Athletes' Pre-Games Training Camps in Japan

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	5	6	5	21	2	39

Accommodation Costs – two rooms per NOC at the Olympic Family Hotel (OFH2)

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	54	41	44	48	16	203

Flight Tickets for Six Athletes (Aa), Two Team Officials (Ao) and Two NOC Officials (NOC) [Ⓞ]

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	44	34	22	41	7	148

[Ⓞ] The reporting process was still ongoing at the time of writing of this report, with chances the number of beneficiaries will increase.

NOC Games Operations Subsidies [Ⓞ]

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	38	34	28	44	13	157

[Ⓞ] The reporting process was still ongoing at the time of writing of this report, with chances the number of beneficiaries will increase.

Postponement Subsidy

	Africa	Americas	Asia	Europe	Oceania	Total
NOCs	8	16	10	34	16	75

XXIV Olympic Winter Games Beijing 2022

The Chef de mission seminar was held virtually. Olympic Solidarity therefore did not provide any financial support under this programme.

ABBREVIATIONS

NOC ASSOCIATIONS

ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
Panam Sports	Pan American Sports Organization
OCA	Olympic Council of Asia
EOC	European Olympic Committees
ONOC	Oceania National Olympic Committees

NATIONAL OLYMPIC COMMITTEES

206 NOCs were recognised by the IOC (as of 1 January 2021).

Africa - 54 NOCs

ALG	Algeria
ANG	Angola
BDI	Burundi
BEN	Benin
BOT	Botswana
BUR	Burkina Faso
CAF	Central African Republic
CGO	Congo
CHA	Chad
CIV	Côte d'Ivoire
CMR	Cameroon
COD	Democratic Republic of the Congo
COM	Comoros
CPV	Cape Verde
DJI	Djibouti

EGY	Egypt
ERI	Eritrea
ETH	Ethiopia
GAB	Gabon
GAM	Gambia
GBS	Guinea-Bissau
GEQ	Equatorial Guinea
GHA	Ghana
GUI	Guinea
KEN	Kenya
LBA	Libya
LBR	Liberia
LES	Lesotho
MAD	Madagascar
MAR	Morocco
MAW	Malawi
MLI	Mali
MOZ	Mozambique
MRI	Mauritius
MTN	Mauritania
NAM	Namibia
NGR	Nigeria
NIG	Niger
RSA	South Africa
RWA	Rwanda
SEN	Senegal
SEY	Seychelles
SLE	Sierra Leone
SOM	Somalia
SSD	South Sudan
STP	Sao Tome and Principe
SUD	Sudan
SWZ	Eswatini
TAN	United Republic of Tanzania
TOG	Togo
TUN	Tunisia
UGA	Uganda
ZAM	Zambia
ZIM	Zimbabwe

Americas - 41 NOCs

ANT	Antigua and Barbuda
ARG	Argentina
ARU	Aruba
BAH	Bahamas

BAR	Barbados
BER	Bermuda
BIZ	Belize
BOL	Bolivia
BRA	Brazil
CAN	Canada
CAY	Cayman Islands
CHI	Chile
COL	Colombia
CRC	Costa Rica
CUB	Cuba
DMA	Dominica
DOM	Dominican Republic
ECU	Ecuador
ESA	El Salvador
GRN	Grenada
GUA	Guatemala
GUY	Guyana
HAI	Haiti
HON	Honduras
ISV	Virgin Islands, US
IVB	Virgin Islands, British
JAM	Jamaica
LCA	Saint Lucia
MEX	Mexico
NCA	Nicaragua
PAN	Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SKN	Saint Kitts and Nevis
SUR	Suriname
TTO	Trinidad and Tobago
URU	Uruguay
USA	United States of America
VEN	Venezuela
VIN	Saint Vincent and the Grenadines

Asia - 44 NOCs

AFG	Afghanistan
BAN	Bangladesh
BHU	Bhutan
BRN	Bahrain
BRU	Brunei Darussalam
CAM	Cambodia

CHN	People's Republic of China
HKG	Hong Kong, China
INA	Indonesia
IND	India
IRI	Islamic Republic of Iran
IRQ	Iraq
JOR	Jordan
JPN	Japan
KAZ	Kazakhstan
KGZ	Kyrgyzstan
KOR	Republic of Korea
KSA	Saudi Arabia
KUW	Kuwait
LAO	Lao People's Democratic Republic
LBN	Lebanon
MAS	Malaysia
MDV	Maldives
MGL	Mongolia
MYA	Myanmar
NEP	Nepal
OMA	Oman
PAK	Pakistan
PHI	Philippines
PLE	Palestine
PRK	Democratic People's Republic of Korea
QAT	Qatar
SGP	Singapore
SRI	Sri Lanka
SYR	Syrian Arab Republic
THA	Thailand
TJK	Tajikistan
TKM	Turkmenistan
TLS	Democratic Republic of Timor-Leste
TPE	Chinese Taipei
UAE	United Arab Emirates
UZB	Uzbekistan
VIE	Vietnam
YEM	Yemen

Europe - 50 NOCs

ALB	Albania
AND	Andorra
ARM	Armenia
AUT	Austria



AZE	Azerbaijan
BEL	Belgium
BIH	Bosnia and Herzegovina
BLR	Belarus
BUL	Bulgaria
CRO	Croatia
CYP	Cyprus
CZE	Czech Republic
DEN	Denmark
ESP	Spain
EST	Estonia
FIN	Finland
FRA	France
GBR	Great Britain
GEO	Georgia
GER	Germany
GRE	Greece
HUN	Hungary
IRL	Ireland
ISL	Iceland
ISR	Israel
ITA	Italy
KOS	Kosovo
LAT	Latvia
LIE	Liechtenstein
LTU	Lithuania
LUX	Luxembourg
MDA	Republic of Moldova
MKD	North Macedonia
MLT	Malta
MNE	Montenegro
MON	Monaco
NED	Netherlands
NOR	Norway
POL	Poland
POR	Portugal
ROU	Romania
ROC	Russian Olympic Committee
SLO	Slovenia
SMR	San Marino
SRB	Serbia
SUI	Switzerland
SVK	Slovakia
SWE	Sweden
TUR	Turkey
UKR	Ukraine

Oceania · 17 NOCs

ASA	American Samoa
US	Australia
COK	Cook Islands
FIJ	Fiji
FSM	Federated States of Micronesia
GUM	Guam
KIR	Kiribati
MHL	Marshall Islands
NRU	Nauru
NZL	New Zealand
PLW	Palau
PNG	Papua New Guinea
SAM	Samoa
SOL	Solomon Islands
TGA	Tonga
TUV	Tuvalu
VAN	Vanuatu

INTERNATIONAL FEDERATIONS

Sports on the programme of the XXIV Olympic Winter Games Beijing 2022

Biathlon IBU	International Biathlon Union
Bobsleigh IBSF	International Bobsleigh and Skeleton Federation
Curling WCF	World Curling Federation
Ice hockey IIHF	International Ice Hockey Federation
Luge FIL	Fédération Internationale de Luge de Course
Skating ISU	International Skating Union
Skiing FIS	Fédération Internationale de Ski

Sports on the programme of the Games of the XXXIII Olympiad Paris 2024

Aquatics FINA	Fédération Internationale de Natation
Archery WA	World Archery
Athletics	World Athletics
Badminton BWF	Badminton World Federation
Basketball FIBA	Fédération Internationale de Basketball
Boxing AIBA	Association Internationale de Boxe
Breaking WDSF	World DanceSport Federation
Canoe ICF	International Canoe Federation
Cycling UCI	Union Cycliste Internationale
Equestrian FEI	Fédération Équestre Internationale
Fencing FIE	Fédération Internationale d'Éscrime
Football FIFA	Fédération Internationale de Football Association
Golf IGF	International Golf Federation
Gymnastics FIG	Fédération Internationale de Gymnastique
Handball IHF	International Handball Federation
Hockey FIH	Fédération Internationale de Hockey
Judo IJF	International Judo Federation
Modern Pentathlon UIPM	Union Internationale de Pentathlon Moderne
Rowing FISA	World Rowing
Rugby WR	World Rugby
Sailing WS	World Sailing

Shooting ISSF	International Shooting Sport Federation
Skateboarding	World Skate
Sport Climbing IFSC	International Federation of Sport Climbing
Surfing ISA	International Surfing Association
Table Tennis ITTF	International Table Tennis Federation
Taekwondo WT	World Taekwondo
Tennis ITF	International Tennis Federation
Triathlon TRI	World Triathlon
Volleyball FIVB	Fédération Internationale de Volleyball
Weightlifting IWF	International Weightlifting Federation
Wrestling UWW	United World Wrestling

