

# 2020

## Annual Report

Working together  
to develop sport  
and promote  
its values



# We need more solidarity

**Thomas Bach**, President of the International Olympic Committee

The global coronavirus crisis has highlighted one important lesson that we all have learned from this unprecedented situation: we need more solidarity. More solidarity within societies and more solidarity among societies.

The worldwide crisis and its far-reaching consequences had profound implications for everyone in the Olympic community. This is why the IOC has strengthened its commitment to the fundamental Olympic value of solidarity in significant ways in 2020.

The most visible impact was for the historical postponement of the Olympic and Paralympic Games Tokyo 2020 to 2021. The IOC responded to this unprecedented situation by increasing its support to the Olympic community. In this regard, Olympic Solidarity played a central role in actively supporting the athletes, the National Olympic

Committees (NOCs) and the International Federations (IFs) through an emergency COVID-19 aid package programme, to address the immediate needs of the Olympic community. Most importantly, this support meant that the athletes have been able to continue their preparations for the postponed Olympic Games Tokyo 2020, thereby pursuing their Olympic dream.

As outlined in this Annual Report, Olympic Solidarity also continued to implement its many programmes that support the development of sport around the globe and particularly of the athletes from all the NOCs and from the Olympic Refugee Team with regard to their preparations for the upcoming editions of the Olympic Games. Olympic Solidarity also made it possible for the new generation of athletes to compete at the Youth Olympic Games. From athlete development and the training of coaches and sports leaders, to NOC



management and promotion of the Olympic values, all these programmes illustrate our commitment to strengthen solidarity in these uncertain times.

Olympic Solidarity fuels our mission to make the world a better place through sport. This is why I would like to thank all of the members of the Olympic Solidarity Commission, under the leadership of Dr Robin Mitchell, for their unwavering commitment to building and promoting solidarity around the world.

# Exceptional measures to support NOCs and athletes

**Dr Robin E. Mitchell**, Chair of the Olympic Solidarity Commission

The global COVID-19 pandemic marked the year 2020 with all the consequences we well know, not least the postponement of the Olympic Games Tokyo 2020 by one year.

In response to this unprecedented crisis, Olympic Solidarity rapidly put in place exceptional measures to support the NOCs and their athletes in this unique situation. In particular, the Olympic Scholarships for Athletes – Tokyo 2020 Programme was immediately extended by an additional year and an extra budget of USD 15,000,000 was allocated to cover the period from September 2020 to August 2021. A Postponement Subsidy was also offered to the NOCs, meaning that an additional USD 10,300,000 was added to

the USD 46,700,000 budget allocated for the programme of IOC Subsidies for NOCs' Participation in the Olympic Games Tokyo 2020. Perhaps more importantly, at the end of 2020, the Olympic Solidarity Commission was able to confirm the budget for the 2021-2024 plan, which will allow all NOCs to plan for the future with certainty.

In terms of activities, it is clear that, due to the global COVID-19 pandemic, NOCs have been unable to implement many of their planned projects in 2020. Nevertheless, despite the many challenges facing them, huge efforts have been made by NOCs around the world to adapt their activities to the new trends and obligations, and they have continued to support



athletes and their entourage while respecting safety and prevention measures imposed by national governments. Indeed, many NOCs came up with some very innovative initiatives including the rollout of online seminars and workshops focusing on physical activity in the homeplace, helping athletes to cope with mental health issues, introducing webinars to promote the Olympic values and the benefits of exercise and sports practice and so on.

We also should not forget the magnificent Winter Youth Olympic Games Lausanne 2020, which welcomed a record 1,784 athletes from 79 countries who thrilled us with their stunning

performances. Olympic Solidarity supported 42 NOCs through its Athlete Support programme to help them prepare for the Games.

On a sad note, in 2020 we lost a prominent member of the Olympic Solidarity Commission and President of the European Olympic Committees, Janez Kocijančič. I would like to take this opportunity to pay tribute to Janez, who not only contributed a great deal towards the vision of Olympic Solidarity and the success of our programmes, but was also a great ambassador of the Olympic Movement in general, working tirelessly to promote Olympic values and ideals in the certainty that they could help provide the youth of the world with a better tomorrow.

As always, my thanks go to the Olympic Solidarity Commission members, the NOCs, the continental associations and ANOC, the IFs and all our partners who have worked together with Olympic Solidarity during this difficult year, thus ensuring that what could be done, has been done – and with brio.



Alpine skier Nicolas Pirozzi (CHI) benefited from the Olympic Solidarity YOG Athlete Support programme

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# 01

## General Introduction

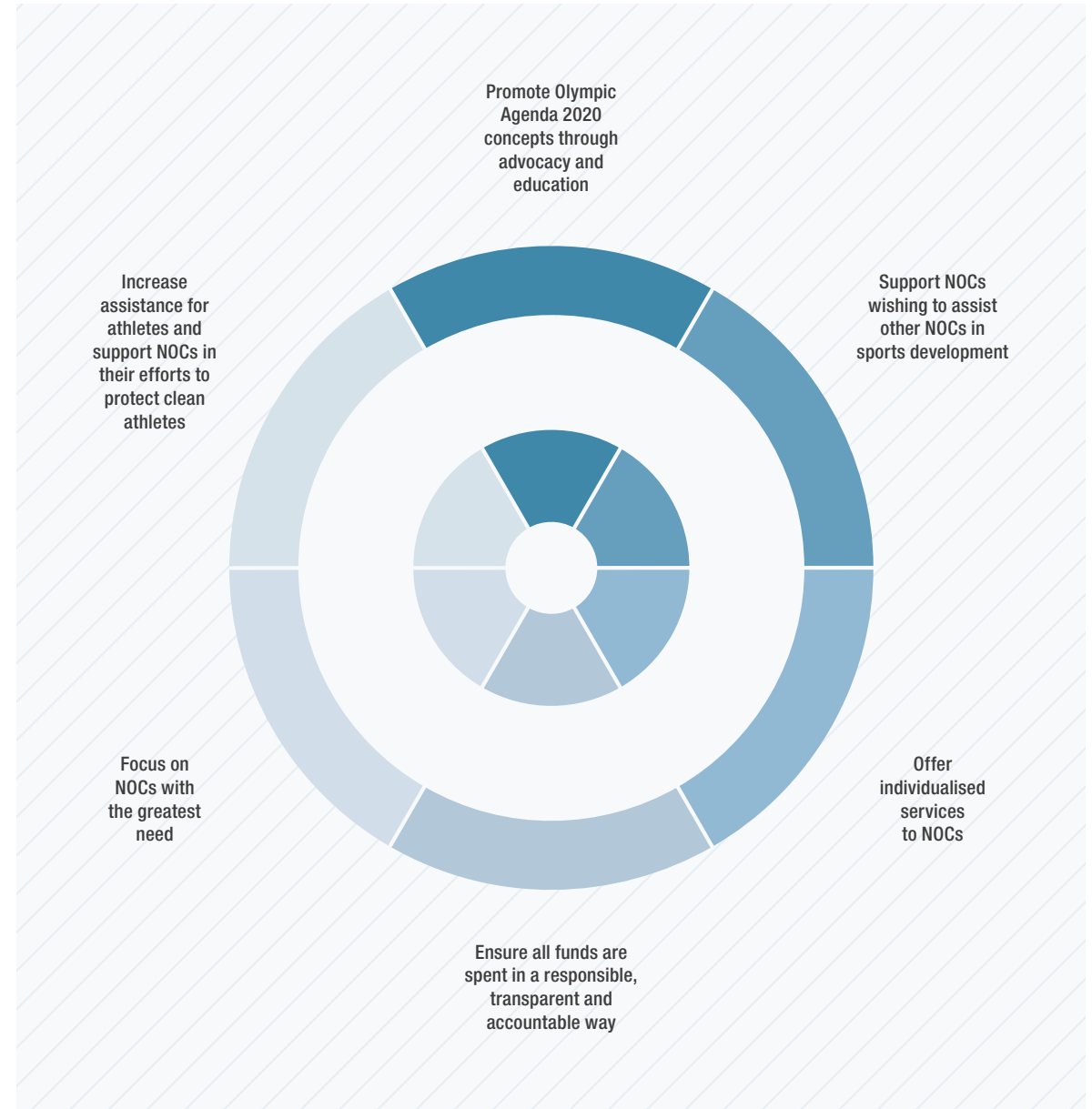
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## Mission

Olympic Solidarity offers global assistance to National Olympic Committees (NOCs), especially those with the greatest need, through targeted programmes, structured supervision and personalised advice – helping to ensure the universality of the Olympic Games. The support provided by Olympic Solidarity is designed to increase the effectiveness and transparency of NOCs’ management and activities, and is funded according to universal principles of good governance. Recognising the diversity of the Olympic Movement, Olympic Solidarity offers NOCs flexibility in how they use their funds in order to better meet their individual needs.

The main objectives of the Olympic Solidarity Plan 2017-2020 are depicted in the graphic opposite.



### LINKS

- ▶ Olympic Solidarity Plan 2017-2020
- ▶ Olympic Solidarity on [www.olympics.com](http://www.olympics.com)

## Olympic Solidarity in 2020

In response to the global pandemic, Olympic Solidarity moved quickly to support NOCs and their athletes through an emergency COVID-19 aid package programme, allowing athletes to continue their preparations for the postponed Olympic Games Tokyo 2020 and NOCs to cover additional costs arising from the postponement. In response to the new reality of 2020 and the restrictive environment caused by the pandemic, Olympic Solidarity had to adapt, notably through:

- the extension of the Individual Olympic Scholarships for Tokyo 2020 and Team Support Grants programmes by one year;
- sustained financial assistance to the refugee athlete scholarship holders and related activities to ensure that an IOC Refugee Olympic Team can participate in the postponed Olympic Games Tokyo 2020;
- the launch of innovative online training for coaches by Olympic Solidarity's partner International Federations (IFs) and training centres;

### 2020 Highlights

- Adaptation to the new reality of the COVID-19 pandemic by making full use of digital resources to enable virtual meetings and training to take place despite restrictions.
- Extension of programmes by a year to support athletes to enable them to take part in the postponed Olympic Games Tokyo 2020.
- Upgrade of the online platform, RELAY, to give NOCs access to Olympic Solidarity programmes and other information.

- ensuring NOCs were well equipped to operate using virtual meetings; and
- providing virtual alternatives to meetings and training in the field of the promotion of Olympic values.

NOCs have also shown great proactivity and creativity in adapting their activities and projects while respecting imposed prevention measures, including:



Kenyan women's volleyball team

- refocusing on building capacity for their organisation and stakeholders (organisational development, strategic planning, IT upgrades, communication, marketing and various other training topics);
- meeting the particular needs of their athletes and entourage, i.e. mental health and physical preparation at home; and
- promoting sport and physical activity as a tool for physical and mental health among the general public.



NOCs also played an important role in the IOC's #StayActive campaign on Olympic Day (23 June), which reached around half a billion people through social media alone. Athletes and fans across five continents and 20 time zones came together for an innovative, global 24-hour digital workout.

Olympic Solidarity continued to implement its many programmes in support of sport development, including training of coaches and sports leaders, NOC management, the promotion of the Olympic values and athlete development. With regards to the latter, a total of 42 NOCs benefited from support in helping them to prepare their young athletes for the Winter Youth Olympic Games (YOG) Lausanne 2020, while members of the IOC Refugee Olympic Team were also aided in their preparations for the upcoming editions of the Olympic Games. Athlete support was not limited to preparing them for Games either as a new programme to support NOC Athletes' Commissions with developing activities at national level was introduced.



Olympic scholarship holder Kantaphon Wangcharoen (THA) took part in a badminton test event for the Olympic Games Tokyo 2020

In order to deliver an even better service to NOCs, the current Olympic Solidarity online platform, which gives NOCs direct access to the Olympic Solidarity programmes, guidelines, application and report forms, and other useful information, has been upgraded and new functionalities incorporated. The platform is now called RELAY and is available as from 1 January 2021.

Olympic Solidarity issued a number of publications in 2020 on the IOC website and NOCnet, including the 2019 Annual Report. There are also revised versions of the

*Sport Administration Manual and Managing Olympic Sport Organisations* manual available in English, French and Spanish, with printed copies of the former sent out to the NOCs. All publications are available for free download from [www.olympics.com](http://www.olympics.com). More information on Olympic Solidarity can be found on the IOC's website. Information aimed at NOCs specifically is available on NOCnet and RELAY.



**LINK**

► All Olympic Solidarity publications



Olympic Solidarity Commission virtual meeting

## Olympic Solidarity Commission

Given the exceptional situation linked to COVID-19, the Olympic Solidarity Commission met virtually on 9 November 2020.

The members reviewed and discussed, among other topics: the results of the Olympic Solidarity Plan 2017-2020; the impact of COVID-19 on Olympic Solidarity's budget and activities; the new 2021-2024 plan, including mission, key priorities, targets for 2024, global structure and Lausanne office, programmes, financial strategy and budget distribution.

## Composition of the Olympic Solidarity Commission at 31 December 2020

|                      |                                    |     |
|----------------------|------------------------------------|-----|
| <b>Chair</b>         | *Dr Robin E. MITCHELL              | FIJ |
| <b>Members</b>       | *Mr Mustapha BERRAF                | ALG |
|                      | *Mr Spyros CAPRALOS                | GRE |
|                      | *Mrs Marisol CASADO                | ESP |
|                      | *Ms Kirsty COVENTRY                | ZIM |
|                      | *Mrs Sari ESSAYAH                  | FIN |
|                      | *Mr Tony ESTANGUET                 | FRA |
|                      | *Mrs Nicole HOEVERTSZ              | ARU |
|                      | *Mr Neven ILIC                     | CHI |
|                      | *Mr Nenad LALOVIC                  | SRB |
|                      | *Mrs Khunying Patama LEESWADTRAKUL | THA |
|                      | *Mrs Lingwei LI                    | CHN |
|                      | *Mrs Gunilla LINDBERG              | SWE |
|                      | *HRH the Grand Duke of LUXEMBOURG  | LUX |
|                      | Mr Ahmed ABOU ELGASIM HASHIM       | SUD |
|                      | Mr Husain AL-MUSALLAM              | KUW |
|                      | Mr Ricardo BLAS                    | GUM |
|                      | Mr Tayyab IKRAM                    | PAK |
| Mr Raffaele PAGNOZZI | ITA                                |     |
| Mr Ivar SISNIEGA     | MEX                                |     |

\*Members of the Olympic Solidarity Commission who are also IOC Members



Modern pentathlete and Olympic scholarship holder Ilke Ozyuksel (TUR)

## Structure

The Olympic Solidarity international office in Lausanne (Switzerland) is responsible for all operational aspects of implementing the Olympic Solidarity Plan 2017-2020. The office works with the five continental associations of NOCs, particularly the Olympic Solidarity continental offices within each association, as well as with ANOC.

The 12th meeting of the Olympic Solidarity offices took place virtually on 25 November 2020. The agenda included the closure of the Olympic Solidarity Plan 2017-2020, the Olympic Solidarity 2021-2024 Plan, the introduction to MEL – Monitoring, Evaluation and Learning Tools, and the control of the use of funds by NOCs.

## Olympic Solidarity Continental Offices

**Africa**  
Abuja (NGR)  
Mustapha  
Berraf

**America**  
Mexico City (MEX)  
Ivar Sisniega

**Asia**  
Hawalli (KUW)  
Husain  
Al Musallam

**Europe**  
Rome (ITA)  
Gianluca  
De Angelis

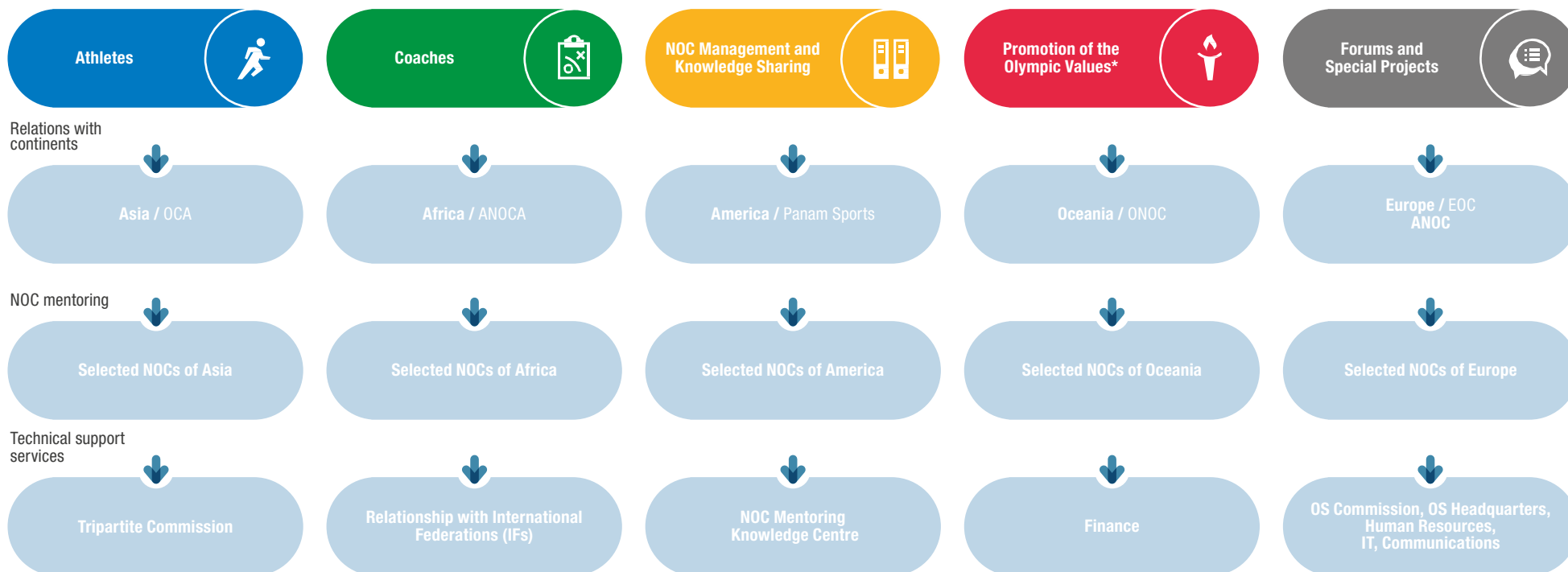
**Oceania**  
Suva (FIJ)  
Ricardo  
Blas



## Olympic Solidarity

### International Office Organisational Structure

#### Programmes



\*This unit also manages the IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games

## Budget 2020

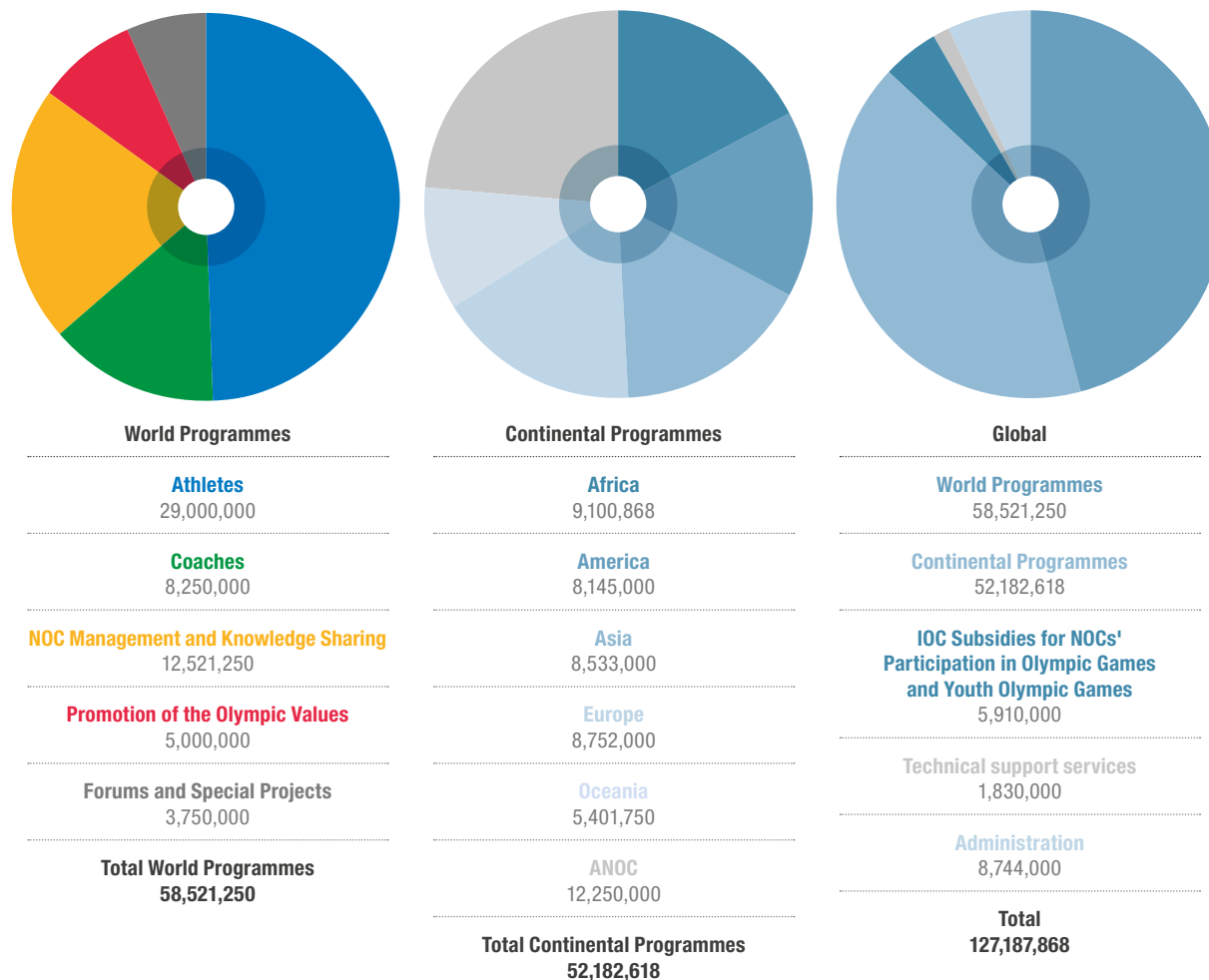
Based on broadcast-rights income for the Olympic Games Rio 2016, estimated revenue from the Olympic Winter Games PyeongChang 2018 and interest from future investments, the Olympic Solidarity Commission approved an initial development and assistance budget for the Olympic Solidarity Plan 2017-2020 of USD 509,285,000\*.

The budget for 2020, approved by the Olympic Solidarity Commission on 16 October 2019 in Doha (Qatar), was **USD 127,187,868**.

\*During the 2017-2020 plan, specific budgets totalling USD 56 million have been approved for the following:

- USD 47.5 million (USD 30 million for the YOG Buenos Aires 2018 and USD 10 million for the Winter YOG Lausanne 2020 within the framework of the IOC Subsidies for NOCs' Participation in Olympic Games and YOG programme and USD 7.5 million for the Olympic Scholarships for Athletes – Beijing 2022 programme).

## Olympic Solidarity: Budget 2020 (in USD)



- USD 5 million for the extension of the Olympic Scholarships for Athletes – Tokyo 2020 programme (for the period September to December 2020) due to the postponement of the Olympic Games Tokyo 2020 to 2021.
- USD 3.5 million for the Technical support services to cover IT development to optimise and facilitate day-to-day management of Olympic Solidarity programmes.

Due to the postponement of the Olympic Games Tokyo 2020, the following budgets, which were approved during the 2017-2020 plan, will now be part of the 2021 budget. Since they were already approved, they are not included in the new 2021-2024 budget plan approved at the end of 2020: USD 10 million for the extension of the Olympic Scholarships for Athletes – Tokyo 2020 programme and USD 56.3 million for the IOC Subsidies for the NOCs' Participation in the Olympic Games Tokyo 2020 (including the specific postponement subsidy).



The NOC of New Zealand benefited from the Olympic Solidarity YOG Athlete Support programme for preparing its athletes for Lausanne 2020

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# Helping NOCs fulfil their Olympic mission

The World Programmes on the Olympic Solidarity Plan 2017-2020 provide essential technical, financial and administrative assistance to National Olympic Committees (NOCs) for sports development activities, helping them to fulfil the mission defined in the Olympic Charter. The programmes are managed by the Olympic Solidarity office in Lausanne, with help from the continental offices in the continental associations where appropriate. Olympic Solidarity works closely with Olympic International Federations (IFs), IOC commissions and various other Olympic Movement partners to ensure that the programmes are of a high standard – and, in particular, that they meet the requirements of those NOCs with the greatest needs.

The World Programmes are split into five distinct categories.



## Athletes

- Olympic Scholarships for Athletes – PyeongChang 2018 (completed in 2018)
- Olympic Scholarships for Athletes – Tokyo 2020
- Olympic Scholarships for Athletes – Beijing 2022 (launched in November 2019)
- Team Support Grant
- Continental Athlete Support Grant
- Youth Olympic Games – Athlete Support
- Athlete Career Transition
- Refugee Athlete Support
- NOC Athletes' Commission Activity Grant (launched in January 2020)



## Coaches

- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- Development of National Sports System



## NOC Management and Knowledge Sharing

- NOC Administration Development
- National Courses for Sports Administrators
- International Executive Courses in Sports Management
- NOC Solidarity Exchanges



## Promotion of the Olympic Values

- Sports Medicine and Protection of Clean Athletes
- Sustainability in Sport
- Gender Equality and Diversity
- Sport for Social Development
- Olympic Education, Culture and Legacy



## Forums and Special Projects

- Forums and Workshops
- Special Projects

# Athletes

Bringing athletes around the world closer to their Olympic dream



# Athletes

Olympic Solidarity's eight Athlete programmes offer NOCs assistance adapted to the age and level of their athletes, and to competitions for which these athletes are preparing. Aimed at athletes at all stages of their careers, the programmes deliver technical and financial assistance that meets the needs of both the NOCs and the athletes, and also helps athletes with their post-athletic career transition. The programmes promote equal training conditions for athletes, including refugee athletes, and contribute to the universality of the Olympic Games.

**2020 Budget:** USD 29,000,000 (including Tokyo scholarship extension budget)

## Highlights in 2020

- New programme supporting NOC Athletes' Commissions with developing activities at national level.
- Extension of the individual Olympic Scholarships for Tokyo 2020 by one year following postponement of the Olympic Games Tokyo 2020.
- Extension of the Team Support Grant programme by one year for teams on track to participate in the postponed Olympic Games Tokyo 2020.

## Key numbers

**1,835**

individual Olympic Scholarships for Tokyo 2020

**404**

individual Olympic Scholarships for Beijing 2022

**208**

Team Support Grants

**163**

Continental Athlete Support Grants

**98**

activities preparing athletes for the YOG

**83**

athletes supported for individual education initiatives through the Athlete Career Transition programme

**52**

refugee athletes assisted through the Refugee Athlete Support programme

**54**

NOC Athletes' Commissions benefited from the activity grant



## Olympic Scholarships for Athletes – Tokyo 2020

Launched in 2017, this programme assists athletes in their preparation and qualification for the Olympic Games Tokyo 2020. Designed to promote universal representation at the Games, it is focused on those athletes with the greatest need, giving priority to NOCs that have traditionally sent small delegations to the Games. The programme started in September, one year earlier in the Games cycle than previous scholarship programmes.

“ FOLLOWING THE POSTPONEMENT OF THE OLYMPIC GAMES TOKYO 2020, THE TOKYO SCHOLARSHIP PROGRAMME WAS EXTENDED BY ONE YEAR AND AN ADDITIONAL BUDGET ALLOCATED OF USD 15,000,000 ”



# 48

NOCs from Africa participating in this programme – the largest continental uptake



Olympic scholarship holder Leidy Yessenia Solis Arboleda (COL)





### In 2020

Due to COVID-19, scholarship holders faced many challenges in both training and qualification for the Olympic Games Tokyo 2020. The programme was adapted to provide greater flexibility in terms of scholarship use and allowable costs such as home training equipment and COVID-19 tests prior to travel. Unused funds during national lockdowns were allowed to be carried over for future scholarship periods. In addition, due to changes to the Tokyo qualification systems, the scholarship qualification travel subsidy was extended to 2021 to allow it

to also be used for qualification events moved to 2021.

Scholarship holders placed in high-level training centres by Olympic Solidarity faced considerable obstacles concerning travel to and from their centres but ultimately only a few were unable to return to their training centres and had to start training at home instead. The centres all worked hard under difficult conditions and national rules to continue providing optimum training conditions for the scholarship holders placed in their centres.

**Budget:** USD 14,000,000

### Olympic Scholarships for Athletes – Tokyo 2020 (at 31 December 2020)

| Continent    | NOCs       | Athletes     |            |              |
|--------------|------------|--------------|------------|--------------|
|              |            | Men          | Women      | Total        |
| Africa       | 48         | 247          | 145        | 392          |
| America      | 40         | 217          | 144        | 361          |
| Asia         | 36         | 262          | 153        | 415          |
| Europe       | 47         | 331          | 240        | 571          |
| Oceania      | 16         | 55           | 41         | 96           |
| <b>Total</b> | <b>187</b> | <b>1,112</b> | <b>723</b> | <b>1,835</b> |



Olympic scholarship holder Abdullah Hel Baki (BAN)



#### FAST FACT

Of the **1,835** scholarships awarded by the Tokyo scholarship programme, **1,486** were extended until August 2021 in line with the Tokyo scholarship extension principles, according to their qualification status.



#### LINKS

- ▶ Olympic Games Tokyo 2020
- ▶ Olympic Solidarity increases its support to NOCs for Tokyo 2020 preparations
- ▶ Olympic Solidarity Athlete Programmes extended into 2021





*The programme has allowed me to participate in a greater number of competitions in both Europe and Africa, including some with more challenging opponents. Taking part in the programme has also enabled me to practise in a dedicated archery training centre, with all related costs covered including accommodation, food, travel and competition fees.*

**How would it feel to represent your country at Tokyo 2020?**

*There are not many Malawian athletes who have participated in the Olympic Games, so I would not only be proud to represent my country at Tokyo 2020, but also grateful to be given the opportunity to progress even further than my first showing at Rio 2016. Being able to represent Malawi at Tokyo 2020 would show that all the effort and sacrifice put into training can eventually take you to the Olympic Games, no matter where you are from.*



## Sacrifice and Reward

The Malawian archer **Areneo David**, currently training at the World Archery Excellence Centre (WAEC) in Lausanne (Switzerland), acknowledges the key role the Olympic Scholarships for Athletes – Tokyo 2020 programme has played in his Olympic dream

**How important has the Olympic Scholarships for Athletes – Tokyo 2020 programme been in your attempts to qualify for Tokyo 2020?**

*In Malawi, there are not many competitions that I can enter to prepare for the qualifying events.*

**“The Olympic Scholarships for Athletes – Tokyo 2020 programme has helped me a lot, especially with training and preparing for Qualifying Tour competitions. It would be a dream come true to compete at Tokyo 2020, and an honour to represent my country. I want to become an Olympic champion – I have a lot of faith, and I’ve worked hard for it.”**

## **Diassonema Mucungui**

Angolan judoka who won gold at the 2020 African Judo Championships in the 57kg event and who trains at CRJS (Centre Régional Jeunesse et Sports) in Rouen (France)



## Olympic Scholarships for Athletes – Beijing 2022

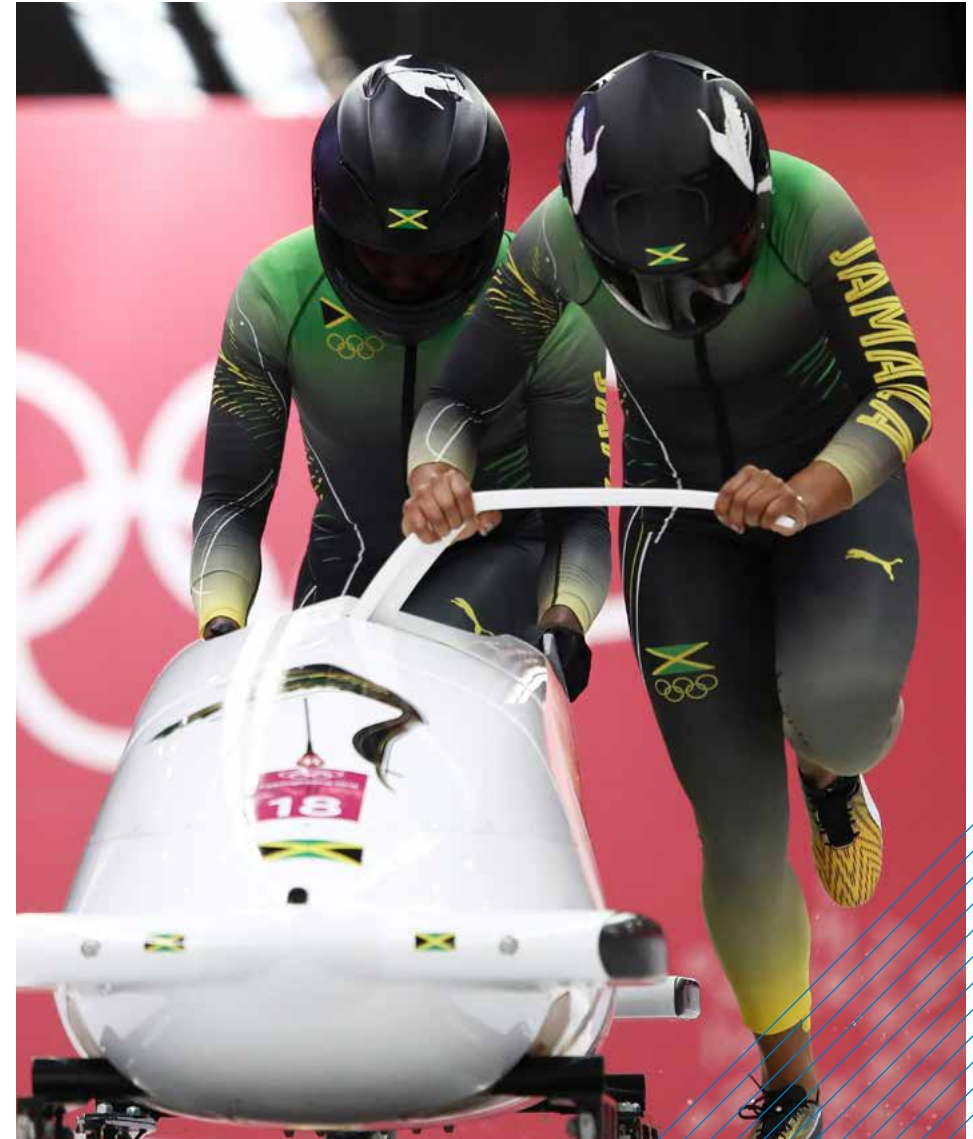
Offering support and funding to athletes attempting to qualify and prepare for the Olympic Winter Games Beijing 2022, this programme aims to make the Games more competitive. Only NOCs whose athletes have a proven winter sports track record have access to the programme. NOCs that sent 60 or more athletes to the Olympic Winter Games PyeongChang 2018 are granted access to a special tailor-made assistance programme that offers flexible use of a fixed budget.

“ AS A CONSEQUENCE OF COVID-19, THE PROGRAMME WAS ADAPTED TO PROVIDE GREATER FLEXIBILITY IN TERMS OF SCHOLARSHIP USE ”



# 404

athletes received individual scholarships for Beijing 2022



Olympic scholarship holder Russell Carrie (left) and her teammate Jazmine Fenlator-Victorian (JAM)







### In 2020

Because of COVID-19, scholarship holders faced many challenges training for the Olympic Winter Games Beijing 2022. The programme was adapted to provide greater flexibility in terms of scholarship use and allowable costs such as home training equipment and COVID-19 tests prior to travel. Unused funds during national lockdowns were allowed to be carried over for future scholarship periods.

**Budget:** USD 6,250,000

### LINKS

- ▶ [Olympic Winter Games Beijing 2022](#)
- ▶ [Olympic scholarship holders from New Zealand:](#)
  - ▶ [Zoi Sadowski-Synnott on what it takes to succeed at snowboarding](#)
  - ▶ [Star of half-pipe and New Zealand's youngest ever Olympic medallist Nico Porteous](#)



### FAST FACT

The winter scholarship programme covers three winter seasons for the first time.



Olympic scholarship holder and alpine skier Yohan Carlos Goutt Goncalves (TLS) as a flag bearer at the PyeongChang 2018 Opening Ceremony

### Individual Olympic Scholarships for Athletes – Beijing 2022 (at 31 December 2020)

| Continent    | NOCs      | Athletes   |            |            |
|--------------|-----------|------------|------------|------------|
|              |           | Men        | Women      | Total      |
| Africa       | 7         | 6          | 4          | 10         |
| America      | 13        | 30         | 19         | 49         |
| Asia         | 14        | 24         | 19         | 43         |
| Europe       | 37        | 178        | 104        | 282        |
| Oceania      | 3         | 12         | 8          | 20         |
| <b>Total</b> | <b>74</b> | <b>250</b> | <b>154</b> | <b>404</b> |

In addition, 11 NOCs (AUT, CAN, CHN, CZE, FIN, FRA, JPN, KOR, NOR, SLO, SUI) that had 60 or more athletes at the Olympic Winter Games PyeongChang 2018 are benefiting from the tailor-made option of the Beijing programme.





## The value of funding

Thanks to Olympic Solidarity scholarship funding, American Samoa skeleton athlete **Nathan Ikon Crumpton** is able to follow his dream of qualifying for Beijing 2022

### How important has the Olympic Scholarships for Athletes – Beijing 2022 programme been in your attempts to qualify for the Games?

*The scholarship has been integral to my participation in the sport of skeleton. In a world fraught with capricious sponsors and uncertain*

*fundraising, the value of having a reliable scholarship mechanism for an athlete is hard to overstate. It allows me to budget for races ahead of season, travel to various locations for competition and, ultimately, it makes competing at an elite level possible.*

### What support have you received as a scholarship holder?

*The programme has provided reliable funding for my skeleton endeavours. Every four months, the IOC and ASNOC validate my competitions in skeleton, and then transfer funds to help subsidise air travel, hotel costs, rental car costs, equipment needs, and other ongoing expenses related to my sport. The programme is an indispensable source of funding and puts me on a firm financial footing as I chase my Olympic dream.*



# An indispensable source of funding

Olympic Solidarity funding has made it possible for the Malagasy alpine skier and Beijing 2022 hopeful **Mialitiana Clerc** to compete in events all over the world



## How important has the Olympic Scholarships for Athletes – Beijing 2022 programme been in your attempts to qualify for the Games?

*Thanks to the scholarship, I have been able to take part in the training and competitions necessary to improve my points so that I can qualify for several disciplines at Beijing 2022. It has allowed me to hire a trainer, travel to different competitions, rent accommodation,*

*and complete other important necessities to complete my season.*

*I receive a grant every four months in the two years leading up to the Games. This helps me to pay my coach's salary and to manage the numerous journeys around Europe which are simply indispensable when taking part in alpine skiing.*

## What would you hope to achieve at Beijing 2022?

*I'm aiming to be in the top 30 in the giant slalom, alpine combined and Super-G. I would also like to take in as much of the experience as possible to make the most of it and to have fun. I will proudly wear my country's colours again!*

## Team Support Grant

Olympic Solidarity's Team Support Grant programme assists national teams in preparing for and participating in regional, continental and world-level competitions. One national summer team and one national winter team from each NOC may benefit from the grants' technical and financial assistance with a view to eventually attempting to qualify for the Olympic Games. As from this 2017-2020 plan, NOCs may now split their summer or winter budget between two teams if at least one is a women's team.

“ NOCS MAY SPLIT THEIR SUMMER OR WINTER BUDGET BETWEEN TWO TEAMS IF AT LEAST ONE IS A WOMEN'S TEAM ”



**53**

basketball teams receiving a Team Support Grant

**150**

NOCs globally with teams taking advantage of this programme



The India women's hockey team has benefited from a Team Support Grant





Nigeria's team was one of 53 basketball teams to receive a Team Support Grant in 2020

### In 2020

Due to COVID-19, Olympic Solidarity released an additional grant for 2021 to qualified teams and those in the final qualification round, for preparations up until their participation in Tokyo.

**Budget:** USD 2,500,000



### FAST FACT

Three NOCs (ARG, IND, KEN) each split their budget to support two teams during the 2017-2020 plan. Both teams in each case qualified for the Games.

### Team Support Grants by sport

| Sport               | Teams      |
|---------------------|------------|
| Aquatics            | 6          |
| Baseball / Softball | 13         |
| Basketball          | 53         |
| Curling             | 11         |
| Football            | 5          |
| Handball            | 21         |
| Hockey              | 13         |
| Ice hockey          | 11         |
| Rugby sevens        | 31         |
| Volleyball          | 44         |
| <b>Total</b>        | <b>208</b> |

### Team Support Grants by continent

| Continent    | NOCs       |
|--------------|------------|
| Africa       | 32         |
| America      | 36         |
| Asia         | 22         |
| Europe       | 44         |
| Oceania      | 16         |
| <b>Total</b> | <b>150</b> |

## Continental Athlete Support Grant

Olympic Solidarity's Continental Athlete Support Grant programme offers NOCs financial and technical assistance to help prepare their athletes for multisport regional, continental or world games and other community games, such as the Commonwealth Games and the Jeux de la Francophonie. The programme focuses specifically on athletes' training during the final phase of their preparations for competition.



**79%**

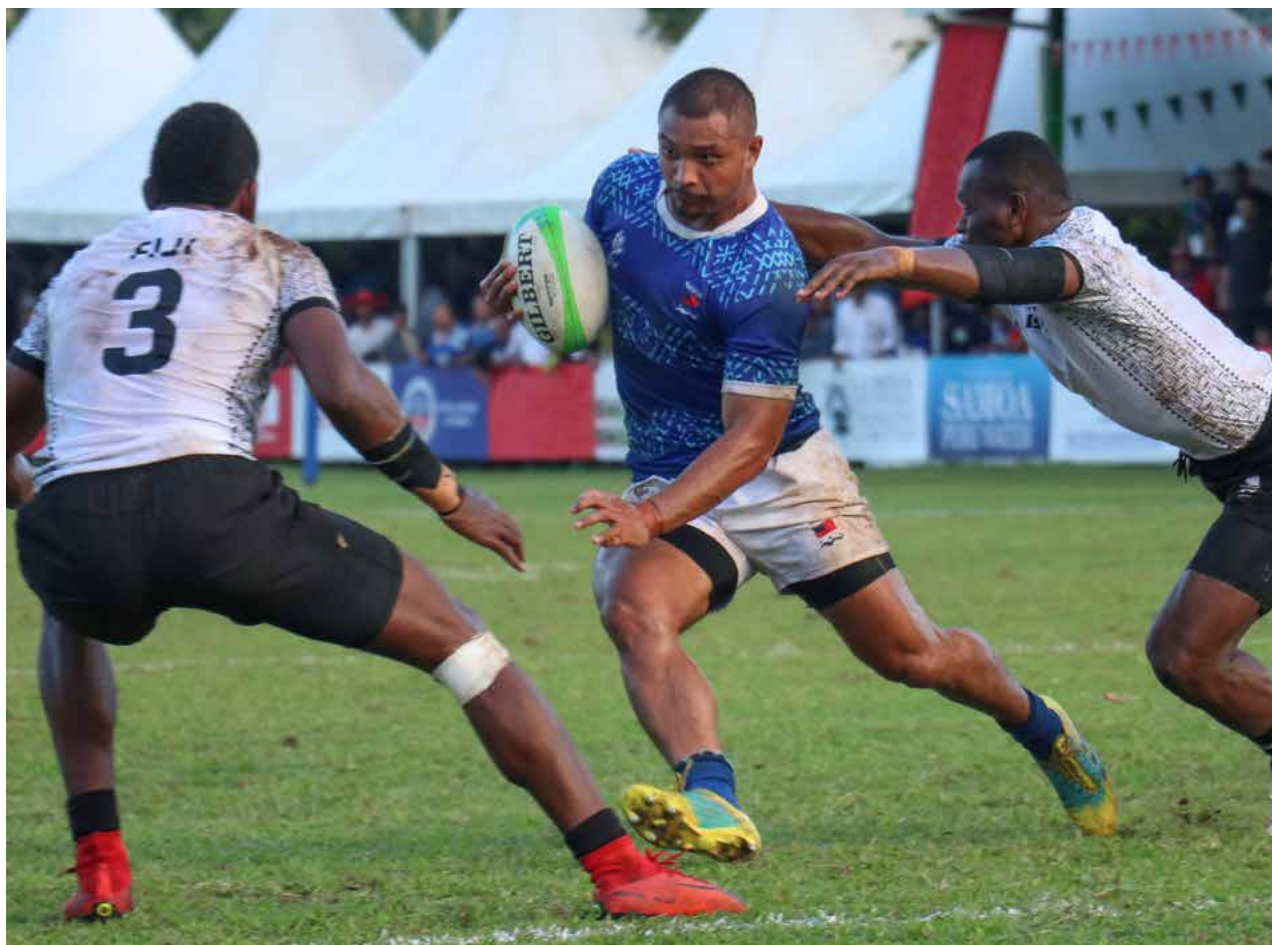
of NOCs use the Continental Athlete Support Grant programme

“ WITH MOST INTERNATIONAL EVENTS CANCELLED, NOCS TURNED THEIR ATTENTIONS TO PREPARING THEIR ATHLETES FOR COMPETITIONS IN 2021 THROUGH TRAINING CAMPS ”



Yuliia Biriukova (UKR) received support through the Continental Athlete Support Grant





Continental Athlete Support Grants usually help NOCs to prepare their athletes for upcoming Games, such as the ONOC Pacific Games

### In 2020

Most international competitions were cancelled because of the pandemic but many NOCs organised national training camps instead to prepare their athletes for competitions in 2021.

**Budget:** USD 3,000,000

### i

#### FAST FACT

This programme has supported thousands of athletes in their preparations for their Continental Games but has also been used for buying sporting equipment that allowed athletes to train from home during the COVID-19 pandemic.

#### Continental Athlete Support Grants

| Continent    | NOCs       |
|--------------|------------|
| Africa       | 46         |
| America      | 36         |
| Asia         | 25         |
| Europe       | 42         |
| Oceania      | 14         |
| <b>Total</b> | <b>163</b> |

## Youth Olympic Games – Athlete Support

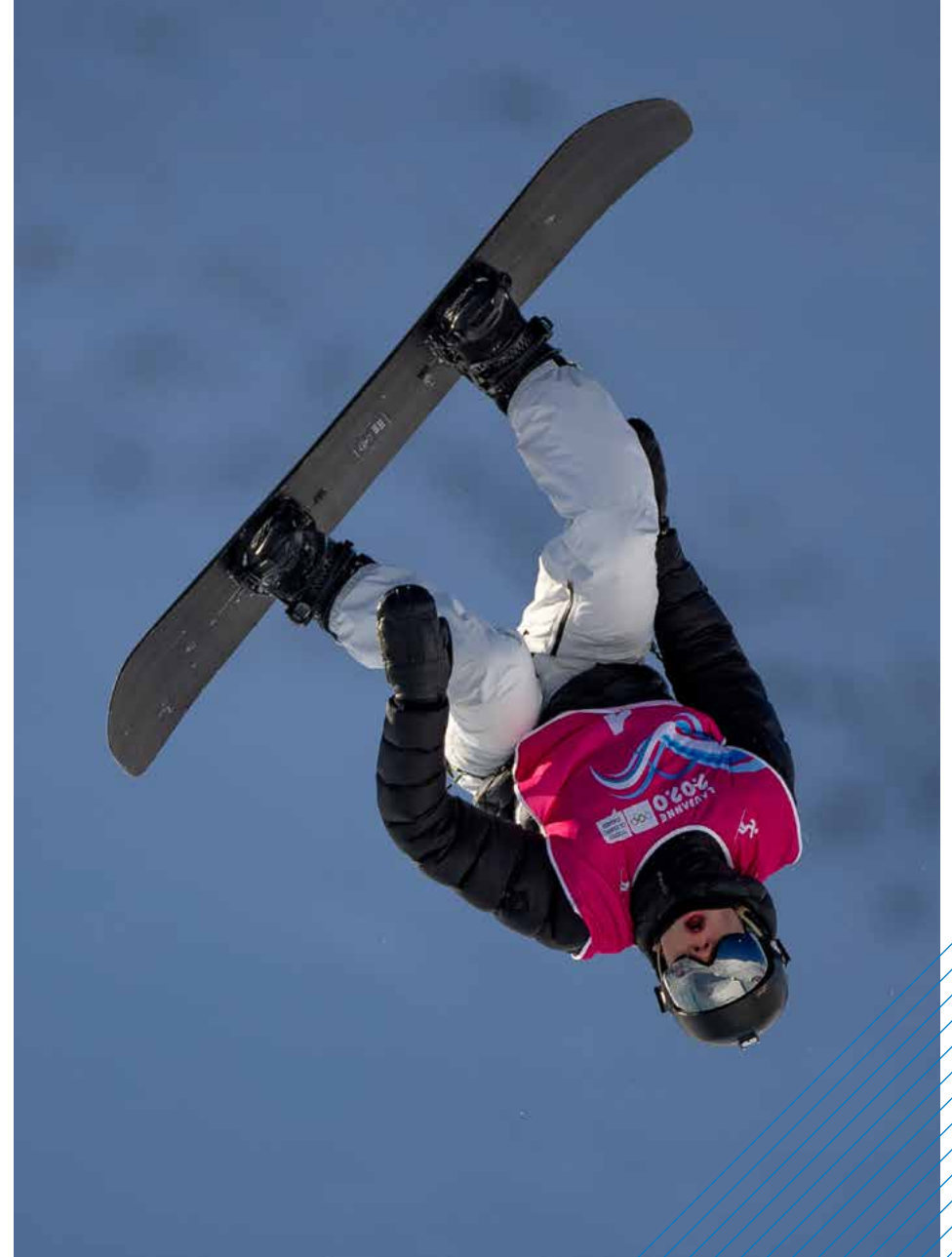
Helping athletes to participate in the Youth Olympic Games (YOG), this programme offers three main types of assistance: identifying and training athletes with a view to their qualification for and participation in the YOG; covering athlete and entourage costs necessary for participation in YOG qualification competitions (such as transport, accommodation and entry fees); and helping athletes who have already qualified or received YOG universality places in their final preparations for the Games.



19

activities centred around the preparation for Lausanne 2020 held across all continents in 2020

“ THIS YOG EDITION WAS VERY SUCCESSFUL WITH A TOTAL OF 42 NOCS BENEFITING FROM ASSISTANCE ACROSS ALL OPTIONS FROM THE START OF THE PROGRAMME ”



Alvaro Yanez (CHI) was able to participate at Lausanne 2020 with Olympic Solidarity assistance





## In 2020

A number of NOCs with qualified athletes focused on final preparation activities for Lausanne 2020 – the Winter YOG which took place from 9-22 January 2020. This YOG edition was very successful with a total of 42 NOCs benefiting from assistance across all options from the start of the programme.

With the postponement of Dakar from 2022 to 2026, the focus during the past year of the Olympic Solidarity plan shifted to broader identification of those with the potential to participate in youth competitions. Other related

activities included the organisation of short-term identification projects and training camps. More specific and substantial assistance will be required for the identification of young talents and preparation of Dakar 2026 during the next Olympic Solidarity Plan (2021-2024).

Despite the challenges faced in 2020 due to the pandemic, 59 activities were organised in collaboration with IFs in the form of training camps geared towards youth competitions.

**Budget:** USD 1,500,000



Speed skater Isabel Grevelt (NED) won gold at Lausanne 2020



## LINKS

- ▶ Winter Youth Olympic Games Lausanne 2020
- ▶ Raising awareness at the Youth Olympic Games

## Activities by option

| Continent    | Activities     |               |             |           |
|--------------|----------------|---------------|-------------|-----------|
|              | Identification | Qualification | Preparation | Total     |
| Africa       | 7              | -             | -           | 7         |
| America      | 5              | -             | 9           | 14        |
| Asia         | 2              | -             | 2           | 4         |
| Europe       | 6              | -             | 8           | 14        |
| Oceania      | -              | -             | -           | -         |
| <b>Total</b> | <b>20</b>      | <b>-</b>      | <b>19</b>   | <b>39</b> |

**“The preparation of the athletes was realised according to plans on a very high level. The resources that were used through the Olympic Solidarity programme were crucial in conducting the final preparations.”**

## **NOC of Serbia**

on how Olympic Solidarity support helped to prepare its athletes for Lausanne 2020

## Athlete Career Transition

Launched in 2017, Olympic Solidarity's Athlete Career Transition (ACT) programme supports athletes at various stages of their competitive careers as they consider, plan and transition to a successful post-athletic professional life. Assistance comes in two forms: individual grants offered to Olympians that help them with education and training in a field of their choice; and the IOC Athlete365 Career+ Power Up Outreach Workshops.

“ ATHLETE365 CAREER+ POWER UP OUTREACH WORKSHOPS WERE DELIVERED IN 2020 DESPITE LOCAL RESTRICTIONS, WITH MANY NOCS SWITCHING TO VIRTUAL PLATFORMS ”



11

out of 31 Olympians participating in the Athlete365 Business Accelerator programme globally were from Oceania NOCs



Shea McAleese (NZL - on the right) participated in the Athlete365 Business Accelerator



### In 2020

As a result of the pandemic, the IOC Athlete365 Career+ Power Up Outreach Workshops were delivered on virtual platforms, giving each NOC the opportunity to continue with the organisation of its event despite local restrictions.

**Budget:** USD 750,000

 **LINK**  
[▶ Athlete365.org](https://Athlete365.org)

Jonathan Chipalo (ZAM) developed his business thanks to the mentoring from Athlete365 Business Accelerator

### Athlete Career Transition activities

| Continent    | NOCs      | Personal Education Initiatives | Athlete365 Business Accelerator | Master MAiSI | Athlete 365 Career+ Power Up Outreach Workshops |
|--------------|-----------|--------------------------------|---------------------------------|--------------|---|
| Africa       | 23        | 2                              | 4                               | 1            | 18  |
| America      | 23        | 19                             | 9                               | 3            | 11  |
| Asia         | 17        | -                              | 6                               | -            | 12  |
| Europe       | 22        | 18                             | 1                               | -            | 10  |
| Oceania      | 11        | 7                              | 11                              | 2            | 6   |
| <b>Total</b> | <b>96</b> | <b>46</b>                      | <b>31</b>                       | <b>6</b>     | <b>57</b>                                       |

**“It is so important that Malians, in particular Malian women, put themselves forward in the business world. They can go to school and often have brilliant ideas, but no opportunity to put them into practice. I would love to be an example to show young girls and athletes the way forward, and hopefully they can achieve great things.”**

## **Kadiatou Touré**

Former Malian basketball player and beneficiary of the Athlete Career Transition programme

## Refugee Athlete Support

Building on the experience of the Olympic Games Rio 2016, at which a Refugee Olympic Team competed for the first time, this programme is designed to identify and support refugee athletes to prepare for and participate in international competitions. Assistance is available to NOCs of all countries that are hosting refugees and want to join the IOC in its efforts to support and protect athletes from all nations and backgrounds.

“ ELEVEN SPORTS ARE REPRESENTED ON THE PROGRAMME, A THIRD OF THE TOTAL NUMBER IN THE OLYMPIC GAMES TOKYO 2020 ”



James Nyang Chiengjiek is one of 52 refugee athletes receiving Olympic Solidarity support





Yolande Mabika competed as part of the Refugee Olympic Team at Rio 2016

**i**

**FAST FACT**

A training camp that was scheduled to take place in Doha (Qatar) in March 2020 had to be cancelled due to COVID-19.

**In 2020**

Due to COVID-19, an additional grant for 2021 has been made available to refugee scholarship holders to help them with preparations, up until their participation in Tokyo 2020.

Most athletes used part of their scholarship to purchase sporting equipment that allowed them to train at home.

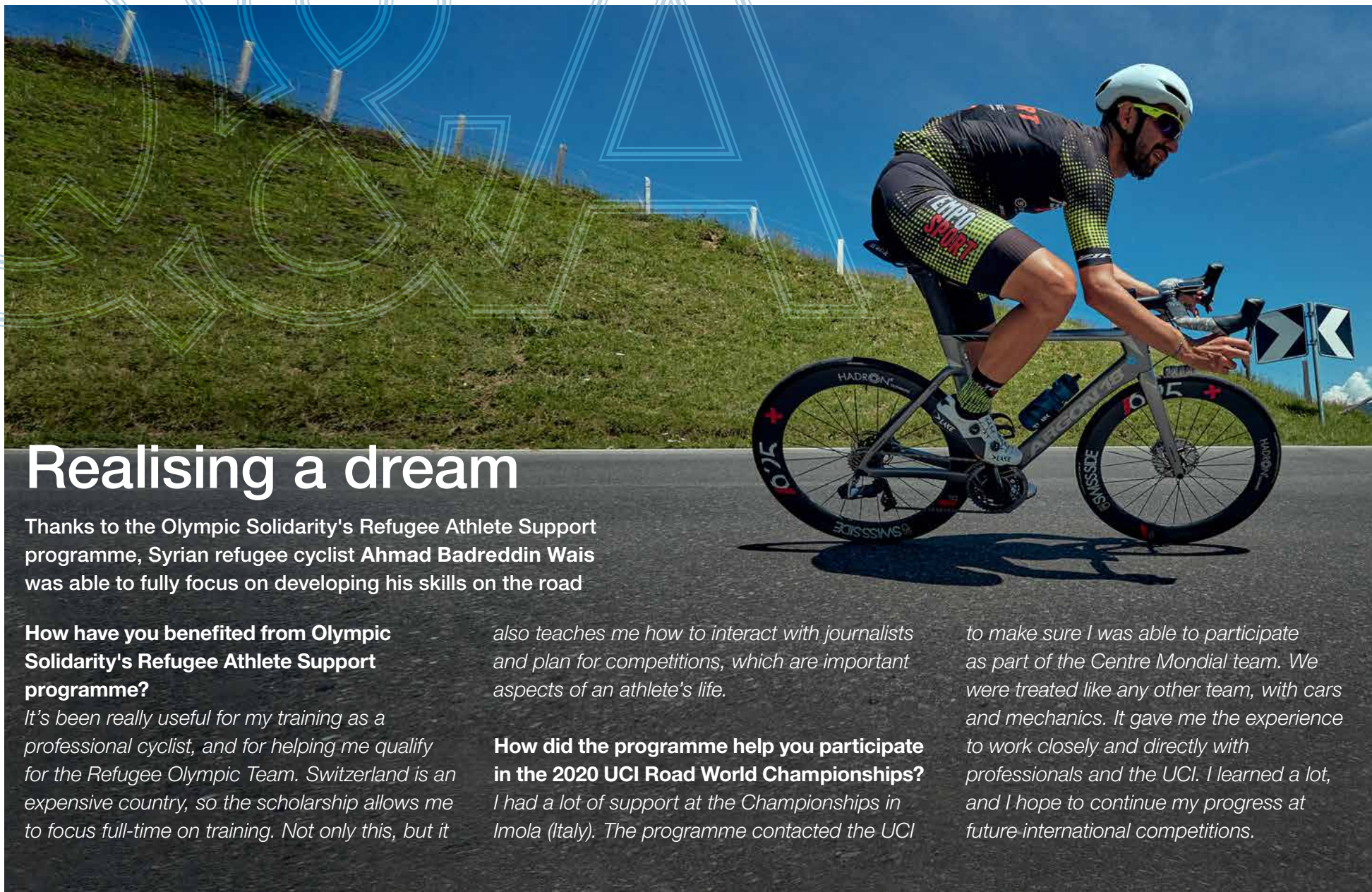
**Budget:** USD 1,000,000

**Refugee Athlete Support**

| Continent    | Host NOCs | Athletes supported |
|--------------|-----------|--------------------|
| Africa       | 2         | 20                 |
| America      | 2         | 2                  |
| Asia         | 1         | 1                  |
| Europe       | 13        | 26                 |
| Oceania      | 2         | 3                  |
| <b>Total</b> | <b>20</b> | <b>52</b>          |

**LINKS**

- ▶ [IOC Refugee Olympic Team Tokyo 2020](#)
- ▶ [Refugee athletes give back to their communities](#)



# Realising a dream

Thanks to the Olympic Solidarity's Refugee Athlete Support programme, Syrian refugee cyclist Ahmad Badreddin Wais was able to fully focus on developing his skills on the road

## How have you benefited from Olympic Solidarity's Refugee Athlete Support programme?

*It's been really useful for my training as a professional cyclist, and for helping me qualify for the Refugee Olympic Team. Switzerland is an expensive country, so the scholarship allows me to focus full-time on training. Not only this, but it*

*also teaches me how to interact with journalists and plan for competitions, which are important aspects of an athlete's life.*

## How did the programme help you participate in the 2020 UCI Road World Championships?

*I had a lot of support at the Championships in Imola (Italy). The programme contacted the UCI*

*to make sure I was able to participate as part of the Centre Mondial team. We were treated like any other team, with cars and mechanics. It gave me the experience to work closely and directly with professionals and the UCI. I learned a lot, and I hope to continue my progress at future international competitions.*



**“When I see these kids doing something with their lives, being distracted from the atrocities of the war, I believe that sport has the power to elevate and give purpose in life. Giving back to society is actually giving back to myself.”**

## **Amir Al Awad**

Syrian wrestler and IOC Refugee Athlete Scholarship recipient living in Alexandria (Egypt) on the power of sport

## NOC Athletes' Commission Activity Grant

Launched in January 2020, the NOC Athletes' Commission Activity Grant is a programme for empowering athletes and for helping to develop an effective global athletes' representation network at national level. This is achieved 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 in order that they may create one, or for funding activities proposed by existing and active NOC Athletes' Commissions.



54

activities organised  
in 2020

“ THE PROGRAMME HAS BEEN MAINLY USED TO ORGANISE THE NATIONAL ATHLETES' FORUM ”



Rwanda's Athletes' Commission Forum

### In 2020

A total of 61 NOC Athletes' Commissions applied for this programme. However, due to COVID-19, seven NOCs cancelled their activities. The programme has been mainly used to organise the National Athletes' Forum – in many countries, for the first time.

As from 2021, this programme will be separated from ACT programme.

**Budget:** USD 540,000 (from ACT programme)



#### FAST FACT

Many NOCs have used virtual platforms to hold online seminars and workshops.

### NOC Athletes' Commission Activity Grant

| Continent    | Activities supported |
|--------------|----------------------|
| Africa       | 13                   |
| America      | 11                   |
| Asia         | 12                   |
| Europe       | 15                   |
| Oceania      | 3                    |
| <b>Total</b> | <b>54</b>            |



The Georgian Athletes' Commission made use of the Activity Grant, which was first made available to NOCs in January 2020



# A stronger connection

**Paulo Villar**, President of the Athletes' Commission for the Colombian NOC, explains how the Commission has benefited from Olympic Solidarity support.

## **Why is the NOC Athletes' Commission Activity Grant programme important?**

*The programme allows Athletes' Commissions to develop activities independently from NOC budgets, guaranteeing greater effectiveness for the Commissions and a stronger connection with athletes. The financial resources provided by the programme have also enabled the*

*creation of the National Athletes' Forum. This sees the Colombian NOC approaching athletes on issues relating to education, doping, integrity and governance, generating greater trust between the National Olympic Committee and the athletes.*

## **What key messages does the programme allow you to spread?**

*The programme recognises the role the Athletes' Commissions play within the movement, giving the Commissions opportunities to lead projects while also enabling us to develop greater contact with athletes and break down economic and cultural barriers. Through multiplying our interactions with leading athletes and generating interest in participation, we communicate the promotion of values to new generations.*





## Life after sport

The NOC Athletes' Commission Activity Grant has been invaluable for helping athletes transition to post-sporting careers, as **Olha Saladukha**, Chair of the Ukrainian NOC Athletes' Commission, explains

### How is the Ukrainian NOC supported through the NOC Athletes' Commission Activity Grant programme?

Thanks to the grant, the Ukrainian NOC has increased the effectiveness of its educational programmes for athletes. In 2020, we continued our policy of supporting the development of athletes, providing opportunities to share

knowledge and experience for further self-development in non-sporting areas.

Due to COVID-19, the Sportcamp & More educational project initiated by the Athletes' Commission and the Athlete Entourage Commission had to be held online. The five webinars were moderated by professional speakers from different sectors. Webinar participants were also given free access to training programmes, courses and strategies.

### What does the Ukrainian NOC hope to achieve through the programme?

Our aim is to make athletes' post-sport transition smoother and less challenging. The whole programme is aimed at the education and the personal development of the athlete. The most important thing is that the Ukrainian NOC still found a way to fulfil its goals in spite of the disruption caused by the pandemic.



# Coaches

Improving the quality of athlete training

## Coaches

Coaches play a crucial role in the development of athletes and teams, from young beginners to elite competitors preparing for national championships, international tournaments and even the Olympic Games. Coaches today have more responsibilities than ever before – many have to act not just as trainers but as teachers, mentors, psychologists, physiologists and agents. Olympic Solidarity's Coaches programmes offer NOCs a set of tools that can improve the quality of their coaching, helping sports technicians at all levels to respond to the latest athlete training requirements.

**2020 Budget:** USD 8,250,000

### Highlights in 2020

- The COVID-19 pandemic has had unexpected consequences, both negative and positive. One positive is that it has fostered the acceleration of the development of online training. Some of Olympic Solidarity's partner IFs and training centres have been able to quickly adapt to the restrictive environment caused by the pandemic and to launch innovative online training for coaches.
- Since March 2020, when the World Health Organization declared the coronavirus outbreak a pandemic, Olympic Solidarity has kept in close contact with its partners to ensure a constant exchange of information including a greater understanding of their individual challenges and the resolution of potential issues. One positive mid-year development was the implementation of activities that were already in the process of being delivered, in spite of exceptional challenges at many levels.
- Around 4,000 coaches across the world benefited from the activities implemented by NOCs and partner centres within the framework of the three Coaches programmes.

### Key numbers

**78**

Technical Courses  
for Coaches held  
for 52 NOCs

**116**

Olympic Scholarships  
for Coaches awarded  
to 74 NOCs

**27**

Development of National  
Sports System projects  
in 26 countries

## Technical Courses for Coaches

The Technical Courses for Coaches are designed to provide training at various levels for officially recognised and active coaches under the supervision of an international expert nominated by the relevant IF. The courses are held with a view to standardising the training that coaches receive around the world, ensuring a common language for each sport and discipline is used by everyone. The courses also provide NOCs with opportunities to raise coaches' awareness of certain aspects of Olympic Agenda 2020.



More than  
**1,500**  
coaches received  
Olympic Solidarity  
assistance globally

“ IFS DEVELOPED COVID-19 GUIDELINES FOR COURSES WITH CLEAR HEALTH PROTOCOLS, WHICH HAVE ENABLED NFS TO DELIVER SAFE COURSES DURING THE PANDEMIC ”



Technical course for taekwondo coaches in Sudan



### In 2020

Policies were reviewed as a result of COVID-19 and sent to Olympic Solidarity's technical partners, the IFs, enabling them to assess the feasibility of organising courses during this exceptional year with their National Federations (NFs), Regional Development Officers (RDOs) and respective host NOC.

Because of various travel bans occurring throughout the year, courses were offered in three formats:

- online modules;
- traditional in-person courses; and
- blended courses consisting of online and in-person modules.

**Budget:** USD 3,750,000



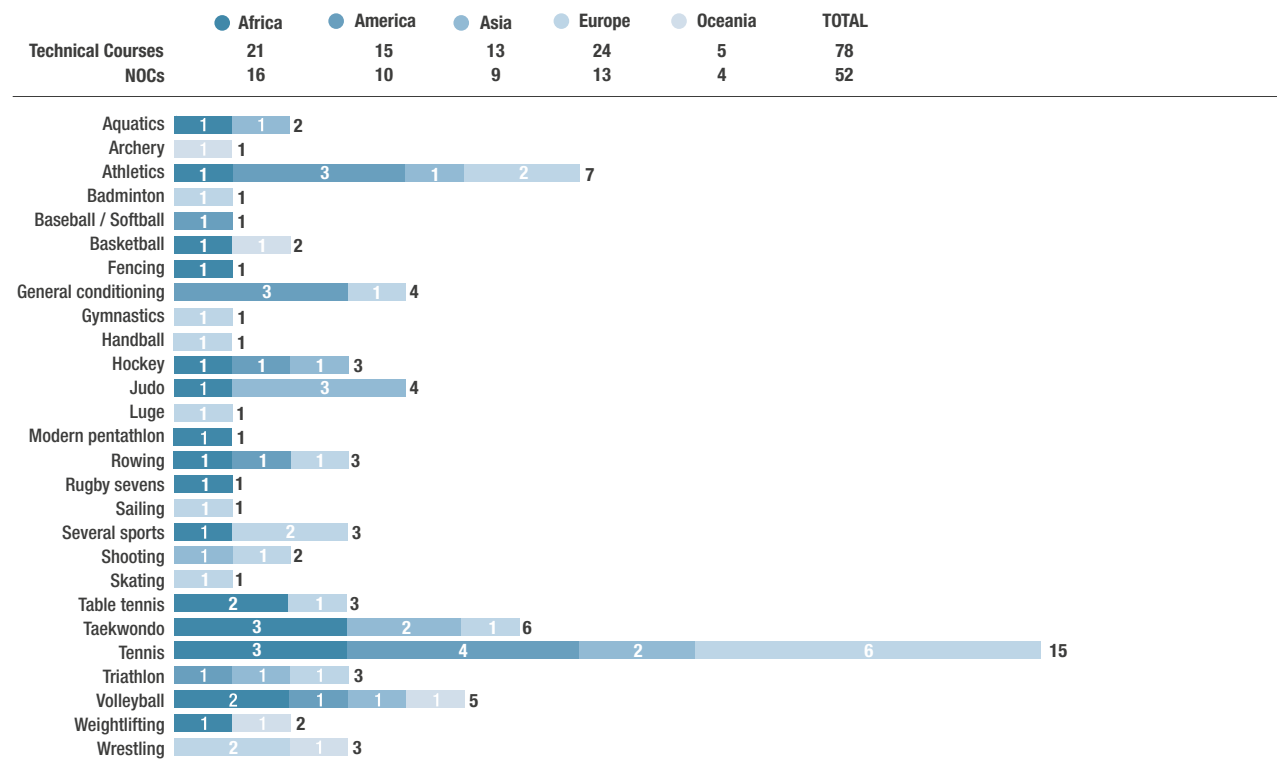
Technical course for fencing coaches in Madagascar



#### FAST FACT

It has become evident for all IFs that there is a need to increase the number of accredited experts at national level who have an understanding of the IF Development Strategy and can interact with the NF and NOC.

## Technical Courses for Coaches by sport



Technical course for tennis coaches in Chile



# A new coaching generation

International Table Tennis Federation (ITTF) head of development **Katarzyna Kubas** explains how the Olympic Solidarity Technical Courses for Coaches programme has contributed to the growth of North Macedonia's coaching network



## How important is the Olympic Solidarity Technical Courses for Coaches programme?

*The programme contributes significantly to the extensive work the ITTF is undertaking in the area of development, increasing the number of coaches around the world and providing them with an opportunity to advance the theoretical, technical, practical and mental aspects of their coaching, whether at beginner or advanced level. It is also a great platform for exchanging ideas and best practices between coaches.*

## How has the programme supported coaches in North Macedonia?

*The programme in North Macedonia featured an ITTF-PTT Level 1 Coach Education course. Coaches received 30 hours of theoretical and practical sessions, including five hours related to para table tennis, led by an experienced ITTF expert. They also enhanced their practical skills, which supported their certification process.*

*Once their post-course requirements are fulfilled, the coaches will receive their ITTF coaching certificates and will be added to the official ITTF Coaches Registry.*

## Olympic Scholarships for Coaches

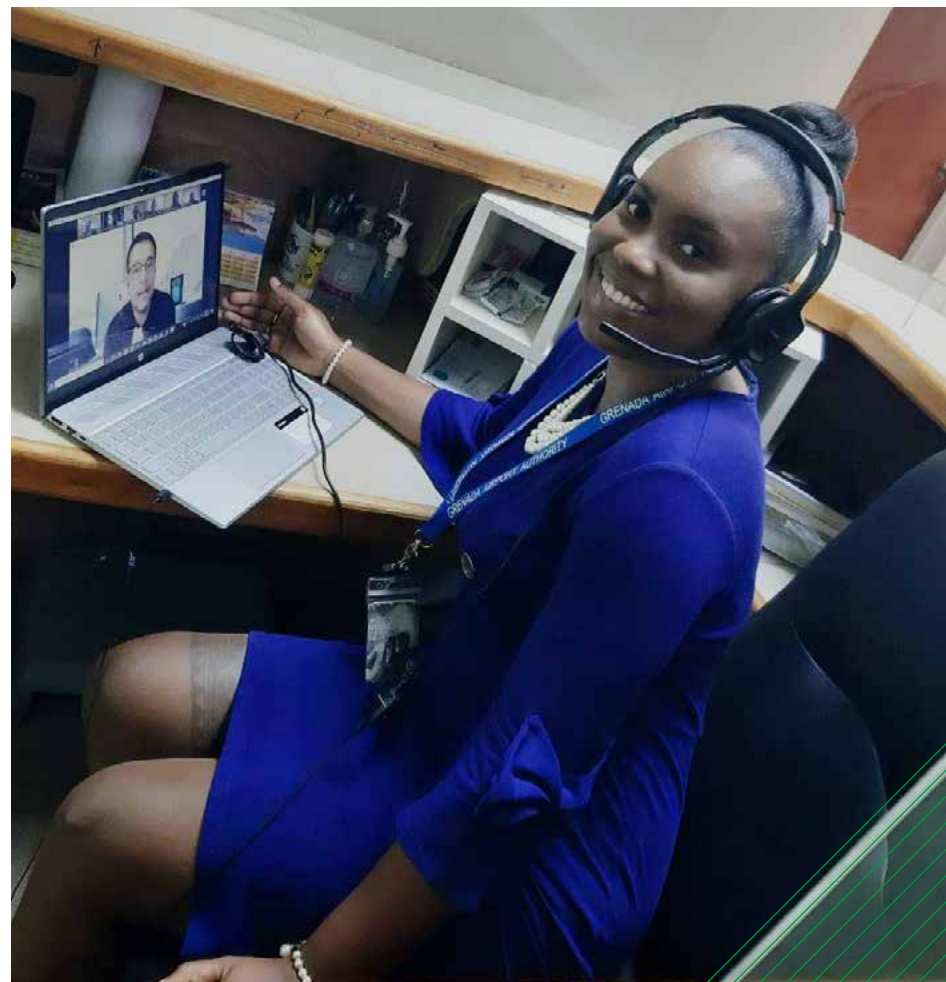
The Olympic Scholarships for Coaches programme is designed to help NF-recognised coaches benefit from continuous high-level training in a particular sport or other areas of expertise. The experience they gain will then be of wider benefit to their national sports system. The programme offers coaches three main types of training: sports science training at high-level sport centres or universities; sport-specific training that allows coaches to update their knowledge in a particular sport; and distance training (e-learning), managed by the respective high-level centres or universities.



**26%**

of female coaches were among the scholarship beneficiaries

“ 116 COACHES FROM ACROSS THE FIVE CONTINENTS BENEFITED FROM ONLINE TRAINING IN VARIOUS AREAS OF COACH EDUCATION THROUGHOUT THE YEAR AND MOST OF THEM ARE DUE TO ATTEND IN-PERSON MODULES IN 2021 ”



Thornia Mitchell (GRN), coach scholarship holder, attending the PAISAC autumn session delivered online





Coaches attending online sessions delivered by the Centro de Alto Rendimiento in Barcelona (Spain)

### In 2020

Due to COVID-19, training centres were asked to look into delivering training programmes online.

For some partner centres, the COVID-19 challenge represented an opportunity to pilot innovative online teaching concepts that strengthened their overall programme.

Four partner centres adopted a blended training format consisting of online modules, which were successfully implemented in 2020 and in-person modules that will hopefully be carried out in 2021.

**Budget:** USD 2,500,000

### Olympic Scholarships for Coaches by option

| Continent    | Sports Sciences |           |           | Sport-Specific Training |          |           | Total Olympic Scholarships | NOCs      |
|--------------|-----------------|-----------|-----------|-------------------------|----------|-----------|----------------------------|-----------|
|              | Men             | Women     | Total     | Men                     | Women    | Total     |                            |           |
| Africa       | 21              | 6         | 27        | 1                       | -        | 1         | 28                         | 24        |
| America      | 36              | 14        | 50        | 6                       | 3        | 9         | 59                         | 26        |
| Asia         | 9               | 2         | 11        | 2                       | -        | 2         | 13                         | 13        |
| Europe       | 6               | 2         | 8         | 3                       | 3        | 6         | 14                         | 9         |
| Oceania      | 2               | -         | 2         | -                       | -        | -         | 2                          | 2         |
| <b>Total</b> | <b>74</b>       | <b>24</b> | <b>98</b> | <b>12</b>               | <b>6</b> | <b>18</b> | <b>116</b>                 | <b>74</b> |

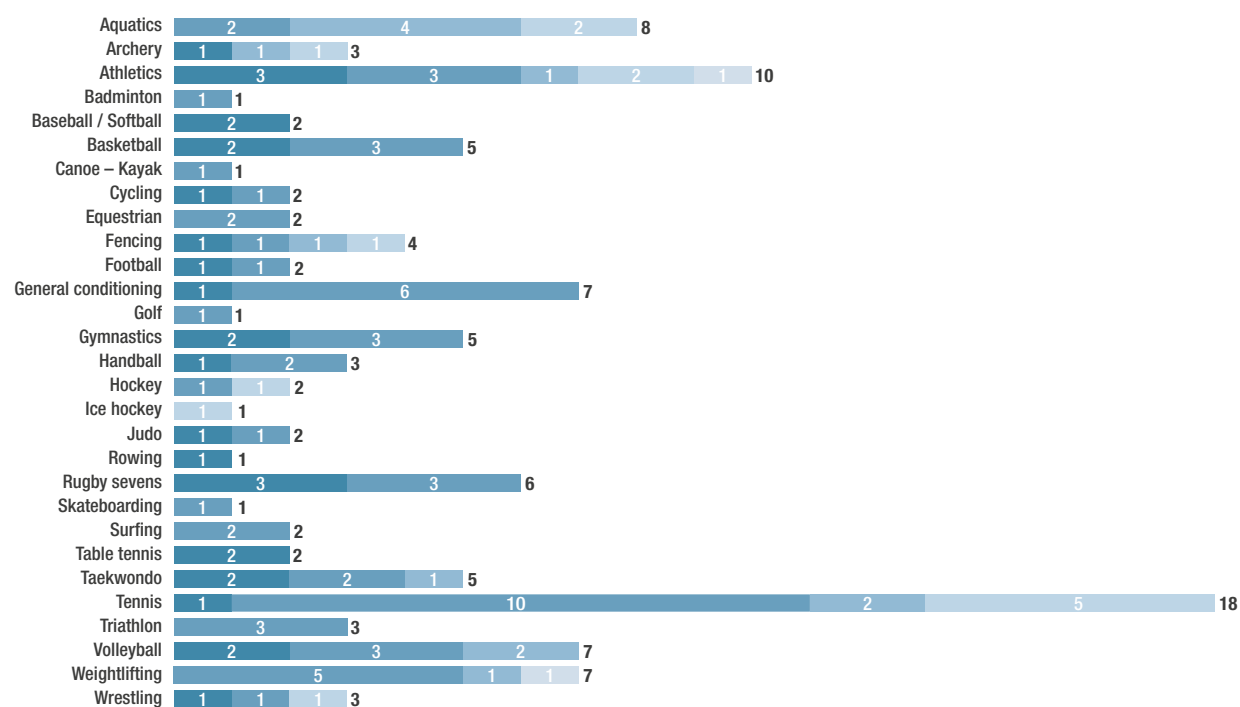


#### FAST FACT

Thanks to the efforts of our partner centres and in spite of the challenges, **116** scholarships were awarded in 2020 vs **191** scholarships awarded in 2019.

## Olympic Scholarships for Coaches by sport

|                      | Africa | America | Asia | Europe | Oceania | TOTAL |
|----------------------|--------|---------|------|--------|---------|-------|
| Olympic Scholarships | 28     | 59      | 13   | 14     | 2       | 116   |
| NOCs                 | 24     | 26      | 13   | 9      | 2       | 74    |



# An equal opportunity

**Rebecca Sueur** (bottom row, right), director of PAISAC (the International Support Program to African and Caribbean Sport), reveals how Olympic Solidarity has enabled the organisation to train a new generation of African and Caribbean coaches

## **Why is the Olympic Scholarships for Coaches programme important?**

*The programme supports coaches from all over the world by offering them equal access to quality training in applied sports sciences. It contributes to the transfer of the essential knowledge that every high-level coach needs to enable his or her athletes to reach their full potential.*

## **How has PAISAC benefited from the programme?**

*Thanks to the Olympic Scholarships for Coaches programme, PAISAC has trained 216 high-level coaches since its formation in 2002. These coaches mainly come from Africa and the Caribbean. To date, seminars in applied sports sciences have been offered in collaboration with the NOCs of three African countries, enabling 134 coaches to be trained on their territory.*





## A helping hand

**In spite of COVID-19, Olympic Solidarity support has enabled IFs to continue implementing their programmes under challenging circumstances, as International Tennis Federation (ITF) head of participation and education Miguel Crespo reveals**

### **How important is the Olympic Solidarity Olympic Scholarships for Coaches programme?**

*This programme is crucial for the implementation of the ITF Development strategy. Coaching is one of the six core pillars that cover all areas of development, and coaches are one of the main ITF stakeholders. With over 165,000 tennis coaches worldwide, they play such a vital role in the continued development of tennis, and the nurturing of talent around the world. The ITF is extremely grateful to Olympic Solidarity for its continuous support and cooperation.*

### **How has the programme assisted the ITF in developing its Online ITF Tennis Coaching Scholarships for 2020?**

*In a year affected by COVID-19, the programme has been instrumental in ensuring the provision of top-quality tennis coach education to the scholarship coaches. The ITF is focused on providing education to the coaches and supporting National Associations (and individual tennis coaches) through courses, conferences, online learning and various publications. The delivery of the programme is an essential tool for continued education in this rapidly changing environment.*



## Development of National Sports System

Aimed primarily at NOCs with weak basic sports and coaching structures but genuine potential for improvement, this programme helps NOCs and NFs to develop and strengthen their sports systems. Following a thorough analysis of the existing structure in a particular Olympic sport or sports, an international expert helps to draft a medium- or long-term action plan. The plan must provide for the training of local coaches or others capable of seeing the work through to the project's completion.



More than  
**3,000**  
coaches have received Olympic Solidarity assistance

“ MOST PROJECTS THAT TOOK PLACE HAD BEEN ALLOCATED TO NOCS PRIOR TO THE ONSET OF THE PANDEMIC ”



A multisport development project in Guam



## In 2020

Given the complexity of the programme and its long-term nature, the fact that its implementation has been greatly affected by the COVID-19 pandemic has not come as a surprise.

In the middle of the year, despite the easing of COVID-19 restrictions, it was decided jointly with Olympic Solidarity's technical partners not to embark on new projects. As such, most projects that took place had been allocated to NOCs prior to the onset of the pandemic. NOCs and IFs worked together to deliver them in various formats depending on the particular socio-economic and sport and health environment of the respective nation.

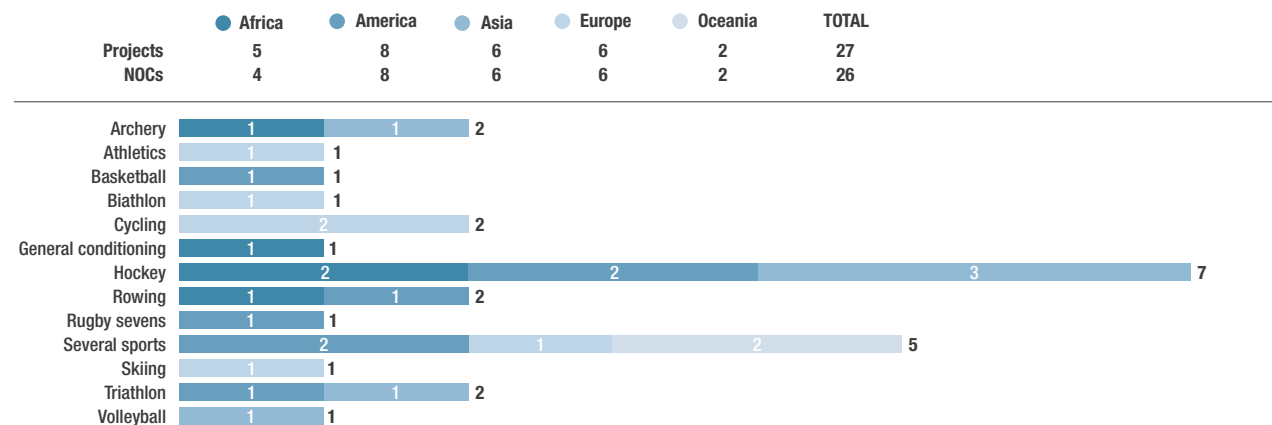
**Budget:** USD 2,000,000



### FAST FACT

Apart from coaches, the concerned national sport communities consisting of athletes, judges, referees, PE teachers, administrators, etc. benefited in one way or another from these projects.

## Development of National Sports System by sport





## A pathway for development

International Hockey Federation (FIH) coaching and development expert **Tayyab Ikram** is proud of the work done to nurture the sport in Kenya, with Olympic Solidarity support once again proving invaluable

### **Why is the Development of National Sports System programme important?**

*The structure of the programme allows for greater engagement with NFs and NOCs. The programmes last between three and six months, and involve our FIH experts visiting participating countries on a number of occasions. They engage with local experts and provide a structure for the further development of hockey,*

*which the FIH then monitors. The programme is important because it offers pathways for coaches, umpires and technical officials through educational initiatives.*

### **How has the programme helped to grow hockey in Kenya?**

*We identified Kenya as a country that required a structure to its education, youth development*



*and overall planning programmes. The pandemic was an opportunity for us to engage with more coaches online, and in some areas of Kenya even field activity was allowed. We followed the same approach with the umpires and technical officials, before recommending certain participants for the pathway and future FIH courses.*



# NOC Management and Knowledge Sharing

Helping NOCs fulfil their mission in the best possible way

# NOC Management and Knowledge Sharing

Effective administrative structures, good practices and reliable procedures are all vital if NOCs are to deliver the day-to-day support required by their athletes and members. The aim of the four NOC Management and Knowledge Sharing programmes is to assist NOCs with their operational needs and improve aspects of their management by helping them better execute their tasks, offering educational opportunities to their staff and elected officials, and facilitating the exchange of information and experience among NOCs.

**2020 Budget:** USD 12,521,250

## Highlights in 2020

Faced with the new reality of 2020 and the postponement of the Olympic Games Tokyo 2020, NOCs were able to rely on Olympic Solidarity programmes to help them adapt:

- NOC Management Initiatives helped ensure that many NOCs had the equipment and infrastructure required to operate using virtual meetings.
- The demand for capacity building did not diminish and many NOCs were able to refocus on training thanks to the flexibility allowed by the National Courses for Sports Administrators programme.

## Key numbers

**201**

NOCs received the annual Administrative Subsidy

**153**

Sports Administrators and Advanced Sports Management Courses

## NOC Administration Development

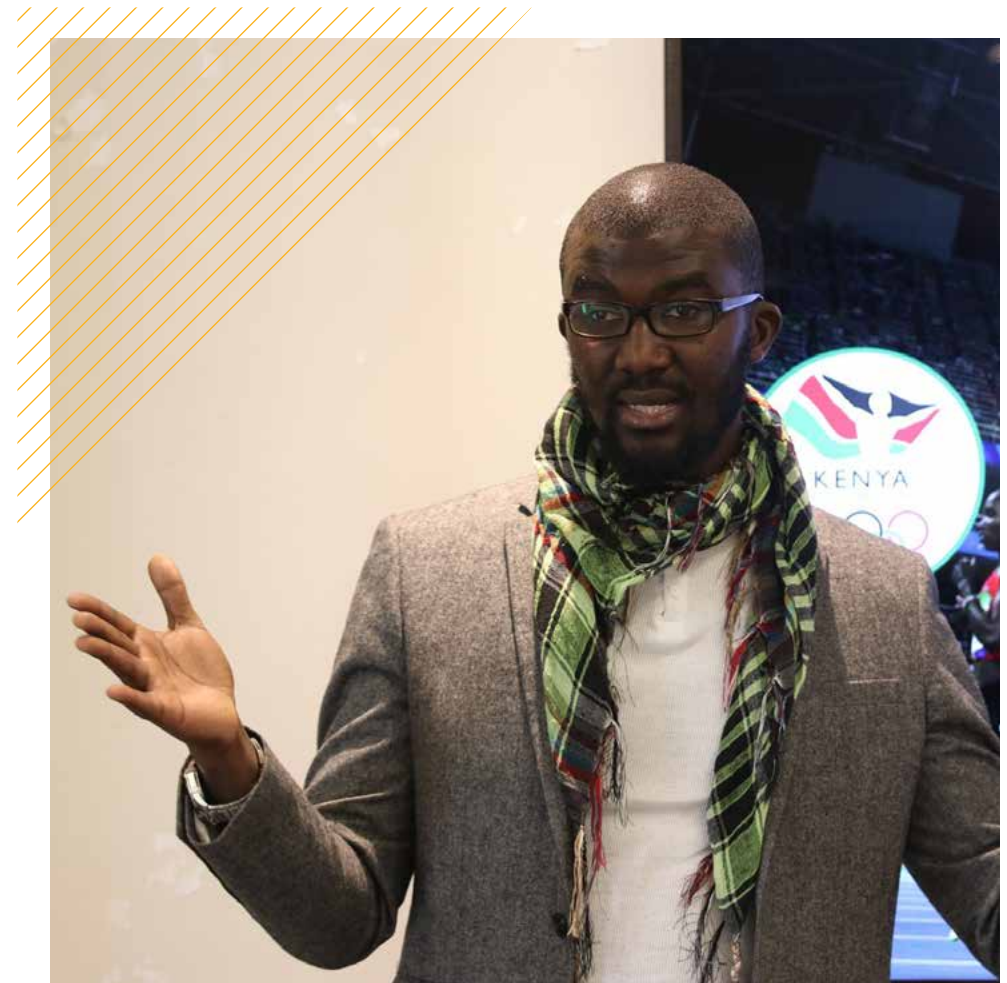
The NOC Administration Development programme supports and strengthens NOCs' administrative structures, contributing to their running costs and improving governance and best practice across the board. An annual Administrative Subsidy of USD 45,000 is available to NOCs to help cover running costs, and NOCs can also request assistance with the development of specific aspects of their management structure or high-priority projects that are in line with their strategic plans.



**98%**

of all NOCs from America and Europe took up Administrative Subsidies

“ MORE THAN A THIRD OF NOC MANAGEMENT INITIATIVES TARGETED IT UPGRADES, WHICH WERE NEEDED AS A RESULT OF THE PANDEMIC ”



The NOC of Kenya hosted a sports marketing workshop

### In 2020

Administrative Subsidies to 201 NOCs ensured stability during this volatile time.

More than a third of NOC Management Initiatives targeted IT upgrades, which were needed as a result of the pandemic.

Other projects carried out centred around marketing, organisational development, strategic planning and communications.

**Budget:** USD 10,056,250



The Sport Revolution conference hosted by the Slovakia NOC

### i FAST FACT

With many usual activities rendered impossible by national and international restrictions, a large number of NOCs focused on building capacity and used NOC Management Initiatives to provide their stakeholders with new training opportunities.

### NOC Administration Development

| Continent    | Administrative Subsidy | Management Initiatives |           |
|--------------|------------------------|------------------------|-----------|
|              | NOCs                   | NOCs                   | Projects  |
| Africa       | 50                     | 16                     | 22        |
| America      | 41                     | 7                      | 7         |
| Asia         | 43                     | 9                      | 10        |
| Europe       | 50                     | 12                     | 13        |
| Oceania      | 17                     | 2                      | 2         |
| <b>Total</b> | <b>201</b>             | <b>46</b>              | <b>54</b> |

# Q&A

## Maximising funding streams



**Terry Sasser (top row, centre right), Secretary General of the Marshall Islands NOC, explains how NOC Administration Development support helps the NOC administer and deliver its various projects to the benefit of its athletes**

### **How important is the Olympic Solidarity NOC Administration Development programme?**

*The programme is critical to the professional administrative and management oversight of the Marshall Islands NOC and, by extension, its ongoing, mutually beneficial relationships with national sport federations, commissions, government agencies and key stakeholders. It is the management framework to support the athletes, who should be at the centre of all decision-making.*

### **How has the Marshall Islands NOC benefited from the programme?**

*The programme helps us allocate our budgets for running costs and improving fixed assets, such as office space, transport, equipment and other capital expenses. It also helps us assist the NOC staff, executive board members and NFs in their day-to-day workflow, subsidising meeting rooms, work spaces, computer hardware and software, office supplies and other essentials. Finally, it allows us to safeguard our assets with insurances, maintenance and service plans.*



## National Courses for Sports Administrators

Olympic Solidarity's National Courses train sports administrators around the world in sports administration and management. The Sports Administrators Courses help sports leaders of NOCs, NFs and other national bodies to work more efficiently and happily, using the *Sport Administration Manual* as a base textbook. The Advanced Sports Management Courses (ASMC) are primarily aimed at NOC and NF executives, supplementing the six modules of the *Managing Olympic Sport Organisations* manual with a strong practical component.

“ BOTH THE MANAGING OLYMPIC SPORT ORGANISATIONS MANUAL AND THE SPORT ADMINISTRATION MANUAL ARE AVAILABLE IN ENGLISH, FRENCH AND SPANISH ”



66

NOCs globally participated in this programme

132

Sports Administrators Courses were held in 2020



Participants in a Sports Administrators Course held by the NOC of Vietnam

## Sports Administrators Courses and Advanced Sports Management Courses

| Continent    | NOCs      | Sports Administrators Courses | Advanced Sports Management Courses |
|--------------|-----------|-------------------------------|------------------------------------|
| Africa       | 21        | 48                            | 7                                  |
| America      | 17        | 34                            | 6                                  |
| Asia         | 15        | 31                            | 3                                  |
| Europe       | 12        | 19                            | 4                                  |
| Oceania      | 1         | *                             | 1                                  |
| <b>Total</b> | <b>66</b> | <b>132</b>                    | <b>21</b>                          |

\*Courses organised through ONOC's Continental Programme



The NOC of Albania hosted a Sports Administrators Course

### i

#### FAST FACT

Close to half of all the national courses were gender-balanced (i.e. 40 per cent or more participants were women); 37 per cent of all Sports Administrators Course participants and as many as 40 per cent of Advanced Sports Management Course participants were women.

#### In 2020

NOCs were forced to move their courses online. Many of them used course subsidies to develop specific curricula or for necessary IT upgrades.

All NOCs received copies of the updated version of the *Sport Administration Manual*. Many expressed their satisfaction with this interesting and useful publication and thanked Olympic Solidarity and the contributors for their inspirational work.

The *Managing Olympic Sport Organisations* manual was given a new look and was fully revised.

New illustrations and case studies from a diversity of Olympic sport organisations were added. Corresponding Learners' Guides and additional resources such as the Programme Directors' Guide have also been updated.

Both manuals are available in English, French and Spanish. Some NOCs have already completed or have started the translation into their own language.

**Budget:** USD 715,000

**“There is a need for active collaboration to ensure the National Courses for Sports Administrators programme succeeds so that Nigeria will not be left out of emerging global trends in sports management and administration. The Nigerian NOC will continue to work hard to support the ideals of the Olympic Movement, especially as it relates to Olympic education.”**

**Habu Ahmed Gumel**

President of the Nigerian NOC, on the importance of Olympic Solidarity's National Courses for Sports Administrators programme

## International Executive Courses in Sports Management

Olympic Solidarity's International Executive Courses provide sports managers with access to high-level education and training courses. A network of universities offers the MEMOS (Executive Masters in Sports Organisation Management) programme in English, French and Spanish, with six modules split into three or four sessions over the course of a year. Working with their tutors, all participants are required to develop a professional project designed to improve an aspect of their organisation's management.

“ THE MEMOS EDITIONS SLATED TO FINISH IN 2020 WERE EXTENDED TO 2021, WHILE SESSIONS SCHEDULED FOR MARCH OR LATER WERE ADAPTED TO RESPOND TO THE GLOBAL RESTRICTIONS ”



A gathering at the Olympic House of the MEMOS graduates involved in the Winter YOG Lausanne 2020





Online session of MEMOS VIII in Spanish

### In 2020

Due to the pandemic, the MEMOS editions slated to finish in 2020 (MEMOS XXIII in English and MEMOS VIII in Spanish) were extended to 2021. The sessions scheduled for March or later were adapted to respond to the global restrictions and were held online. Participants are expected to complete their assignments and graduate in 2021.

MEMOS XXIII modules on HR and Project/Event Management, hosted in January 2020 by the Australian Olympic Committee at the International College of Management in Manly, was the only residential MEMOS session in 2020.

The recruitment for the MEMOS editions intended to start in 2020 (MEMOS XXIV in English and MEMOS IX in French) was also postponed to 2021 and so no new MEMOS scholarships could be awarded before the end of 2020.

**Budget:** USD 1,250,000

“ THE PROGRAMME ENCOURAGES NOCS TO SHARE THEIR EXPERIENCE AND RESOURCES WITH THEIR COLLEAGUES AT OTHER NOCS ”



The NOC of Portugal website is powered by CONPaaS

## NOC Solidarity Exchanges

NOC Solidarity Exchanges are designed to coordinate NOCs’ offers of assistance with the demands of those NOCs in the greatest need, ensuring efficient and productive knowledge-sharing between developed and developing NOCs. The programme encourages NOCs, particularly those with a

specific expertise and means, to share their experience and resources with their colleagues at other NOCs, contributing to the promotion of solidarity in the Olympic Movement.

### In 2020

CONPaaS, a collaborative IT platform, continued to be developed by the 21 Spanish- and

Portuguese-speaking NOCs involved in the project under the leadership of the Spanish NOC. The aim of the platform is to offer services and solutions to the NOCs in data management, records management, web systems and communication tools. The platform went live in early 2021.

**Budget:** USD 500,000



# Promotion of the Olympic Values

Ensuring sport and the Olympic values play a key role within society

# Promotion of the Olympic Values

The Olympic values of friendship, excellence and respect underpin the Olympic Movement and make it unique and successful. Through its five Promotion of the Olympic Values programmes, Olympic Solidarity offers NOCs the opportunity to translate these values into action on the ground. In spite of the pandemic, NOCs were not deterred from encouraging people to stay safe, strong and active and from drawing attention to the importance of sport and physical activity for physical and mental health. NOCs had a leading part in the Olympic Day celebrations, reaching over half a billion people with a 24-hour workout on 23 June 2020. The shift toward digital solutions was also visible on a national level, where NOCs successfully engaged young people through social media. The International Olympic Academy hosted its sessions for directors and young participants online for the first time.

**2020 Budget:** USD 5,000,000

## Highlights in 2020

- In spite of the challenges posed by COVID-19, NOCs organised a total of 148 activities through the Promotion of Olympic Values programmes in 2020. Even if that represents a significant drop compared with 2019

(232 activities), the number of activities that were implemented is a sign of the resilience of the NOCs in this difficult year where most sporting events had to be cancelled.

- More activities were organised in these programmes in 2017-2020 (775) compared with 2013-2016 (747), despite the drop in 2020. NOCs have shown greater leadership in terms of using sport and physical activity as tools for physical and mental health.
- There is a big increase in medical and Olympic education scholarships allocated to NOCs: from 77 in 2013-2016 to 352 in 2017-2020. NOCs from Africa are the main beneficiaries, followed by the Americas and Asia. There is also an important shift from physical to online training, which enabled most scholarship programmes to continue as usual in 2020.

## Key numbers

**148**

NOC activities approved

**89**

NOC Olympic Day subsidies paid

**128**

NOC scholarships awarded towards training opportunities



## Sports Medicine and Protection of Clean Athletes

As a result of the pandemic, health and well-being took a new turn in 2020, with the physical and mental health benefits of sport and physical activity becoming apparent for many people restricted by lockdowns. While numerous planned activities involving large groups of people had to be cancelled, NOCs helped by providing creative solutions for the practice of sport at home and the use of sport as a remedy to many health issues. NOCs also continued to use this programme to promote safeguarding in sport.



**87**

scholarships allocated for training opportunities



The Guam NOC's Medical and Anti-Doping Commission ran a workshop

“ THE NEW MENTAL HEALTH PROGRAMME LAUNCHED IN 2020 HAS MET GREAT DEMAND WITH THE ALLOCATION OF 20 SCHOLARSHIPS ”

**i**

### FAST FACT

A total of **20** people benefited from new training opportunities related to mental health, Asia being the continent with the most beneficiaries.

The global pandemic led to the postponement of the World Conference on Prevention of Injury and Illness in Sport and the Course on Cardiovascular Evaluation of Olympic Athletes, as well as the Advanced Team Physician Course. More positively, the situation has led to the increased success of distance learning (online) training. For instance, the new mental health programme launched in 2020 has met great success with the allocation of 20 scholarships for the certificate or the diploma. This also shows the increase in interest for this field of study, which plays an immensely important role in an athlete's wellbeing and performance, both during and after their sport career.

### In 2020

This year, NOCs continued to proactively promote safeguarding in sport.

The continent with the most NOC medical training scholarships in 2017-2020 was the Americas, jointly followed by Africa and Asia.

**Budget:** USD 800,000

### Sports Medicine and Protection of Clean Athletes in 2020

| Continent    | Activities                                  | Training  |
|--------------|---|---|
| Africa       | 4 LES, MAD (2), MLI                         | 22 BOT (4), KEN (5), NGR (8), SWZ, UGA (3), ZAM                             |
| America      | 2 ARU, BRA                                  | 31 ARG (2), ARU, BAR, BRA (7), CHI, COL (5), CRC (5), DMA, GUA (4), MEX (4) |
| Asia         | 4 INA, PLE, SRI, TJK                        | 22 BRN (2), IND (4), LBN (3), MAS, MYA, PAK (4), PLE, THA (3), TKM (3)      |
| Europe       | 9 CZE, EST, FRA, GEO, ISR, NOR (2), SLO (2) | 11 AUT (2), BLR, CYP, EST, ISL, MLT (2), SVK, TUR (2)                       |
| Oceania      | 2 FIJ (2)                                   | 1 MHL   |
| <b>Total</b> | <b>21</b>                                   | <b>87</b>   |

### Sports Medicine and Protection of Clean Athletes training allocations in 2020

| Continent    | Sports Medicine Diploma | Physical Therapies Diploma | Sports Nutrition Diploma | Drugs in Sport Certificate | Mental Health Certificate | Mental Health Diploma |
|--------------|-------------------------|----------------------------|--------------------------|----------------------------|---------------------------|-----------------------|
| Africa       | 4                       | 4                          | 6                        | 3                          | 3                         | 2                     |
| America      | 5                       | 7                          | 9                        | 5                          | 2                         | 3                     |
| Asia         | 5                       | 3                          | 4                        | 2                          | 3                         | 5                     |
| Europe       | 4                       | 1                          | 3                        | 2                          | 1                         | –                     |
| Oceania      | –                       | –                          | –                        | –                          | 1                         | –                     |
| <b>Total</b> | <b>18</b>               | <b>15</b>                  | <b>22</b>                | <b>12</b>                  | <b>10</b>                 | <b>10</b>             |



### **Why is the Sports Medicine programme important?**

*It is important because it allows us to train the applied sports science team and develop pioneering projects such as the prevention of sexual harassment in sports, which encompass the fields of mental and physical health. With the financial support from Olympic Solidarity through the Sports Medicine programme, it has been possible to develop these projects in a comprehensive manner.*

### **How has the Costa Rican NOC used this support to develop its 'Acaso es acoso' initiative?**

*Firstly, it allowed us to carry out an investigation that provided indicators of the prevalence of harassment in the context of Costa Rican sport. This was then used as a reference to implement regulatory frameworks and education programmes for those involved in sport in order to combat situations of sexual harassment. Finally, we raised awareness of the initiative through a media campaign supplemented by high-quality photography and audiovisual techniques.*



## **Combating harassment in sport**

**Henry Nuñez, President of the Costa Rican NOC, reveals how the Olympic Solidarity Sports Medicine programme has provided vital support to the development of an anti-harassment initiative**

## Sustainability in Sport

Through the Sustainability in Sport programme, NOCs can benefit from funding in any of the three pillars of the IOC's Sustainability Strategy: economic, social and environmental. The NOCs can hence set an example for the rest of the national sporting movement in terms of, for example, infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate. NOCs can take the lead in amending their internal policies or operations and can help organise sustainable sports events or awareness campaigns.

“ NOCS OFTEN USE THIS PROGRAMME TO SHOWCASE HOW A SPORTING EVENT CAN BE HOSTED SUSTAINABLY ”



5

European NOCs organising sustainability activities



The NOC of Kosovo hosted a sustainability project



### In 2020

This year, NOCs continued working to reduce carbon emissions and become carbon neutral, in line with the IOC's ambitions in this area.

Many NOCs will have significantly reduced their carbon footprint due to decreased activity and travel.

**Budget:** USD 500,000

### Sustainability in Sport in 2020

| Continent    |           | Activities              |
|--------------|-----------|-------------------------|
| Africa       | 1         | MLI                     |
| America      | 4         | BRA (2), CRC, VEN       |
| Asia         | 2         | PRK, TJK                |
| Europe       | 5         | BIH, FRA, GER, KOS, MDA |
| Oceania      | 1         | COK                     |
| <b>Total</b> | <b>13</b> |                         |

**i** **FAST FACT**  
 A number of NOCs want to increase the visibility of this topic with other sporting organisations.



A beach clean-up activity organised by the NOC of Venezuela



# Promoting environmentalism through sport

The Cook Islands is working hard to cut down on single-use plastics – and Olympic Solidarity support has been vital in implementing this environmental initiative at sporting events. **Owen Lewis, Secretary General of the Cook Islands NOC, reveals why**

**How has the Olympic Solidarity Sustainability in Sport programme supported the Cook Islands NOC's project of reducing plastic waste at sporting events and encouraging athletes to skip single-use plastics?**

*The programme has enabled us to partner and support the work of a non-governmental organisation in addressing single-use plastics, an environmental issue that has a profound effect on the country, its people and its future. With the increased awareness and availability of reusable*

*drink bottles we have seen a dramatic shift at sporting events and among clubs, federations and athletes.*

**How has the programme supported the Cook Islands NOC more generally?**

*The reusable plastics project has enabled us to see that with Olympic Solidarity support, we can look even further and use sport to address other issues in society, finding solutions that are innovative and engaging. Olympic Solidarity provides us with the opportunity to apply Olympic values in our country. We are grateful and hope to reciprocate the support by practising Olympism and making a difference to the Cook Islands.*

## Gender Equality and Diversity

One of the pillars of the Olympic Movement is the notion that everybody is welcome in sport, regardless of gender, age, religion, race or sexual orientation. There is a balanced representation of the genders in terms of athletes at the Youth Olympic Games and the Olympic Games, but there are still significant disparities in coaching and sports leadership. Through the Gender Equality and Diversity programme, the NOCs can benefit from funding for leadership training, mentoring, monitoring, awareness-raising and other activities aimed at giving women or other under-represented groups in sport a boost.

“ A NUMBER OF NOCS SUCCESSFULLY SHIFTED NETWORKING EVENTS ONLINE ”



**32%**

of Gender Equality and Diversity activities were hosted by African NOCs



A female leadership seminar hosted by the NOC of Saint Lucia



### In 2020

A number of NOCs successfully shifted networking events online.

The Women's Sport Leadership Academy, launched in 2019 to give 26 high-performance women coaches the opportunity to benefit from a leadership training programme, has also been impacted by the global pandemic. The programme has been rescheduled to finish in 2021, while online modules have also been developed.



The Benin NOC hosted a festival of women's beach sports

**Budget:** USD 500,000



► Sports Federations leading the way to increase the percentage of female coaches and technical officials

### Gender Equality and Diversity in 2020

| Continent    | Activities                              | Training                                      |
|--------------|---|---|
| Africa       | 8 BEN, CGO, KEN, LES, MLI (2), MOZ, TUN | 6 EGY, RSA (3), TUN, ZIM                      |
| America      | 4 BER, GUA, LCA, TTO                    | 4 ARG, BRA, USA (2)                           |
| Asia         | 5 INA, IRI, PLE, PRK, TJK               | 4 HKG, IND, IRI, KUW                          |
| Europe       | 5 CRO, FRA, GEO, LTU, POL               | 9 ESP, GBR, HUN, LAT, LTU, NOR, POR, SRB, SVK |
| Oceania      | 3 GUM, PNG, VAN                         | 3 AUS, NZL, SAM                               |
| <b>Total</b> | <b>25</b>                               | <b>26</b>                                     |

**i** **FAST FACTS**

- Africa continues to be the leading continent in this programme in terms of the number of activities organised.
- Meanwhile, European NOCs prioritised offering training opportunities to skilled women leaders and coaches.





# A level playing field

The Olympic Solidarity Gender Equality and Diversity programme plays a key role in promoting female participation in all areas of sport, as **Cristian Roldan** of the Argentinian NOC reveals

## Why is the Gender Equality and Diversity programme important?

The programme is important for the Argentinian NOC to fulfil its mission: to promote gender

*equality and inclusion in competitive sport, in the management of the NOC, and in the structures of the affiliated NFs and sports organisations linked to the NOC.*

*Thanks to this programme, the NOC's Women in Sports Commission has the resources to carry out projects to fulfil these objectives and develop its strategy.*

## How is the Argentinian NOC supported through the programme?

*The programme helps us organise projects in conjunction with the Women in Sports Commission and strategic partners.*

*These consist of seminars and workshops designed to promote women's participation in*



*leadership and decision-making roles within sports organisations.*

*We also evaluate the management structures of NFs affiliated to the NOC with regard to their compliance with the principles of gender equality. This allows us to raise awareness among their members and discuss the actions that could be taken to ensure the integration of the values of equality and diversity in the policies and actions of these NFs.*

## Sport for Social Development

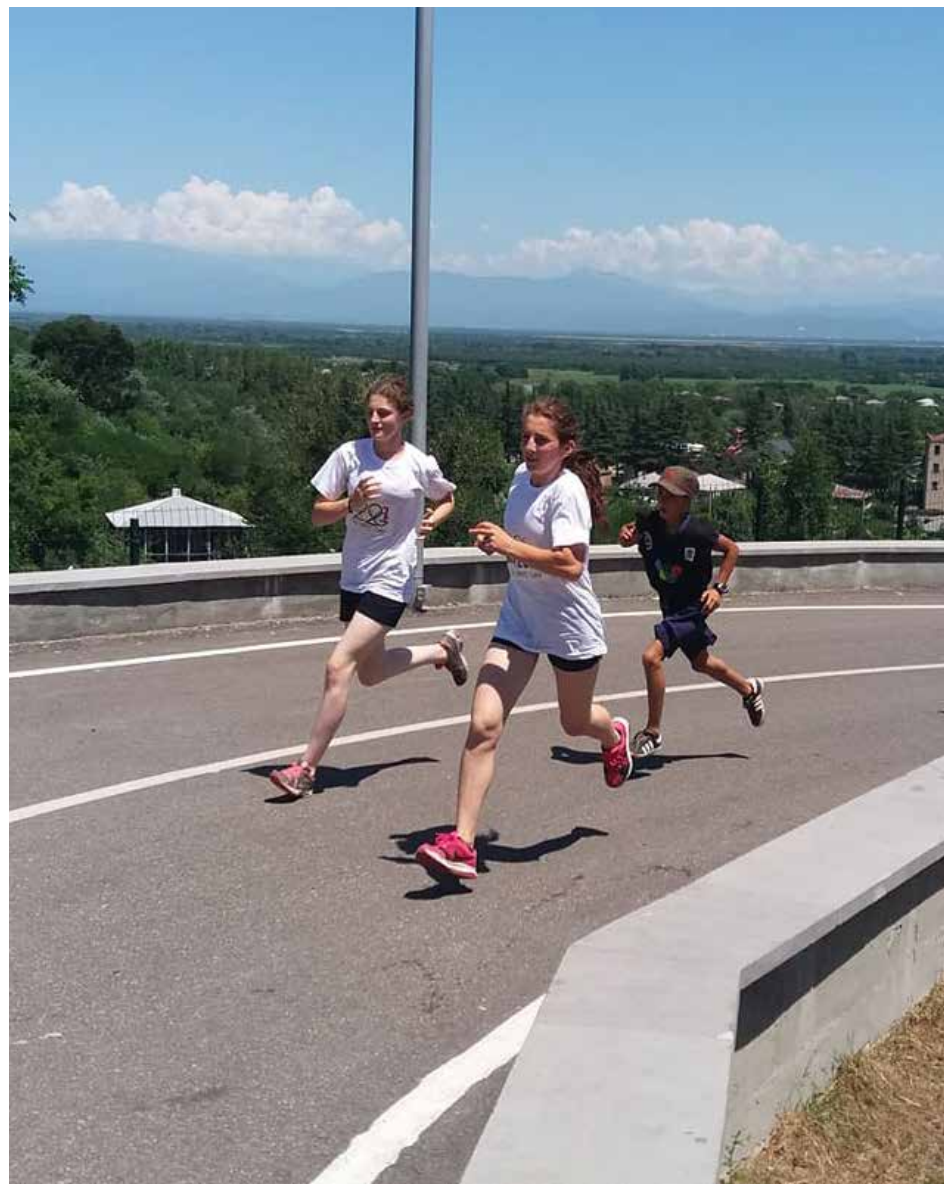
Contributing to the development of a healthy body and mind is one of the cornerstones of Pierre de Coubertin's philosophy of Olympism. Through the Sport for Social Development programme, Olympic Solidarity gives NOCs an annual contribution towards Olympic Day celebrations, encouraging people of all ages to participate in sport together under the auspices of the NOCs. Many NOCs also use this programme to build bridges between people of different cultures and to offer sporting opportunities to communities with particular vulnerabilities or to groups of society with especially low sports participation and physical activity levels.

“ ALL NOCS HOSTING AN OLYMPIC DAY CELEBRATION RECEIVED OLYMPIC SOLIDARITY SUPPORT ON REQUEST ”



24

Asian NOCs hosted 2020 Olympic Day events



A run organised by the Georgian NOC in Imereti



Federated States of Micronesia's Young Educators Promoting Olympic Values programme

### In 2020

NOCs showed resilience by adapting sport for all events to COVID-19 safety regulations and by moving initiatives online in 2020, although many events had to be cancelled.

The year 2020 saw a growing awareness of the many physical and mental health benefits of sport and physical activity.

**Budget:** USD 850,000

### Sport for Social Development: NOC activities and Olympic Day in 2020

| Continent    |           | Activities   | 2020 Olympic Day |
|--------------|-----------|--|------------------|
| Africa       | 3         | CAF, ERI, UGA  | 16               |
| America      | 1         | ECU  | 12               |
| Asia         | 2         | CAM, TJK   | 24               |
| Europe       | 16        | ESP, EST, FRA, GEO, GER (3), LAT, LTU (2), MDA, SLO, SRB (2), SUI, SVK | 26               |
| Oceania      | 2         | FIJ, FSM   | 11               |
| <b>Total</b> | <b>24</b> |  | <b>89</b>        |



### FAST FACT

NOCs strongly supported the IOC's #StayActive campaign on Olympic Day on 23 June 2020, reaching around half a billion people through social media. Athletes and fans across five continents and 20 time zones came together for an innovative, global 24-hour digital workout.



# Staying Healthy at Home

**Elijah Njawuzi** explains how the Olympic Solidarity Sport for Social Development programme has helped the Ugandan NOC to promote a healthy lifestyle during COVID-19



## **Why is the Olympic Solidarity Sport for Social Development programme important?**

*The programme is important as it has helped us to disseminate and implement projects, campaigns and other initiatives aimed at championing a physically active lifestyle. It has enabled the Ugandan NOC to celebrate Olympic Day under the theme Move, Learn and Discover, where we encourage people to engage in physical activities such as the Olympic Day run, learn about the principles of Olympism and the true spirit of sport, and discover new Olympic sports and disciplines.*

## **How has the programme supported the Ugandan NOC's fitness campaign Healthy at Home?**

*The programme provided funding for the campaign, enabling the Ugandan NOC to reach more than 20,000 households during the COVID-19 lockdown. This was achieved through the development of a Healthy at Home workout video, workout cards, social media flyers and tiles, and a social media pack, all of which has encouraged people to keep fit in a safe manner from their own homes.*



*types of education, develop various initiatives and create new opportunities for children and target audiences to get active. It's very important for both the IOC and NOCs to understand that sport is a powerful tool for education and for changing opinions for the better in wider society.*

**How has the programme supported the Lithuanian NOC?**

*The programme allowed us to finance several different projects. One of these is the Olympic Month scheme for primary schools held every October, which is solely the initiative of the Lithuanian NOC. During Olympic Month, we create a lot of material – video content, lesson plans, activities, homework – to teach children that sport is a great tool for education, and that through sport you can learn important skills such as physical literacy, emotional intelligence and how to maintain a healthy lifestyle. This has all been possible thanks to Olympic Solidarity support.*



## Sport for a better society

**The Olympic Solidarity Sport for Social Development programme helps promote the wider benefits of sport in society, as Vita Balsyte of the Lithuanian NOC can verify**

**How important is the Olympic Solidarity Sport for Social Development programme?**

*The programme is a great way for NOCs to expand activities merging sport and different*

## Olympic Education, Culture and Legacy (including IOA)

The Olympic Education, Culture and Legacy programme is the largest of Olympic Solidarity's five programmes dedicated to the Promotion of the Olympic Values. NOCs use the programme to promote Olympic Education with young people, to encourage initiatives blending sport and culture, and to preserve their NOC heritage. Olympic Solidarity also offers scholarships towards two IOC-recognised Master programmes, one at the International Olympic Academy (IOA) and the University of Peloponnese and one at the Sport University Cologne. Each year, NOCs are entitled to financial support towards participation in the IOA's International Session for National Olympic Academies (NOAs) Directors and International Session for Young Participants.



7

NOCs from Oceania hosted Olympic Education, Culture and Legacy events in 2020



Children taking part in the Turkish NOC's Sports Culture and Olympic Education Programme





A child practising basketball as part of the NOC of Serbia's Olympic Class Programme

### Olympic Education, Culture and Legacy in 2020

| Continent    | Activities  | Training                 |
|--------------|---|--------------------------|
| Africa       | 7 CPV, LES, RWA (2), SEY, TUN, ZIM  | 3 BOT, TUN, UGA          |
| America      | 8 ARG, CHI, ECU, ISV, TTO, VEN (3)  | 3 MEX, USA (2)           |
| Asia         | 11 CAM, HKG, IRI, JOR, JPN, KOR, NEP, SRI, TJK (2), TPE   | 3 IRI, OMA, SRI          |
| Europe       | 32 AZE, BIH, BLR (2), BUL, DEN, EST (2), FIN (2), FRA, GBR (2), GEO, GRE, IRL, ISL, ISR, LAT, LTU, MDA, MKD, MON, ROU (2), SLO (2), SRB (2), SVK (2), TUR | 6 AZE, FIN, GRE (3), SVK |
| Oceania      | 7 AUS (3), FSM (2), NZL (2)   | -                        |
| <b>Total</b> | <b>65</b>   | <b>15</b>                |

#### In 2020

The training programmes launched in 2019 and 2020 also adapted to the global pandemic, developing virtual alternatives to meetings such as the IOA Session for Directors of NOAs and the Cologne University Master programme, which developed online training modules. In 2020, new

scholarships were allocated for the Master in Olympic Education, a collaboration between the IOA and the University of Peloponnese. A total of 15 scholarships have been distributed to NOCs supporting candidates in this training programme.

**Budget:** USD 2,350,000

#### **i** FAST FACT

Out of the five Olympic Values programmes, this programme was the least impacted by the COVID-19 pandemic, with many NOCs successfully shifting towards digital solutions.



*Dare to Believe is our main schools outreach programme and was developed in partnership with the US-based Irish Olympian Roisin McGettigan. It aims to inspire young people to 'Dare to Believe' in themselves through an interactive curriculum that explores the Olympic values using Team Ireland role models to bring the messages to life. The programme consists of preparation work by students on a range of subjects relating to Olympic values and is completed through the visit of an Olympic ambassador.*

**How has the NOC of Ireland used this support to successfully move its Olympic education programmes online and engage young people through social media platforms?**

*During COVID-19, we adapted our programme to create online versions of our curriculum so that teachers and students could access it remotely. We also ran virtual school visits across Ireland with our Olympic ambassadors, which was a hugely positive experience during this challenging time.*



## Dare to Believe

**Peter Sherrard, Chief Executive Officer of the Olympic Federation of Ireland, is grateful for Olympic Solidarity support in developing the Irish NOC's schools outreach programme**

**How does the Olympic Education, Culture and Legacy programme support the Irish NOC?**

*Olympic Solidarity funding helped develop and launch the Dare to Believe programme in 2018, and has been hugely beneficial in enhancing the Olympic and Team Ireland brand in our country.*





# An incredible opportunity

While the pandemic has undoubtedly been a challenging time for the whole world, the New Zealand NOC's Chief Operations Officer **Tara Pryor** explains how the committee used the new lockdown environment to inspire the country's schoolchildren

**How has the New Zealand NOC used the support of the Olympic Education, Culture and Legacy programme to successfully move its Olympic education programmes online and engage young people through social media platforms?**

*The New Zealand NOC has had its Olympic resources and stories online for some time, and Olympic Solidarity funding has enabled us to grow and develop this platform. However, COVID-19 represented an incredible opportunity to think differently. During New Zealand's eight-week lockdown, for example, we hosted a series of Olympic Ambassador visits on Facebook. We had an incredible response, and were able to widen our reach to students and schools at home by doing this online rather than in person.*



**What key messages does the Olympic Education, Culture and Legacy programme allow you to spread?**

*The Olympic values of excellence, friendship and respect are consistent with those of New Zealand schools. The feedback we have received from schools is that the Olympic Ambassadors' stories help give context to these values through sport, which is something the children understand. What's more, the Facebook visits featured stories of resilience and adversity to help get children through the difficulties a lockdown brings.*



# Forums and Special Projects

Connecting the Olympic Movement around the world

# Forums and Special Projects

The Olympic Solidarity regional forums, workshops, Continental Association Athletes' Commission Forums and Olympic Marketing Seminars help to improve the practices of NOCs around the world. They allow Olympic Solidarity to share ideas with and offer training to groups of NOCs, as well as for those NOCs to share best-practice ideas among themselves. Olympic Solidarity's Special Projects programme, meanwhile, responds directly to NOCs' specific needs arising from extraordinary or unforeseen circumstances in their countries.

## Highlights in 2020

Despite several activities being planned at the start of 2020, including Continental Association Athletes' Forums in Africa, Asia and the Americas as well as a number of NOC workshops, due to the pandemic very few took place. Most have been postponed until the situation improves enough to allow in-person gatherings.



Regional workshop on sports marketing organised by the Iran NOC

## Forums and Workshops

Designed to promote particular concepts and ideas to NOCs, regional forums are a unique opportunity for NOCs to come together and discuss distinct topics with Olympic Solidarity. The subjects covered at each forum are decided by the Olympic Solidarity Commission and the continental associations, helping Olympic Solidarity to respond efficiently and effectively to NOCs' needs. Olympic Solidarity also funds topical workshops for groups of NOCs and for certain functional areas within the NOCs, as well as

biennial forums for the Continental Association Athletes' Commissions, and continues to support the Olympic Marketing Seminars introduced by the Olympic Solidarity Commission.

### In 2020

Only one workshop was held. In January 2020 a regional marketing seminar organised by the NOC of the Islamic Republic of Iran was attended by participants from 22 NFs in Iran as well as 10 from surrounding countries.

**Budget:** USD 1,000,000

## Special Projects

The aim of this programme is to respond to the specific needs of NOCs facing extraordinary or unforeseen circumstances. The Special Projects fund can also be used to manage other situations or projects submitted by NOCs that do not fit into Olympic Solidarity's general programmes. The requests are analysed taking into account the situation of the NOC, any special grants received in the past and the seriousness of the circumstances.

### In 2020

Because of the pandemic, the number of projects supported through the Olympic Solidarity Special Projects programme was limited this year. Sustained financial assistance continued to be delivered to refugee athlete scholarship holders as well as all related activities to ensure that an IOC Refugee Olympic Team can participate in the postponed Olympic Games Tokyo 2020.

**Budget:** USD 2,750,000



Special projects funding helped the NOC of Tajikistan to renovate the Ibrahim Hasanov Sports School

 **LINK**  
▶ Special Projects in 2020

# 03

## Continental Programmes

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# A tailored approach for NOCs

Olympic Solidarity's Continental Programmes complement its World Programmes, and are designed to provide National Olympic Committees (NOCs) with access to technical, financial and administrative assistance that meets their individual needs and priorities. The programmes are run by the five continental associations in close collaboration with the Olympic Solidarity office in Lausanne. These programmes offer assistance specifically adapted to member NOCs in harmony with the Olympic Solidarity Plan 2017-2020.

Each continental association decides on the content, aims and budgets of the programmes they offer within the framework of the guidelines established by the Olympic Solidarity Commission. The programmes are administered by Olympic Solidarity's offices within the respective continental associations, thus offering a more personalised service to NOCs.

Every association must allocate funds to help NOCs develop their own national activities, which should be designed to meet NOCs'

local needs and improve their operational efficiency. Continental Programmes must also contribute to each continental association's operating expenses; the organisation of General Assemblies and other statutory meetings; and biennial Athletes' Commission meetings and forums, organised in collaboration with Olympic Solidarity.

Each continental association may also set aside funds to develop specific programmes for the benefit of their regions.



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# ANOCA

Association of National  
Olympic Committees of Africa



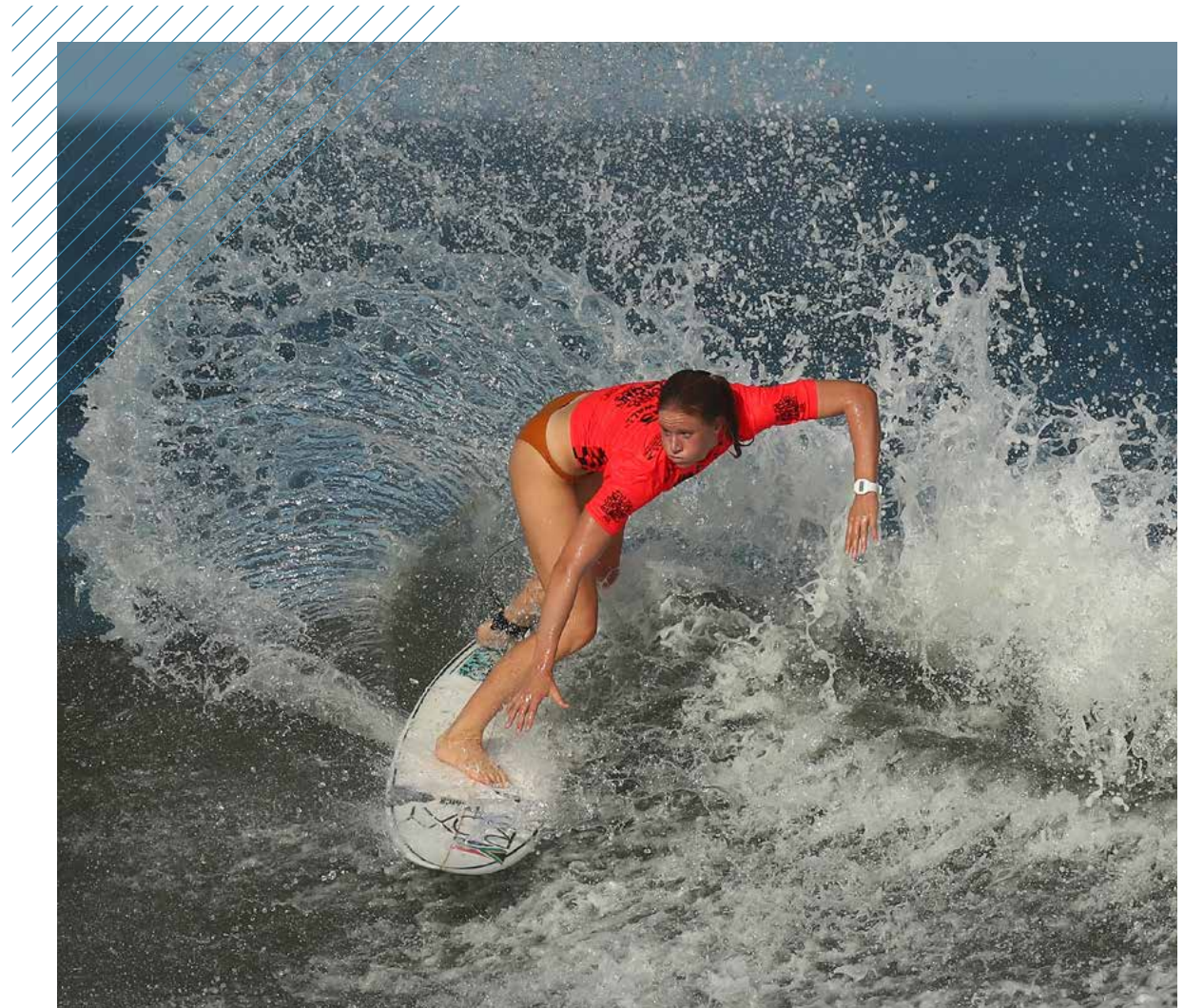
# ANOCA

**Report by Mustapha Berraf,  
President**

The year 2020 was marked by the COVID-19 pandemic in Africa and for ANOCA, just as it was for the entire world. Activities planned for 2020 were either implemented virtually, postponed or, in some cases, cancelled.

Through Olympic Solidarity, ANOC provided an additional budget of USD 3,100,000 to ANOCA to help African NOCs with costs resulting from the postponement of the Olympic Games Tokyo 2020 and other consequences of COVID-19.

Initiatives held virtually included exchanges with the ANOCA Athletes' Commission and the Athlete Support Programme, which was extended until July 2021, ANOCA Executive Committee meetings and Commission meetings. Webinars for athletes and medical personnel were jointly organised with WADA-Africa.



Olympic Solidarity scholarship holder Bianca Buitendag (RSA)





ANOCA Extraordinary General Assembly in Addis Ababa (Ethiopia)

Flexibility was allowed within the Continental Activities programme due to most NOCs being unable to implement plans.

ANOCA continued its drive to strengthen bilateral exchanges and collaborated with the US Olympic and Paralympic Committee (USOPC), Cuba NOC, Paris 2024 and the French Development Agency. New partnerships were formed in the shape

of sponsorship agreements with Gerflor and Mondo.

ANOCA relocated to its new headquarters, named House of African Sports, which was built and funded by the Government of Nigeria's Federal Ministry of Youth and Sports Development.

**2020 Total Budget:** USD 9,100,868

## NOC Activities

This budget provides financial support to help NOCs promote the development of sport and reinforce their structures at national level.

In 2020, each NOC was allocated USD 100,000 for the purpose of sports development, strengthening the role of the NOC and promotion of Olympic values. Over 74 per cent of the NOCs accessed the funds in 2020. The support enabled the NOCs to develop their management capacity, function more efficiently, purchase modern equipment and prepare athletes for Games and championships. Activities included:

- supporting National Federations (NFs) programmes;
- conducting doping control;
- purchasing sports equipment for NFs;
- helping athletes and coaches participate in competitions and training camps;
- organising national championships;
- assisting NFs with fees payable to International Federations (IFs) and events;

- hosting seminars (including online) for sports leaders and NF managers;
- providing training and education activities for judges, referees, sports managers and administrators (most were held virtually);
- organising activities designed to promote and develop young talented athletes;
- running seminars, conferences and activities to spread the Olympic values in areas such as women and sport, sport and the environment, athlete healthcare, anti-doping, volunteering and National Olympic Academies (NOAs). Most of these were also held online due to COVID-19;
- providing assistance to Olympafrica projects. Additional funding was provided to centres for COVID-19 sanitary kits to distribute to communities;
- coordinating webinars for athletes;
- offering assistance to NOC Commission activities; and
- arranging strategic planning workshops.

**2020 Budget:** USD 5,400,000



Olympic scholarship holder Dieudonne Seyi Ntsengue (CMR)



ANOCA Extraordinary General Assembly in Addis Ababa

## Administration

This programme covers the day-to-day running costs of the ANOCA headquarters, as well as general administrative expenses to ensure organisational effectiveness.

The revised ANOCA Constitution and Code of Ethics were presented and unanimously adopted at the Extraordinary General Assembly on 6 December 2020 in Addis Ababa (Ethiopia).

A 15-member Strategic Plan Working Group was constituted to develop the ANOCA Strategic Plan for 2021-2024. After consultation with ANOCA stakeholders including NOCs, the IOC, Olympic Solidarity, ANOC, African Union (AU), Association of African Sports Confederations (AASC) and others, the working group produced a draft plan, which was presented to, and approved by, the ANOCA Executive Committee. The plan was presented to the General Assembly in May 2021 for ratification.

The Government of Nigeria's Federal Ministry of Youth and Sports Development seconded two officials to the ANOCA Secretariat to assist with the day-to-day operations. The Secretariat has been operating from the new headquarters, the House of African Sports, which was partly furnished using contributions from the IOC. Annual subsidies were paid to the ANOCA Zones to support their activities.

**2020 Budget:** USD 1,655,868

## Meetings

Covering all the costs linked to the work of the Commissions, this budget also provides for ANOCA statutory meetings and seminars and to help NOCs participate in these activities.

In 2020, the ANOCA Executive Committee held one ordinary session and nine extraordinary sessions (one in-person and eight virtually). One of the virtual sessions was a joint session with the Athletes' Commission. The ANOCA Extraordinary General Assembly took place on

6 December in "hybrid mode", with most NOCs able to attend in person, while some could only attend virtually. The revised ANOCA Constitution and Ethics Code were adopted, following various sessions held by the Review and Reform Committee to consider the input of all NOCs and presentations held at the 2019 ANOCA Extraordinary General Assembly.



ANOCA Executive Committee meeting

**“ THE ATHLETES’ COMMISSION HELD A VIRTUAL ATHLETES’ FORUM WHICH WAS ATTENDED BY APPROXIMATELY 100 ATHLETES ”**

The ANOCA Commissions had various activities and sessions during the period. The Athletes' Commission held a joint session with the ANOCA Executive Committee and African IOC members to discuss key issues of athlete support during the period when over 90 per cent of African countries were on lockdown due to COVID-19. The Athletes' Commission also held a virtual Athletes' Forum which was attended by approximately 100 athletes.

The Medical Commission held two medical webinars for NOCs, one focused on members of the NOCs' medical commissions and administrators, the other was centred on NOCs' medical commissions and personnel



Olympafrica Futbolnet Cup

with the theme: “COVID-19: Returning Back to Sports Competition”.

Various webinars were held in conjunction with WADA-Africa to address anti-doping. The ANOCA Gender Equality Commission held various sessions, which resulted in the finalisation of the Gender Equality Plan for 2020-2024. Activities within the plan will be prioritised for implementation. Other Commissions that held their sessions were Ethics, Legal, Marketing and Communications, Medical and Anti-Doping.

**2020 Budget:** USD 745,000

## Continental Games / Olympic Games

This programme helps with the preparation for Continental Games and Olympic Games. Due to the postponement of the Olympic Games Tokyo 2020 to 2021, funds were carried forward to cater for the participation of the ANOCA delegation at the Games in 2021. Discussions with the AU and monitoring of progress and preparations for the 13th edition of the African Games in Ghana 2023 are continuing. Tunisia was awarded the rights to host the 2nd African Beach Games in 2023.

**2020 Budget:** USD 300,000

## Olympafrica

Support from Olympic Solidarity’s Continental Programmes allows Olympafrica to provide NOCs with low-cost local sports facilities and promote social development and empowerment of young people in disadvantaged communities. In 2020, the Olympafrica Foundation supported the reopening of Olympafrica centres with funding to buy sanitary equipment (soap, masks, sanitisers, thermometers, etc.).

Activities carried out in the Olympafrica centres in 2020 included:

- awareness campaigns for COVID-19 in communities. Several economic projects were funded for communities and provision of sports equipment and outfits;
- participation in the 2020 World Cleanup Day in which ANOCA partnered with the Let’s Do It World (LDIW) organisation (see also next page – Special Projects section);
- construction of new centres completed in Cape Verde, Côte d’Ivoire, Namibia and

Somalia, with those in Algeria, Burkina Faso and Cameroon yet to be finished;

- renovation of the centre in Gandiaye (Senegal);
- solar panels installed in Tanzania and Guinea, roof repairs were made in Guinea and a hall renovated in Gambia;
- renovation of the Sierra Leone centre, partly funded by the IOC;
- economic projects funded in Tanzania, Senegal (Gandiaye and Somone) and a school in Mali;
- a grant of USD 1,500 was allocated to all centres for the purchase of health equipment related to COVID-19 protection;
- funding for sporting activities (Futbolnet, Iba Mbaye Fellowship, summer sports programmes, Olympafrica Cares, economic projects, etc.) amounted to USD 178,626 in total.

Funds were also allocated for the construction or reconstruction of centres for the 2021-2024 period to Ghana, Kenya, Niger, Nigeria and Togo.

**2020 Budget:** USD 530,000

## Special Projects

Special Projects funding helps ANOCA to meet its social obligations and responsibilities, mainly through humanitarian aid (e.g., to alleviate poverty and hunger or mitigate the effects of natural disasters in Africa).

In 2020, continued support was provided to the Tegla Loroupe Peace Foundation for the Refugee Athletes Programme and special support was provided to the NOC of Sudan, which was affected by floods. Other notable projects and organisations supported included the Keba Mbaye Foundation and Filbert Bayi Schools. Annual support was given to the Association of African National Olympic Academies (AANO) and International Sports Press Association (AIPS) – Africa. Further special support was provided to the NOC of Cape Verde for the construction of the Olympafrica centre.

Among ANOCA's special initiatives on sustainable development and in partnership with LDIW organisation, ANOCA participated in a successful



NOC of Tunisia won the ANOCA award for 2020 World Cleanup Day

World Cleanup Day on 19 September, with 14 NOCs successfully implementing activities. A special panel was set up to evaluate the NOCs' submissions, which included a synopsis of activities in the build-up to the event, activities on the day, photos and videos. The first-placed NOC was Tunisia, which was awarded USD 3,000, second-placed Sao Tome and Principe received USD 2,000 and third-placed Cape Verde received USD 1,000. More activities will be implemented in the future.

**2020 Budget:** USD 170,000

 **LINK**  
► Olympafrica centres in 2020

## Missions

Missions funding covered the expenses of ANOCA delegates representing the organisation at various events held in Africa and elsewhere. As every year, the ANOCA President, Executive Committee members and other official delegates embarked on various missions' key meetings with Ministers of Sports, an audience with the State Presidents, the AU, and meetings with potential sponsors.

A mission was undertaken to Cuba in February for the signing of the agreement with the Cuba NOC to support African NOCs in areas of athlete preparation, medical and scientific support, coaching, etc.

The Secretary General had an audience with the AU Commissioner for Social Affairs in May to discuss the African Games and other matters related to sports development in the continent.

Discussions are at an advanced stage with the Hungarian Ministry of Foreign Affairs and Trade



Olympafrica aims to empower young people in disadvantaged communities

about a programme to train NOC Executives in sport diplomacy, through the Diplomatic Academy. It is expected that this will be implemented in 2021 following the postponement due to COVID-19. ANOCA collaborated with Paris 2024 and the French Development Agency to allow NOCs and African athletes to benefit from an incubation programme dedicated to athlete-entrepreneurs.

The project is aimed at supporting 24 athletes, eight from France and 16 from Africa. Sponsorship agreements were signed with Gerflor and Mondo for provision of sports flooring and equipment respectively for certain sports for the African, African Youth and African Beach Games.

**2020 Budget:** USD 300,000

# Panam Sports

Panam Sports Organization





# Panam Sports

**Report by Neven Ilic, President,  
and Ivar Sisniega, Secretary General**

The world was stunned in 2020 by the COVID-19 outbreak. Panam Sports responded with several measures for the benefit of the athletes and continued to support the work carried out by the 41 NOCs of the Americas. Solidarity among the members is the flame that lights the way. Through sport, a renewed sense of life may be found.

This report sets out the distribution of the budget assigned by the Olympic Solidarity Commission for the development of the Continental Programmes together with the funds allocated by Panam Sports to its NOCs. Meetings with NOCs continued with the focus on solving challenges arising out of the pandemic. Similarly, work continued based on the four pillars of the Strategic Plan that was approved for the period 2018-2023: athletes, NOCs, Pan American Games and other events, and Panam Sports.



Olympic scholarship holder Deborah Lizeth Rodríguez Guelmo (URU)





Athlete preparation in Aruba

The results achieved in 2020 by the members of Panam Sports regarding the World and Continental Programmes show that the NOCs of the Americas are working with commitment and responsibility to take advantage of the many options offered by Pan American Solidarity and Olympic Solidarity. Despite the conditions, Panam Sports proved itself an efficient organisation, executed its

activities and saw greater use of the Continental Programmes by its NOCs.

Following the example of the IOC, Panam Sports showed its flexibility towards its NOCs during the pandemic concerning the use of funds approved for the different programmes, with the purpose of helping athletes continue their preparation for the Olympic Games Tokyo 2020.

Through Olympic Solidarity, ANOC provided an additional support grant of USD 2,300,000 to Panam Sports to help NOCs with extra costs caused by the postponement of the Olympic Games Tokyo 2020 and other consequences of COVID-19.

**2020 Total Budget:** USD 8,145,000

## NOC Activities

This programme is designed to help NOCs fulfil their mission and objectives, improve and professionalise their administration, and support their athletes' preparation and the promotion of Olympism. In coordination with Olympic Solidarity, this programme continued to be administered by Panam Sports in 2020. As in each year in this quadrennium, USD 170,000 was awarded to each NOC for their activities, of which USD 100,000 is from Olympic Solidarity funds and USD 70,000 from Panam Sports' own funds. NOCs used this programme to cover the costs of activities according to their needs – in accordance with the rules established by

Olympic Solidarity and Panam Sports, with standards rigorously applied to justify using these resources.

The following activities were supported in 2020:

- support for training and preparation activities for the Olympic Games Tokyo 2020;
- commemoration of Olympic Day;
- support for athletes according to their needs;
- activities of the Olympic Academy;
- administrative expenses such as payment of salaries, office rent, electricity, purchase of equipment and other needs not covered by other global programmes;
- organisation of events, assemblies, meetings of the Executive Committee and celebration of the Olympic Gala;
- support for NFs;
- participation in international, regional and national competitions – reduced compared with previous years;
- purchase of uniforms and sports equipment;
- cost of flights bought to attend competitions, meetings and other activities;



Ecuadorian athlete Alberto Miño at the XVIII Pan American Games

- purchase of personal protection and sanitation products due to COVID-19;
- payment of membership fees to various organisations; and
- scholarships and training camps not covered by other programmes.



Olympic scholarship holder Donovon Carrillo (MEX)

It was decided to extend the use of funds from this programme to 2021 in preparation for Tokyo 2020 and the various qualifying events.

During 2020, one NOC received funds for 2018 and six NOCs received funds corresponding to 2019, bringing the overall total to 40 NOCs for 2019. Some 31 NOCs received funds for 2020 and USD 3,100,000 was disbursed for this programme for the same year. The resources of the 2019 NOC Activities Programme remain pending for one NOC (Bahamas) and 10 NOCs are pending for 2020: Antigua and Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Guyana, Puerto Rico, Suriname and Virgin Islands. This represents an available amount of USD 1,100,000 as the sum of 2019 and 2020.

“ IT WAS DECIDED TO EXTEND THE USE OF FUNDS FROM THIS PROGRAMME TO 2021 IN PREPARATION FOR TOKYO 2020 AND THE VARIOUS QUALIFYING EVENTS. ”

As with previous years, some NOCs were reminded to be mindful of the quality of their information and to ensure compliance with the deadlines established for submission of financial reports, an issue that did improve compared with the previous year.

Panam Sports worked directly with those NOCs that have struggled with the way in which financial information should be sent for each of the year’s programmes, in order to comply with the principles of good government.

Panam Sports continued to work closely and remained in constant communication with all the NOCs of the Americas to achieve the closure of the financial reporting for this programme. The NOCs whose reports are still pending are receiving the required resources in order that the organisation can officially conclude the 2017-2020 plan.

**2020 Budget:** USD 4,100,000

## Administration

This budget is provided to financially support the management of the three Panam Sports offices, contributing to: the organisation's general administrative expenses; sustaining a professional structure with the capacity to attend to the daily operations of the organisation; and the maintenance of communication with each of the NOCs and the IOC. The objective is also to strengthen the current support programmes aimed at developing new products and the hosting of new events in order to boost areas including sports, marketing, communications and the promotion of good governance.

The primary use of the grant was the support of the management of the three Panam Sports offices. The main expenses were staff salaries and operating costs for administrative activities. The Mexico City office, which is the main centre of operations, had expenses of USD 1,228,541. The Miami office, in which commission meetings and individual meetings with NOCs or other organisations take place,



The NOC of Brazil benefited from Panam Sports' Hiring of Coaches Programme

had expenses of USD 527,928 and expenses at the Chile office, where the President and his staff operate, came to USD 242,618. Other activities were carried out to strengthen the professional structure of the offices, which cost USD 1,999,087 in administrative expenses.

Investments were also made in marketing and communications, with the promotion of the Santiago 2023 Pan American Games, the

Cali 2021 Pan American Junior Games and other activities of Panam Sports. The website was updated and, as reported previously, the Panam Sports channel created. So far, the channel has had a great impact, especially in showcasing highlights of the Lima 2019 Pan American Games, interviews with prominent athletes from the continent and updates on topics of interest with different specialists from the sports world.

Training courses were developed for different athletes and coaches and Panam Sports remained continually active on social media.

Meetings of the different Panam Sports commissions – Athletes’, Legal, Pan American Solidarity, Finance, Marketing, Technical, Medical and Coordination of the Games



Executive Committee meeting in Puerto Rico

Santiago 2023 and Cali 2021 – continued by using Zoom, which proved effective for communication during the pandemic.

Of the total budgeted funds from Olympic Solidarity for administrative expenses, USD 145,913 was used for continental meetings.

**2020 Budget:** USD 2,145,000

## Continental Meetings

Included in this budget are the General Assemblies and meetings of the Executive Committee, which allow greater exchange of information with NOCs about the progress of work and the achievement of objectives. These meetings also provide an opportunity for feedback and suggestions from members.

This programme served as the basis for the organisation and operation of the various meetings planned by Panam Sports in 2020. Five Executive Committee meetings took place: one in person in Puerto Rico in March, and

four virtually. The General Assembly, which included elections, took place in December.

Several staff meetings with all the Panam Sports offices were held during 2020. In the context of the pandemic, they were especially useful for keeping staff updated and informed.

At the LVIII General Assembly, reports from the President and Secretary General of Panam Sports, the different commissions and on the development of the Pan American Solidarity programmes were presented. The progress of the work carried out by the Organising Committee of the Santiago 2023 Pan American Games and Cali 2021 Junior Pan American Games was also evaluated. The election of the Panam Sports President took place, where President Neven Ilic was unanimously re-elected for the 2021-2024 Olympic cycle. A new Executive Committee was also elected, and Secretary General Ivar Sisniega was ratified in office.

The expenses of the General Assembly and the meetings of the Executive Committee came to USD 491,000. These expenses were covered as follows:

- USD 145,913 was taken from administrative expenses;
- the total amount budgeted for this (USD 210,000) was used; and
- Panam Sports covered the difference of USD 135,087 with its own funds.

**2020 Budget:** USD 210,000

## Other Opportunities

This programme provides resources to the NOCs to assist their athletes in preparation for major competitions in the Olympic cycle, as well as contributing to the exploration of different ways to advance sports development in the region.

This budget was used for different activities carried out by Panam Sports in support of the NOCs in the following ways:



The NOC of Grenada received financial support through the Hiring of Coaches Programme

- support for the preparation of athletes for five NOCs, each of which was given USD 120,000, to make a total of USD 600,000. These NOCs were Aruba, Bolivia, Canada, Colombia and Ecuador;
  - as in previous years, a part of the Hiring of Coaches Programme was financed. NOCs receiving payment for this programme were Argentina, Belize, Brazil, British Virgin Islands, Costa Rica, Grenada, Haiti, Panama, and Uruguay. The total amount was USD 1,000,000; and
  - a portion of the funds was allocated for training camps, which were approved for preparation for the Olympic Games Tokyo 2020. Due to the COVID-19 pandemic this activity was only carried out from January to March, which cost USD 90,000.
- A total of USD 1,690,000 was spent, the amount budgeted.
- 2020 Budget:** USD 1,690,000

# OCA

Olympic Council of Asia





# OCA

**Report by Husain Al Musallam,  
Director General**

Like every continental association, the OCA's plans and programmes for 2020 were badly affected by the pandemic, with travel restrictions and differing health protocol guidelines implemented throughout its five zones.

Several events such as OCA Committee meetings, venue tours, Chef de Mission seminars for NOCs (postponed to 2021), Olympic Solidarity/OCA regional forums for NOCs, OCA youth camps for NOCs' athletes and coaches in Olympic sports and promotional fun runs for the Asian Games were cancelled, postponed or held online.

Despite these problems, the OCA and its NOCs remained in close contact throughout the year and all parties are looking forward to attending meetings, forums, seminars and Games again in person to continue the development of the



The 39th OCA General Assembly in Oman

Olympic Movement in Asia. OCA NOCs remained active with either online events including conferences and workshops, or small-scale, socially responsible gatherings, notably on Olympic Day on 23 June. The enthusiasm and contribution of participants to OCA-organised video conferences and coordination meetings, together with NOC-led initiatives, have shown

the Olympic spirit is alive and well across the continent and ready to emerge stronger and more united than ever.

The next four Asian Games host cities are now in place – Hangzhou 2022, Aichi-Nagoya 2026, Doha 2030 and Riyadh 2034 – illustrating the trust and confidence shown in the OCA and in

the ever-growing Asian Games brand around the world. To put this in perspective, the next available date to host the OCA's showpiece event is 2038.

Finally, to support the Asian NOCs for the extra costs related to the postponement of the Olympic Games Tokyo 2020 and the consequences of COVID-19, ANOC provided an additional budget of USD 2,500,000 to OCA through Olympic Solidarity.

**2020 Total Budget:** USD 8,533,000

## NOC Activities

To provide financial support to NOCs for the development of their own national activity programmes, the OCA allows the NOCs to use this annual subsidy in a variety of ways in order to ensure the smooth management and operations of their headquarters on a daily basis.

OCA released the budget (USD 100,000 per NOC) upon receipt of the financial report



Olympic Day 2020 in Turkmenistan



Olympic scholarship holder Dmitriy Balandin (KAZ)

for 2019. NOCs used these funds for various activities according to their priorities such as paying staff salaries, NOC headquarters' rent, day-to-day expenses including utility bills, support for NFs, attending sport-related events abroad, etc.

Forty-one NOCs benefited from this programme. Three more NOCs are expected to benefit in 2021.

**2020 Budget:** USD 4,400,000

## Administration

The OCA's Administration budget was used to cover staff salaries, communication expenses, office stationery, maintenance of cars, website upgrades and maintenance and internet line rental, among others.

**2020 Budget:** USD 1,200,000

## Asian Youth Development Project

The Asian Youth Development Project organises sports-specific training camps for young athletes and coaches.

This programme was not spared from the effects of COVID-19 and, after two very fruitful and successful youth camps in skateboarding and swimming in 2019, it was not possible to organise any youth camps for athletes and coaches in 2020.

**2020 Budget:** USD 200,000

## Continental and Regional Games

This budget provides support for NOC participation in Continental and Regional Games. Olympic Solidarity is very familiar with OCA's robust programme of five multisport games: Asian Games (since 1951), Asian Winter Games (since 1986), Asian Indoor and Martial Arts Games (since 2005), Asian Beach Games (since 2008) and Asian Youth Games (since 2009). The travel restrictions and health protocols in place around Asia ended all hopes of face-to-face meetings in 2020 to prepare for these OCA games.

### 6th Asian Beach Games – Sanya 2020

Because of the pandemic, the 6th Asian Beach Games in Sanya (China) have been postponed twice, from the original dates of 28 November-6 December 2020 to 2-10 April 2021 and then indefinitely with dates to be determined by the Local Organising Committee (LOC), Chinese Olympic Committee (COC) and OCA.

The 2020 part of the quadrennial budget remains allocated for these Games.

All OCA Games preparations meetings for these Games, including Chef de Mission seminars for the NOCs and Coordination Committee visits and meetings for the OCA experts and LOCs, had to be cancelled in 2020.

### **6th Asian Indoor and Martial Arts Games (AIMAG) – Bangkok and Pattaya City**

On 23 April 2020, the OCA signed the Host City Contract with the NOC of Thailand for the 6th AIMAG to be held in Bangkok and Pattaya City (Chonburi Province). The initial dates were 21-30 May 2021, but they have been postponed to 2022. There will be 28 sports and two demonstration sports on the programme.

Consequently, the OCA should have two Games in 2022 – AIMAG in March and the 19th Asian Games in Hangzhou (China) from 10-25 September. This will be a very busy year for the OCA's NOCs, with the Olympic Winter Games Beijing 2022 in February.



The 18th Asian Games 2018 took place in Jakarta-Palembang (Indonesia)



Olympic scholarship holder Choi Mi-sun (KOR)

### 3rd Asian Youth Games – Shantou 2021

On 2 April 2020 the OCA announced the sports programme of the 3rd Asian Youth Games to be held in Shantou (China) from 20-28 November 2021. The sports programme consists of 18 sports, 21 disciplines and 158 events.

The Host City Contract for the 4th Asian Youth Games Tashkent 2025 has already been signed. This reflects the efforts of the OCA to provide the best conditions and environment for the youth of Asia to compete in high-class sports events and, at the same time, promote tolerance and understanding.

**2020 Budget:** USD 1,200,000

## Olympasia

Funds from this programme are reserved for Olympasia projects. The programme mainly aims to create simple, economical, functional sport facilities in rural or underprivileged areas of developing countries of the continent of Asia.

In 2020, the OCA supported the following projects:

- USD 22,700 to the NOC of Hong Kong (China), for replacing the internet communications network at its headquarters at Olympic House in Causeway Bay (USD 40,000 advance payment made in 2019);
- USD 100,000 to the NOC of Sri Lanka for full renovation of the NOC headquarters auditorium (where the NOC was able to conduct its annual General Assembly in December 2020 after the work was completed);
- USD 100,000 to the NOC of Bhutan as the final payment for the NOC headquarters project

that began in 2016 (total payment, USD 400,000). The project is in its final stage and the NOC will soon have its own headquarters; and

- USD 150,000 to the NOC of Kuwait for the demolition of its existing headquarters and construction of a replacement within four years. The NOC has relocated to a temporary headquarters 35km from the existing one. The OCA's contribution is being used for setting up basic infrastructure at the temporary building.

**2020 Budget:** USD 400,000

## Asian Games Promotions

The OCA planned to resume Asian Games Fun Runs to promote the 19th Asian Games, scheduled to be held in Hangzhou (China) from 10-25 September 2022. Due to the pandemic, this has not been possible so far.

**2020 Budget:** USD 200,000



OCA Fun Run 2018 in Lebanon

## OCA Special Projects

This budget allows the OCA to respond to NOCs' specific needs.

In coordination with the IOC, the OCA supported the following NFs/NOCs in 2020:

- USD 60,792 to the Asia Swimming Federation;
- USD 30,000 to the Asian Hockey Federation for the development of hockey projects in Central Asia; and
- USD 50,000 to the Japanese NOC.

**2020 Budget:** USD 200,000

## OCA Meetings and Standing Committee Activities

This budget covers the cost of airfares, accommodation and other related expenses.

Due to the COVID-19 pandemic, the OCA held various meetings online using video conferencing. In March, the OCA and Aichi-



The 39th OCA General Assembly in Oman

Nagoya (Japan) officially unveiled the emblem of the 2026 Asian Games. Similarly, the mascot for the Hangzhou Asian Games was launched in April. The same month, the OCA, the NOC of Thailand and cities of Bangkok and Chonburi officially signed the Host City Contract for the 6th Asian Indoor and Martial Art Games. Also in April, the OCA Advisory Committee met.

In May, pictograms for the Sanya Asian Beach Games were launched, the OCA officially

announced the dates and sports programme of the AIMAG and the Hangzhou Asian Games Channel was launched.

June was a busy month, with the unveiling of the Sanya Asian Beach Games medals, the launch of the Hangzhou Asian Games musical theme plus two meetings – the OCA Cultural Committee and a meeting between the Chair of OCA Women and Sports Committee and IOC Women and Sport Commission.

The official song of the Sanya Asian Beach Games, *See ya in Sanya*, was launched in July. August saw the joint-announcement by the OCA and COC of the new dates for the Sanya Asian Beach Games. Also that month, a meeting took place between the OCA Athletes' Committee and WADA Director General as well as a separate meeting of the OCA Athletes' Committee.

There were seven events in September: meetings of the OCA's Education Committee, Sports Committee, Media Committee, Entourage Committee and Sports and Environment Committee. Also in September, the Hangzhou Asian Games Coordination Committee met and the pictograms were launched for the Hangzhou Asian Games.

The Sanya Asian Beach Games Coordination Committee meeting took place in November, and the final month of the year witnessed the OCA Finance Committee meeting. Two events took place in the flesh in December – the 74th OCA Executive Board meeting and the

39th OCA General Assembly, which were both held in Muscat (Oman).

The 39th OCA General Assembly gathered delegates from 26 NOCs who were able to travel to Muscat. The remaining 19 NOCs, mainly from east Asia and south-east Asia, followed the General Assembly online. Strict health and safety protocols were in place in Oman and the government of the Sultanate of Oman organised a well-planned, coordinated and managed programme.

On the occasion of the 39th General Assembly, Doha (Qatar) was elected to be the host for the 21st Asian Games to be held in 2030 and Riyadh (Saudi Arabia) for the 22nd Asian Games in 2034. The OCA also signed three Host City Contracts during this assembly: two host cities for the next two Asian Games – Doha 2030 and Riyadh 2034 – and the 4th Asian Youth Games in Tashkent (Uzbekistan) in 2025.

The Olympic Solidarity and OCA Regional Forums for the NOCs from the five OCA zones planned



The 74th OCA Executive Board meeting in Oman

for 2020 had to be cancelled. The OCA refunded the advance payment to Olympic Solidarity.

**2020 Budget:** USD 633,000

## Social Development through Olympism

This programme provides for NOCs who wish to integrate and develop the Olympic values as part of their social and educational activities.

In 2020, the OCA supported the NOC of Sri Lanka with USD 10,000 for the Olympic Values Education Programme programme.

**2020 Budget:** USD 100,000





# EOC

The European Olympic Committees

# EOC

## Report by Raffaele Pagnozzi, Secretary General

The year 2020 was defined by the COVID-19 pandemic, which caused the unprecedented postponement of the Olympic Games. This, added to the political and financial crises that affected many NOCs in the years before, has taxed the ability of the NOCs of Europe to perform their duties and has stretched many almost to breaking point, causing untold disruption for athletes aspiring to compete at the Olympic Games Tokyo 2020.

This year will also be remembered for the death of EOC President Janez Kocijančič, who made an enormous contribution to the European Sport Movement and the Olympic Movement in general. He combined wisdom, experience, solidarity and an unswerving belief in Olympic ideals. He laboured ceaselessly to promote these values, through to the very end.



Late EOC President Janez Kocijančič with IOC President Thomas Bach (centre) during the EOC Executive Committee meeting at Olympic House in Lausanne





Olympic scholarship holder Erjon Tola (ALB)

The EOC will honour his memory by continuing his outstanding work to the best of its ability.

The EOC has continued and will continue to follow current policy aimed at strengthening direct support to the NOCs and will involve and assist them in the NOC Activities Programme as much as possible. Expenditure for administration and statutory meetings is forecast to be under 21 per cent of the total budget, well below Olympic Solidarity's recommended limit of 30 per cent.

Thanks to good management practice and considerable savings made due to the cancellation of in-person activities, the financial year 2020, and the quadrennium 2017-2020 as a whole, will show a surplus, which will be reinvested in favour of the NOCs, particularly those heavily affected by the pandemic.

The EOC has embarked on an extensive project, called EOC Strategic Agenda 2030, which includes a survey and interviews of all its members.

“ THE EOC STRATEGIC AGENDA 2030 AIMS TO CREATE A PLAN THAT CAN BETTER GUIDE THE EOC IN ACCOMPLISHING ITS MISSION ACROSS THE NEXT DECADE ”

The aim is to create a plan that can better guide the EOC in accomplishing its mission across the next decade.

As a result of the pandemic, using funds remaining from past Olympic Solidarity budgets, ANOC created a fund called the ANOC Support Grant for European NOCs. This provided an additional budget of USD 2,800,000 to the EOC, with which it could compensate European NOCs for the extra costs related to the postponement of the Olympic Games Tokyo 2020 and other consequences of COVID-19. In order to ensure the most equitable and fair distribution of the fund, the EOC prepared a detailed questionnaire aimed at analysing the specific needs and conditions faced by each NOC and developed a matrix out of the results in order to assess what subsidy each NOC should get. The system proved effective, with no complaints.



Functional preparation of national team athletes organised by the Lithuanian NOC through the Special Projects programme

The total amount distributed by the EOC exceeded the subsidy from ANOC by USD 30,318, which was taken from the EOC Special Projects programme. The EOC wishes to express its deepest gratitude to both Olympic Solidarity and ANOC for having so promptly and swiftly addressed the need for additional funds for NOCs.

**2020 Total Budget:** USD 8,752,000

## NOC Activities and Special Projects

Focusing mainly on national activity programmes, the EOC supports activities and projects that further the aims and the mission of NOCs.

The EOC provides an annual lump sum of USD 100,000 to each NOC. It also operates



The NOC of San Marino used Special Projects programme support to purchase indoor and outdoor sports equipment

“ THE PANDEMIC INCREASED THE NOCS’ IT NEEDS AND NEW TECHNOLOGIES INCLUDING RELIABLE COMMUNICATION HARDWARE AND SOFTWARE, WHICH HAVE BECOME ESSENTIAL FOR THE MANY MEMBERS OF STAFF OBLIGED TO WORK FROM HOME ”

its flexible and popular NOC Special Projects Programme, which is complementary to the Olympic Solidarity World Programmes. Regular exchanges of information with the Lausanne (Switzerland) office ensure that there is no duplication of projects. In 2020, the EOC supported 45 NOCs, which is consistent with previous years in the quadrennium – 42, 44 and 44 in 2017, 2018 and 2019 respectively.

**2020 Budget:** USD 6,400,000



**LINK**

► European NOC Special Projects carried out in 2020

## Administration

Top priorities for the EOC continue to include improving the services it provides to its NOCs and streamlining procedures in order to reduce costs. Good governance practices are essential and codified in administrative manuals, which are regularly reviewed and updated. As of 2021, the EOC will further develop the International Financial Reporting Standards by officially adopting it for small and medium enterprises.

The EOC also uses premises provided to it free of charge by the Italian Olympic Committee (CONI). During 2020, the EOC implemented all necessary measures and protocols at the office to allow its staff to work from home using cloud storage and other IT measures. The pandemic increased the NOCs’ needs in terms of IT and new technologies including reliable communication hardware and software, which have become essential for the many members of staff obliged to work from home.

**2020 Budget:** USD 911,000



The 49th EOC General Assembly was held online

## Meetings

Due to the pandemic, most 2020 EOC institutional meetings (Seminar, General Assembly, Executive Committee and commission meetings) were held online. This resulted in savings that will be passed on to the NOCs as a further measure against the effects of the pandemic.

The EOC also developed closer ties with the Olympic Solidarity office in Lausanne by hosting

the Olympic Solidarity Forum in conjunction with the EOC Seminar.

In 2020, the General Assembly was held online on 27 November and managed from Rome (Italy). Apart from the usual statutory formalities, the Assembly also approved changes to its Articles of Association (Constitution): the EOC has formally embraced IOC policy on gender balance, making it mandatory for the Executive Committee to contain at least five members of each gender

“ THE EOC HAS FORMALLY EMBRACED IOC POLICY ON GENDER BALANCE, MAKING IT MANDATORY FOR THE EXECUTIVE COMMITTEE TO CONTAIN AT LEAST FIVE MEMBERS OF EACH GENDER IN ITS ELECTIVE POSTS ”

in its elective posts. This will ensure increased balance in gender representation, which the EOC is committed to.

A further modification was also passed regarding the Elective Assembly: formerly the Assembly needed to be delayed when an edition of the Olympic Games was delayed but it will now take place every four years within the first semester of the second year of the Olympiad regardless of when the Olympic Games take place.

Given that EOC Assemblies will now take place in the first half of the year, the Executive Committee has decided to move the EOC Seminars, including the one scheduled for May 2021 that was already set to be delayed due to the pandemic, to the autumn.

The EOC Executive Committee, which generally only holds four meetings a year, held nine meetings due to the pandemic, two of which were in person: one in January in Lausanne and the other in September in Ljubljana (Slovenia) to commemorate President Kocijančič.

**2020 Budget:** USD 990,000

## Continental Activities

The Continental Activities budget covers communications and publications, other meetings and the cost of running the EOC European Union (EU) Office in Brussels (Belgium).

Recognising the ever-growing value of social media, the EOC is investing in enhancing its



Olympic scholarship holder Catherine Dufour (DEN)

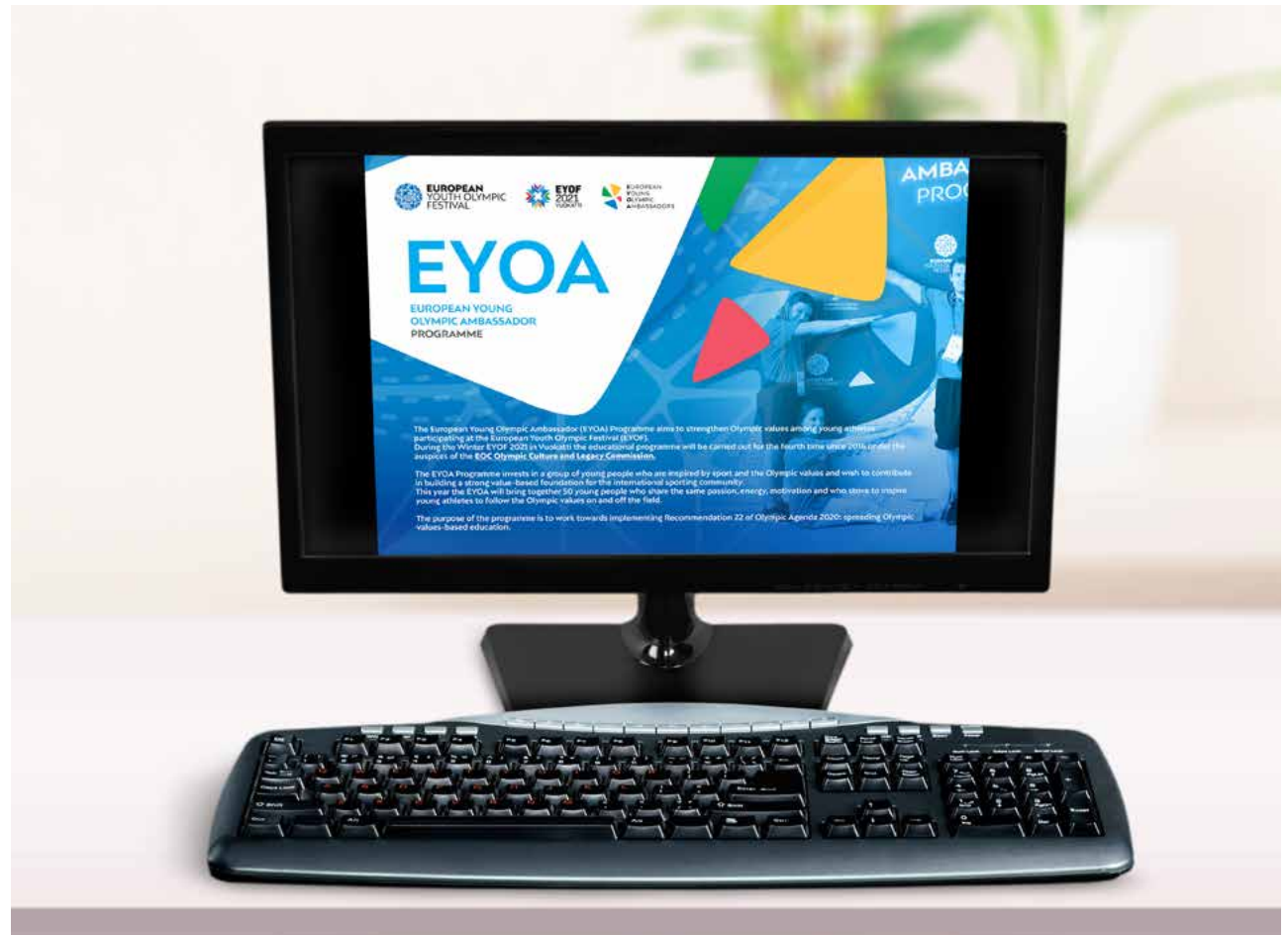
online platform, including preparations for the launch of its web-based EOC TV Channel, where it will air its sports events. Using social and digital media, the EOC has managed to engage with its community despite the cancellation of sports events and in-person meetings.

In addition to ordinary activities, including daily news stories, the monthly newsletter and media monitoring, the EOC launched the *Road To Tokyo* series which told the inspiring stories of various European Games Minsk 2019 athletes preparing for the postponed Olympic Games Tokyo 2020.

From 23-30 September, the EOC collaborated with the EU Commission to encourage its community to participate in the European Week of Sport, in particular the #StayActive social media campaign.

Along with the EOC Olympic Culture and Legacy Commission, the EOC organised a number of webinars to educate European Young Olympic Ambassadors (EYOA) about Olympism, while maintaining their momentum ahead of the Winter European Youth Olympic Festival (EYOF) Vuokatti 2021 in Finland. Since September 2020, the EOC has worked hard with its EYOA to be able to launch the Vuokatti 2021 Virtual Week during the original dates of the event, 6-13 February. Thanks to the organisation of virtual educational and fun activities, such as Instagram live, online workouts, educational quizzes and podcasts, the athletes enjoyed a taste of the Olympic experience despite the EYOF postponement.

The EOC EU Office in Brussels, which is partly financed by the EOC, was originally established to monitor EU activities and keep the association



The EYOA programme gives young athletes the chance to contribute to the international sporting community





2019 Summer EYOF in Baku

and its members informed about EU policy and decisions that affect European sport. The office now also assists European NOCs, especially those in EU member states, with obtaining EU funding, which it has also successfully done for some of the hosts of EYOFs by providing them with EU funds.

Regarding the World Anti-Doping Agency vs the Russian Anti-Doping Agency case brought before the Court of Arbitration for Sport, the EOC asked to be and, after some effort, was admitted as an intervening party, its sole aim being to defend the interests of its sports events without siding with either of the parties involved. The case concluded favourably for the EOC in that its sports events were excluded from any sanctions.

**2020 Budget:** USD 336,000

## Continental and Regional Games

The EOC attaches great importance to its Continental Games, in particular the winter and summer EYOFs, which take place every

two years, investing considerable funds and effort in them. The aim is to raise the profile of European sport and promote the Olympic values and ideals across the continent.

Like all sports events worldwide, the pandemic affected EOC sports events, causing the postponement of the 2021 Winter EYOF in Vuokatti from February to December, and the 2021 Summer EYOF in Banská Bystrica (Slovakia) from July 2021 to July 2022. The 2021 edition of the Games of the Small States of Europe, due to take place in Andorra, has been cancelled.

Alongside these complications, preparations for the 2023 and 2025 editions continued as usual, including the production of all the necessary legal and financial documentation, budgeting and payments, engagement with the federations, assessment of venues and engagement with the organising committees across all the areas they need to manage.

**2020 Budget:** USD 115,000

# ONOC

Oceania National Olympic Committees



# ONOC

Report by Ricardo Blas, Secretary General

The year 2020 was a challenging one for everyone in the Olympic family, with day-to-day business and life in general being affected by the COVID-19 pandemic. Although many Oceanian countries remained COVID-free, the cancellation of qualification events and the postponement of the Olympic Games was tough on all ONOC members, particularly their athletes.

But it was not all bad news in 2020. If anything, the pandemic revealed other ways of doing business and ONOC took advantage of technology to stay active and engaged with

“ THE CANCELLATION OF QUALIFICATION EVENTS AND THE POSTPONEMENT OF THE OLYMPIC GAMES WAS TOUGH ON ALL ONOC MEMBERS, PARTICULARLY THEIR ATHLETES ”



The Cook Islands Games took place in October 2020



The 2020 ONOC General Assembly was held virtually

its NOCs. One of the main projects was the collection of outstanding 2017-2019 Olympic Solidarity World and Continental Programme reports, which was a success for the majority of the NOCs.

Through Olympic Solidarity, ANOC provided an additional budget of USD 950,000 to ONOC to help its NOCs with costs incurred due to the postponement of the Olympic Games Tokyo 2020 and other consequences of COVID-19.

**2020 Total Budget:** USD 5,401,750



► Oceania NOC activities carried out in 2020

## NOC Activities

In keeping with the approved 2017-2020 Plan, each of the 17 NOCs was eligible for an annual grant of USD 100,000 to develop their own projects and other activities.

The majority of NOCs used their National Activities Programme (NAP) funding for the following: team preparation towards Tokyo 2020; preparation for qualification events; statutory meetings; conducting technical courses and seminars to strengthen entourage capacity; constitution reviews; and commission meetings and programmes.

For each of the planned activities itemised in their yearly application, NOCs were expected to submit financial and administrative reports. Remaining funds were only released upon receipt of both reports. A total of 97 programmes and activities were organised in 2020 by the 17 NOCs.

**2020 Budget:** USD 1,700,000

## Administration

Funds allocated to this programme were for the general operations and maintenance of the ONOC Secretariat in Fiji and the Secretary General's office in Guam, as well as the cost of the first virtual ONOC Annual General Assembly.

Due to the pandemic, the 2020 ONOC Annual General Assembly, initially scheduled for April in Guam, was postponed to 5 December. The Assembly was hosted from the video conference room at the Japan-Pacific ICT Centre at the University of the South Pacific (USP). NOC leaders attended the virtual assembly at their local USP centre.

Before the Assembly, ONOC hosted a three-day virtual workshop from the ONOC Secretariat, which featured guest speakers from the IOC, Olympic Solidarity and the United States Olympic and Paralympic Committee (USOPC), as well as presentations from ONOC programmes and commissions.

**2020 Budget:** USD 1,500,000



The Cook Islands Games were supported by the Regional and National Games grant

## Oceania Sports Information Centre

Based at the USP since 1997, Oceania Sports Information Centre (OSIC) acts as an information hub and archive for the Pacific Games. OSIC also provides sports information on request to ONOC, NOCs and other regional stakeholders. The annual support grant was used for OSIC operations.

**2020 Budget:** USD 70,000

## Regional and National Games

This grant is to assist NOCs with the organisation of multisport national games and to cover the costs of ONOC staff involvement in Regional and International Games.

The Cook Islands NOC applied for funds to host its national games. The Games, which took place from 3-17 October on the island of Rarotonga and featured 21 sports, was hailed a success.

**2020 Budget:** USD 235,000

## Olympeceania

The Olympeceania budget is intended to help NOCs obtain permanent headquarters and establish income-generating programmes that enable them to assign some of these funds to the establishment of appropriate sports development structures.

A one-off grant of USD 195,000 has been available to all NOCs in the region since the programme was launched in 2001. Of the 17 NOCs, four have yet to use the funding scheme – namely American Samoa, Fiji, Kiribati and Marshall Islands.

As no applications were received in 2020, the ONOC Executive agreed to use funds to help pay off the loan ONOC took to purchase its new headquarters and secretariat at 49 Gladstone Road, Suva (Fiji).

**2020 Budget:** USD 350,000



OSEP Coordinator Sanimili Saukuru presents the OSEP Evaluation Report at the ONOC General Assembly Pre-Workshop

## Oceania Sports Education Programme

ONOC's flagship programme, Oceania Sports Education Programme (OSEP), is a key part of the ONOC strategy to improve the level of sports governance, organisational management and administration, team management and coaching in Oceania. Overseen by the ONOC Education Commission, OSEP continues to coordinate and deliver training programmes in the region.

The ONOC Education Commission, as the governance sub-committee arm of ONOC, has the task of setting the strategic direction, and monitoring and reviewing OSEP. The commission members meet twice a year to review the past year's programme and approve the following year's work plan and budgets.



Fiji athletes participate in a team bonding challenge at the Fiji Athletes' Commission Sports Festival

In 2019, the ONOC Education Commission approved a recommendation to evaluate OSEP. An external evaluation was completed by the endorsed consortium of Apex Global and Pasifika Compass in July 2020. Its report was presented and approved by the ONOC Education Commission, and subsequently the ONOC Administration and ONOC Executive in July and September 2020 respectively.

This was followed by a five-session Planning to Practice virtual workshop with 10 NOCs and stakeholders representing regional sports and government sport agencies. The result was the draft OSEP strategy 2021-24, which was approved by the General Assembly in December.

**2020 Budget:** USD 500,000

## Sports and Development – Healthy Lifestyles

ONOC has continued its sports-for-development activities, which are designed to improve public health through sport and awareness campaigns.



Papua New Guinea athletes at an Olympic Values Education Programme workshop in the national capital, Port Moresby

Only the Fiji NOC successfully applied for this grant, which it used to conduct outreach programmes for athletes and athlete support personnel. Messages included *Be a Leader, Play Safe, Stay Healthy, Go Green, and Play True*.

**2020 Budget:** USD 50,000

## Athletes' and Equity Commission

This programme provides funds for projects submitted by NOCs that have been endorsed by the ONOC Athletes' Commission, as well as for commission meetings and activities. The budget

also funds the Voices of the Athletes (VOA) programme presented jointly by the ONOC Athletes' Commission and Oceania Regional Anti-Doping Organization (ORADO) at regional multisport events and IF championships held in the region.

As well as covering the running costs of commission meetings and activities, this grant was used for operational costs, as well as for the Warriors of Oceania campaign and promotional videos.

**2020 Budget:** USD 120,000



Olympic Solidarity scholarship holder David Katoatau (KIR)

## Medical Commission

This Commission budget funds projects submitted by NOCs that have been endorsed by the ONOC Medical Commission, as well as covering the costs of Commission meetings and other activities. Since the Commission had overspent its 2019 budget there were no activities in 2020.

**2020 Budget:** USD 50,000

## International Relations Commission

This budget is used to support projects identified by NOCs and endorsed by the International Relations Commission, and to cover the costs of meetings and activities of the Commission. In 2020, the International Relations Commission used this grant to coordinate a webinar on Sports Integrity as well as to redesign the Commission's logo.

**2020 Budget:** USD 50,000



## Regional Development Fund

This programme assists NOCs in the recruitment and employment of Sports Development Officers (USD 20,000 annually), payment of sports equipment grants (USD 15,000 annually) and special projects that may arise from time to time. The budget has also supported a number of initiatives including: the Oceania Australia Foundation USA Junior College Scholarship Programme; administrative support for ORADO; financial advice for NOCs; and regional sports media training programmes.

**2020 Budget:** USD 726,750



Organisation of Sports Federations in Oceania supports athletes with potential for qualifying for the Olympic Games

## Organisation of Sports Federations in Oceania

“ ONOC FOCUSED ON PROVIDING SUPPORT TO INDIVIDUAL ATHLETES WHO HAD SHOWN POTENTIAL FOR QUALIFYING FOR TOKYO 2020 ”

Heading towards Tokyo 2020, ONOC focused on providing support to individual athletes who had shown potential for qualifying but had not received assistance from their

NOCs through Olympic scholarships or similar programmes. This grant was ONOC's contribution towards the Organisation of Sports Federations in Oceania's administration costs in 2020.

**2020 Budget:** USD 50,000



# ANOC

Association of National Olympic Committees

# ANOC

**Report by Gunilla Lindberg,  
Secretary General**

The year 2020 was a very difficult one for ANOC, with most of its activities cancelled due to COVID-19. Despite the difficult situation, ANOC was very active and worked closely with the NOCs and other stakeholders of the Olympic Movement to find solutions to problems caused by the rescheduling of the Olympic Games Tokyo 2020 and by the pandemic.

Because of the pandemic, Olympic Solidarity had to revise the budget for the 2021-2024 plan for the NOCs, the continental associations and ANOC to take into account the difficulties faced by the NOCs. As a result, the budget for the programmes of the NOCs was increased by 25 per cent.

To permit this increase and to support the NOCs, ANOC's Acting President agreed to decrease the budget for ANOC for the next four years, with ANOC relying on its reserves to keep



ANOC World Beach Games





ANOC offices in Lausanne

its activities going. In terms of finances, this requires ANOC to review its way of operating for 2021-2024. This, and the reduction of the IOC Subvention for 2021-2024, means that ANOC is looking to put in place a strategic plan to continue its activities in a different and structured way in order to fulfil its main mission of best serving the interests

of the NOCs. With input from the NOCs, ANOC will develop a new strategic plan, determining the priorities and lines of action, with new ideas and concepts, to keep supporting the NOCs in the best possible way within its reduced budget.

**2020 Total Budget:** USD 12,250,000

## Administration

ANOC's administrative budget was mainly used for salaries, taxes, insurance, social charges, communications and expenses relating to the running of the ANOC offices in Lausanne (Switzerland).

ANOC Administration worked hard to revise, update and improve its communications, website and social media. A large part of its website was dedicated to the promotion of the NOCs and their activities.

The developments on ANOC's website in 2020 comprised:

- creation of a section dedicated to the ANOC World Beach Games (AWBG);
- update and refresh of NOC information;
- integration of new content;
- highlights videos;
- a sports calendar (with event mapping) gathering all international sport competitions and international meetings in one document,

- updated monthly and available to the NOCs, IFs and international sports organisations;
- a monthly newsletter including interviews centred on ANOC and NOC activities; and
- an audit of NOC social media performance with Redtorch.

ANOC Administration updated its processes to better communicate with, and serve, the NOCs, in accordance with the rules of good governance and the improvement of the climate. Measures taken in 2020 included:

- implementation of a new IT system with SharePoint and Dynamics;
- implementation of new tools and an accounting system with Microsoft Business Central;
- implementation of a new time record system for the collaborators of ANOC, to register holidays and absences as required by Swiss law;
- preparation of a financial manual to provide guidelines to ANOC governing bodies;



The Sports Calendar Working Group meeting in Lausanne

- implementation of manuals including the financial processes to help with the follow up and training of new collaborators;
- an audit of the security of IT systems and the ANOC offices. Several measures will be implemented to protect against cyberattack;
- maintenance of the building, following some minor water damage; and
- revision and update of the alarm and video control systems of the building.

Because of COVID-19 and the requirement to work remotely, ANOC regularly set up virtual meetings with its collaborators in order to follow up on different activities.

As in previous years, ANOC worked with public relations agencies and media (JTA, ATR, ITG) on its communications activities.

**2020 Budget:** USD 5,100,000



ANOC Acting President Robin Mitchell

## Meetings and Commissions / working groups activities

The budget covers the expenses relating to the preparation and organisation of the ANOC meetings, including General Assemblies, Executive Council meetings and the activities of ANOC's Commissions and working groups, as well as ANOC's participation in other organisations' meetings and events. In 2020, due to COVID-19 most meetings were cancelled or held remotely where possible.

### ANOC General Assembly

The XXVI General Assembly planned for 24-26 November 2020 in Seoul (Republic of Korea), was postponed due to COVID-19 to 26-27 October 2021, in the same city.

General Assembly expenditure represented the costs of inspection visits to Seoul for the celebration of the ANOC General Assembly and ANOC Awards, which were planned for 2020, and developing registration for the event.

**2020 Budget:** USD 5,200,000

### ANOC Executive Council meetings

The expenditure incurred was for the preparation and organisation of the ANOC Executive Council Meeting in Lausanne, on 15 January 2020. Due to travel restrictions and the cancellation of the IOC Executive Board, the ANOC Executive Meeting scheduled for 15 June 2020 was cancelled.

**2020 Budget:** USD 700,000

### ANOC Commissions and working groups

The meetings of ANOC Commissions and working groups listed in the table on the next page – which included representatives from all five continental associations – are responsible for implementing ANOC's action plans. Holding these meetings by video conference resulted in significant savings on the budget.

**2020 Budget:** USD 500,000



ANOC Secretary General Gunilla Lindberg during the 81st ANOC Executive Council in Lausanne



ANOC Medical Commission virtual meeting

**International meetings and forums;  
continental association meetings;  
Cooperation with the IOC, UNESCO and  
WADA; Special Contributions**

**International meetings and forums**

Expenditure included the cost of ANOC's participation in the following meetings:

- IOC Session in Lausanne on 10-11 January 2020 and at the Winter YOG Lausanne 2020;

- meeting of the Steering Committee of the International Partnership Against Corruption in Sport (IPACS) on 16 November 2020 by video conference;
- attendance of the Acting President of ANOC at 10 IOC Executive Board meetings, two in person (8 January and 3 March, both in Lausanne) and the others online between May and December; and
- attendance of the ANOC Secretary General at the 12 continental association meetings (EOC, OCA and Panam Sports General Assemblies; EOC Executive Board; EOC Games Coordination Commission).

Since most of the international events were cancelled, significant budgetary savings were made under this section.

**Cooperation with the IOC**

ANOC cooperates closely with the IOC and is regularly asked to comment and advise on different topics concerning the preparation for, and participation of, the NOCs at the Olympic

**ANOC Commissions meetings in 2020**

| <b>Dates</b> | <b>Commissions</b>            | <b>City (Country)</b>  |
|--------------|-------------------------------|------------------------|
| 13 January   | Events Commission             | Lausanne (Switzerland) |
| 14 January   | Athletes' Commission          | Lausanne (Switzerland) |
| 29 June      | Marketing Commission          | Remotely               |
| 27-28 July   | Legal Commission              | Remotely               |
| 29 July      | Finances and Audit Commission | Remotely               |
| 11 September | Athletes' Commission          | Remotely               |
| 14 September | Gender Equity Commission      | Remotely               |
| 29 September | Medical Commission            | Remotely               |
| 18 November  | Events Commission             | Remotely               |
| 1 December   | Cultural Commission           | Remotely               |

Games and Youth Olympic Games. In 2020, the ANOC Secretary General, Presidents of the continental associations, and representatives of the Association of Summer Olympic International Federations (ASOIF), International World Games Association (IWGA) and Global Association of International Sports Federations (GAISF) met under the leadership of the IOC Sports Department to discuss the international sports calendar. A virtual meeting was held on 24 June with a working group to draft a memorandum of

understanding (MoU) for multisport games and the sports calendar. ANOC was also asked to update the calendar monthly for the IOC and the continental associations. The MoU, revised by ANOC Legal President Michael Chambers, was sent to the continents on 24 July and the first draft was sent to the IOC.

ANOC and the NOCs were involved in different working groups for the preparations of future Olympic Games taking into account the

consequences of the pandemic. ANOC participated in discussions about the sports programme for the Winter YOG Gangwon 2024. The NOCs' views from the debrief of the Winter YOG Lausanne 2020 were submitted to the IOC and many proposals have been discussed.

### ***Contacts with Organising Committees of the Olympic Games***

To help deliver the best conditions for athletes and officials, ANOC was heavily involved in the preparation of, and participated in, the Winter YOG Lausanne 2020 in January. After each edition of the Games, ANOC continued its tradition, established in 2004, of debriefing all the NOCs, the results of which are presented to the IOC, ANOC Executive Council and all NOCs.

In 2020, ANOC participated in different working groups with the IOC and the Organising Committee in Tokyo to discuss changes to services in the Olympic Village and the effects of the delay of the Olympic Games Tokyo 2020 on the NOCs.



Alpensia Olympic Ski Jump Center in Pyeongchang, Gangwon Province (Republic of Korea)



## Collaboration with universities

ANOC continued its cooperation with two universities:

### Russian International Olympic University

**(RIOU) in Sochi:** the university covered the costs of administration and on-campus accommodation of the master's programme while ANOC covered the costs of flights for the students to Sochi. Students are responsible for their living costs.

The master's is available for all NOCs and ANOC can nominate up to three students per academic year.

ANOC is offering the scholarship to each NOC only once and requires equity between the continents (the aim is to have three continents per year) and a mix of genders.

### Dream Together Master's Programme

**Scholarship at Seoul University:** the university covered the costs of participation in this programme including living expenses on site.



2020 RIOU graduates

This master's is only available to developing countries and ANOC can nominate up to eight students per academic year. When selecting candidates, ANOC aims for an equal mix of genders.

## Cooperation with UNESCO and WADA

### UNESCO

The Chairman of the ANOC International Relations Commission, Dr Julio Maglione, and Mr Thomas Sithole, the Vice-Chair of the Commission, regularly represented ANOC at UNESCO meetings.

### WADA

ANOC maintained the same level of cooperation with the WADA, with representatives on its various committees. ANOC representatives were recently appointed to WADA's Athlete Committee and Health, Medical and Research Committee.

The ANOC office worked with WADA to collect the signatures for the WADA Code from the NOCs.

**2020 Budget:** USD 500,000



## ANOC World Beach Games

After the success of Doha 2019, the next edition of the Games was planned for 2021. However, due to the COVID-19 outbreak, the ANOC Executive Council decided to postpone the next edition of the AWBG to 24-30 September 2023 following the rescheduling of the Olympic Games Tokyo 2020 to 2021.

After the AWBG 2019, the department of the AWBG was busy updating and revising the various guides and manuals for the next edition. Expenditure for 2020 included:

- registration of the AWBG logo and trademark and related domains, which is still in progress;



ANOC World Beach Games

- expenses related to the services of experts engaged to work with the project of the AWBG;
- AWBG website and related communication;
- creation of Games footage and posting to YouTube channel;
- posts to increase the number of followers on social media;
- production of one highlight video and five themed social media videos of the AWBG;
- production of a special video for the first anniversary of the AWBG held in Doha in 2019, with highlights from the competitions, and interviews with athletes, NOCs and IFs, which has been sent to all stakeholders; and
- development of tools for the next edition of the Games.

**2020 Budget:** USD 250,000

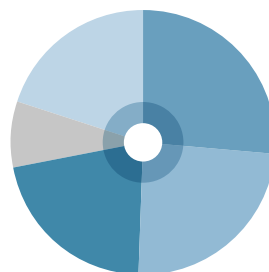
## ANOC Special Fund

Following close contact with the NOCs, a survey by ANOC of the NOCs to measure the effect of the postponement of the Olympic Games Tokyo 2020, and a meeting with the Presidents of the continental associations and Olympic Solidarity, ANOC decided to support the NOCs to help them to deal with the extra costs arising out of the postponement and other consequences of COVID-19.

A total of USD 11,650,000, generated from savings arising out of cancelled ANOC meetings scheduled for 2020 as well as from ANOC's fund balance on 31 December 2019, was sent at the end of July 2020 to the continental associations in charge (with Olympic Solidarity) of the distribution to the NOCs to avoid overlapping programmes.

This unprecedented financial support from ANOC to the NOCs was highly appreciated and welcomed in such unexpected circumstances.

Funds distributed by ANOC to the NOCs through continental associations and Olympic Solidarity (USD)



**ANOCA**  
3,100,000

**Panam Sports**  
2,300,000

**OCA**  
2,500,000

**EOC**  
2,800,000

**ONOC**  
950,000



ANOC World Beach Games

# 04

## IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games

- 149 Introduction
- 150 Winter Youth Olympic Games Lausanne 2020
- 151 Olympic Games Tokyo 2020



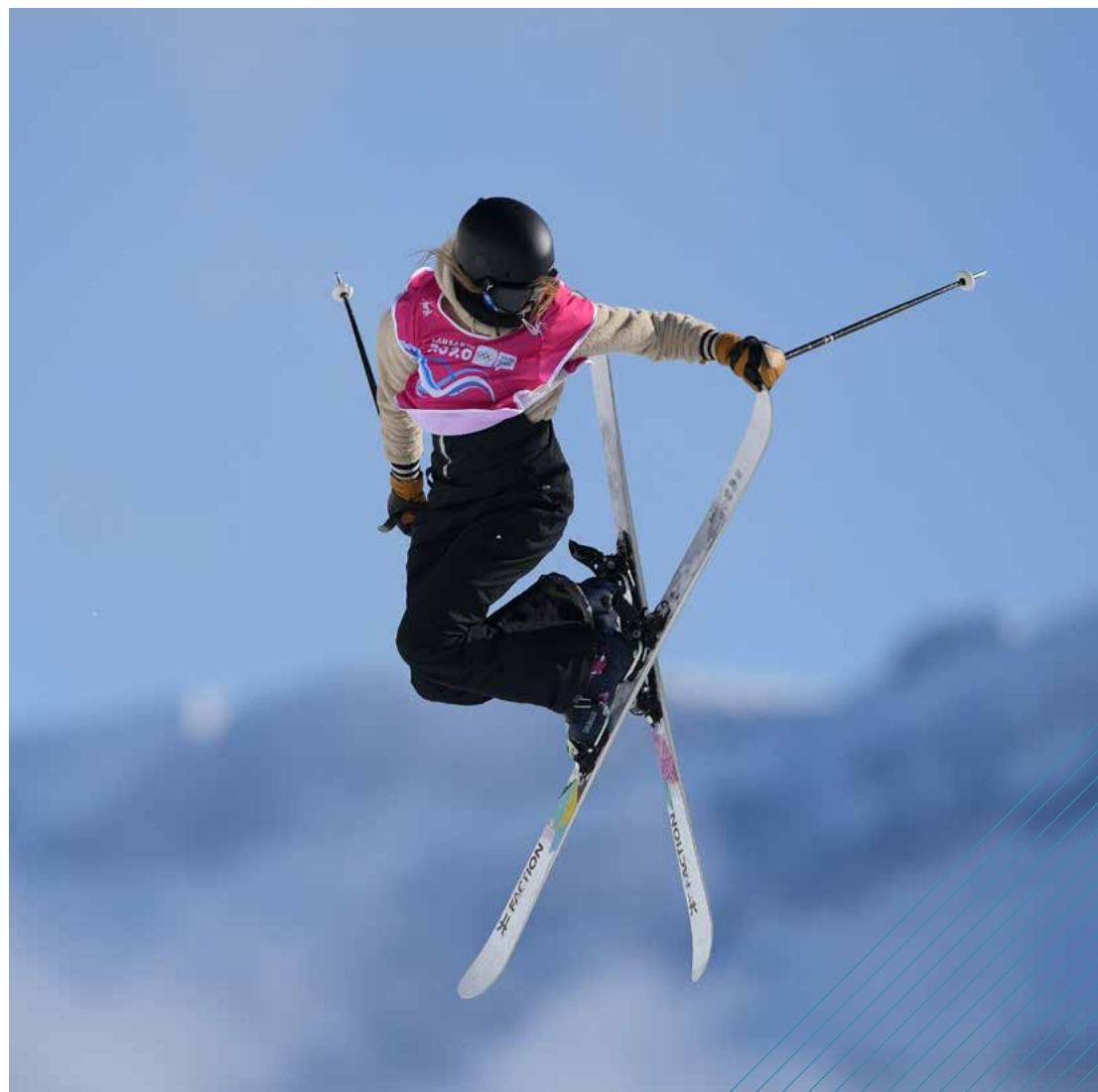
# IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games

This programme supports NOCs' participation in the Summer and Winter Olympic Games and Youth Olympic Games (YOG) by offering various types of financial assistance.

For the Winter YOG Lausanne 2020, financial assistance helped NOCs to support young athletes in their Olympic aspirations.

For the Olympic Games Tokyo 2020, the financial assistance provided 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 who contribute to the development and success of the Games. Related subsidies have been adapted to help NOCs offset any additional costs caused by the postponement of the Games.

**2020 Budget:** USD 5,910,000



Freestyle skiing event at the Winter YOG Lausanne 2020



## Winter Youth Olympic Games Lausanne 2020

The Winter YOG Lausanne 2020 took place in January 2020. By covering the costs of travel for the NOC team delegation to Lausanne (Switzerland), as well as the accommodation of delegations at the Youth Olympic Village, Olympic Solidarity's assistance to NOCs enabled young athletes to participate in this event, as well as in educational activities.



Luge event at the Winter YOG Lausanne 2020

“OLYMPIC SOLIDARITY’S ASSISTANCE TO NOCS ENABLED YOUNG ATHLETES TO PARTICIPATE IN THIS ELITE EVENT, AS WELL AS IN EDUCATIONAL ACTIVITIES”



► Winter Youth Olympic Games Lausanne 2020

| Continent | NOCs benefiting from subsidies for travel and accommodation in the Youth Olympic Village |  |
|-----------|--|--|
| Africa    | 1  | RSA  |
| America   | 10   | ARG, BRA, CAN, CHI, COL, ECU, HAI, MEX, TTO, USA   |
| Asia      | 18   | CHN, HKG, IRI, JPN, KAZ, KGZ, KOR, LBN, MAS, MGL, PAK, PHI, QAT, SGP, THA, TKM, TPE, UZB   |
| Europe    | 48   | ALB, AND, ARM, AUT, AZE, BEL, BIH, BLR, BUL, CRO, CYP, CZE, DEN, ESP, EST, FIN, FRA, GBR, GEO, GER, GRE, HUN, IRL, ISL, ISR, ITA, KOS, LAT, LIE, LTU, LUX, MDA, MKD, MNE, NED, NOR, POL, POR, ROU, RUS, SLO, SMR, SRB, SUI, SVK, SWE, TUR, UKR |
| Oceania   | 2  | AUS, NZL   |
| Total     | 79   |  |



Canoe sprint test event for the Olympic Games Tokyo 2020

## Olympic Games Tokyo 2020

Following the postponement of the Olympic Games Tokyo 2020 to 23 July-8 August 2021, the IOC Subsidies for NOCs' participation in these Games were extended by one year. Additionally, Olympic Solidarity increased the level of support provided to NOCs to help offset costs emanating from the postponement of the Games.

The subsidies keep the same structure as approved by the Olympic Solidarity Commission in 2019, supporting NOCs with costs related to their participation in the Games: the organisation of pre-Games training camps; accommodation during the Games; flight tickets; and Games Operations costs. Also, the subsidy to compensate NOCs for their contribution to the success of the Games aims to cover costs related to future athlete preparation or to sport development activities at national level.

To help with additional NOC costs incurred by the postponement of the Games, the NOC Games Operations Subsidy has been increased from USD 16,000 to USD 20,000. Additionally, Olympic Solidarity launched a new Postponement Subsidy with the aim of compensating NOCs for exceptional Games-related costs (unrecoverable or extra expenses), with a total budget of USD 9,500,000. Consequently, the total budget for the IOC Subsidies for NOCs' Participation in Olympic Games Tokyo 2020 has been increased by USD 10.3 million. It should be noted that this additional budget, as well as the budget of USD 46 million allocated in 2019, have been shifted to the 2021 budget.



### LINKS

- ▶ [Olympic Games Tokyo 2020](#)
- ▶ [Olympic Solidarity increases its support to NOCs for their preparation for and participation in Tokyo 2020](#)

# Abbreviations

## NOC ASSOCIATIONS

|                     |  |
|---------------------|--|
| <b>ANOC</b>         | Association of National Olympic Committees           |
| <b>ANOCA</b>        | Association of National Olympic Committees of Africa |
| <b>PANAM SPORTS</b> | Panam Sports Organization                            |
| <b>OCA</b>          | Olympic Council of Asia                              |
| <b>EOC</b>          | The European Olympic Committees                      |
| <b>ONOC</b>         | Oceania National Olympic Committees                  |

## NATIONAL OLYMPIC COMMITTEES

206 NOCs were recognised by the IOC (at 31 December 2020)

### Africa · 54 NOCs

|                                     |   |                              |
|-------------------------------------|---|------------------------------|
| <b>ALG</b> Algeria                  | <b>CMR</b> Cameroon                         | <b>GBS</b> Guinea-Bissau     |
| <b>ANG</b> Angola                   | <b>COD</b> Democratic Republic of the Congo | <b>GEQ</b> Equatorial Guinea |
| <b>BDI</b> Burundi                  | <b>COM</b> Comoros                          | <b>GHA</b> Ghana             |
| <b>BEN</b> Benin                    | <b>CPV</b> Cape Verde                       | <b>GUI</b> Guinea            |
| <b>BOT</b> Botswana                 | <b>DJI</b> Djibouti                         | <b>KEN</b> Kenya             |
| <b>BUR</b> Burkina Faso             | <b>EGY</b> Egypt                            | <b>LBA</b> Libya             |
| <b>CAF</b> Central African Republic | <b>ERI</b> Eritrea                          | <b>LBR</b> Liberia           |
| <b>CGO</b> Congo                    | <b>ETH</b> Ethiopia                         | <b>LES</b> Lesotho           |
| <b>CHA</b> Chad                     | <b>GAB</b> Gabon                            | <b>MAD</b> Madagascar        |
| <b>CIV</b> Côte d'Ivoire            | <b>GAM</b> Gambia                           | <b>MAR</b> Morocco           |
|                                     |   | <b>MAW</b> Malawi            |
|                                     |   | <b>MLI</b> Mali              |

|  |
|--|
| <b>MOZ</b> Mozambique                  |
| <b>MRI</b> Mauritius                   |
| <b>MTN</b> Mauritania                  |
| <b>NAM</b> Namibia                     |
| <b>NGR</b> Nigeria                     |
| <b>NIG</b> Niger                       |
| <b>RSA</b> South Africa                |
| <b>RWA</b> Rwanda                      |
| <b>SEN</b> Senegal                     |
| <b>SEY</b> Seychelles                  |
| <b>SLE</b> Sierra Leone                |
| <b>SOM</b> Somalia                     |
| <b>SSD</b> South Sudan                 |
| <b>STP</b> Sao Tome and Principe       |
| <b>SUD</b> Sudan                       |
| <b>SWZ</b> Eswatini                    |
| <b>TAN</b> United Republic of Tanzania |
| <b>TOG</b> Togo                        |
| <b>TUN</b> Tunisia                     |
| <b>UGA</b> Uganda                      |
| <b>ZAM</b> Zambia                      |
| <b>ZIM</b> Zimbabwe                    |

### America · 41 NOCs

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



### 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

**RUS** Russian Federation  
**SLO** Slovenia  
**SMR** San Marino  
**SRB** Serbia  
**SUI** Switzerland  
**SVK** Slovakia  
**SWE** Sweden  
**TUR** Turkey  
**UKR** Ukraine

**SOL** Solomon Islands  
**TGA** Tonga  
**TUV** Tuvalu  
**VAN** Vanuatu

### Oceania · 17 NOCs

**ASA** American Samoa  
**AUS** 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

## INTERNATIONAL FEDERATIONS

Sports on the programme of the Games of the XXXII Olympiad  
Tokyo 2020

|                     |             |   |
|---------------------|-------------|---|
| Aquatics            | <b>FINA</b> | Fédération Internationale de Natation             |
| Archery             | <b>WA</b>   | World Archery                                     |
| Athletics           |             | World Athletics                                   |
| Badminton           | <b>BWF</b>  | Badminton World Federation                        |
| Baseball / Softball | <b>WBSC</b> | World Baseball Softball Confederation             |
| Basketball          | <b>FIBA</b> | Fédération Internationale de Basketball           |
| Boxing              | <b>AIBA</b> | Association Internationale de Boxe                |
| Canoe               | <b>ICF</b>  | International Canoe Federation                    |
| Cycling             | <b>UCI</b>  | Union Cycliste Internationale                     |
| Equestrian          | <b>FEI</b>  | Fédération Équestre Internationale                |
| Fencing             | <b>FIE</b>  | Fédération Internationale d'Escrime               |
| Football            | <b>FIFA</b> | Fédération Internationale de Football Association |
| Golf                | <b>IGF</b>  | International Golf Federation                     |
| Gymnastics          | <b>FIG</b>  | Fédération Internationale de Gymnastique          |
| Handball            | <b>IHF</b>  | International Handball Federation                 |
| Hockey              | <b>FIH</b>  | Fédération Internationale de Hockey               |
| Judo                | <b>IJF</b>  | International Judo Federation                     |
| Karate              | <b>WKF</b>  | World Karate Federation                           |
| Modern Pentathlon   | <b>UIPM</b> | Union Internationale de Pentathlon Moderne        |
| Rowing              | <b>FISA</b> | World Rowing                                      |
| Rugby               | <b>WR</b>   | World Rugby                                       |
| Sailing             | <b>WS</b>   | World Sailing                                     |

Shooting  
Skateboarding  
Sport Climbing  
Surfing  
Table Tennis  
Taekwondo  
Tennis  
Triathlon  
Volleyball  
Weightlifting  
Wrestling

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

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

Biathlon  
Bobsleigh  
Curling  
Ice Hockey  
Luge  
Skating  
Skiing

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

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Olympic House in Lausanne



# Help

A guide to navigating this interactive report

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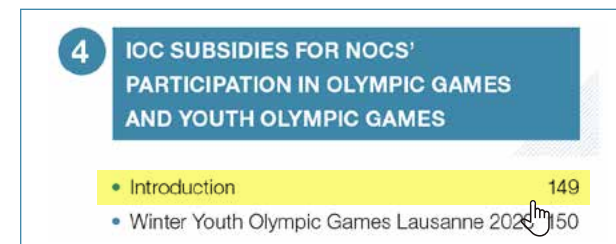
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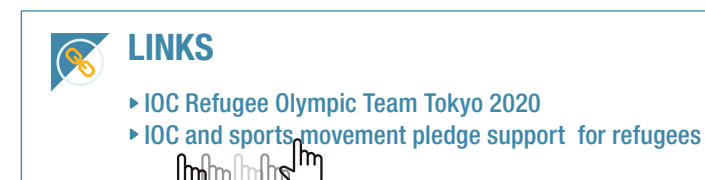
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SOLIDARITY

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