OLYMPIC SOLIDARITY 2021–2024 PLAN
FINAL REPORT

TABLE OF CONTENTS

Message from the Chair of the Olympic Solidarity Commission 5

Executive Summary 6

Plan Overview 8

Olympic Solidarity priorities and objectives 8

Organisational and delivery structure 8

Programmes and budget 10
· World Programmes 11
· Continental Programmes 12

From Targets to Results 14

Olympic Solidarity's impact on the Universality of the Olympic Games 14
· Olympic Games 15
· Developing future hopefuls: Youth Olympic Games and Continental Games 30
· National Sports System 36

Impacting the Training and Education of Athletes' Entourage 40
· Training the Coach 40
· Entourage Training for a Safer Sports Movement 42
· Amplifying Athletes' Voices and Supporting Career Transition 44

Ensuring Solid and Sustainable NOC Administrative Structures 49
· Organisational Development 49
· Capacity Building 54

Enabling NOCs to Promote Olympic Values at National Level 60
· Promoting Grassroots Sport and Physical Activity for All 63
· Embedding Olympic Values through Education 64
· Celebrating Olympic Culture and Heritage 66

Keeping 206 NOCs Informed and Engaged 67
· Olympic Solidarity Forums 72
· ANOC Digital Accelerator Programme 68

Programme Data and Funds Invested 72

World Programmes 72

IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games 81

Funds Distributed per Programme and NOC 81

TABLE OF STORIES

Olympic Solidarity's Impact on the Universality of the Olympic Games

Ukrainian freestyle skier retires in style 20

Zhumanazarova makes history for Kyrgyzstan at Paris 2024 24

Men's basketball team puts South Sudan on the map at Paris 2024 27

Basketball For Good festivals welcome 650 kids in Africa 31

Olympic Solidarity supports rising stars on road to Gangwon 2024 33

Bosnia and Herzegovina tees off on golf development 37

Small island, big ambitions: Grenada's winning formula for sporting success 38

Impacting the Training and Education of Athletes' Entourage

PAISAC marks 20 years supporting African, Caribbean coaches 43

Targeted support toward high-level women coaches 45

Athlete365 Business Accelerator helps triathlete unlock Olympic superpower 46

Vanuatu Athletes' Commission prioritises education and engagement 48

Ensuring Solid and Sustainable NOC Administrative Structures

Paraguay NOC strengthens national sports system through education 57

NOC of Mauritius lauded for reducing carbon footprint 53

NOC of Zambia takes great administrative leap forward 61

Olympic Solidarity drives tangible progress on gender equality 62

Enabling NOCs to Promote Olympic Values at National Level

Bahrain's first physical literacy initiative builds foundation for active futures 65

Lithuanian NOC cultivates healthier future through Olympic Values education 69

MESSAGE FROM THE CHAIR OF THE OLYMPIC SOLIDARITY COMMISSION

The 2021–2024 Plan marked a pivotal period in the evolution of Olympic Solidarity's support to National Olympic Committees.

At its heart was a clear and deliberate approach: to listen, to learn, and to respond meaningfully to the unique circumstances of each NOC. Whether in the areas of governance, financial oversight, safeguarding, or athlete transition, our aim was to ensure that the support offered was practical, targeted, and impactful.

What truly defined this Plan, however, was the spirit of collaboration. The role of our Continental Associations, International Federations, and delivery partners - and most importantly, the National Olympic Committees themselves - was central to the success of this cycle.

Through strong partnerships and shared responsibility, we were able to extend the reach of Olympic Solidarity and strengthen the foundations upon which our NOCs operate.

This report is a reflection of our collective effort and our shared belief in the power of sport to build better communities. Whether through a newly trained coach, an athlete supported through transition, or a safe and inclusive space established for future generations - the legacy of this work is both tangible and lasting.

To all our NOCs that engaged in this journey, I extend my sincere appreciation. Your dedication and vision have been critical to the progress we've made.

Olympic Solidarity stands ready to walk with you into the next phase, continuing to grow, adapt, and support as we collectively serve the athletes of the world.

Robin Mitchell, Chair of the
Olympic Solidarity Commission

"The Olympic Movement is a global movement. We have 206 National Olympic Committees that all enjoy equal rights under the Olympic Charter. Solidarity - this core value defines our Olympic community. We help, we care, we share - with athletes, with NOCs and sports organisations around the world. We do not support just a handful of privileged few. Every NOC around the globe is benefiting from our Olympic Solidarity. They in turn are making an essential contribution to the success of the Olympic Games. This is solidarity in action. Solidarity fuels our mission to make the world a better place through sport."

Thomas Bach, President of the International Olympic Committee

EXECUTIVE SUMMARY

The 2021–2024 Olympic Solidarity Plan marked a transformative period in the support provided to NOCs across the world. With a budget of USD 590 million, the plan deepened its focus on athlete development and gender equality, strengthened collaboration with Continental Associations, and responded to the challenges of the COVID-19 pandemic. This funding, managed through the seven Olympic Solidarity offices and delivered via a broad network of partners, provided direct support to 142,400 athletes, 53,000 coaches and other members of athletes' entourage, and 25,000 sports administrators across the world.

KEY OUTCOMES AND ACHIEVEMENTS

- **Athlete-centred focus:**
  - Nearly 4,000 athletes received individual Olympic scholarships to train and qualify for Tokyo 2020, Beijing 2022, and Paris 2024.
  - On average, 43% of Scholarship-holders qualified for the Games.
  - For the first time for the Summer Games, a tailor-made lump sum grant was introduced for Paris 2024, available to NOCs with delegations of more than 50 athletes in the previous Games, offering greater flexibility to NOCs in supporting their athletes.
- **Youth Olympic Games and Continental Games:**
  - Over USD 2 million was invested in Youth Athlete Development in preparations for the Gangwon 2024 Winter Youth Olympic Games.
  - Continental Games have grown in their role as catalysts for regional cooperation, sport infrastructure development, and cultural exchange.
  - Youth athlete training programmes and camps were held globally in partnership with International Federations.
- **Refugee Athlete Support:**
  - 56 refugee athletes were supported for Tokyo 2020, and 73 for Paris 2024.
  - 29 competed as part of the Refugee Olympic Team in Tokyo; 37 in Paris.
  - Cindy Ngamba made history by winning the team's first Olympic medal (bronze, boxing).
- **Progress on gender equality:**
  - 46% of scholarship recipients for Paris 2024 were women, up from 35% at London 2012.
  - 29% of coaches supported through World Programmes were women. The number of women receiving an Olympic Scholarship for Coaches increased by 59% compared to the previous plan.
  - 55% of Team Support Grants were allocated to women's teams, up from 42% in 2016.
  - The proportion of women participating in National Courses for Sports Administrators increased by 29% compared to the previous plan, reaching 40% in 2021-2024.
- **Capacity-building for NOCs:**
  - Targeted support strengthened local sporting infrastructure and governance.
  - 269 National Sports System Development projects were implemented, often by former coaches and MEMOS alumni.
- **Digital innovation:**
  - Online training became a key tool for reaching coaches and administrators.
  - Improved accessibility for NOCs with limited travel or in-person training options.

PARTNERSHIPS AND DELIVERY

- Seven operational offices: IOC, 5 continental offices, and ANOC.
- Collaborations included NOCs, International Federations, National Federations, universities, training centres and subject matter experts.
- Strong alignment with the IOC's Olympism365 Strategy, promoting values-based sport development and social impact.

The 2021–2024 Olympic Solidarity Plan delivered meaningful outcomes across continents by investing in opportunity, equality, and resilience. Through athlete-focused design and strategic collaboration, the plan empowered NOCs to support athletes and their entourage, build stronger systems, and bring Olympic values to life in their communities. As the Olympic Movement evolves, the achievements of this period affirm that global solidarity in sport is both impactful and essential.

PLAN OVERVIEW

OLYMPIC SOLIDARITY PRIORITIES AND OBJECTIVES

Olympic Solidarity's mission is enshrined in Rule 5 of the Olympic Charter and its bye-laws. It supports NOCs, especially those in greatest need, by funding athlete development, training for coaches and sports administrators, and the promotion of Olympic values. The programmes offered during the 2021-2024 Plan aimed to provide NOCs with the financial and technical assistance needed to implement activities and projects tailored to their athletes and local sports systems.

KEY PRIORITIES AND STRATEGIC OBJECTIVES FOR 2021–2024

In line with the IOC's strategy, the key priorities for the Olympic Solidarity 2021-2024 Plan were to further develop the opportunities offered to NOCs and position Olympic Solidarity as the Olympic Movement's main reference point for the development of sport. With these priorities in mind, Olympic Solidarity set the following objectives:

- Empower NOCs to keep athletes at the heart of the Olympic Movement.
- Ensure good governance, financial control and compliance by strengthening capacity-building programmes for NOCs.
- Strengthen the Olympic Movement's Solidarity funding model.
- Align with the IOC's strategy for the post-coronavirus world.
- Enable NOCs to contribute to the promotion of the Olympic values.
- Provide tailored services to NOCs.
- Measure the real impact of Olympic Solidarity programmes and funding on the worldwide development of sport.

ORGANISATIONAL AND DELIVERY STRUCTURE

The Olympic Solidarity Commission, appointed by the IOC President, is responsible for defining the strategic direction and overseeing the activities of Olympic Solidarity. It approves programmes and budgets, monitors their implementation, and reports directly to the IOC Executive Board and President. While financially and administratively independent, the Commission relies on the Olympic Solidarity international office in Lausanne for all operational aspects of programme delivery. This office coordinated the implementation of the 2021–2024 Plan in close collaboration with the five Continental Association offices and the Association of National Olympic Committees (ANOC).

In the final year of the 2021-2024 Plan, the Olympic Solidarity Commission was composed of the following members:

- Robin E. MITCHELL – Chair
- Dagmawit Girmay BERHANE
- Mustapha BERRAF
- Yiech Pur BIEL
- Spyros CAPRALOS
- Marisol CASADO
- Kirsty COVENTRY
- Nicole HOEVERTSZ
- Neven ILIC
- Nenad LALOVIC
- Khunying Patama LEESWADTRAKUL
- Lingwei LI
- Gunilla LINDBERG
- Le Grand-Duc Henri de LUXEMBOURG
- Kristin KLOSTER
- Matlohang MOILOA-RAMOQOPO
- Emma TERHO
- Habu GUMEL
- Ahmed ABU ELGASIM HASHIM
- Ricardo BLAS
- Tayyab IKRAM
- Raffaele PAGNOZZI
- Jimena SALDANA

In addition, the following members were part of the Commission at various points during the 2021-2024 Plan:

- Husain AL-MUSALLAM (2021-2022)
- Sari ESSAYAH (2021)
- Tony ESTANGUET (2021)
- Ivar SISNIEGA (2021-2022)

In accordance with the principle of decentralisation of Olympic Solidarity, in place since 2001, the five Continental Associations of NOCs and ANOC manage specific Continental Programmes for their constituent NOCs through their continental Olympic Solidarity offices.

The Olympic Solidarity Commission relies on the Olympic Solidarity international office in Lausanne as the principal instrument of implementation, control and coordination of all its decisions.

PROGRAMMES AND BUDGET

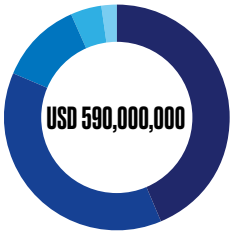
The NOCs received tailored advice and financial, technical and administrative support through Olympic Solidarity programmes to help them achieve their mission as defined in the Olympic Charter.

The three programme categories – World Programmes, Continental Programmes and IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games – function autonomously and complement one another.

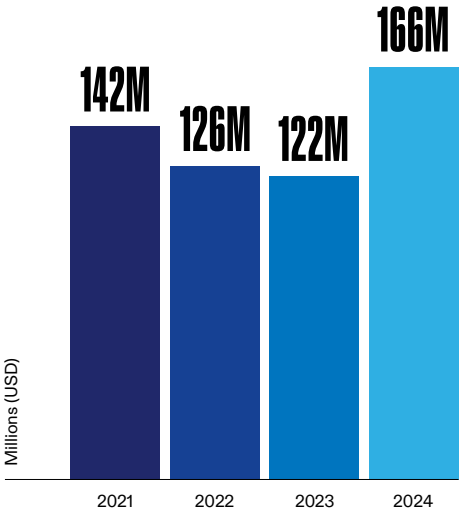
The World Programmes, managed by the Olympic Solidarity international office in Lausanne, were available to all NOCs. Continental Programmes, managed by each Continental Association's office, were designed to address NOC priorities specific to each continent.

Olympic Solidarity 2021-2024 budget

- **World Programmes**
  USD 258,270,000 (44%)
- **Continental Programmes & ANOC**
  USD 222,100,000 (37%)
- **IOC Subsidies for NOCs' Participation in the Olympic Games and the Youth Olympic Games**
  USD 70,500,000 (12%)
- **Administration**
  USD 26,400,000 (5%)
- **Technical Support Services**
  USD 12,730,000 (2%)



Distributed budget per year



2021–2024 WORLD PROGRAMMES

The 20 World Programmes aimed to provide essential support to NOCs in organising sports development activities, helping them fulfil their mission as defined in the Olympic Charter. To align with IOC strategy, these programmes were split into three development areas and five clusters.

Budget

- **Olympic Games Universality**
  USD 79,000,000
- **Entourage** USD 38,000,000
- **Sport Development** USD 43,000,000
- **Olympic Values** USD 25,000,000
- **NOC Management and Knowledge Sharing**
  USD 58,270,000
- **Forums and Special Projects**
  USD 15,000,000

Development areas	Programme clusters	World Programmes
Athletes & Sport Development	Olympic Games Universality Entourage Sport Development	· Olympic Scholarships for Athletes: Tokyo 2020, Beijing 2022, Paris 2024 and Milano Cortina 2026 · Team Support Grant · Technical Courses for Coaches · Olympic Scholarships for Coaches · Athlete Career Transition · NOC Athletes' Commission Activity Grant · Development of National Sports System · Continental Athlete Support Grant · Youth Athlete Development · Refugee Athlete Support
Values	Olympic Values	· Olympic Values
Capacity Building & Administration	NOC Management & Knowledge Sharing (incl. Forums & Special Projects)	· NOC Administration Development · National Courses for Sports Administrators · International Executive Courses in Sports Management · NOC Exchanges · Forums for NOCs and their Athletes · Special Projects

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

The IOC subsidies provide assistance to NOCs for their participation in the Olympic Games and Youth Olympic Games in order to achieve two complementary goals: fostering the universal spirit of the Games by ensuring the participation of all NOCs, and providing a financial contribution to NOCs, which play a key role in the success of the Games.

2021–2024 CONTINENTAL PROGRAMMES

In accordance with Olympic Solidarity's policy of decentralisation, the five Continental Associations of NOCs offered specific Continental Programmes to their constituent NOCs.

Budget

- **Africa (ANOCA)** USD 51,000,000
- **America (Panam Sports)** USD 40,100,000
- **Asia (OCA)** USD 42,200,000
- **Europe (EOC)** USD 47,800,000
- **Oceania (ONOC)** USD 25,000,000
- **ANOC** USD 16,000,000

Continent	Programmes
Africa (ANOCA)	NOC Activities, ANOCA Excellence Center Training Support, ANOCA Youth Beach Games, Athletes Support Programme, Continental Athlete Commission Support, Continental Games, NOC HQ Projects, Olympafrica, Youth Olympic Games Dakar, Special Projects
America (Panam Sports)	NOC Activities, Athletes Preparation, Continental Athlete's Commission Support, Safe Sports, programmes supported through Panam Sports own fund: Youth Athletes Preparation, Women's Sport Commission and Hiring Multidisciplinary Teams
Asia (OCA)	NOC Activities, Athlete's Committee Activities, Asian Games Promotions, Asian Youth Development Project, Continental & Regional Games, Olympasia, Social Development through Olympism, Special Projects
Europe (EOC)	NOC Activities, Continental & Regional Games, EOC Activities, Special Activities
Oceania (ONOC)	NOC Activities, National / Regional Games, Oceania Australia Foundation, Oceania Sport Education Programme, Oceania Sport Information Centre, Olympoceania, Organisation of Sports Federation, Regional Development Fund, Sport Equipment Grant, HR Grant

DELIVERY PARTNERS

The global network of partners that supports the implementation and monitoring of Olympic Solidarity programmes is a key channel for action. Each partner plays an instrumental role throughout the programme phases, whether by assessing applications, offering access to training or sharing technical expertise.

In addition to the Continental Associations and ANOC, the 2021-2024 delivery network relied heavily on the International Federations of sports on the programme of the Olympic Games, Olympic Winter Games, and Winter Youth Olympic Games, as well as partner universities and training institutions, NOCs hosting refugee athletes and supporting NOC exchanges, IOC Commissions and departments, as well as individual experts.

We wish to thank all our partners for contributing to our shared goals.

FROM TARGETS TO RESULTS

Over the 2021–2024 period, Olympic Solidarity focused on turning strategic objectives into concrete results. Together with the Continental Associations and the NOCs, Olympic Solidarity aimed to have a positive impact on the following areas by the end of 2024:

- The universality of the Olympic Games;
- The training and education of athletes' entourage, allowing them to further support the development of their athletes and sports;
- Helping NOCs build solid and sustainable administrative structures capable of delivering the support required by athletes and members;
- Enabling NOCs to promote the values of Olympism and to contribute to the IOC's Olympism365 strategy at a national level; and
- Informing and engaging all 206 NOCs, increasing their capacity for good governance and effective management of sport.

OLYMPIC SOLIDARITY'S IMPACT ON THE UNIVERSALITY OF THE OLYMPIC GAMES

Athletes don't become Olympians on talent and determination alone. Robust support systems are required to help them effectively navigate their Olympic journeys.

For many NOCs, especially those with limited access to resources, the constantly evolving nature of international qualification systems can be challenging due to the rising costs and procedural complexities involved.

Assembling an Olympic team typically begins with the long-term development of young talent and the establishment of strong national sport systems. This step alone can pose significant structural challenges for NOCs, particularly those in developing contexts with insufficient technical capacity, limited financial resources, and dependency on inconsistent government support.

To contribute to the universality of the Games, Olympic Solidarity offers a range of targeted support for athletes and NOCs alike. Measures include:

- providing elite athletes with the assistance they require to prepare for Olympic qualification;
- supporting the development of young athletes; and
- investing in national sport systems to ensure long-term sustainability.

Do you agree that Olympic Solidarity has impacted positively on the universality of the Olympic Games?

*Based on answers provided by 62 NOC representatives attending Olympic Solidarity 2025-2028 informational session at the ANOC General Assembly 2024

"The whole point of Olympic Solidarity is to support the universality of the Games. We believe that we need to invest in sport across the world so that athletes have a fair shot at making it to the Games."

James Macleod, IOC Director of Olympic Solidarity, NOC Relations and Olympism365

OLYMPIC GAMES

The road to the Olympic Games is different for every Olympian. While never easy, some clearly have a more challenging journey than others.

Some of the most talented athletes in the world, for example, do not enjoy the same access to opportunities (coaching, training facilities, financial support) as their counterparts in more affluent nations. The costs required just to take part in qualifying events for the Olympic Games (travel, accommodation, shipment of sports equipment, etc.) can be prohibitive to some.

Making matters even worse during the 2021-2024 period was the COVID-19 pandemic, which led to an increase in costs and complexities for athletes and their NOCs on the road to Tokyo 2020 and Beijing 2022.

Since the Olympic Games Sydney 2000, Olympic Solidarity has attempted to level the playing field by providing scholarships to athletes aiming to qualify for the Olympic Games. The grants cover a variety of purposes, from placing athletes in training centres with world-class facilities and coaching to paying for travel, equipment, medical assistance, and technical support. Separate grants are earmarked for individuals, teams and refugee athletes. Athletes can also turn to their Continental Associations for supplemental assistance.

Additionally, NOCs are eligible for financial assistance to help alleviate the costs of sending teams to the Olympic Games and Youth Olympic Games, with some Continental Associations offering extra help here as well.

OLYMPIC SCHOLARSHIPS FOR ATHLETES

During the 2021-2024 plan, NOCs and their athletes received support for their preparation and qualification for the Olympic Games Tokyo 2020 (extension of the 2021-2024 scholarship programme) and Paris 2024, as well as the Olympic Winter Games Beijing 2022 and Milano Cortina 2026. Support was allocated in the form of individual scholarships, a tailor-made option and Team Support Grants.

The tailor-made option, available to NOCs with delegations of more than 50 athletes in individual sports at the previous edition of the Games, offered these NOCs with well-established high-performance systems a lump sum grant that could be used with greater flexibility in terms of project management, implementation, and reporting.

Through 2021-2024, much work was done with the NOCs to ensure gender parity when submitting their applications for Olympic Scholarships and Team Support Grants. As a result, the number of female athletes benefitting from the programmes increased significantly.

For the Paris scholarship programme, the tailor-made option was integrated into the summer scholarships for the first time. The direct result of this change was that the NOCs with smaller Games delegations benefitted from greater financial support and the NOCs with the largest Games delegations from more flexibility in the use of the funds. This brings the scholarship programme closer to the OS mission of supporting all NOCs but especially those with the greatest need. It also increased the contribution to the universality of the Games.

Comparing the financial figures from the Paris and Tokyo scholarship programmes, we notably see that the African NOCs received the greatest support for Paris, surpassing the European NOCs, which were traditionally the biggest recipients, as reflected in the figures for Tokyo.

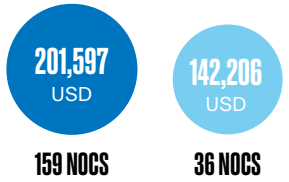
Total budget allocated to NOCs per continent and Games' edition

Continent	Tokyo (USD)	% Tokyo	Paris Individual (USD)	Paris Tailor-Made (USD)	Paris Total (USD)	% Paris
Africa	11,954,883	27%	10,150,316.38	593,614.00	10,743,930	29%
America	9,840,401	22%	7,107,750.52	741,756.00	7,849,507	21%
Asia	7,815,508	17%	6,643,859.69	580,967.00	7,224,827	19%
Europe	12,293,984	27%	5,921,353.00	2,939,689.00	8,861,042	24%
Oceania	2,885,790	7%	2,230,667.00	263,390.00	2,494,057	7%
TOTAL	**44,790,566**	**100%**	**32,053,947**	**5,119,416**	**37,173,363**	**100%**

May 2025 figures, which for Tokyo includes the budgets from 2017-2020 and 2021-2024

Average budget per NOC in the programme

- Paris 2024 Individual scholarships (NOCs with 50 or fewer athletes in individual sports in Tokyo)
- Paris 2024 Tailor-made (NOCs with more than 50 athletes in individual sports in Tokyo)

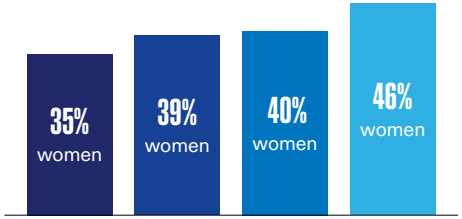


By comparing the average budget allocated to the NOCs benefitting from individual scholarships versus tailor-made grants for the Paris scholarships, the tendency observed is that smallest NOCs (50 or fewer athletes in individual sports at last Games) benefitted by an average of over USD 50,000 compared to NOCs with the largest Games delegations, a direct result of the implementation of the tailor-made grants for the Paris scholarship programme.

In response to the postponement of the Olympic Games Tokyo 2020 due to the COVID-19 pandemic, Olympic Solidarity introduced exceptional measures to support NOCs and their athletes. The Olympic Scholarships for Athletes "Tokyo 2020" programme was extended by a year with an additional USD 13 million. A postponement subsidy added USD 10.3 million to the existing USD 46.7 million of Subsidies for NOCs' Participation in the Olympic Games Tokyo 2020. Additionally, ANOC allocated USD 11.65 million from Olympic Solidarity funds to Continental Associations to ensure continuous support for athletes' preparation and to compensate for additional costs arising from managing the COVID-19 crisis.

Share of female Scholarship-holders by Games edition

- London 2012
- Rio 2016
- Tokyo 2020
- Paris 2024



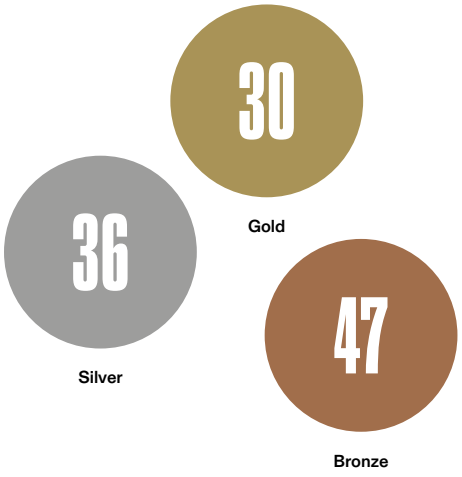
Much work has been done with the NOCs, especially since London 2012, at all levels, to ensure greater gender parity. Notably the modification of the programme guidelines, individual follow-ups, analysis of possible female candidatures, athlete identification with IFs and growing encouragement to submit an equal balance of applications. As a result, the number of female athletes benefitting from the programme has been increasing.

Going forward, the number of scholarships for LA28 has been increased to three for women and three for men compared to a total of five combined for Paris 2024.

TOKYO 2020

This programme was officially launched in September 2017. After the postponement of the Olympic Games Tokyo 2020, the Olympic Solidarity Commission extended the scholarship programme by one year and allocated an additional USD 15 million (for athletes, refugee athletes and teams for their Tokyo preparation). Scholarships, initially planned to be available until August 2020, were extended to August 2021 for athletes who were already qualified or still had a chance to qualify or receive an invitation, under the same conditions as the original programme.

Medals and diplomas won by Tokyo 2020 Scholarship-holders



1,836
individual scholarships allocated to

186
NOCs in 27 sports

44%
women

827
athletes qualified representing

178
NOCs in 26 sports

45%
qualification rate

Further reading

Olympic Scholarships for Athletes Tokyo 2020 Final Report

Olympic Scholarships for Athletes Beijing 2022 Final Report

Olympic Scholarships for Athletes Paris 2024 Final Report

BEIJING 2022

The Olympic scholarships for Beijing 2022 were available from 1 November 2019 until 28 February 2022. The main goals of the programme were to improve the competitiveness and universality of the Olympic Winter Games.

BEIJING 2022 FIRSTS

FIRST GOLD — Zoi SADOWSKI-SYNNOTT

Olympic champion, women's Snowboard Slopestyle, became the first athlete to win a gold medal for New Zealand at the Olympic Winter Games in any sport.

YOUNGEST MEDALLIST — Kelly SILDARU

bronze medallist in Women's Freestyle Skiing Slopestyle, 19 years old, made history as the youngest athlete to win an Olympic medal for Estonia (Summer or Winter Games). She also became the first athlete representing Estonia to win an Olympic medal in Freestyle Skiing.

First time at the Winter Olympic Games

Haiti made its Winter Olympics debut at Beijing 2022, represented by alpine skier Richardson Viano, an Olympic Scholarship-holder.

First participation with a female athlete at the Winter Games

Malaysia, SALEHHUDDIN Aruwin Idami (Olympic Scholarship-holder)

429
individual scholarships allocated to

80
NOCs in 5 sports

42%
women

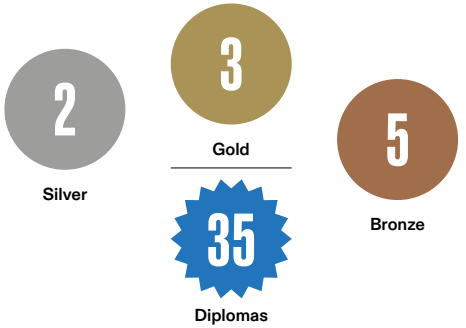
236
athletes qualified representing

67
NOCs in 5 sports

55%
qualification rate

Tailor-made option to **13** NOCs

Medals and diplomas won by Beijing 2022 Scholarship-holders



Ukrainian freestyle skier retires in style

In October 2024, aerial freestyle skier Oleksandr Abramenko of the Ukraine announced his retirement from competition and his intention to transition into coaching.

The decision brought a close to what was a highly successful athletic career for the five-time Olympian: Olympic gold medallist at PyeongChang 2018. Olympic silver medallist at Beijing 2022. Vice world champion in 2019. Eight-time World Cup medallist. Five-time European Cup winner.

An Olympic Scholarship-holder ahead of Beijing 2022, Abramenko used the funding to prepare for what, unbeknownst to him at the time, would be his final Olympic appearance. And as swan songs go, Abramenko did not disappoint. While he failed to defend his title from 2018, he came awfully close, finishing second to an inspired performance from China's Qi Guangpu.

Abramenko's gold and silver from PyeongChang and Beijing were the only medals won by Ukraine at the two events, making him a bona fide star in his home country while also giving his compatriots a measure of pride and joy heading into what was to become a difficult period for the nation.

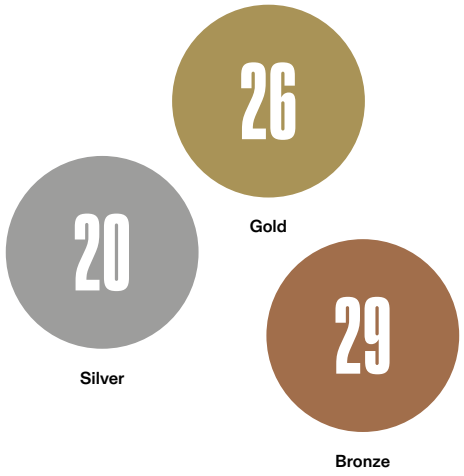
After Beijing, Abramenko suffered a serious knee injury while training, forcing him to undergo surgery that would sideline him for the entire 2023-2024 season. Although he fought valiantly to make a comeback, ultimately it was not to be, and the 36-year-old had to make the difficult decision to bow out of competition for good.

It was not the exit Abramenko had likely envisaged for himself, but he can nevertheless be proud of all that he accomplished, having been a tremendous inspiration to his country and sports fans worldwide during an Olympic career that spanned 17 years.

PARIS 2024

Designed to assist elite athletes selected and proposed by their respective NOCs in their preparation and qualification for the Games of the XXXIII Olympiad Paris 2024, the programme was operational from 1 January 2022 until 31 August 2024. The later than usual starting date in 2022 was due to the extension of the Tokyo scholarships. A particular focus was placed on an equal balance of male and female scholarships. Considerable work was carried out with targeted NOCs to improve the gender balance of scholarship recipients.

Medals and diplomas won by Paris 2024 Scholarship holders



Diplomas

1,560 individual scholarships allocated to

195 NOCs in 26 sports

46% women

599 athletes qualified representing

172 NOCs in 24 sports

39% qualification rate

Tailor-made option to **36** NOCs

PARIS 2024 FIRSTS

FIRST MEDAL EVER

Thea LaFond - Gold
Athletics, Women's Triple Jump, Dominica

David De Pina - Bronze
Boxing, Men's 51 kg, Cape Verde

FIRST GOLD EVER

Thea LaFond
Athletics, Women's Triple Jump, Dominica

Letsile Tebogo
Athletics, Men's 200m, Botswana

FIRST INDIVIDUAL GOLD

Arshad Nadeem
Athletics, Men's Javelin throw, Pakistan

ANOCA Scholarships Programme Paris 2024

Launched in August 2022, the ANOCA Scholarships Programme for Paris 2024 was introduced as an additional opportunity for African athletes to compete on the Olympic stage.

In collaboration with Olympic Solidarity, ANOCA developed this innovative programme to support African athletes in their preparations for the Olympic Games Paris 2024. While the objective of the ANOCA scholarships programme is to increase the number of medals for African athletes, the Olympic Solidarity scholarships are aimed at increasing universality. With a budget of USD 2 million, the ANOCA programme provided financial, technical and logistical support to 48 athletes from 11 NOCs, with women making up 46 per cent of the Scholarship-holders. To ensure rigorous and efficient management, a Paris 2024 Commission was set up within ANOCA to oversee the implementation of qualification objectives and assess the performances of the athletes supported. The selection criteria were strict: athletes had to have reached the top 10 in the world in their discipline or won a medal at the Olympic Games Tokyo 2020.

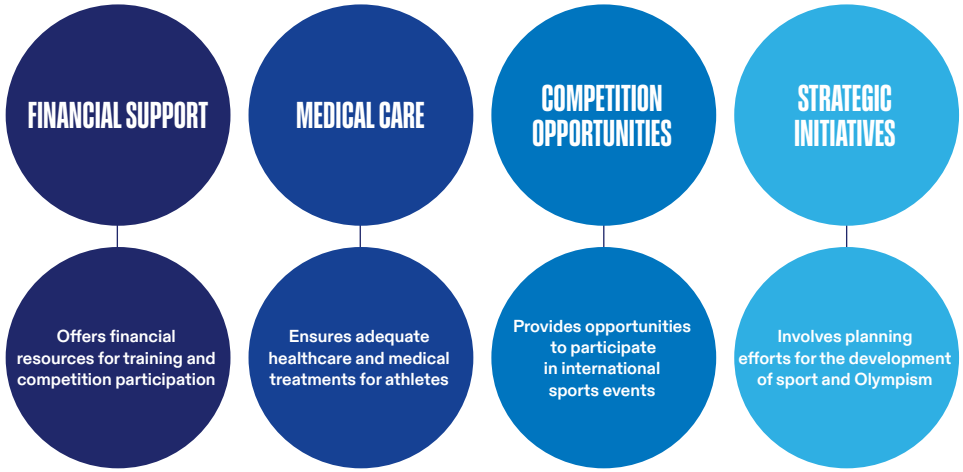
Among the scholarship-holders, some transitioned from receiving support through ANOCA to being in the Olympic Solidarity Scholarships for Athletes programme for Paris 2024. One of them was triple-jumper and Tokyo 2020 bronze-medallist Hugues Fabrice Zango.

48 athletes from 11 NOCs received ANOCA scholarships for Paris 2024 preparation.

"Our goal remains the same: to bring happiness and joy to Africa's youth. To develop the African continent through sport. As such, we support the 54 African states in their ongoing quest for prosperity. Sport is a driving force for development. Africa is resolutely committed to making this an important driver of its socio-economic progress.[...] To our athletes we say: GO FOR IT, AFRICA IS BEHIND YOU!"

Mustapha Berraf, ANOCA President

ANOCA Olympic Scholarships Programme



Source: ANOCA Olympic Scholarships Programme Paris 2024

Zhumanazarova makes history for Kyrgyzstan at Paris 2024

One of 15 Kyrgyz athletes to receive an Olympic Solidarity scholarship during the 2021-2024 period, freestyle wrestler Meerim Zhumanazarova set herself apart from her peers by making history at the Olympic Games Paris 2024.

And not for the first time.

At Tokyo 2020, Zhumanazarova became the first female athlete in Kyrgyzstan history to win an Olympic medal when she claimed bronze in the women's freestyle 68kg category. She did one better at Paris 2024 by winning silver in the same event, writing her name into the history books as her country's first multiple Olympic medallist.

The Olympic Solidarity scholarship provided Zhumanazarova with a monthly stipend to cover expenses and other costs, which she put towards her preparations for Paris 2024, including her qualifying campaign.

A three-time Asian Junior champion, Zhumanazarova exhibited all the skills from a young age to go far in the sport. But her Olympic aspirations were derailed for about a year in 2019-2020, when she dislocated her arm and was forced to take time away from the sport to recover.

The time off only made her stronger. She returned to wrestling with renewed fire, winning three straight tournaments from November 2020 to February 2021. She then went on to become a world champion, Asian champion and an Islamic Solidarity Games champion later in 2021.

At Paris 2024, Zhumanazarova fell just short of securing her nation's first gold medal, losing a hard-fought final to Amit Elor of the United States.

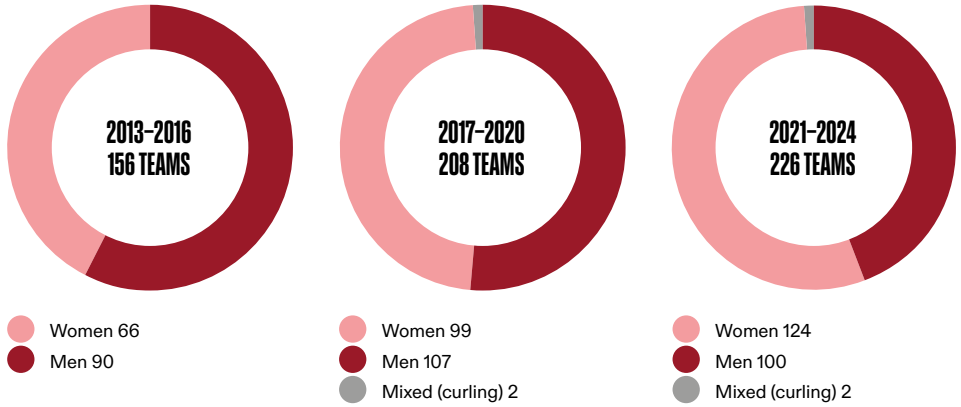
En route to the gold-medal clash, however, Zhumanazarova managed to exact revenge on 13-time African champion Blessing Oborududu of Nigeria. The Kyrgyz wrestler defeated her rival 3:1 in the semifinals, reversing the script from Tokyo 2020, where she lost 3:2 to Oborududu in the quarterfinals.

Aged just 24 at Paris 2024, there will be plenty more to come from Zhumanazarova on the international stage. Could she possibly turn the tables again at LA28? Stay tuned to find out!

TEAM SUPPORT GRANT

The Team Support Grant was introduced in the 2005-2008 Plan and continued into subsequent plans, maintaining its core objective of supporting national teams preparing for regional, continental or world-level competitions. Over this time, the programme evolved to remain relevant and adjusted to the needs of NOCs. During the 2017-2020 Plan, NOCs were given the option for the first time to split the allocated budgets between two teams, provided that one of them was a women's team. In the 2021-2024 Plan, the programme budget was increased and provided NOCs further flexibility by allowing them to split the budget between a Summer and/or Winter team, still on the condition that one was a women's team.

These adjustments led to a notable increase in the number of women's teams receiving support through the programme. By the end of the 2021-2024 Plan the final count was 54.8 per cent women's teams, 44.2 per cent men's teams and 1 per cent mixed.



Among the

226 teams supported during the 2021-2024 plan,

26 participated in the Olympic Games Paris 2024 from

24 NOCs in

7 sports

Paris 2024 results

Men's basketball team puts South Sudan on the map at Paris 2024

Of all the NOCs that have made strong use of Olympic Solidarity's Team Support Grants, few have captured global attention like the NOC of South Sudan.

Recognised by the IOC in 2015, South Sudan was preparing for its third Olympic Summer Games when it applied for a Team Support Grant for its men's basketball squad during the 2021–2024 cycle.

After sending three athletes to Rio 2016 and two to Tokyo 2020, all in athletics, adding a basketball team for Paris 2024 would mark a major leap for the NOC in terms of delegation size and visibility. Qualifying for the Games, however, was far from certain for a team that only played its first official game in 2017.

By 2021, few outside of South Sudan had heard of the team. While two-time NBA All-Star and South Sudan legend Luol Deng was quietly assembling a roster capable of competing on the international stage, he was also having to deal with the harsh realities of life in South Sudan.

At that time, there wasn't a single indoor basketball facility in the country, forcing the entire 25-member squad to travel upwards of 19 hours just to attend training camp in Rwanda.

But thanks to Deng's teambuilding acumen, the guidance of American coach Royal Ivey and Olympic Solidarity support, the team went from relative obscurity to headline news almost overnight.

At its first major international outing, Afrobasket 2021, South Sudan finished seventh out of 16 teams. Two years later at the 2023 FIBA World Cup, the team ranked 17th – highest among African nations and enough to earn a historic Olympic berth.

The fairytale ascent of Team South Sudan continued at Paris 2024, where an opening 90-79 win over Puerto Rico had some speculating the team might move on to the knockout stages. As luck would have it, however, South Sudan was drawn into the same pool as eventual gold medallists USA and bronze medallists Serbia, and two subsequent losses brought an end to the team's improbable run.

Despite the losses, South Sudan's debut at the Olympic basketball tournament signalled the emergence of a team, and a nation, with serious future potential.

REFUGEE ATHLETE SUPPORT

The Refugee Olympic Team represents more than 120 million forcibly displaced people worldwide. The refugee athletes vying for a spot on the team have been supported by Olympic Solidarity since its very first appearance in Rio 2016. Since 2020, the Refugee Athlete Support Programme which is managed by the Olympic Refuge Foundation and funded by Olympic Solidarity, provided financial assistance to 56 athletes hoping to make the Refugee Olympic Team for Tokyo 2020, and to 73 athletes for Paris 2024. They were supported by more than 20 host NOCs. Among them, 29 athletes and 37 athletes made it to the Olympic Games Tokyo 2020 and Paris 2024 respectively.

	Tokyo 2020 Refugee Olympic Team	Paris 2024 Refugee Olympic Team
Number of Athletes	29	37
Countries of Origin	11	11
Number of sports	11	12
Host NOCs	13 · Austria · Belgium · Brazil · Canada · France · Germany · Israel · Kenya · Netherlands · Switzerland · United Kingdom · United States · Uruguay	15 · Austria · Canada · France · Germany · Israel · Italy · Jordan · Kenya · Mexico · Netherlands · Spain · Sweden · Switzerland · United Kingdom · United States

European Games debuts first-ever Continental Refugee Olympic Team

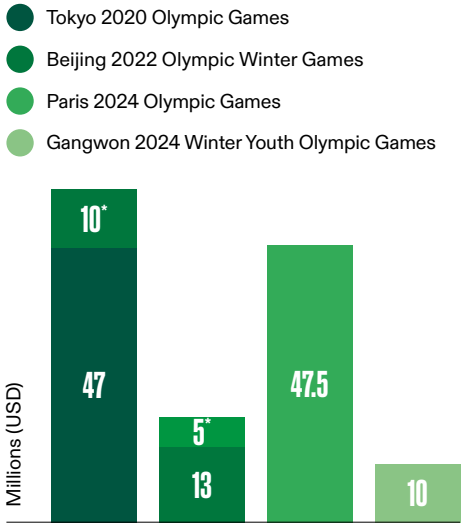
At the 2023 European Games in Kraków–Małopolska, the European Olympic Committees introduced the first-ever continental Refugee Team, featuring four refugee athletes competing under the Olympic flag - a groundbreaking and unprecedented step in the history of continental multi-sport events.

Among them was boxer Cindy Ngamba, who went on to make history at Paris 2024 by winning the first-ever Olympic medal for the Refugee Olympic Team - a bronze in the women's middleweight event. Her journey was made possible through the dedicated support of the British Olympic Association, which provided access to training, coaching, and performance services as part of its high-performance environment - alongside funding from the Refugee Athlete Support programme.

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

As part of Olympic Solidarity's commitment to promoting the universality of the Games, the IOC provided subsidies to support NOCs throughout the various phases of their preparation for and participation in the Olympic Games. This programme covered a wide range of needs, from facilitating attendance at the Chefs de Mission Seminar held one year prior to the Games, to funding pre-Games training camps, contributing to logistical expenses, and covering flight tickets for selected athletes, team officials, and NOC representatives. Designed to ease both logistical and financial pressures, these subsidies enabled NOCs and their athletes to concentrate fully on performing at the Games.

For the 2021-2024 Plan, financial assistance was provided for the Olympic Games Tokyo 2020 (budget carried forward from 2017-2020 plan) and Paris 2024, the Olympic Winter Games Beijing 2022 and the Winter Youth Olympic Games Gangwon 2024.



*Additional budget to cover costs incurred due to the COVID-19 pandemic

Further reading

Supporting sport around the world, Olympic Solidarity at Paris 2024

Hugues Fabrice Zango: Inspiring Africa to dream one hop, step, jump at a time

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

DEVELOPING FUTURE HOPEFULS: YOUTH OLYMPIC GAMES AND CONTINENTAL GAMES

The stars of tomorrow's Olympic Games are already here – at the local running track, the hockey arena up the road, the basketball court on the corner. These young, ambitious and extremely talented athletes may never reach their full potential, however, without constant investment and the right sporting opportunities at the local, national and international level.

While best known for their work in elite sport, national federations are also responsible for the training of young athletes and coaches at the local level, providing them with the necessary opportunities and sporting structures, through clubs and communities, to continually improve their skills and advance up the ranks.

Youth athlete development and talent identification can also be supplemented by NOCs, which through Olympic Solidarity can provide additional assistance to athletes exhibiting the greatest potential.

Support for training, qualifying for and competing at elite regional and continental events is available, as is assistance for athletes aiming to compete at the Youth Olympic Games.

Continental Associations play an important role in nurturing the stars of tomorrow. Multisport continental events such as the Asian Games and Panam Games and their youth and junior equivalents not only allow talented athletes to test themselves at the international level, they also increasingly offer qualifying opportunities for the Olympic Games. These events typically allow NOCs with smaller delegations at the Olympic Games to field much larger teams, enabling their athletes to gain valuable competition experience at higher levels and bringing excitement and pride to their communities back home.

YOUTH ATHLETE DEVELOPMENT PROGRAMME

The Youth Athlete Development programme offered NOCs assistance in identifying and training young athletes for youth competitions, as well as in supporting athletes aiming to take part in qualification events for summer and winter Youth Olympic Games. The programme offered NOCs three options:

- technical and financial support for identifying and training young athletes;
- financial support for participating in qualifying or participation pathway events; or
- variable-term training and competition opportunities organised by the IFs for a limited number of talented young athletes.

GANGWON 2024 WINTER YOUTH OLYMPIC GAMES

In preparation for the Gangwon 2024 Winter Youth Olympic Games, Olympic Solidarity allocated over USD 2 million to support 43 NOCs across all five continents through the Youth Athlete Development programme. Up to USD 30,000 was available to each NOC to identify and train young athletes for youth competitions and to assist those selected to participate in qualification events for the Winter YOG. This funding was instrumental in covering expenses related to training camps, coaching, equipment, and participation in qualifying events.

With the approval of the NOCs, six Olympic Winter Federations also received financial assistance to implement initiatives aimed at strengthening the development of young athletes, such as training camps.

Basketball For Good festivals welcome 650 kids in Africa

Olympic Solidarity teamed up with the International Basketball Federation (FIBA) at the end of 2024 to deliver Basketball For Good festivals in Guinea, Rwanda, Uganda, Tanzania, including in Zanzibar.

Co-funded through the Youth Athlete Development IF Opportunities programme and the FIBA Foundation, the festivals were held from 9 to 21 December (World Basketball Day) to promote basketball and youth development and have a positive social impact in the communities.

The festivals were the result of months of preparation and close collaboration between many Olympic Movement stakeholders, notably the NOCs and Olympafrica centres that hosted the events.

Closely aligned with the ideals of Olympism365, the festivals combined basketball activities such as skill-building drills and tournaments with workshops, cultural performances and initiatives focused on education, health, and gender equality. In total, over 650 children took part.

Gender inclusion activities were the main focus in Guinea, where 58 per cent of the participants were female. Girls' empowerment workshops were led by female coaches and athletes, while mixed-gender 3×3 tournaments were hotly contested.

In Rwanda, 150 athletes aged 10 to 18 took part in games designed to foster teamwork, gender equality, inclusivity and mutual respect. Here too, the majority of participants were female.

Sustainability was the prevailing theme in Tanzania, where two orphanages received new basketball hoops made out of local materials. The festival taught fundamental basketball techniques to the participants as well as daily life skills such as the importance of proper hygiene.

The festival in Uganda was attended by roughly 150 youngsters. As part of the event's education and health initiatives, some 50 teenage girls learnt about menstrual hygiene management and were given reusable sanitary pads.

In Zanzibar, the emphasis of the festival was twofold: challenging stereotypes associated with gender roles and encouraging non-traditional career paths. The 90 boys and 60 girls aged 5 to 18 who attended received training in digital literacy.

© Olympafrica

PANAM SPORTS YOUTH ATHLETE PREPARATION PROGRAMME

Panam Sports launched a brand new "Youth Athlete Preparation Program" at the beginning of the 2021-2024 period, making it available to all 41 NOCs in the continent. Aimed at directly supporting NOCs and their youth and junior athletes (ages 14-23) in preparing for national, regional, and international competitions and multisport Games, the programme entitled each NOC to annual funding of up to USD 50,000 from Panam Sports' own funds. This support could be used to cover participation costs for international youth sporting events, especially the first edition of the Junior Pan American Games Cali 2021. NOCs also had the option to use the funds to hire experienced coaches to support the development of young athletes.

Panam Sports introduces Pan American Junior Games

The first edition of the Junior Pan American Games took place in Cali in December 2021. It provided a vital platform for athletes aged 18 to 21, bridging the competitive gap between youth and elite sports by offering high-level international experience and a direct qualification path to the Santiago 2023 Pan American Games. This initiative, to be staged again four years later in Asunción (PAR), is meant to help sustain motivation and development during a critical stage was an athlete's career.

ANOCA WINTER SPORTS PROGRAMME

To promote the Youth Olympic Games Gangwon 2024 and winter sports in Africa, ANOCA partnered with South Korea's Gangwon Province to launch a new Winter Sports Programme under its 2021–2024 plan. The initiative provided young athletes from snowless countries with unique sporting opportunities while enhancing the technical and organisational capacity of African NOCs and driving long-term sports development across the continent.

Built on the Horizon Academy framework, the programme's first two-week training camp took place in PyeongChang, from 30 May to 12 June 2022, gathering 56 athletes and 13 coaches from 10 African nations. Participants trained in bobsleigh, skeleton, alpine skiing, snowboarding, and ski jumping, and joined workshops on gender equality, anti-doping, and peace building.

A second training session held in December 2022 identified top talents among pre-selected athletes to represent Africa at the 2024 Winter Youth Olympic Games.

Partnering with International Federations

In the lead-up to the Winter YOG 2024, the International Biathlon Union (IBU) was one of a number of IFs that organised a series of summer and winter training camps for young athletes from developing nations. These camps provided the athletes with the opportunity to enhance their skills under the guidance of experienced coaches and Olympic champions such as PyeongChang 2018 gold medallist Anaïs Bescond, who shared her insights and experiences with the next generation of biathletes.

Olympic Solidarity supports rising stars on road to Gangwon 2024

In the lead-up to the Winter Youth Olympic Games (YOG) Gangwon 2024, Olympic Solidarity programmes played a pivotal role in supporting young athletes worldwide.

The assistance focused on competition readiness as well as broader development through training camps organised by the IFs.

The International Biathlon Union (IBU), for example, hosted camps where experienced coaches and Olympic champions such as Anaïs Bescond mentored athletes from developing nations.

The International Bobsleigh and Skeleton Federation (IBSF) held camps for athletes and coaches in Europe, North America and Asia that combined athletic development with education on mental health, anti-doping, and career planning. A total of 31 athletes from 12 NOCS that participated in the camps went on to compete at Gangwon 2024.

The International Luge Federation (FIL) ran camps for athletes from Asia, Europe and Oceania that led to historic milestones such as Thailand's first YOG luge athletes and Ireland's debut through athlete Lily Cooke.

"This camp could not have happened without the generous support of the IOC through an Olympic Solidarity grant," said FIL President Einars Fogelis. "This experience could be life-changing for some, as one never knows what path an athlete will take after their first introduction to the sport of luge."

The World Curling Federation (WCF), meanwhile, leveraged Lillehammer's Olympic legacy to host international training camps, providing athletes from countries as diverse as Kenya and Mongolia with world-class facilities and mentorship from past YOG champions.

Thanks to Olympic Solidarity, many young athletes who otherwise may have struggled to gain access to top-class facilities and coaching were provided a tangible pathway to elite international competition. As a result, Gangwon 2024 became a celebration of sport's great diversity and a powerful showcase of the future of the Olympic Movement.

EUROPEAN YOUTH OLYMPIC FESTIVAL

The European Youth Olympic Festival (EYOF) is a biennial multi-sport event organised by the European Olympic Committees (EOC), designed specifically for athletes aged 14 to 18. Established well before the creation of the Youth Olympic Games, the EYOF has long served as a crucial building block in the athlete development pathway. The EYOF provides young athletes with their first experience in an Olympic-style environment, helping them adapt to the pressures and logistics of international, multi-sport competition. It serves as a proving ground where emerging talent can be identified by coaches, federations, and NOCs.

Beyond competition, the festival promotes the Olympic values of friendship, excellence and respect, encouraging cross-cultural exchange and sportsmanship. Many EYOF participants go on to represent their countries at the Youth Olympic Games, European Games, and ultimately the Olympic Games.

The EYOF remains a cornerstone of athlete development in Europe, offering vital competitive experience and supporting the transition from junior to elite sport. Its success also played a significant role in inspiring the Youth Olympic Games, serving as both a conceptual and practical prototype. This influence helped pave the way for the launch in 2010 of the inaugural Youth Olympic Games in Singapore, underscoring the value of age-appropriate, values-based international competition.

Vuokatti, Finland hosted the Winter EYOF in 2022 after being postponed twice from its original 2021 date due to COVID-19. The 2022 Summer edition, held in Banská Bystrica, Slovakia, was also postponed from 2021 for the same reason.

In 2023, Friuli-Venezia Giulia, Italy successfully hosted the Winter EYOF and Maribor in Slovenia stood host to the Summer EYOF.

CONTINENTAL GAMES

Continental multisport competitions are an indispensable component of the global sport development ecosystem. They provide emerging athletes with the experience, exposure, and opportunity needed to progress to elite levels. These events are properties of the Continental Associations, and over the years they have grown not only in size and prestige but also in their role as catalysts for regional cooperation, sport infrastructure development, and cultural exchange. Continental sports events play a critical role in the athlete development pathway by serving as a bridge between national competitions and global events like the Olympic Games. They offer athletes a competitive environment that is international but still within their continent, making them a vital stepping stone in an athlete's progression. Many continental events are now integrated into the Olympic qualification process, offering direct qualification or contributing ranking points for Olympic berths. Competing in a multi-sport environment helps athletes, coaches, and support teams gain experience with logistics, pressure management, and preparation akin to the Olympic Games.

CONTINENTAL ATHLETE SUPPORT GRANT

The Continental Athlete Support Grant offers technical and financial assistance for the preparation of athletes aiming to take part in regional, continental or world-level competitions, multi-sport Games, or the Olympic Games. The activities covered focus specifically on training these athletes during their preparation for these competitions.

Further reading

Olympic Solidarity helping young athletes "chase their dreams" to Gangwon 2024

Preparing for the future, aiming high: training camps as a development pathway

PyeongChang Legacy Foundation opens up new horizons for young athletes

PANAM SPORTS ATHLETE PREPARATION PROGRAMME

Through the Athlete Preparation programme, Panam Sports provided each of its NOCs with a steady stream of funding aimed at enhancing athlete development and preparation in the lead-up to the events of the 2021–2024 Olympic cycle. Annual subsidies of USD 120,000 (coming from Olympic Solidarity and Panam Sports' own funds) allowed NOCs to grant additional athlete scholarships and to fund other activities directly related to their athletes' technical preparation and qualification for major competitions, including the Olympic Games. The activities covered through this programme were tailored to national priorities, facilitating improved performance standards and greater access to training resources.

NATIONAL SPORTS SYSTEM

Olympic Solidarity offers a range of programmes focusing on promoting the development of sport from grassroots to elite level in collaboration with International and National Federations and other key partners. The support aims at strengthening NFs and coaches in a territory, reinforcing competition systems, and contributing to making quality sports equipment and infrastructure available to athletes at the regional level.

DEVELOPMENT OF NATIONAL SPORTS SYSTEM

The Olympic Solidarity programme for the Development of National Sports System (DNSS) helped NOCs strengthen basic coaching structures and sports systems by developing medium- or long-term action plans for Olympic sports. It also supported improvements in athlete pathways, governance, and management to better support coaches and athletes.

During the 2021–2024 Plan, Olympic Solidarity supported 269 DNSS projects in collaboration with 36 IFs/sports. Notably, 17 per cent of the projects were implemented under the leadership of former Olympic Scholarship for Coaches recipients or MEMOS graduates.

ONOC NATIONAL & REGIONAL GAMES PROGRAMMES

As part of its 2021-2024 programmes available to NOCs in Oceania, ONOC secured USD 440,000 to help organisers of regional and national Games make their events a success. Part of this budget was accessible to each NOC of the region through a USD 10,000 grant to help cover costs related to their athletes' preparation for and participation in these Games.

ONOC SPORT EQUIPMENT GRANT

Complementing its National and Regional Games Programme, the Sport Equipment Grants provided financial assistance to each NOC for the purchase of sport-specific and necessary equipment used in Olympic sports competitions. The annual grant amount increased by 30 per cent compared to the previous 2017-2020 Plan, rising from USD 15,000 to USD 20,000 per year over the four-year period.

OLYMPASIA

Run by OCA and successfully implemented by NOCs across Asia since 2001, "Olympasia" aims to provide financial support to help NOCs build functional sports facilities in rural or underprivileged areas of developing countries. Facilities built or renovated through the programme, under the direct supervision of the NOC, are designed to offer athletes better training conditions and promote equal opportunities.

Bosnia and Herzegovina tees off on golf development

With only three courses in the entire country, golf isn't exactly a national pastime in Bosnia and Herzegovina.

But that could be about to change, thanks to the ambitious plans of the country's NOC. For the 2021–2024 period, the Olympic Committee of Bosnia and Herzegovina secured Olympic Solidarity support under the DNSS banner to help grow the sport nationwide.

Working with the Golf Association of Bosnia and Herzegovina and the International Golf Federation, the NOC created a five-phase plan aimed at "giving birth to a generation of athletes that will play golf professionally."

The project focuses on strengthening the national federation's administrative capacity, developing a junior programme to eventually feed national teams, and training coaches to support aspiring golfers at every level.

"The impact of DNSS projects in our sporting structure has been significant and multifaceted," said Dejana Planincic, Senior Expert Associate for Sport, International Relations and Projects at the NOC. "DNSS enabled a more structured approach to sports development, leading to the key outcome: strategic growth of our federations."

The main goals include increasing the number of golfers, especially juniors, and building a pool of Level 2-certified coaches.

The national federation has also hired an expert to plan and oversee its long-term development strategy. The expert leads technical, tactical and physical training for the national teams and is responsible for ensuring club coaches can independently manage day-to-day activities and deliver quality training.

"We became more compact and structured in every sense," said Golf Association Secretary General Tarik Kurbegovic. "From administration to coaching to competition structures – we've evolved. We now have a full-time administrative officer and a stronger coaching system. I highly recommend DNSS to every Federation."

It's still early days for golf in Bosnia and Herzegovina, but with long-term planning, targeted investment, and international collaboration, the foundations for future success are now firmly in place.

Small island, big ambitions: Grenada's winning formula for sporting success

They say variety is the spice of life. In Grenada, it's also the game plan.

The Grenada Olympic Committee has shaken up its approach to nurturing Olympic talent and developing sports across the island. And it's been paying off.

Like many Caribbean nations, Grenada is best known for its elite runners, no more so than three-time Olympic medallist Kirani James. But lately it's been gaining accolades in other disciplines thanks to its strategic and consistent use of Olympic Solidarity programmes.

The shift began with an Olympic Solidarity-supported talent-identification initiative called the 'Holiday Recreation Programme.' Delivered in collaboration with the Ministry of Education and Sport, the programme introduces kids to various sports at summer camps across the country. Coaches, meanwhile, also receive training to ensure the continued development of promising athletes.

Aided by a long-established system of interschool competitions, aspiring Grenadian athletes have plenty of opportunities to test their abilities against their peers before levelling up to international competitions such as the CARIFTA (Caribbean Free Trade Association) Games, an event Grenada has excelled at recently.

The results speak for themselves. From this programme emerged athletes like Alleyne Francique, a two-time world indoor 400m champion in 2002 and 2004 who also placed 4th in the 400m at the 2004 Olympics.

Kirani James was also scouted through the programme and impressed the NOC enough it provided him with monthly support of USD 200. He went on to win Grenada's first Olympic medal in 2012, a gold in the 400m, followed by silver at Rio 2016 and bronze at Tokyo 2020.

Since then, others have followed. Decathlete Lindon Victor and javelin thrower Anderson Peters secured Grenada's first multiple-medal haul from a Games, after winning bronze in their respective events at Paris 2024. Both were Olympic Scholarship-holders for Tokyo 2020 and Paris 2024 and have made a mark at other major international events as well, with Peters being a two-time world champion (2019, 2022).

A new wave of world-beaters is currently on the rise in the country. Three elite javelin throwers, heptathlete Joniar Thomas, and shotput and discuss standout Kelsie Murrel-Ross all stand poised to follow in the footsteps of their illustrious compatriots.

Proof, if any were needed, that even a small NOC can make a big impact with the right vision and a little help from Olympic Solidarity.

IMPACTING THE TRAINING AND EDUCATION OF ATHLETES' ENTOURAGE

All athletes require the support of a well-trained entourage if they intend to go far in their chosen sports. Even the most talented athletes will struggle to progress at the national, continental and international levels without the right team behind them.

The influence of the entourage extends far beyond competition. Recognising this, Olympic Solidarity, through its World and selected Continental Programmes, supports NOCs in equipping the entourage with the latest tools, skills and knowledge to ensure their athletes develop, train and excel on and off the field of play. These programmes are available to those who form an athlete's essential support network: coaches, physiotherapists, nutritionists, physicians, mental health professionals, safeguarding officers, and others.

From 2021 to 2024, Olympic Solidarity significantly deepened its support for NOCs to offer officially certified and tailor-made training options to help entourage members professionalise and become more empowered. Skills acquired through the various training opportunities lead to a safer, more ethical and more inclusive sport.

TRAINING THE COACH

A coach is essential to the development and success of an elite athlete, which is why Olympic Solidarity places strong emphasis on the education and support of coaches through its programmes. By offering technical training, scholarships, and mentoring opportunities, these programmes empower coaches to deliver high-quality, sport-specific guidance in answer to their athletes' needs. Supporting coaches in the continuous development of their technical expertise ultimately contributes to the athlete's personal growth, long-term development and ability to reach peak performance.

Total number of coaches supported by Olympic Solidarity in 2021-2024

Programme Cluster	Coaches Women	Coaches Men	Coaches Total
Entourage	5,129	13,646	18,775
Sport Development	5,261	11,901	17,162
Total	10,390	25,547	35,937

Source: Olympic Solidarity Monitoring, Evaluation and Learning (MEL)

TECHNICAL COURSES FOR COACHES

Under this programme, active coaches recognised by their national federations were able to participate in short-term training courses. Covering a range of levels and topics, the courses typically aimed to enhance participants' skills as coaches, educators, and coach developers. NOCs applied for standard sport-based courses as well as specialised training in areas such as physical conditioning, planning, mental preparation, and nutrition.

Number of Technical Courses for Coaches (TCC) supported by sport

Sport	Number of TCC
Volleyball	73
Judo	70
Tennis	61
Wrestling	50
Table Tennis	42
Athletics	40
Sports sciences	38
Basketball	37
Badminton	32
Sailing	31
Aquatics	30
Archery	30
Rowing	26
Handball	23
Fencing	21
Gymnastics	19
Cycling	18
Taekwondo	17
Weightlifting	17
Rugby	17
Sport Climbing	16
Triathlon	15
Canoe	14
Equestrian	12
Hockey	12
Baseball/Softball	11
Skateboarding	10
Surfing	8
Skating	7
Skiing	6
Modern Pentathlon	5
Shooting	4
Breaking	4
Golf	3
Ice Hockey	3
Karate	3
Football	2
Biathlon	1
Curling	1
Ski Mountaineering	1
Total	**830**

OLYMPIC SCHOLARSHIPS FOR COACHES

This programme offered active coaches who were recognised by their national federation with the chance to receive ongoing training at top-level centres, universities, or IF-run facilities. NOCs could apply for three types of courses: sport sciences, sport-specific training and tailor-made training.

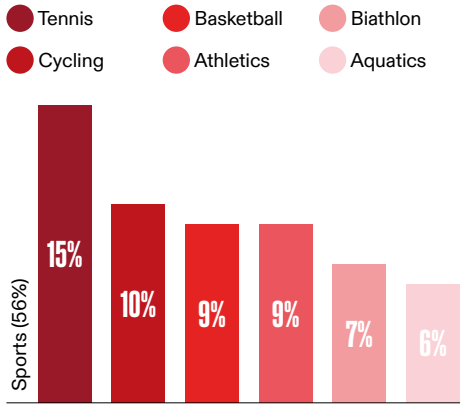
Olympic Scholarships for Coaches by period

	Female		Male		Total
	#	%	#	%	
2017-2020	170	22%	590	78%	760
2021-2024	271	34%	528	66%	799*

The number of female recipients of Olympic Scholarships for Coaches increased by 59% from the previous four-year period.

* These figures do not include scholarships from 2019-2020 that were impacted by the pandemic and whose duration/budget were extended under the 2021-2024 quadrennial plan.

During the 2021-2024 period, Olympic Scholarships for Coaches recipients from 40 sports were supported. Fifty-six per cent of the scholarships went to coaches from the following sports:



ENTOURAGE TRAINING FOR A SAFER SPORTS MOVEMENT

Creating a safe and supportive environment around athletes requires more than just policies - it demands practical, in-depth expertise among those who work most closely with them. To meet this need, the IOC has developed a suite of recognised certificate and diploma courses aimed at strengthening technical capacity in critical areas such as safeguarding, mental health, injury prevention, nutrition, and medical care. Through the Olympic Values Programme, Olympic Solidarity provided scholarships to support NOC-nominated participants, with priority given to NOCs with the greatest needs to maximise impact where it was most urgently required.

Between 2021 and 2024, Olympic Solidarity invested around USD 1.5 million to fund the advanced education of over 400 athlete entourage members, more than half of them women. These programmes help professionalise the full spectrum of athlete support: equipping safeguarding officers, coaches, physicians, psychologists, physiotherapists, and nutritionists with the knowledge and tools to create safer, healthier, and more ethical sport environments around the world.

In one area alone, the IOC Certificate for Safeguarding Officers in Sport:

- trained 137 individuals;
- led to 84 NOCs establishing at least one trained safeguarding officer; and
- enabled numerous graduates to play important roles as safeguarding officers at the Olympic Games Paris 2024.

In addition to safeguarding, other key programmes supported by Olympic Solidarity include:

- IOC Certificate in Drugs in Sport (anti-doping) – 42 participants
- IOC Diploma in Mental Health in Elite Sport – 31 participants
- IOC Diplomas in Physical Therapies – 42 participants
- IOC Diplomas in Sports Medicine – 54 participants
- IOC Diploma in Sports Nutrition – 41 participants
- IOC World Conference on Prevention of Injury and Illness in Sport – 39 attendees

CONTINENTAL INITIATIVES

Complementing these global programmes, regional workshops ensured that knowledge was embedded in local and culturally relevant contexts:

- **EOC Safeguarding Workshop (Brussels) – 17 participants**
  - Co-financed by Olympic Solidarity and the EOC
  - Focused on safeguarding in relation to gender equality, and how a better understanding of female health throughout sporting organisations can help drive positive change
- **ONOC Regional Safeguarding Workshop – 14 participants**
  - Part of the Oceania Impact Network, a collaboration between ONOC, the IOC (Olympism365 and Olympic Solidarity), Team Up, and UN Women Fiji
  - Supports the long-term development of safeguarding systems through training, resources, and peer collaboration

PAISAC marks 20 years supporting African, Caribbean coaches

During the 2021-2024 cycle, the International Support Programme to African and Caribbean Sport (PAISAC) celebrated its 20th anniversary.

Based in Montreal, Canada, PAISAC works to advance the development of coaches and trainers – with a strong focus on empowering women – in African and Caribbean countries.

It does so by providing education in applied sports sciences, with 514 coaches from 56 countries and 30 sports having benefited from PAISAC training over the years.

One of those is Olympic rower turned coach Kamel Ait Daoud, who competed for Algeria at the Olympic Games Beijing 2008 and Tokyo 2020. An Olympic Scholarship for Coaches recipient for the 2021-2024 period, Ait Daoud had something of an "aha" moment during his time on the programme.

From a physical and strategic standpoint, he had provided the rowers under his tutelage with exactly what was required. What was lacking, he suddenly realised, was the mental preparation required to become a champion.

"As a coach, I try to pass on my experience to my athletes so that they can get where they need to be in less time than it took me," he said. "PAISAC enabled us to see how important the mental aspect of being an athlete is and how to really connect with our athletes' mindsets, to help us put them in the right frame of mind ahead of and during competition."

PAISAC courses have been offered to NOCs through Olympic Scholarships for Coaches since 2002. Over the years, the PAISAC-Olympic Solidarity partnership has had a powerful impact not only on participants but also the development of the programme, from an expanding curriculum to overall reach.

"Without Olympic Solidarity we wouldn't really be able to do everything we're doing at the moment," said PAISAC Programme Manager Francesca Joseph. "They're the ones who really provide the basis for us to be able to offer our training courses and have a good pool of trainers."

Importantly, a new PAISAC branch is now operating in Lausanne, Switzerland in collaboration with Swiss Olympic, the Swiss Federal Office for Sport and University of Lausanne. Together with online sessions offered since the COVID-19 pandemic, it bodes well for the future of the PAISAC and especially the long-term development of coaches and trainers in Africa and the Caribbean.

NATIONAL-LEVEL IMPACT

Between 2021 and 2024, Olympic Solidarity, through the Olympic Values programme, also invested over USD 2 million in more than 200 NOC-led national projects contributing to a safe sporting movement in its broadest sense. These projects focused on:

- developing safeguarding policies, systems and strategies;
- raising awareness on anti-doping and competition manipulation; and
- upskilling medical, psychological, and other athlete support personnel.

AMPLIFYING ATHLETES' VOICES AND SUPPORTING CAREER TRANSITION

For some athletes, retirement from a sports career can come as a financial and emotional shock, especially if it happens unexpectedly. To help NOCs help their athletes prepare for life after competition, which for many includes transitioning into new professional careers, Olympic Solidarity offers a range of technical and financial assistance. Olympians have access to a selection of programmes tailored to career development.

Olympic Solidarity also helps to establish and sustain athlete representation within NOCs. This includes annual grants to support the creation and operation of Athletes' Commissions, as required by the Olympic Charter, and to fund their activities.

This support extends to integrating retired athletes into decision-making roles within sports organisations in order to amplify the voice of athletes and ensure their interests are taken into account.

Do you agree that Olympic Solidarity has contributed to the training and education of the athletes' entourage, allowing them to further support the development of their athletes and their sport?

*Based on answers provided by 62 NOC representatives attending Olympic Solidarity 2025-2028 informational session at the ANOC General Assembly 2024

Targeted support toward high-level women coaches

Launched as a pilot in 2019 to address the persistent underrepresentation of women in elite coaching roles, WISH - Women in Sport High Performance Pathway targets three core challenges: limited access to high-performance coaching opportunities for women, the absence of structured advancement pathways, and a lack of tailored support networks in the demanding world of elite sport. To tackle these issues, WISH offers a comprehensive 21-month leadership programme.

Funded by a USD 1 million investment from Olympic Solidarity's Olympic Values programme between 2021 and 2024, the programme has now equipped 120 female coaches from 59 NOCs and 22 sports with the skills, mentorship, and international exposure needed to excel at the highest levels of sport. International Federations have played a pivotal role by nominating candidates, providing sport-specific mentoring, and offering development opportunities such as training camps and competition exposure.

The programme's impact has garnered significant attention, highlighting personal stories of participating coaches and the broader implications for gender equality in sport. This visibility has not only amplified the urgency of the issue but also inspired a growing number of federations and National Olympic Committees to invest in similar initiatives.

In recognition of a career dedicated to creating life-changing opportunities for women in sport and empowering female coaches, WISH project director Prof. Elizabeth Pike was named Global Winner of the 2024 IOC Gender Equality, Diversity and Inclusion Champions Award.

Athlete365 Business Accelerator helps triathlete unlock Olympic superpower

What a difference an Olympiad makes.

Not long ago, Eligio Cervantes was a small business owner in Tulancingo, Mexico wondering how to differentiate his bicycle shop from the competition and grow his company.

When the COVID-19 pandemic hit, he started fearing the worst, second guessing the investment he made in the business and worrying the risk had not been worth the taking.

But Cervantes is not your average entrepreneur. He is also an Olympian, having competed for Mexico as a triathlete at the Olympic Games Athens 2004. Although he didn't realise it at the time, his status as an Olympian would be the key to unlocking his shop's true potential.

First and foremost, it allowed him to enrol in the Athlete365 Business Accelerator, a free entrepreneurial programme supported by Alibaba.com and funded by Olympic Solidarity designed to give Olympians, Paralympians and elite athletes the tools and confidence to develop their business ideas.

"I needed extra guidance," he said, "and it was when I joined the Athlete365 Business Accelerator that things really started taking off for me."

Cervantes attended online courses as well as in-person workshops with industry experts, and he benefited greatly from the two mentors he was assigned. The key takeaway from the course, he said, was learning to leverage his connection to Olympism.

"As Olympians, we have the power to make a difference in society," he said. "I now think of my shop as a platform through which I can really drive positive social change in my town and on a wider scale."

Rather than simply sell bikes, the shop is now active in fostering bicycle culture and infrastructure in the city. It has become a strong and united advocate for bike rights and the creation of safe spaces for riders, especially women and girls.

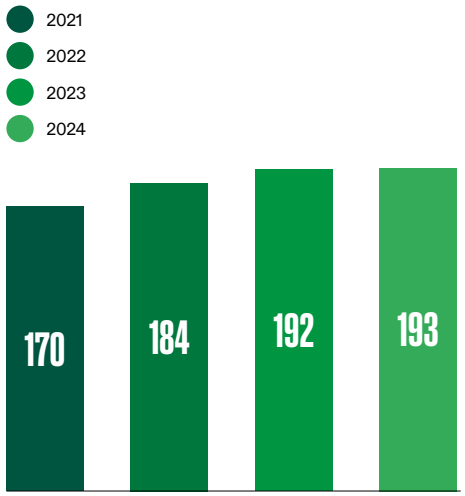
"Today, I think how great it was that I took the risk to grow my business, and that I did so with the support of the Athlete365 Business Accelerator and my two mentors who have always been there for me," Cervantes said. "That inspiration to do things differently, to take risks and try to create something with a different structure is why my business is now thriving."

SUPPORT TO ATHLETE CAREER TRANSITION

Between 2021 and 2024, this programme provided NOCs with technical and financial assistance to support athletes at various stages of their careers, offering both funding and guidance to help ensure a successful transition beyond sport. Olympians could develop an individual education project, take the Athlete365 Business Accelerator course in entrepreneurship, or enrol in the Master's degree in Sports Ethics and Integrity (MAiSI). To offer Olympians a shorter training version of the programme, a pilot project (online and face-to-face) was set up with KU Leuven University called ACTSI.

Another option was to participate in the Athlete365 Career+ Power Up Outreach Workshops, specifically designed for NOCs without a national athlete career programme but with an active Athletes' Commission.

Evolution of the number of Athletes' Commissions



Source: NOC Annual Review 2021-2024

DEVELOPING NOC ATHLETES' COMMISSIONS

The NOC Athletes' Commission Activity Grant is all about empowering athletes and contributing to the development of an effective global athletes' representation network at the national level by strengthening direct financial support for NOC Athletes' Commission activities. This grant was available to each NOC, with the objective of offering support to NOCs without an Athletes' Commission so that they can create one, or funding activities proposed by existing and active NOC Athletes' Commissions.

Further reading

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

Athlete365 Career+ workshops reach new heights in 2024

Vanuatu Athletes' Commission prioritises education and engagement

Elected in 2023, the current Athletes' Commission of the Vanuatu Association of Sports and National Olympic Committee wasted no time getting to work on behalf of its athletes.

The Commission identified education – "on mostly everything" – as the main area of need, according to Vanuatu Athletes' Commission Chair Ajah Pritchard-Lolo.

With support from a USD 10,000 Olympic Solidarity Activity Grant for the 2021–2024 cycle, the Athletes' Commission focused its efforts on increasing athlete knowledge and engagement.

It hosted two educational workshops in the lead-up to major regional competitions. The first introduced athletes to the Commission, its roles, and its purpose, while incorporating team-building activities. The second presented the Athlete365 learning platform and topics such as sexual harassment, competition manipulation, anti-doping, and social media use.

"The Athletes' Commission is like having an extra link to our athletes on a different level, an athlete level," said Vanuatu NOC Chief Executive Officer David Lolo. "The Athletes' Commission is in direct contact with athletes to ensure they feel welcomed, safe, and protected in all matters."

Due to a lack of smart devices and internet access in Vanuatu, some athletes found it difficult to complete the free online Athlete365 courses on their own.

To overcome this, the Athletes' Commission invited over 50 athletes from seven national federations to the in-person Athlete365 initiation. Athletes could participate in guided sessions in a classroom setting, use computers and Wi-Fi at the venue, or access the platform using their own devices.

The workshops were a chance for participants to foster connections across sports. Athletes took part in Q&As, quizzes, and role-playing exercises.

"We really wanted to tap into the Athlete365 resources and make them accessible to our athletes," said Pritchard-Lolo. "The event was a great opportunity for the Athletes' Commission to engage with the athletes, too."

ENSURING SOLID AND SUSTAINABLE NOC ADMINISTRATIVE STRUCTURES

Without an adequate level of administrative structures, NOCs face serious challenges developing activities for and delivering services to stakeholders, including athletes, coaches and officials.

It can also negatively affect the strength of leadership, promotion of gender equality among decision-makers and the onboarding of newly appointed board members.

This extends to the many opportunities offered by Olympic Solidarity, which NOCs lacking in administrative readiness will struggle to access and take full advantage of.

To function effectively, NOCs must meet a set of minimum requirements in infrastructure, policies, processes, and tools – the arteries essential to keep any organisation running properly.

Without these foundations, NOCs can struggle to access Olympic Solidarity funding or provide the level of service expected by athletes and other stakeholders.

Furthermore, NOCs are now encouraged to align with IOC recommendations in key areas such as gender equality, environmental sustainability, and safeguarding. By doing so, they not only strengthen their internal capacity but also set an example nationally—becoming role models within their countries. Their leadership helps ensure that the wider sporting movement, from federations to grassroots organisations, follows suit in creating safe, inclusive, and sustainable sport environments.

ORGANISATIONAL DEVELOPMENT

Olympic Solidarity has identified five key management areas in which to assist NOCs - especially those with little or no other financial resources - in raising their minimum standards with regard to staffing and operational readiness:

- financial governance and management structure;
- strategic planning;
- properly structured and trained human resources;
- IT tools that are adequate for the size of the NOC; and
- communications tools, such as up-to-date websites and an active social media presence.

To support NOCs in meeting these administrative benchmarks, Olympic Solidarity offers targeted subsidies. These are often supplemented by Continental Programmes, such as NOC Activities available to all NOCs and managed by their Continental Associations, which cover a variety of needs depending on each NOC's priorities.

Through its NOC Management programmes, Olympic Solidarity ensures that every NOC has access to the resources needed not only to reach the required administrative standards but also to continue strengthening their internal systems for long-term success.

Do you agree that Olympic Solidarity has helped to make NOCs' administrative structures more solid and sustainable and able to deliver the support needed by their athletes?

*Based on answers provided by 62 NOC representatives attending Olympic Solidarity 2025-2028 informational session at the ANOC General Assembly 2024

SUPPORTING NOC ADMINISTRATION DEVELOPMENT

Olympic Solidarity provides two assistance streams for NOCs to strengthen their administrative capacity: an Administrative Subsidy and funding for NOC Management Initiatives.

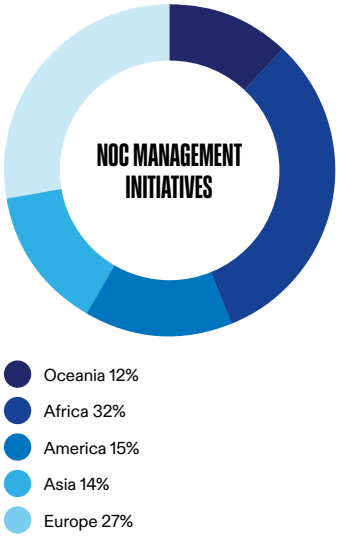
NOCs used their annual Administrative Subsidy of USD 45,000 as a contribution to covering their running costs, primarily staff salaries, utility bills, and office rent and/or maintenance.

The NOC Management Initiatives brought financial support to projects aimed at strengthening management at NOCs, with a focus on sound financial practices, good governance, strategic planning, a clear organisational structure with trained staff, and IT and communication tools suited to the size of the NOC.

On average, 68.5 per cent of NOCs across all continents received funding through the NOC Management Initiatives programme. Priority was given to NOCs in greatest need, identified through data from the NOC Annual Review, among other sources, and based on their stage of administrative development. As a result, 100 per cent of NOCs in Oceania, 81.5 per cent in Africa, 64 per cent in Europe, 63.5 per cent in America, and 50 per cent in Asia benefited from this programme.

Notably, 56 per cent of the projects incorporated an IT component, which can involve hardware, infrastructure, or digital tools that support functions like financial management and communication activities.

Twenty-three per cent of the projects included a training element, covering areas such as IT usage, accounting, communications, and social media for staff, as well as seminars designed for NF leaders.

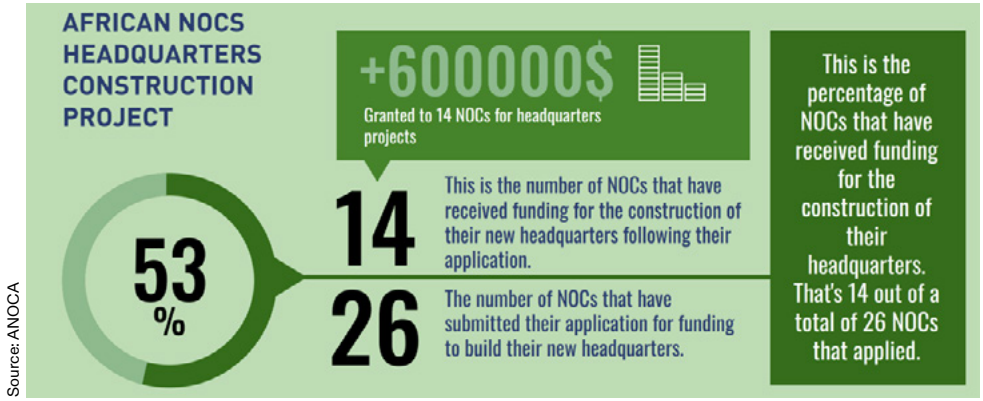


When comparing the proportion of NOCs by continent to the share of the NOC Management Initiatives budget they received, Africa and Oceania emerge as the main beneficiaries. Africa represents 26.2 per cent of NOCs and received 31.8 per cent of the budget, while Oceania, with only 8.3 per cent of NOCs, received a notably higher share at 12.1 per cent.

The data shared by NOCs through their responses to the NOC Annual Review, which they are required to complete in order to request the annual Administrative Subsidy, has been instrumental in identifying NOCs that need assistance in the key management areas defined by Olympic Solidarity. Data from an average of 197 NOCs was analysed, which contributed to tailor-made assistance being offered to NOCs most in need. Since 2021, data from the NOC Annual Review is also shared with the Continental Associations and ANOC.

ONOC OFFICERS' GRANTS

Recognising the important role that solid administrative structures play in helping NOCs achieve their mission and objectives, ONOC launched an Officers' Grants Programme for the 2021–2024 Plan. The programme provided an annual allocation of USD 20,000 per officer, enabling NOCs to cover the salary costs of finance, sport education, and sport development officers. As a result, the funding available to support administrative operations at the NOCs of Oceania more than doubled.



Source: ANOCA

STRENGTHENING NOC GOOD FINANCIAL GOVERNANCE

Good governance lies at the heart of Olympic Solidarity's financial management, which adheres to the highest standards. To ensure that NOCs use Olympic Solidarity funds appropriately, a global financial control system has been in place in its current form since 2013. This system assesses NOCs' overall financial governance and verifies the use of the funds disbursed to each NOC by any of the Olympic Solidarity offices. The results of these controls are documented and analysed to identify NOCs that may require additional support in strengthening their financial governance.

Support is provided through financial assistance via the Olympic Solidarity NOC Management Initiatives programmes as well as direct advisory services. NOCs with the greatest need are closely monitored under the Olympic Solidarity Financial Monitoring Programme, which helps the NOCs to improve according to an agreed action plan.

In addition, Olympic Solidarity organises regional finance workshops to enhance the financial and administrative capacities of NOC staff. These workshops also serve as platforms for NOCs to share solutions and best practices in financial governance. The first finance workshop for African NOCs was held in Kenya in 2023.

INVESTING IN NOC HEADQUARTERS

Investing in the construction and renovation of NOC headquarters is essential to strengthening the stability, autonomy, and long-term operational capacity of each organisation.

NOCs can benefit from Continental Programmes, which include specific funding mechanisms for infrastructure projects. Such investment complements Olympic Solidarity's broader mission of supporting NOCs in their development by reinforcing governance, administrative efficiency, and long-term sustainability. Ensuring that NOCs have functional, dedicated spaces is a key step in enabling them to better serve their athletes, constituents and communities.

NOC HEADQUARTERS CONSTRUCTION PROJECT BY ANOCA

The NOC Headquarters Construction Project is part of ANOCA's ambitious plan to redefine Africa's sporting landscape. This programme, launched during the 2021-2024 Plan, aims to equip African NOCs with modern, functional infrastructure to strengthen their managerial capacity and foster sport development across the continent.

NOCs of Malawi, Equatorial Guinea and Togo received full funding for their projects, while several others – Angola, Benin, Chad, Cape Verde, Gabon, Guinea Bissau, Sierra Leone and Tanzania – received first instalments. By the end of 2024, ANOCA had also approved the requests from the NOCs of Botswana, Mauritius and Somalia, all of which were ready to start implementing their projects in 2025. Finally, still in the planning phase but determined to develop their own project, the NOCs of Angola and Chad submitted their applications and were expected to finalise a complete project proposal within a short period of time.

OLYMPOCEANIA

Under the Olympoceania programme, NOCs in the region are supported in their quests to secure permanent headquarters and establish income-generating initiatives. During the 2021–2024 cycle, the NOCs of Fiji, Kiribati, Marshall Islands and American Samoa were each granted USD 195,000 to establish or renovate their headquarters. All other NOCs in the region had already benefited from ONOC support in securing their own premises.

TRANSFORMING NOCS INTO MORE ENVIRONMENTALLY SUSTAINABLE ORGANISATIONS

In the 2021–2024 Olympic Solidarity Plan, new emphasis was placed on encouraging NOCs to commit to global climate action and embed sustainability into their operations. A cornerstone of this effort was the UN Sports for Climate Action Framework, which calls on sports organisations to measure their greenhouse gas emissions, set a target to cut emissions by 50 per cent by 2030, and achieve net-zero by 2040. With dedicated financial support from Olympic Solidarity's Olympic Values programme, over one-third of all NOCs joined the framework during this period, marking a significant step in aligning the Olympic Movement with global climate goals.

This commitment was echoed across the broader sports ecosystem: 38 IFs and all OCOGs, including Paris 2024 and Milano Cortina 2026, ANOC and the EOC have signed the framework.

Olympic Solidarity also funded 125 NOC projects aimed at developing sustainability strategies, measuring carbon emissions, and implementing measures to cut emissions - such as installing solar panels at NOC headquarters. Beyond the positive contribution to the fight against climate change, these efforts strengthened NOC branding, improved energy reliability, reduced costs, and positioned NOCs as national leaders in sustainability. ANOC has also taken important steps to promote sustainability across the Olympic Movement, becoming a signatory to the Sports for Nature Framework, partnering with SeaTheFuture to support ocean protection, and organising webinars to raise awareness and share best practices with NOCs.

NOC of Mauritius lauded for reducing carbon footprint

Addressing climate change is a responsibility that the IOC takes very seriously, with warmer weather threatening winter sports and rising summer temperatures making things increasingly challenging for athletes, event organisers and spectators.

Olympic Solidarity calls on all Olympic Movement stakeholders to take action on climate change and environmental degradation, aligning with its commitment to Olympic values. Building on Olympism365, NOCs and sports organisations are encouraged to strengthen sport's role in advancing the UN Sustainable Development Goals (SDGs).

One sports body that excelled in this area during the 2021-2024 period was the Mauritius Olympic Committee, which is perhaps not too surprising considering how connected to nature the island nation in the Indian Ocean is.

The NOC used funding from the Olympic Values programme to develop and implement a comprehensive carbon footprint reduction plan focusing on travel and procurement. From its baseline in 2022 to 2023, the NOC achieved a 40 per cent reduction in emissions.

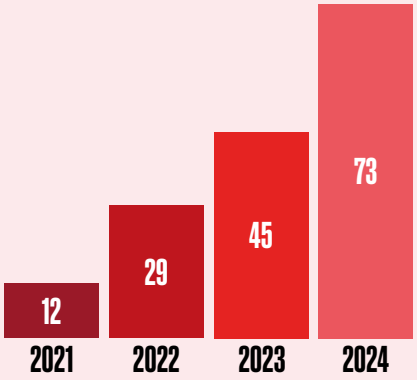
Other key initiatives undertaken by the Mauritius Olympic Committee include a local community-based project that encouraged around 50,000 people to switch from plastic bottles to glass bottles to reduce plastic waste. The NOC also designed a "Bio Climatic gym" that uses sustainably sourced PEFC-certified wood, 100 per cent renewable energy and natural air ventilation instead of carbon-heavy air conditioning – the first of its kind in the country.

For its efforts, the NOC was awarded the "highly commended" distinction during the IOC Climate Action Awards 2024.

Not one to rest on its laurels, the Mauritius Olympic Committee doubled down on its climate efforts in 2024, pledging to halve its carbon emissions by 2030 and achieve net zero by 2040 when it became a signatory of the UN Sports for Climate Action Framework.

Signatories of the UN Sport for Climate Action Framework

NOC signatories of the UN Sport for Climate Action Framework grew from 1 to 73 over the four-year period. The accumulated number of NOCs that have committed to measuring and reducing their carbon emissions by signing the UN Sport for Climate Action Framework:



Driving Climate Action in Sport: OCEAN Project Supports NOCs Towards Carbon Neutrality

The OCEAN project (Olympic Committees of Europe Approaching Carbon Neutrality), led by the EOC EU Office and co-funded by Erasmus+ and with earmarked funding from Olympic Solidarity, was launched in 2023 to support European NOCs in taking concrete steps toward environmental sustainability. The project gave 18 European NOCs the opportunity to measure their carbon footprint, understand their environmental impact, and develop tailored reduction strategies.

CAPACITY BUILDING

Human resources are the most valuable asset of any organisation. Many NOC staff and managers come directly from the world of sport, are often former athletes or coaches, and are driven by passion, dedication, and a deep understanding of what athletes need. They work long hours, evenings, weekends, and travel frequently, all with one goal: to do their best for their athletes. But while this experience is essential, it is not always enough. Without formal training in management, some may find it challenging to operate efficiently, lead teams effectively, or fully seize development opportunities.

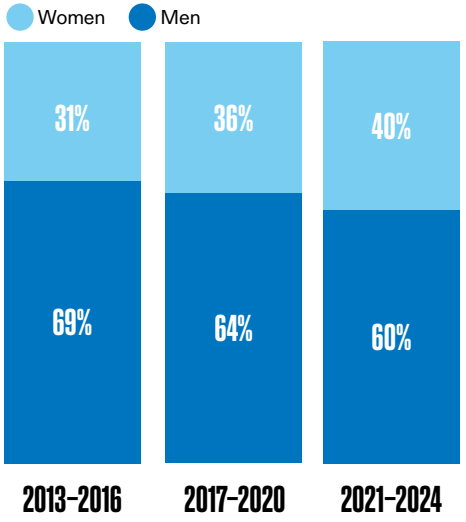
To help strengthen leadership and operational capacity at NOCs, Olympic Solidarity offers a range of sport management training opportunities. From National Courses and Olympic Values Education and Training Scholarships to programmes like MEMOS or those run by Continental Associations, NOC staff can access training that supports both their personal development and their organisation's performance. Peer-to-peer learning is also encouraged, with financial support for exchanges among NOCs helping to build stronger networks and share valuable experience across territories and continents.

TRAINING OPPORTUNITIES FOR SPORTS ADMINISTRATORS AT NATIONAL LEVEL

Olympic Solidarity's National Courses for Sports Administrators' programme aimed to strengthen the capacity of NOCs and their constituents. NOCs delivered management training in the form of Sports Administrators Courses and Advanced Sports Management Courses targeted at the administrators of the country's sports organisations at the national and regional level. Training materials and course frameworks were provided by Olympic Solidarity, which also oversaw the training of course deliverers.

During the 2021–2024 period, 675 courses were organised with financial support from the National Training Courses for Sports Administrators programme. The share of women participating in these trainings reached 40 per cent, an increase of 4 per cent compared to the previous plan.

National Courses for Sports Administrators



Strengthening the knowledge of NOC leadership

Aiming to equip NOC leaders with a solid foundation in the Olympic Movement and the fundamentals of operating an NOC with support from the IOC and Olympic Solidarity, the Induction Programme for New NOC Leaders was launched in 2022.

The pilot edition was delivered as a five-session online webinar, offering participants a comprehensive overview of the IOC and the Olympic Solidarity programmes available to them.

Building on lessons learnt from the pilot, the programme evolved into a robust repository of recordings and resources, accessible on NOCnet and updated as needed by the NOC Relations Information Services Unit. Since 2023, the NOC Relations Institutional and Governance Services Unit consistently shares the access link with newly elected NOC leaders upon recognition of their elections by the IOC.

To maximise the chances of sports administrators making the most of their training, reference documents and supporting manuals have been translated by several NOCs into local languages, with financial support from Olympic Solidarity. In 2021-2024, the Sport Administration Manual and the Managing Olympic Sport Organisations manuals have been translated into 18 languages. All translated manuals are available on NOCnet.

TRAINING OPPORTUNITIES FOR SPORTS ADMINISTRATORS AT INTERNATIONAL LEVEL

For many years, Olympic Solidarity has partnered with MEMOS (Executive Masters in Sport Organisation Management) to provide access for NOCs and their constituents to high-level international sports management training. The internationally recognised MEMOS course is available to candidates nominated by their NOCs. It is offered by a network of universities, and comprises several modules conducted over the course of a year.

In view of reducing the gender gap among sports administrators, the selection panel for MEMOS supported an increased number of female applicants. As a result, the share of female graduates across all editions grew from 37 per cent in 2016 to 48 per cent at the end of 2024.

In addition to the MEMOS programme, 67 scholarships were awarded toward participation in the M.A. Olympic Studies at the German Sport University Cologne and the Master's Degree Programme in "Olympic Studies, Olympic Education, Organization and Management of Olympic Events" at the International Olympic Academy, with 57 per cent of the scholarships allocated to women.

"The biggest strength and impact of the programme is the alumni network, the Memosians: the alumni continue supporting each other after their programme and meet up at various Games. Importantly, none of this would be possible without Olympic Solidarity support."

Milena Parent, MEMOS in English Director

The origins of MEMOS

MEMOS was the brainchild of the European Network of Sport Science Institutes, supported by former IOC President Juan Antonio Samaranch in 1994 and founded by Prof. Jean Camy and colleagues from several European universities and schools of sport.

The first edition started in September 1995. To date, the programme has produced close to 1,200 graduates, 85 per cent of whom were Olympic Solidarity scholarship-holders, representing all five continents.

Further reading

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

Paraguay NOC strengthens national sports system through education

Education is clearly important to the National Olympic Committee of Paraguay.

It's been conducting Sport Administration Courses (SAC) regularly for more than 15 years and was one of the first NOCs to implement Advanced Sports Management Courses (ASMC) once its Programme Directors were trained by Olympic Solidarity.

The NOC didn't let up in the 2021-2024 period, hosting 11 SAC and 3 ASMC for participants representing the gamut of the local sports network: staff from national federations and the National Sport Council, club managers, PE teachers, coaches, students, journalists, and more.

While the ASMC were held at the NOC headquarters, all 11 SAC were held in different towns and provinces around the country to promote the role of the NOC and Olympic Movement and ensure the greatest reach.

The NOC adhered to Olympic Solidarity recommendations on gender equality, achieving a 50-50 male-female split for the ASMC and at least 40 per cent female participants in half of SAC.

For added inspiration, the NOC invited Olympians to attend some of the courses, making for some active and fruitful conversations and knowledge exchange.

The 2021–2024 curriculum was carefully designed to offer a diverse yet targeted learning experience, equipping participants with the knowledge needed to strengthen their unique capacities.

SAC sessions covered the history of the Olympic Games and structure of the Olympic Movement, the role and mission of NOCs, the organisation of Games' delegations and role of Chefs de Mission, project management and event organisation, as well as sport science topics such as physical conditioning, nutrition, sport psychology, and more.

The main focus of the ASMC was to help participants find solutions to specific challenges encountered in their sport environments. This was primarily achieved through exchanges and debates among participants, who were also required to prepare case studies on each chapter of the Managing Olympic Sport Organisations manual (MOSO) and make a final presentation on the impact the course had on them and their organisations.

After years of investing in practical learning opportunities for its stakeholders, one thing is clear: the NOC of Paraguay has helped shape a more capable and connected national sports community.

Winners of the MEMOS Madella Prize or best project

Continent	Edition	Year	NOC	Name	Project title
Africa	MEMOS IX (in Spanish)	2022	ANG	Marcelina Kiala	*Andebol como forma de inclusión social de niños y adolescentes en el município dae Talatona*
Europe	MEMOS IX (in French)	2021	BEL	Nicky Van Rossem	*Les services de soutien à la double carrière reconnaissent-ils les besoins des athlètes belges de haut niveau sur leur chemin vers la retraite sportive?*
Europe	MEMOS X (in French)	2023	FRA	Emane Gévrise	*L'accompagnement au projet de vie des athlètes, un axe fort de coopération internationale pour l'Institut National du Sport de l'Expertise et de la Performance – INSEP*
Europe	MEMOS XXV (in English)	2022	NED	Agaath Doeleman - van den Ende	How to Develop a Plan to Incorporate Data & Expert Opinion In Olympic Athletes' Selection. Processes?
Europe	MEMOS XXVI (in English)	2023	MNE	Maja Pekovic	The Winning Formula: Mapping Out the Montenegrin Olympic Committee's Sustainable Financial Course

LEARNING FROM PEERS THROUGH NOC EXCHANGES

Another way to improve NOC's administrative capacity is learning from other NOCs. The NOC Exchanges programme promotes and facilitates the exchange of knowledge and experience among NOCs.

Several NOCs welcomed staff from NOCs in greatest need for a determined period of time, during which they shared their knowledge, experience and resources. Furthermore, others developed tailor-made initiatives for sharing knowledge, such as practical workshops on topics of particular interest to specific groups of NOCs.

Sharing best practices across the Americas

Americas Best Practices Symposium was organised in 2012 for the first time. The biennial event has since brought together leaders of the NOCs of the Americas to share best practices on leadership, management, high performance and, more recently, safeguarding and AI.

It was hosted by the USOPC in cooperation with Panam Sports and Olympic Solidarity. The USOPC used its share of Olympic Solidarity programmes to fund the organisation of the event for the benefit of all the continent's NOCs.

Year	Host NOC	Exchange/Workshop
2021-2024	FRA	"Volontariat sportif francophone": French volunteers' service in French-speaking NOCs
2022-2024	FRA	"Ambassadeurs Génération 2024": French volunteers' service in non-French-speaking NOCs
2021	CPV	1st Lusophone Olympic Congress
	UZB	Exchange of the NOCs of the Commonwealth of Independent States, Baltic States and Georgia
2022	STP	General Assembly of the Association of Portuguese-speaking NOCs (ACOLOP) and 2nd Lusophone Olympic Congress
	CRO	Regional Marketing Workshop for Central-Eastern European NOCs (1)
	LIE	Games of Small States of Europe Workshop - Strategy 2030
	FIN	Nordic International Leadership Education
	SLO	World Sport for All Congress
	SLO	Regional Marketing Working Group meeting for Central-Eastern European NOCs (2)
2023	GEQ	General Assembly of the Association of Portuguese-speaking NOCs (ACOLOP) and conference on women in sport
	SRB	Regional Marketing Workshop for Central-Eastern European NOCs (3)
	PAN	Safe Sport IOC Workshop
	NZL	Oceania NOCs' Secretaries General Workshop
	BEL	Club of Six – Sports medical professionals' meeting
	USA	5th Americas Best Practices Symposium
2023	AZE	The 3rd Regional Seminar on Digital Communication and Media
	CZE	Regional Marketing Workshop for Central-Eastern European NOCs (4)
2024	POR	2nd European NOCs Legal Counsels Meeting
	KGZ	Regional Exchange for Central Asian NOCs
	AZE	4th Regional Digital Communication & Social Media Seminar
	NZL	Emerging Leaders of the Pacific Workshop
	CRO	Regional Marketing Workshop for Central-Eastern European NOCs (5)
	NAM	Marketing Forum
	BEL	Club of Six- medical
	various	EOC EU Office in-house training for writing project proposals - 2024
	various	NOC Commercial Roundtable - 2024 - Lausanne

ENABLING NOCS TO PROMOTE OLYMPIC VALUES AT NATIONAL LEVEL

"Under the supreme authority and leadership of the International Olympic Committee, the Olympic Movement encompasses organisations, athletes and other persons who agree to be guided by the Olympic Charter. The goal of the Olympic Movement is to contribute to building a peaceful and better world by educating youth through sport practised in accordance with Olympism and its values."

Article 1.1 of the Olympic Charter

OLYMPIC VALUES PROGRAMME

A key objective of Olympic Solidarity is to enable NOCs to promote the values of Olympism and to contribute to the IOC's Olympism365 strategy at the national level. This means helping sport serve as a driver of positive social impact: advancing education, inclusion, health, and sustainability through sport-based initiatives that reach beyond the competitive arena.

To fulfil this ambition, the Olympic Solidarity Olympic Values programme supports action on two interconnected levels:

Organisation-level change:
works to ensure that when individuals engage with the Olympic Movement, they enter a system that is safe, sustainable, and inclusive, reflecting the core pillars of Olympism365. When this plan began in early 2021, the landscape looked very different. Almost no NOC had a trained safeguarding officer, climate action had yet to begin, and one third had reached the 30% gender representation target on their executive boards. Today, 84 NOCs have an IOC-trained safeguarding officer, over one third have signed the UN Sports for Climate Action Framework, and nearly half now meet the IOC recommendation of 30% women on their executive boards. There is still progress to be made, but these developments mark an important step forward.

Community level:
The Olympic Values programme furthermore enables NOCs to extend the impact of Olympism far beyond elite sport. Through targeted investments and partnerships, NOCs promote grassroots sport and physical activity, engage in values-based education, and celebrate Olympic culture and heritage in ways that are locally relevant and nationally impactful.

Do you agree that Olympic Solidarity has enabled NOCs to promote Olympic Values nationally?

*Based on answers provided by 62 NOC representatives attending Olympic Solidarity 2025-2028 informational session at the ANOC General Assembly 2024

NOC of Zambia takes great administrative leap forward

What a difference a quadrennial makes.

The NOC of Zambia greatly improved its administrative capacity and efficiency over the 2021-2024 period thanks to a comprehensive strategic approach supported by various Olympic Solidarity NOC Management programmes.

It began with the revision of its strategic plan, in-depth analysis, and consultations with all partners. In the process of implementing the new plan, the NOC strengthened its administration by employing a small team of qualified staff, one of whom went on to take part in the IOC Immersion Stay Programme for NOC staff members in 2023.

Two NOC delegates, one of whom was NOC Secretary General Boniface Kambikambi, enrolled in a training session organised by Olympic Solidarity so they could receive information and tools on how to organise Advanced Sports Management Courses. Both earned certification as Programme Directors, allowing them to deliver training of their own to sports managers locally.

Immediately after the pair completed the initial training session, they organised two Advanced Sports Management Courses. Open to Zambia's National Federations, the goal of the courses is to equip members and staff with new knowledge and skills that help them strengthen administrative and management capacity at their sports bodies.

The NOC was also proactive in the area of safeguarding. A three-day workshop organised and delivered by the NOC was held for 10 NOCs in the southern African region. The workshop raised awareness of the most pressing issues while encouraging the development of a safe sport environment for all participants, with an emphasis on major international events.

The NOC of Zambia also boosted its communications capacity by enhancing its technical expertise and producing quality content, which was consistently shared across multiple platforms to engage a broader audience both within Zambia and internationally. In addition, the NOC organised a media engagement forum for member Federations that discussed best practices being employed to raise the profile of Zambian athletes and National Federations via different communications channels.

A shining example of what can be accomplished with limited resources, the NOC of Zambia significantly enhanced its capacity and influence in the region from 2021-2024, with the effective use of Olympic Solidarity NOC Management programmes playing a supportive role in these accomplishments.

Olympic Solidarity drives tangible progress on gender equality

Significant progress was made in advancing gender equality across the Olympic Movement during the 2021–2024 period - not only on the field of play at Paris 2024, but also through coordinated efforts across all Olympic Solidarity World Programmes. Gender-focused incentives, coupled with strong commitment from NOCs, led to an important rise in the share of women benefiting from support across all levels - athletes, coaches, administrators, and sports leaders.

Athlete scholarships reached near gender parity, while a revised Team Support Grant policy allowed two teams to benefit - provided one was a women's team. These mechanisms strengthened the inclusion of women athletes in preparation and competition pathways across sports and regions.

The 2021–2024 period also saw a marked rise in the participation of women across coaching and sports administration pathways. This progress was driven by targeted incentives that encouraged greater female representation in capacity-building programmes.

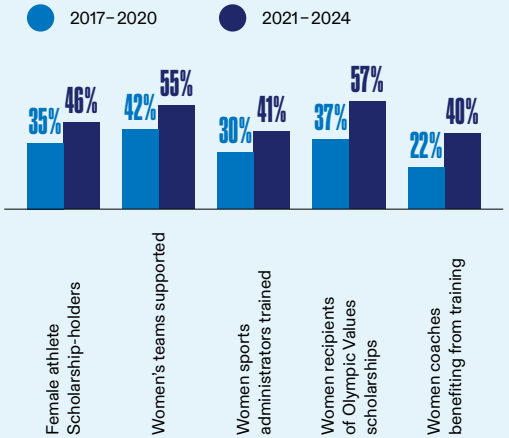
New, tailor-made initiatives were also introduced, such as the Women in Sport High-Performance (WISH) programme, and the Women's Sport Leadership Academy (WSLA), which equipped women in mid- to senior-level management roles with the skills and confidence to lead.

These global efforts were further reinforced by important work undertaken by the Continental Associations, which hosted continental and regional events focused on gender equality, and promoted alignment with the IOC Gender Equality and Inclusion objectives. These events - often linked with safe sport training and advocacy - created platforms for dialogue, awareness, and cross-country collaboration.

Olympic Solidarity also invested over USD 1.5 million in more than 150 NOC projects supporting the development of gender equality strategies, leadership pipelines, mentoring networks, and improved portrayal of women in sport. These initiatives were not only about access, but about changing systems - reinforcing the goal of achieving at least 30 per cent female representation across all sports governing bodies, not just within NOCs. On top of this, Panam Sports made available USD 5,000 per year to each of its member NOCs to strengthen gender-focused work.

The cumulative results reflect a systemic shift.

Progress in gender equality across Olympic Solidarity Programmes



Between 2021 and 2024, Olympic Solidarity invested over USD 24 million in the Olympic Values programme to support this dual objective, funding close to 900 projects as well as annual Olympic Day celebrations and capacity-building efforts, with 200 NOCs benefiting from funding support and a combined reach of over 15 million people.

Number of activities supported	
2021	353
2022	694
2023	764
2024	803
Total	**2,614**

Project funding and investment steadily increased from 2021 to 2024, with a sharp rise post-COVID. 2024 marked a record year for NOC engagement in the Olympic Values programme.

PROMOTING GRASSROOTS SPORT AND PHYSICAL ACTIVITY FOR ALL

Between 2021 and 2024, Olympic Solidarity supported over 300 NOC community-level projects, investing over USD 4.6 million to promote access to sport and physical activity, in particular among underserved communities reaching over 5.5 million people. NOCs used these funds to implement programmes that foster integration, resilience, and cultural understanding while improving physical and mental health outcomes. In addition to these grassroots projects, Olympic Solidarity funded Olympic Day celebrations in more than three-quarters of all NOCs, mobilising over 2 million people to run, move, and play on the same day.

Across the world, NOCs are increasingly working in partnership with public authorities to expand access to sport and physical activity. In line with the Olympism365 strategy, these collaborations help embed sport into national policies on health, education, and social inclusion, thereby ensuring that more people, in more places, can benefit from regular participation. By aligning with broader development goals, NOCs are not only advancing the reach of sport, but also strengthening their role as trusted partners in national development. This in turn enhances their visibility and credibility, attracting sponsors and stakeholders who want to be associated with NOCs that lead on inclusion, health, and sustainability.

OCA ASIAN GAMES FOR ALL PROJECT

The Olympic Council of Asia (OCA) has taken a unique approach to the promotion of the Asian Games and Olympic values. The OCA encourages all its NOCs to deliver inclusive activities such as Fun Runs, Asian Games Youth Reporter workshops, and Asian Games' drawing and painting contests.

The OCA supports each NOC financially, providing USD 10,000 to cover costs related to the organisation of Fun Runs, and USD 3,000 for each of the other activities. Open to all regardless of age or ability, the Asian Games For All project encourages participation, cultural exchange, and community engagement. With funding and resources from the OCA, NOCs help foster the values of friendship, respect, and excellence while highlighting the Olympic spirit and joy of sport. From 2021 to 2024, thousands engaged in events designed to inspire, educate, and unite through sport, art, and youth-driven storytelling.

EMBEDDING OLYMPIC VALUES THROUGH EDUCATION

In 2021-2024, Olympic Solidarity also supported NOCs in embedding Olympic values into schools, sport clubs, and youth programmes, with close to USD 4 million invested in Olympic values education initiatives reaching over 6 million people. These programmes, whether built from the IOC's Olympic Values Education Programme (OVEP) or locally adapted, use sport as a tool to encourage young people to live the values of respect, excellence, and friendship.

In 2024, Olympic Solidarity also began supporting consortium-based Olympism365 initiatives like the Olympism365 Seminar: Enhancing Youth Employability through Sport-Based Workshops in Mexico City. The project trains 100 sport educators from the city's PILARES centres to become Olympism365 Promoters, equipping them to deliver sport sessions that develop transferable life skills and Olympic values. The programme includes structured peer learning, long-term academic collaboration, and robust monitoring to support scale-up and institutional adoption.

As part of this broader support to Olympic education, Olympic Solidarity has also awarded nearly 500 scholarships for NOC-nominated participants to attend the International Olympic Academy's sessions in Olympia, both for NOC and National Olympic Academy (NOA) delegates and for Young Ambassadors.

SHARING OLYMPIC VALUES ACROSS AFRICA

Olympafrica remains one of the Olympic Movement's most impactful and efficient vehicles with which to promote sport and Olympic values across the African continent. Managed by the Dakar-based Olympafrica International Foundation and operated through a network of over 40 community centres, each under the supervision of its respective NOC, the programme places young people at the heart of its mission, fostering social development, empowerment, and inclusion.

Since the Foundation's creation in 1991, Olympafrica has been co-funded by ANOCA and the IOC, whose ongoing support has been key to sustaining and expanding the initiative. Between 2021 and 2024, the programme directly reached more than 65,000 children across the continent, a 30 per cent increase compared to the previous four-year cycle. These figures highlight both the scale of the project and its vital role in building a more united and inclusive sporting environment in Africa.

Flagship initiatives during this period included:

- the O!YES programme, which reached 31 centres annually, offering children access to structured sporting, educational, and pedagogical activities;
- the introduction of new disciplines, such as Basketball 3×3 and Baseball5, which engaged 20 and 11 centres respectively, involving 600 boys and 400 girls. These sports not only expanded access but also helped break down social and cultural barriers; and the Olympafrica Youth Games, featuring seven disciplines, which brought together hundreds of young athletes in a spirit of healthy competition, excellence, and friendship.

Bahrain's first physical literacy initiative builds foundation for active futures

Bahrain launched a Physical Literacy initiative with the support of funding from the Olympic Values programme at the start of 2023 to promote lifelong movement skills and motor development in young children. Led by the Bahrain Olympic Committee in collaboration with Sport for Life (Canada), the Bahraini Ministry of Education, and the University of Bahrain, the programme aims to embed physical literacy into early education.

Over the course of a year, four sessions were delivered to 101 educators, including kindergarten and primary school PE teachers. Each session was tailored to meet the specific needs of participants, progressing from basic concepts to advanced teaching strategies. The initiative promoted equal participation of both boys and girls, reinforcing Bahrain's commitment to inclusive education.

Educators were encouraged to share experiences and feedback, leading to the development of practical resources and a strong professional support network. The programme's momentum was highlighted during the International Physical Literacy Conference (IPLC) 2024, which brought together over 780 participants.

While there is still work ahead, the experiences and lessons from this initiative provide a strong foundation for continued progress in fostering healthier, more active lifestyles for all Bahraini children.

CELEBRATING OLYMPIC CULTURE AND HERITAGE

Olympic Solidarity has also supported efforts to bring the cultural and historical dimensions of Olympism to life. Over USD 1.6 million has been invested in culture and heritage projects between 2021 and 2024, spread across over 200 projects worldwide.

On all continents, NOCs have been bringing the Olympic ideals to life for new generations through curated Olympic museums, Olympic Studies Centres, archives, and libraries. They have organised art, photography, and writing contests and exhibitions, and hosted storytelling and debate events. Many have also produced books, magazines, and radio shows celebrating their national Olympic heritage, creating accessible platforms to share the stories, achievements, and values of their athletes and movements with the wider public. These initiatives honour the legacy of the Games while offering communities opportunities to connect, reflect, and celebrate the universal values at the heart of Olympism.

By investing in both tradition and innovation, NOCs are ensuring that Olympic culture continues to inspire, not only as a legacy of the past, but as a living force for unity, creativity, and human potential.

Further reading

Olympafrica Centres: fostering inclusive communities through sport and Olympism

O!YES: changing minds in Africa from a programme proven to work

OCA SOCIAL DEVELOPMENT THROUGH OLYMPISM AND EDUCATION

Recognising sport as a powerful platform for advancing gender equality, the OCA launched the Social Development through Olympism and Education programme for its member NOCs as part of its 2021-2024 plan. The initiative aimed to address the challenges faced by women and girls, especially in poor regions, and to support their full participation in society. The programme's objectives were:

- to use sports and Olympic education as a tool to empower and promote gender equality and the involvement of women and girls in their societies;
- to use sports and physical activity to help women/girls build life skills and confidence;
- to break boundaries between genders; and
- to advance the Sustainable Development Goals while focusing on the following SDGs:
  - No Poverty (SDG 1)
  - Good health (SDG 3)
  - Education (SDG 4)
  - Gender equality (SDG 5)
  - Peace and justice (SDG 16)

With funding support of up to USD 10,000 per NOC, participating NOCs implemented targeted initiatives. These included providing equipment and access to culturally relevant sports (such as weightlifting, taekwondo, or judo), delivering educational programmes based on OVEP to teach Olympic values, and appointing one female athlete ambassador per NOC, selected with the support of the OCA Athletes' Committee, to lead and inspire local engagement.

KEEPING 206 NOCS INFORMED AND ENGAGED

Information is a key ingredient in decision making, helps raise efficiency and can give organisations a competitive edge.

Without it, NOCs, especially those with limited resources and capacity, can quickly find themselves falling behind in any number of critical areas.

To help keep all 206 NOCs up to date on the latest Olympic news, policy decisions, best practices and more, Olympic Solidarity provides numerous opportunities throughout the four-year cycle for information exchange and networking.

Olympic Solidarity Plan and Games Preparation Forums, induction seminars for new Secretaries General, and regional and continental seminars are all delivered in accessible and collaborative environments with an eye to helping NOCs increase their capacity for good governance and efficient management.

Do you agree that Olympic Solidarity has informed and engaged all NOCs, increasing their capacity for good governance and effective management of sport?

STRONGLY AGREE: 85.5%

SOMEWHAT AGREE: 11.3%

*Based on answers provided by 62 NOC representatives attending Olympic Solidarity Forums at the ANOC General Assembly 2024

OLYMPIC SOLIDARITY FORUMS

Forums provide a unique opportunity to bring NOCs and their athletes on a given continent, Continental Associations and Olympic Solidarity together. They are also an efficient platform to present and discuss specific topics, such as introducing a new Olympic Solidarity Plan, updating NOCs on institutional and financial governance, or exploring opportunities to grow NOCs' commercial attractiveness and revenues.

In line with the IOC's commitment to place athletes at the heart of the Olympic Movement, biennial athletes' forums are funded through this programme, in close collaboration with the Continental Associations, their Continental Athletes' Commissions and the IOC Athletes' Commission.

NOC Forums

Continent	Dates	Place
All	April–June 2021 (Olympic Solidarity 2021-2024 Plan Introduction)	online webinars
Africa	8–9 July 2022 (Games Preparation – English)	Kampala (UGA)
	11–12 July 2022 (Games Preparation – French)	Kampala (UGA)
America	3–7 April 2022 (Olympic Solidarity Programmes workshop - Spanish)	Miami (USA)
	18–21 May 2022 (Olympic Solidarity Programmes workshop - English)	Miami (USA)
	22–23 February 2023 (Games Preparation - Spanish)	Houston (USA)
	24–25 February 2023 (Games Preparation - English)	Houston (USA)
Asia	5–6 December 2022 (Games Preparation)	Riyadh (KSA)
	3–4 May 2024 (Games Preparation)	Kuala Lumpur (MAS)
	6–7 May 2024 (Games Preparation)	Bahrain (BRN)
Europe	2 October 2022 (Games Preparation)	Olympia (GRE)
Oceania	30 April–1 May 2022 (Olympic Solidarity Programmes workshop)	Nadi (FIJ)
	18–19 July 2023 (Games Preparation)	Paris (FRA)

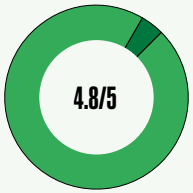
ANOC DIGITAL ACCELERATOR PROGRAMME

Launched during the 2021-2024 Plan, the ANOC Digital Accelerator Programme aimed to strengthen the digital skills of NOCs to help them better connect with their communities, athletes, and partners.

With tailored support in areas like social media, content creation, and digital storytelling, the programme helped participating NOCs boost their online presence and share Olympic values more effectively.

Through workshops, mentoring, and access to specific tools, many reported stronger engagement, clearer messaging, and greater national visibility. Beyond skills, the programme encouraged a more connected and communicative NOC community.

How would you rate your overall satisfaction with the collaboration between your NOC and Olympic Solidarity?



*Based on answers provided by 62 NOC representatives attending Olympic Solidarity Forums at the ANOC General Assembly 2024

Further reading

ANOC's Digital Accelerator Programme – driving NOC social media performance in 2021

Update on ANOC Digital Accelerator Programme presented to XXVII ANOC General Assembly

Lithuanian NOC cultivates healthier future through Olympic Values education

The Olympic values are alive and well in Lithuania.

Each year, the NOC of Lithuania makes sure more and more people – from pre-school kids to senior citizens – learn about and benefit from these values using Olympic Solidarity assistance to implement a comprehensive suite of initiatives aimed at promoting healthy lifestyles.

Notable among these is the Olympic Education Forum, a free one-day event held nationwide that focuses on innovation in Olympism and alternative perspectives on formal education. In 2024, it addressed themes such as ethnic integration, gender equity and accessibility in sport, while also celebrating the country's Olympic heritage.

Similarly, Olympic Month is an annual nationwide initiative targeting primary school children, teachers, and parents that aims to address the fact that an increasing number of children are not meeting the basic WHO requirements of being physically active for at least an hour a day.

The monthlong programme promotes physical activity, healthy eating habits and Olympic ideals through in-class and take-home activities. The programme reaches some 60,000 children under the age of 9, and in 2024 it involved Olympians and other elite athletes visiting schools to talk about the importance of leading healthy lifestyles. Under the patronage of the First Lady of Lithuania, the programme has grown in reach from 630 classes held in 2018 to 2,702 classes in 2023.

Complementing these public-facing efforts, the NOC has also focused on foundational educational reform. Targeted at pre-school kids, their parents, and pre-school educators, the Early Years and Primary Years Physical Literacy Framework was developed to foster lifelong engagement in physical activity from early childhood.

Having also emerged as a leader in the delivery of the Olympic Values education over the years, the NOC of Lithuania recently started sharing its best practices with its peers at the European level. In 2024, it hosted a nine-day training session with participants from 17 European countries where the NOC explained training methods and helped participants create their own Olympic Values education development models. A longer-term goal of the session is to produce future collaborations between likeminded Olympic Movement stakeholders.

Collectively, these initiatives reflect Lithuania's strong commitment to a healthier, more inclusive society grounded in Olympic principles.

International Da
of Sport for
Development & Peace

EL SALVADOR
PANAMA

PROGRAMME DATA AND FUNDS INVESTED

The figures reported as distributed funds are based on data available as of this report's publication date (May 2025). These figures may be subject to minor adjustments as related activities are finalised and fully processed.

WORLD PROGRAMMES

OLYMPIC GAMES UNIVERSALITY

Budget and funds distributed

Programmes	2021–2024 Budget (USD)	2021-2024 Distributed (USD)
Olympic Scholarships for Athletes "Tokyo 2020" (extension)	8,600,000	8,542,389
Olympic Scholarships for Athletes "Beijing 2022"	9,500,000	8,397,408
Olympic Scholarships for Athletes "Paris 2024"	40,600,000	37,349,189
Olympic Scholarships for Athletes "Milano Cortina 2026"	7,000,000	5,494,237
Team Support Grant*	13,300,000	11,967,930
Total	**79,000,000**	**71,751,153**

Olympic Scholarships for Athletes – Tokyo 2020

Continent	Scholarships	
	NOCs	Scholarships
Africa	47	383
America	40	363
Asia	36	418
Europe	47	575
Oceania	16	97
Total	**186**	**1,836**

Olympic Scholarships for Athletes – Beijing 2022

Continent	Scholarships		Tailor-Made
	NOCs	Scholarships	NOCs
Africa	9	16	0
America	13	50	1
Asia	16	46	3
Europe	39	296	9
Oceania	3	21	0
Total	**80**	**429**	**13**

Olympic Scholarships for Athletes – Paris 2024

Continent	Scholarships		Tailor-Made
	NOCs	Scholarships	NOCs
Africa	50	389	4
America	34	296	5
Asia	34	335	5
Europe	26	432	20
Oceania	15	108	2
Total	**159**	**1,560**	**36**

Olympic Scholarships for Athletes – Milano Cortina 2026

Continent	Scholarships		Tailor-Made
	NOCs	Scholarships	NOCs
Africa	9	16	0
America	13	52	1
Asia	16	55	3
Europe	39	233	10
Oceania	3	11	0
Total	**80**	**367**	**14**

Team Support Grant by NOC

Continent	Teams	NOCs
Africa	48	30
America	55	32
Asia	38	24
Europe	61	41
Oceania	24	15
Total	**226**	**142**

Team Support Grant by sport

Sport	Number of teams
Baseball	4
Basketball 5×5	31
Basketball 3×3	25
Curling	8
Football (women)	7
Handball	28
Hockey	20
Ice Hockey	9
Rugby Sevens	27
Volleyball	31
Beach Volleyball	28
Water Polo	8
Total	**226**

ENTOURAGE

Budget and funds distributed

Programmes	2021-2024 Budget (USD)	2021-2024 Distributed (USD)
Technical Courses for Coaches	14,250,000	9,964,896
Olympic Scholarship for Coaches	10,000,000	7,760,431
Athletes Career Transition	3,000,000	1,837,739
NOC Athletes' Comission Activity Grant	10,000,000	3,182,691
Total	**37,250,000**	**22,745,757**

Technical Courses for Coaches

Continent	NOCs	Courses
Africa	51	238
America	32	163
Asia	40	185
Europe	41	215
Oceania	12	29
Total	**176**	**830**

Number of sports supported through Technical Courses for Coaches by continent

Continent	Number of sports supported
Africa	31
America	30
Asia	32
Europe	37
Oceania	17
Global	**40**

Olympic Scholarships for Coaches

Continent	NOCs	Courses
Africa	49	253
America	37	333
Asia	35	145
Europe	41	189
Oceania	8	16
Total	**170**	**936**

Olympic Scholarships for Coaches by continent*

Quad	Female		Male		Total #
2017-2020	**170**	**22%**	**590**	**78%**	**760**
Africa	36	17%	181	83%	217
America	83	27%	224	73%	307
Asia	18	15%	106	85%	124
Europe	26	29%	63	71%	89
Oceania	7	30%	16	70%	23
2021-2024	**271**	**34%**	**528**	**66%**	**799***
Africa	58	25%	170	75%	228
America	112	42%	153	58%	265
Asia	40	33%	83	67%	123
Europe	55	32%	116	68%	171
Oceania	6	50%	6	50%	12

* These figures do not include scholarships from 2019-2020 that were impacted by the pandemic and whose duration/budget were extended under the 2021-2024 quadrennial plan.

Number of Coaches supported by Technical Courses for Coaches and Olympic Scholarships for Coaches

	Female		Male		Total
	#	%	#	%	
2021	379	24%	1,218	76%	1,597
2022	1,221	26%	3,451	74%	4,672
2023	1,668	28%	4,342	72%	6,010
2024	1,861	29%	4,635	71%	6,496
Total	**5,129**	**27%**	**13,646**	**73%**	**18,775**

Number of Coaches supported by Technical Courses for Coache and Olympic Scholarships for Coaches by continent

	Female		Male		Total
	#	%	#	%	
Africa	1,103	25%	3,280	75%	4,383
America	1,288	30%	2,990	70%	4,278
Asia	1,278	28%	3,274	72%	4,552
Europe	1,347	26%	3,774	74%	5,121
Oceania	113	26%	328	74%	441
Total	**5,129**	**27%**	**13,646**	**73%**	**18,775**

Athlete Career Transition

Continent	NOCs	Individual Education Initiatives	Athlete365 Business Accelerator	Master MAiSI	Athlete365 Career + Power up Workshops
Africa	26	9	11	6	22
America	18	24	15	4	20
Asia	11	8	1	4	11
Europe	25	45	21	8	7
Oceania	4	-	2	1	2
Total	**84**	**86**	**50**	**23**	**62**

NOC Athletes' Commission Activity Grant

Continent	NOCs	2021	2022	2023	2024
Africa	39	22	21	27	28
America	29	11	16	21	24
Asia	26	7	16	14	16
Europe	40	20	25	36	30
Oceania	12	5	5	5	10
Total	**146**	**65**	**83**	**103**	**108**

SPORT DEVELOPMENT

Budget and funds distributed

Programmes	2021-2024 Budget (USD)	2021-2024 Distributed (USD)
Development of National Sports System	10,000,000	8,749,964
Continental Athlete Support Grant	15,750,000	14,475,375
Youth Athlete Development	14,000,000	13,795,456
Refugee Athlete Support	4,000,000	3,912,573
Total	**43,750,000**	**40,933,368**

Development of National Sports System

Continent	NOCs	Projects
Africa	35	67
America	23	56
Asia	22	41
Europe	34	85
Oceania	11	20
Total	**125**	**269**

Continental Athlete Support Grant

Continent	NOCs
Africa	46
America	34
Asia	25
Europe	39
Oceania	17
Total	**161**

Youth Athlete Development – Identification and Training

Continent	NOCs	Number of Applications
Africa	32	67
America	26	56
Asia	15	26
Europe	33	69
Oceania	15	30
Total	**121**	**248**

Youth Athlete Development – YOG Qualification

Continent	NOCs
Africa	5
America	4
Asia	7
Europe	26
Oceania	2
Total	**43**

Youth Athlete Development – IF Opportunities

IF	Participating NOC/NFs
Badminton World Federation	24
Fédération International de Basketball	12
Fédération Internationale d'Escrime	12
Fédération Internationale de Gymnastique	5
Fédération Internationale de Volleyball	24
Fédération International de Hockey	8
International Biathlon Union	24
International Bobsleigh and Skeleton Federation	36
International Canoe Federation	24
International Federation of Sport Climbing	22
International Golf Federation	12
International Ice Hockey Federation	1
International Judo Federation	44
International Luge Federation	38
International Ski Federation	17
International Ski Mountaineering Federation	31
International Surfing Association	26
International Table Tennis Federation	32
International Tennis Federation	39
International Weightlifting Federation	22
Union Cycliste Internationale	32
Union Internationale de Pentathlon Moderne	10
United World Wrestling	102
World Archery	39
World Athletics	3
World Baseball Softball Confederation	24
World Curling Federation	19
World Dance Sport Federation	24
World Rowing	33
World Rugby	3
World Sailing	8
World Skate	31
World Taekwondo	29
World Triathlon	9
Total Participating NFs	**838**
Total NOCs	**168**
Total IFs	**34**

NOC MANAGEMENT & KNOWLEDGE SHARING

Budget and funds distributed

Programmes	2021-2024 Budget (USD)	2021-2024 Distributed (USD)
NOC Administration Development	45,885,000	41,649,106
National Courses for Sports Administrators	5,600,000	3,812,872
International Executive Courses in Sport Management	4,465,000	2,728,371
NOC Exchanges	2,320,000	836,507
Forums for NOCs and their Athletes	4,700,000	3,378,791
Special Projects	10,300,000	5,989,630
Total	**73,270,000**	**58,395,277**

NOC Administration Development - Administrative Subsidy

Continent	2021	2022	2023	2024
Africa	54	53	54	53
America	41	41	39	40
Asia	40	42	42	40
Europe	49	48	48	48
Oceania	17	17	17	17
Total	**201**	**201**	**199**	**197**

NOC Administration Development - NOC Management Initiatives

Continent	NOCs	Initiatives
Africa	44	125
America	26	42
Asia	22	36
Europe	32	73
Oceania	17	39
Total	**141**	**315**

Continental Athletes Forums

Continent	Dates	Place
Africa	11-12 March 2023	Algiers, ALG
America	2-4 December 2022	Cancun, MEX
	21-23 November 2024	Punta Cana , DOM
Asia	18-19 March 2023	Bangkok, THA
Europe	20-22 June 2022	Brussels, BEL
	6-7 November 2023	Rome, ITA
Oceania	22-24 September 2022	Pacific Harbour, FIJ
	17-19 October 2024	Fiji, FIJ

National Courses for Sports Administrators – Sports Administration Courses

Continent	NOCs	Courses	Type of courses			Participants		
			In-class	Online	Hybrid	Women	Men	Total
Africa	34	211	170	19	22	2,536	3,653	6,189
America	19	128	75	32	21	2,583	3,765	6,348
Asia	18	123	98	22	3	1,295	2,322	3,617
Europe	13	84	63	7	14	1,260	1,514	2,774
Oceania	*	*	*	*	*	*	*	*
Total	**84**	**546**	**406**	**80**	**60**	**7,674**	**11,254**	**18,928**

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

National Courses for Sports Administrators – Advanced Sports Management Courses

Continent	NOCs	Courses	Type of courses			Participants		
			In-class	Online	Hybrid	Women	Men	Total
Africa	22	56	39	3	14	533	633	1,166
America	13	34	18	2	14	382	474	856
Asia	8	20	15	1	4	116	272	388
Europe	6	18	10	0	8	127	112	239
Oceania	1	1	-	-	1	2	3	5
Total	**50**	**129**	**82**	**6**	**41**	**1,160**	**1,494**	**2,654**

International Executive Courses in Sport Management – MEMOS

Continent	NOCs	Total MEMOS Participants	MEMOS XXIV in English	MEMOS IX in French	MEMOS XXV in English	MEMOS IX in Spanish	MEMOS XXVI in English	MEMOS X in French	MEMOS XXVII in English	MEMOS X in Spanish
Africa	36	56	6	16	9	3	8	14	9	4
America	23	41	9	2	4	15	7	4	4	20
Asia	22	30	10	2	10	-	6	2	8	1
Europe	22	27	7	4	6	1	8	1	10	2
Oceania	5	8	2	-	3	-	3	-	1	-
Total	**108**	**162**	**34**	**24**	**32**	**19**	**32**	**21**	**32**	**27**

OLYMPIC VALUES

Budget and funds distributed

Programme	2021-2024 Budget (USD)	2021-2024 Distributed (USD)
Initiatives	15,000,000	16,904,934
Scholarships	6,000,000	3,374,565
IOA International Sessions	1,000,000	1,056,831
Olympic Day	3,000,000	2,779,798
Total	**25,000,000**	**24,116,128**

Olympic Values – Initiatives

Continent	NOCs	Initiatives
Africa	40	246
America	29	160
Asia	20	60
Europe	47	367
Oceania	13	55
Total	**149**	**888**

Olympic Values – Training Scholarships

Continent	NOCs	Scholarships
Africa	44	167
America	25	123
Asia	32	156
Europe	43	203
Oceania	17	40
Total	**161**	**689**

International Olympic Academy Session Support

Continent	Subsidies
Africa	84
America	88
Asia	107
Europe	153
Oceania	12
Total	**444**

Olympic Day Celebrations

Continent	Activities
Africa	146
America	119
Asia	118
Europe	158
Oceania	52
Total	**593**

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

Budget and funds distributed

Olympic Games Tokyo 2020

Olympic Games Tokyo 2020	2021-2024 Budget (USD)	2021-2024 Distributed (USD)
Reimbursement of Flight Tickets	7,200,000	5,715,275
Accommodation Costs during the Games	4,100,000	3,790,130
NOC Games Operations	4,100,000	3,878,015
Athletes' Pre-Games Training Camps	3,100,000	505,091
Postponement Subsidy	9,500,000	4,798,091
NOCs' Contribution to the Success of the Games	28,300,000	28,477,500
Total	**56,300,000**	**47,164,102**

Winter Youth Olympic Games Gangwon 2024

Winter Youth Olympic Games Gangwon 2024	2021-2024 Budget (USD)	2021-2024 Distributed (USD)
Travel of NOC delegations	6,150,000	2,642,944
Accommodation in the Olympic Village Gangneung	3,850,000	3,851,061
Total	**10,000,000**	**6,494,005**

Olympic Winter Games Beijing 2022

Olympic Games Beijing 2022	2021-2024 Budget (USD)	2021-2024 Distributed (USD)
Chefs de Mission Seminar	300,000	0
Reimbursement of Flight Tickets	1,800,000	1,826,766
Accommodation Costs during the Games	1,750,000	1,207,358
NOC Games Operations	1,900,000	1,651,545
Additional Subsidy	5,000,000	3,012,165
NOCs' Contribution to the Success of the Games	7,250,000	7,085,000
Total	**18,000,000**	**14,782,834**

Olympic Games Paris 2024

Olympic Games Paris 2024	2021-2024 Budget (USD)	2021-2024 Distributed (USD)
Chefs de Mission Seminar	800,000	567,494
Reimbursement of Flight Tickets	7,200,000	4,224,644
Accommodation Costs during the Games	4,100,000	3,539,412
NOC Games Operations	4,100,000	3,921,682
Athletes' Pre-Games Training Camps	3,100,000	1,141,638
NOCs' Contribution to the Success of the Games	28,200,000	26,902,500
Total	**47,500,000**	**40,297,370**

Participation of IOC Refugee Olympic Team in Paris 2024

2021-2024 Budget (USD)	2021-2024 Distributed (USD)
1,750,000	705,206

OLYMPIC SOLIDARITY 2021–2024 PLAN:

FUNDS DISTRIBUTED BY NOC AND BY PROGRAMME (IN USD)

The figures reported as distributed are based on the most recent data available as of the report's publication date (May 2025). These figures may be subject to minor adjustments as related activities are finalised and fully processed.

	Olympic Games Universality					Entourage				Sport Development				Olympic Values	NOC Management and Knowledge Sharing						IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games			
NOC	Olympic Scholarships for Athletes *Tokyo 2020**	Olympic Scholarships for Athletes *Beijing 2022***	Olympic Scholarships for Athletes *Paris 2024*	Olympic Scholarships for Athletes *Milano – Cortina 2026*	Team Support Grant	Technical Courses for Coaches	Olympic Scholarships for Coaches	Athlete Career Transition	NOC Athletes' Commission Activity Grant	Development of National Sport System	Continental Athlete Support Grant	Youth Athlete Development	Refugee Athlete Support	Olympic Values	NOC Ad-ministration Development	National Courses for Sports Administra-tors	International Executive Courses in Sports Management	NOC Exchanges	Forums for NOCs and their Athletes	Special Projects	Tokyo 2020*	Beijing 2022	Paris 2024	Gangwon 2024
AFRICA																								
ALG			239 904	9 000	30 000	77 952	188 816		7 892	39 263	99 136	130 924		185 764	206 866	18 231			3 587		175 025		165 566	
ANG	62 215		201 348		25 000	13 626	79 076					39 182		56 202	180 000	29 653	12 401	4 312	10 244		148 327		136 350	
BDI	43 600		213 248			39 213	19 852	54 300	2 608	68 876	98 881	80 179		62 511	263 622	13 993	13 831	2 389	12 050		92 186		85 099	
BEN	58 283		234 500			34 146	127 832	14 000	27 304	35 000	83 300	22 003		65 531	224 677	1 447			6 480		98 361		64 353	
BOT	64 891		233 737		99 496	13 818	32 344	29 916	29 086	37 571	99 981	7 440		186 537	201 066	110 285	42 463	1 604	6 018		97 009		106 964	
BUR	70 176		240 000		99 870	63 932	191 013		10 000	141 940	100 000	73 759		79 345	180 000	66 346	12 954		9 294		123 662		98 534	
CAF	18 179		192 841			14 335	10 226	10 022	25 885		97 990	7 020		30 652	196 571	3 500	40 887		5 833		72 820		74 897	
CGO	44 109		252 574		71 270	103 978	76 034		14 793	98 761	100 000			14 123	226 000	7 161			6 444		70 297		87 337	
CHA	52 519		234 989		99 884	27 149	31 430	17 450	14 879	64 108	94 816	21 479		74 692	239 635	45 031	15 197		6 551		72 010		65 125	
CIV	48 099		133 364		49 993	15 642	105 492					85 595		63 546	207 577	13 038			6 162		162 205		106 762	
CMR	63 901		170 940		63 750	28 071	239 920	22 603	35 839		25 122	16 725		55 739	180 000	30 001	10 814		5 243		122 005		97 904	
COD			84 624			10 457	21 377			27 875	91 643	5 410		5 357	192 602		13 529		3 037		83 724		87 824	
COM			250 571			61 416			9 950		99 196	78 345		29 861	223 732	973	11 096	1 199	6 232		58 818		67 624	
CPV	54 680	10 500	233 250		100 000	136 768	94 861	16 877	37 434	169 978	99 074	115 707		232 160	354 523	82 387	56 180	18 115	9 924	19 850	84 044		86 258	
DJI	51 126		240 000			53 238	57 739				99 980	114 161		44 223	285 242		11 547		8 481		79 738		89 330	
EGY	39 240		143 614		98 546	27 071	32 620	15 275				68 834	12 000	15 414	180 000				2 839		412 656		433 431	
ERI	67 927	27 000	198 000			63 089	19 235			34 573	81 785	77 907		86 170	262 580	7 200	3 615		5 310		93 965	25 303	89 932	
ETH			28 602			8 787	6 026					22 119		12 102	180 000						149 563		132 433	
GAB	117 161		240 000			11 473	13 786		7 601		100 000	49 315		31 123	225 000	18 329	12 946		5 369		88 163		81 605	
GAM	40 000		239 904		88 327	27 461	13 108				100 000			20 474	247 000	19 815	10 432		5 554		75 605		84 657	
GBS	35 049		307 864		99 825	57 583	7 244		10 000	69 886	112 032	89 864		116 585	293 747	11 978	10 778		11 262		89 049		100 692	
GEQ			130 000			41 278	47 370		28 377	70 000	99 998	50 000		39 617	213 923		9 800	20 000	13 560		90 720		80 075	
GHA	64 882	52 000	147 000	21 000	75 000	37 089	8 824				100 000	57 054		44 034	170 269		24 466		5 724		106 758	19 010	94 355	
GUI	32 477		330 977		99 969	108 555	34 412	8 672	28 487	80 553	99 937	90 566		47 326	269 739	52 020	11 404		5 595		92 887		131 636	
KEN	48 000	26 000	250 073	39 000	100 000	66 547	100 237	35 872	38 867	75 938	68 888	212 131	263 045	214 752	180 000	43 349	23 718		93 613		259 125		250 727	7 455
LBA	12 000		161 574			50 698					49 963	68 539		5 000	230 000	3 000			2 586		94 623		72 720	
LBR	24 000		222 000									11 460		1 910	112 500				4 176		78 800		76 752	
LES	40 140		195 616		84 016	73 522	42 517	6 620	17 404	65 035	100 000	109 432		423 331	254 248	81 689	27 788	1 516	6 374		80 655		64 054	
MAD	48 000	26 000	240 000	6 000	123 937	57 754	35 611	14 000	29 722	59 189	99 833	70 597		131 382	229 843	75 478	12 821		7 557		78 652	54 310	78 770	
MAR	48 000	30 000	150 000			46 059	69 402			35 728	100 000	98 126		24 520	211 500		18 420	610	2 183		184 164	43 700	209 590	
MAW	23 784		235 620		100 000	99 372			29 266	65 000	99 562	102 175		126 548	295 000	94 590			8 264		105 069		75 950	
MLI	40 000		251 500		99 411	124 128	204 879		38 604	31 607	99 907	132 180		197 429	236 788	112 261	10 800		5 307		72 807		111 728	
MOZ	48 000		236 572		100 000	98 169	49 876	13 567	18 580	75 193	100 000	99 172		118 068	201 200	72 464	11 778	1 310	10 110		82 064		105 820	
MRI	35 829		202 500			75 338	64 735		5 180	60 490	100 000	178 365		206 281	237 900	67 917	34 522		4 477		80 657		116 763	
MTN			12 000				29 019		9 449	35 150		30 401		17 122	253 200				7 257		63 981		59 003	
NAM	32 020		183 141		46 418	88 993	57 798		18 555	73 443	100 000	48 301		31 123	195 000		26 253	13 000	5 743		81 892		69 865	
NGR	56 320	34 563	291 382	42 000	75 000	54 289	47 801	24 564	39 413	68 927	99 678	161 629		340 892	192 250	49 169	29 323	913	12 281		214 995	49 799	267 400	29 715
NIG	125 225		317 866			59 895	29 379			29 595	99 308	86 098		14 303	248 241	3 484	11 215		6 860		80 992		72 127	
RSA	65 821	39 845	150 000	42 000	62 897	63 926	58 058	18 233	38 290		25 000	202 295		97 852	180 000	4 012	10 432	2 829	3 957		467 500	15 589	406 421	5 448
RWA	40 000		129 453		124 621	14 272	161 453	6 295	9 534		99 018	71 005		49 500	195 000		41 436		4 130		70 811		93 027	
SEN	69 800		232 000			16 893	30 008	28 000		4 928	99 178	128 134		59 306	184 400		10 688		8 714		119 169		86 684	
SEY	13 167		180 141		75 000	60 911	57 253	22 631	11 351	22 839	72 322			55 231	260 925		22 210		4 799		74 450		55 613	
SLE	40 000		72 000			111 839	23 321	4 956	34 421	112 267	99 103	66 976		14 632	195 000		29 997		9 410		65 387		73 408	
SOM	32 000		204 000						28 110		100 000	74 630		15 000	290 300	30 000			3 960		67 040		61 695	
SSD			64 974		50 000	18 820			17 395					10 000	193 080	7 000			6 495		80 926		106 998	
STP	32 000		178 400			41 405	21 070	14 000			99 571	14 696		134 726	208 834	6 650		19 000	9 152		88 339		64 984	
SUD	47 271		242 832			54 514	18 510			75 950	87 040	17 896		18 674	200 000				8 514	150 000	95 283		66 384	
SWZ	22 831		209 779			39 002	11 711	11 544	25 319	83 120	100 000	37 811		66 330	245 738	8 440	19 891		5 859		66 785		67 414	
TAN	8 000		222 322			45 862	78 845	14 000	39 310	34 815	100 000	24 734		30 340	225 043	23 259	23 945	1 737	4 908		72 936		63 347	
TOG	128 045		198 636			151 861	165 355	14 000	18 367	76 400	93 458	69 986		168 705	225 000	24 696	24 424		7 445		72 626		82 312	
TUN	82 504		150 000	30 000	125 000	88 042	109 194		12 141	158 546	100 000	189 958		243 238	242 234	48 664	25 024		5 541		228 681		110 003	6 048
UGA	48 000	24 635	205 000		75 000	39 736	94 215	6 480	29 335	37 766	100 000	78 229		387 194	231 995	159 140	29 013	2 989	111 375		130 693		127 062	
ZAM	56 821		207 000		99 958	94 938	45 485	7 593	8 547	39 928	90 326	98 045		144 005	205 104	37 731	27 068	3 283	6 269		157 602		141 455	
ZIM	43 200		225 700		42 583	74 079	80 478	7 866	39 813			158 916		89 309	218 426	76 618	19 869		5 677		72 865		78 088	
AMERICA																								
ANT	40 000		240 000		49 738		36 492					16 947		10 000	180 000				7 720		116 588		106 234	
ARG	59 046	140 946	199 020	103 000	124 957	144 892	122 095	26 351	38 914	63 758	73 784	44 893		436 995	180 000	68 869	31 749	939	9 776		545 963	69 164	406 042	30 131
ARU	54 093		252 000			20 659	14 863		17 436		99 918	82 646		58 715	193 525		9 800		3 609	175 932	76 060		91 700	
BAH	48 000		218 484		22 310	26 070	7 500				75 000	67 089			180 000		12 317				105 862		104 610	
BAR	48 000		198 000		47 523	12 356	99 768		8 401	30 118		4 832		136 773	243 039	22 653	43 071		5 933		96 469		88 551	
BER	46 426		229 405		68 145		5 741		14 832		100 000	127 687		40 392	214 916				3 699		71 282		104 161	
BIZ	32 000		186 649		100 000		10 344		3 118		80 817			32 286	200 068				2 603		52 160		81 731	
BOL	42 000	47 808	216 000	21 000	75 000	83 412	52 338	7 300	20 000	141 019	100 000	134 976		73 845	180 132		9 800		6 779		88 572	72 816	75 871	
BRA	49 392	177 000	142 296	104 980	99 687	116 247	315 705	47 733	32 824	63 942	97 403	74 813	60 000	592 655	218 332	72 981	66 157	6 994	8 582		1 055 873	98 217	791 614	55 473
CAN	16 000	70 505	150 000	75 000	125 000	13 707	44 477	32 397	30 000	35 000	100 000	130 000	357 526	126 289	180 000		33 653	2 164	3 238		1 234 673	801 870	874 266	166 336
CAY	44 995		159 479									9 092		17 977	180 000		9 284		2 214		83 003		65 665	
CHI	57 141	153 541	234 000	84 000	42 066	104 032	95 158	33 296	27 107	209 037	45 073	114 441		291 439	182 566	120 091	33 577	2 172	8 245		208 435	65 814	209 987	38 320
COL	52 000	84 000	150 000	63 000	100 000	78 836	115 507	21 035	18 822	86 351	100 000	171 186		185 867	186 460	88 320	28 737		4 269		241 396	52 297	288 686	17 748
CRC	93 748		302 880		100 000	115 442	109 931	41 547		102 593	100 000	56 770		207 473	219 934	18 645	20 775	2 018	3 583		119 871		82 919	
CUB			149 460		28 696		37 969					5 896			180 000		11 108	2 301	2 155		258 633		238 236	
DMA	32 160		240 000						558	37 010		14 496		40 021	200 900		39 074	1 422	5 948		94 493		84 896	
DOM	34 400		213 129		62 613	81 855	57 666			35 000	91 595	57 755		35 201	199 817	28 818	21 529	2 981	4 304		243 339		221 889	
ECU	38 664	21 000	206 826			69 576	89 724		7 597	43 000	99 996	110 629		248 415	239 100	26 440	21 338	4 756	4 826	30 000	243 909	56 801	173 387	
ESA	42 000		222 000		100 000	165 174	119 718		30 000	72 968	100 000	114 580		123 261	195 000	18 752	43 275		1 823		92 049		108 028	
GRN	40 000		240 000		37 500	28 045	58 596		17 157		100 000	37 328		49 981	193 250		12 426		1 019		104 418		114 426	
GUA	54 570		47 042		89 673	30 416	63 205	13 230	21 991	42 961	86 550	51 418		139 747	190 644	35 261	21 907	2 174			150 480	15 589	115 007	
GUY	50 857		209 748			27 818	40 666				50 000	25 000		7 309	200 000				4 650		99 409		97 985	
HAI	60 680	26 000	159 600	42 000	99 169		95 935		22 201	43 000	99 944	7 096		108 417	191 112	14 250	14 343		3 307		92 505	50 493	98 664	
HON	11 088		176 186		99 134	16 306	19 005			117 930	99 277	51 091		10 000	180 000	79 837	19 126		3 652		130 113		83 391	
ISV	53 173	47 000	240 000	21 000	100 000	25 642	5 134		15 550	28 638	100 000			64 538	180 000		16 342		2 449		82 881	39 772	87 351	
IVB	57 323		219 000		22 823			10 000	22 125		100 000	89 053		24 000	180 000				3 312		88 960		70 350	
JAM	30 520	77 270	202 380	9 000		10 301	47 575	53 214			59 596	16 378		695	195 054	11 306			5 458		202 227	58 829	231 861	19 912
LCA	21 000		36 000		48 404	13 420	67 570		5 512		49 992	50 732		18 759	180 000				3 386		86 850		87 101	
MEX	24 000	74 003	150 000	48 000	47 843	99 162	47 392	14 513	27 265	10 016	99 943	84 358	59 000	136 262	219 966	219	16 289		1 503		470 286	57 621	356 393	33 940
NCA	52 800					19 741	9 251			11 378		26 650		14 731	191 689				2 456		78 384		89 472	
PAN	48 000		230 000		90 860	74 661	82 725	28 000	9 675	85 711	100 000	139 015		176 058	236 000	24 150	20 073	24 484	3 799		103 620		95 049	
PAR	47 327		221 132		100 000	77 779	50 593	8 204	19 140	100 728	99 664	38 334		166 852	217 852	88 443	20 438	2 431	5 748		105 179		149 340	
PER	50 400	42 739	240 000	21 000	73 214	97 045	52 672	23 071	38 189	146 035	75 000	229 981	54 000	150 449	180 000	60 581	41 525		4 098		187 062	38 788	149 329	
PUR	27 526		238 773	21 000	75 000	18 814	32 583	21 500	23 625		75 000	100 293		39 143	180 000		9 800	2 428	4 305		173 686	17 466	210 826	4 958
SKN	40 000		180 000		74 995	19 462				38 718	100 000	5 686		5 814	180 000				1 308		49 490		80 286	
SUR	40 000		240 000		83 000	22 683	6 173		28 803		100 000	41 903		49 622	182 902	4 171	46 768		5 488		78 881		93 181	
TTO	40 000	46 916	235 000	36 000	47 810	70 318	116 007		10 000	72 580	100 000	69 815	12 000	160 191	208 971	6 799	31 148		4 481		174 002	61 378	119 173	
URU	54 415		240 000		75 000	62 551	113 606	16 976	37 212	66 100	100 000	119 980	53 000	25 505	187 515	55 333	9 800		5 656		126 079		150 452	
USA								64 230	40 000				92 000	50 143	180 000			55 228	141 369		1 850 491	621 220	1 601 075	257 665
VEN	120 485	26 000	195 018	18 000		41 223	77 429	14 000				46 995		43 309	180 000		11 338	1 789	6 207		254 714		119 645	
VIN	40 000		240 000		75 000	47 034	57 310		19 833	131 680	100 000	91 177		60 788	184 110		10 432		4 401		92 567		82 236	

NOC	Olympic Games Universality					Entourage				Sport Development				Olympic Values	NOC Management and Knowledge Sharing						IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games			
	Olympic Scholarships for Athletes *Tokyo 2020* *	Olympic Scholarships for Athletes *Beijing 2022* **	Olympic Scholarships for Athletes *Paris 2024*	Olympic Scholarships for Athletes *Milano – Cortina 2026*	Team Support Grant	Technical Courses for Coaches	Olympic Scholarships for Coaches	Athlete Career Transition	NOC Athletes' Commission Activity Grant	Development of National Sport System	Continental Athlete Support Grant	Youth Athlete Development	Refugee Athlete Support	Olympic Values	NOC Ad-ministration Development	National Courses for Sports Administra-tors	International Executive Courses in Sports Management	NOC Exchanges	Forums for NOCs and their Athletes	Special Projects	Tokyo 2020*	Beijing 2022	Paris 2024	Gangwon 2024
ASIA																								
AFG	36 634	6 000	332 007				3 838				78 191			12 531	90 000	2 613				730 711	85 310		63 786	
BAN	42 150		189 952			19 872	42 774				6 715	51 906		40 202	180 000	19 236	16 701				84 112		70 371	
BHU	59 615		238 924		61 885	45 632	56 447		33 549	80 051	100 000	77 182		64 748	190 260	8 996	10 432				59 175		85 223	
BRN	17 000		169 920		75 000	80 202	21 672			75 664	100 000	50 000		164 805	218 730	56 416	19 285				146 892		89 907	
BRU																					23 000		66 614	
CAM	48 000		231 000		100 000	146 243	38 336			153 557	100 000	154 300		116 635	283 400	41 750	10 851				53 760		67 518	
CHN		74 999					30 071							47 672	180 000		58 149				1 101 975	484 769	1 090 814	37 217
HKG	52 650	36 000	240 000	21 000	119 315	54 503	20 505		10 000			47 396		81 511	189 626		9 705				159 591	49 525	156 585	3 782
INA			30 000		75 000	93 643	69 713		19 325	45 956		101 308		26 042	200 000						175 992		113 318	
IND	16 080			15 000		15 630	12 325					3 750		58 148	113 869						377 695	9 171	310 793	2 916
IRI	76 218	121 574	205 299	42 000	45 591	99 415	66 190	9 000	9 980	49 203	94 846	56 412		261 929	203 000	98 026	8 815	2 298			240 383	56 477	142 603	12 580
IRQ			189 116			28 794						11 044		6 488	180 000		11 054				71 499		125 733	
JOR	75 787		229 972		100 000	54 899	51 426	11 426	20 000	56 906		15 129	105 000	106 443	218 500		18 985	1 253			105 124		99 251	
JPN		41 995	142 890	18 750	100 000	51 726	48 457		20 000					51 782	220 000		25 673	2 222			1 605 104	338 130	1 134 795	47 900
KAZ	57 600	201 570	150 000	87 000	46 283	82 205	57 132	35 535	9 215		20 494	9 762		24 555	200 366	3 828	9 800				281 500	170 623	246 029	40 099
KGZ	76 987	47 507	208 000	42 000	75 000	112 864	24 328	10 983	29 253	105 502	99 039	174 374		41 679	201 543		11 514				104 754	34 806	102 780	4 416
KOR	27 650	65 241	150 000	75 000	98 907	49 943	12 593				76 104	132 468		127 568	180 000		16 733				641 403	207 609	446 748	
KSA	30 000		242 874	36 000	99 778	102 955	44 495	7 100	30 000	95 027	100 000	39 226		97 568	230 000		57 312				213 581	47 724	111 698	
KUW						11 650	7 500					10 023		5 757	180 000		6 806				63 005		80 240	
LAO	51 720		240 000			49 625			27 628	40 512	100 000	33 260		25 109	184 173	34 530					61 572		73 722	
LBN	45 963	24 000	209 665	27 000		34 910	7 360			44 860	75 602	129 444		23 433	180 000		10 544				92 760	54 612	66 513	18 778
MAS	67 200	8 768	206 510	42 000		38 895	4 995		5 924			43 171		54 123	180 000	85 961	18 693				122 006	48 512	146 814	
MDV	32 000		240 000		72 692	12 995	46 587	59 242	10 748		93 764	29 380		24 935	195 000	3 395	9 284				62 680		55 026	
MGL	66 583	43 645	239 000	30 000	100 000	67 024	29 701		26 070		100 000	64 683		65 945	184 360	51 844					151 277	60 842	124 944	4 635
MYA						62 229	5 565			4 928		34 980		20 391	180 000						51 153		29 777	
NEP	52 487	23 468	192 650	18 000		77 016	21 972			43 621	49 532	31 479		26 041	180 000	4 650	19 077				77 771	15 589	74 222	4 412
OMA	32 000		239 904		70 000	47 489	66 056		7 661	28 800	100 000	5 036		163 386	220 000	26 828					71 317		59 509	
PAK	55 987	26 000	232 500	21 000	100 000	41 882	30 550		18 549			9 827		79 116	240 000		8 553	1 441			75 641	38 826	76 459	
PHI	47 809	12 000	216 580		100 000	15 740	29 935	22 037	19 159	4 928		69 548		12 404	194 000		30 079				118 031	35 416	114 742	3 815
PLE	41 280		191 014		75 000	13 770	28 968		20 000	44 450	99 350	22 023		38 477	220 000		8 584				82 038		85 086	
PRK					50 000	51 237			10 000		50 000			27 305	90 000						18 137		105 712	
QAT			75 000		50 000	23 209	3 702	6 000		35 000		5 091		16 957	135 000	74 494					117 957		93 505	8 350
SGP	13 119		139 329	30 000		36 000		12 418	2 852			93 108		47 287	180 000						126 690	14 769	134 050	2 665
SRI	45 002		217 470		89 886	37 122	29 965	18 414	13 596	62 769	99 640	34 858		139 451	238 741	63 464	17 060				93 406		79 856	
SYR	35 534		49 353									21 379			135 000		9 519			708 725	78 250		43 928	
THA	48 160	43 287	239 904	84 000	75 000	46 179	34 530			51 956		104 938		101 178	180 000	33 488					154 621	47 213	197 568	19 380
TJK	63 453	42 211	226 900		74 984	117 842			40 000	70 000	100 000	120 259		109 052	223 500	69 335					106 908	15 589	112 660	
TKM	27 720		163 200		74 883	49 878	3 780		19 000	60 000	100 000	69 787		14 704	226 500						121 815		79 684	
TLS	29 000	26 000	240 000			78 051			10 000	30 000				5 000	188 500		21 579				79 747	28 496	84 610	
TPE	32 160	63 000	100 000	84 000		14 154	14 084		2 686			20 829		135 152	194 579						209 821	39 791	186 169	
UAE	24 000		231 316			52 493	27 209			58 483	75 000	8 268		15 064	135 000		7 881				78 952		97 752	7 056
UZB	40 263	43 255	38 077	42 000		28 260	3 441			106 893	50 000	30 184		21 752	180 000		10 432	30 000			243 964	35 465	283 215	2 960
VIE	24 000		112 500			115 339	11 344		6 361	35 000	100 000	17 153		13 572	127 960	34 406					105 337		120 057	
YEM	48 000		234 000			39 548			28 991		100 000	43 915		26 047	240 000						78 749		66 429	
EUROPE																								
ALB	40 000	49 162	238 600	42 000	100 000	54 443	20 088			23 704		78 294		52 391	197 302		8 149		290		85 758	38 802	70 442	6 667
AND	32 962	118 323	240 000	105 000	100 000		21 116		13 227	41 850	100 000			97 050	220 000			427	2 088		86 359	88 186	58 969	2 571
ARM	48 400	60 882	240 000	105 000	100 000	83 041	4 160					13 100		121 601	180 000						103 939	65 466	90 297	8 562
AUT	53 732	74 999	150 000	54 545	100 000	22 000	12 955	1 828		35 000	100 000	50 000	111 646	175 061	210 500		8 113	1 656	738		302 782	522 751	249 243	82 192
AZE	41 600	6 922	234 253	6 000	100 000	169 208	14 716		35 537	111 256	100 000	75 000		270 442	230 000	46 541		51 031	1 637		201 635	67 688	167 269	
BEL	95 017	254 295	150 000	104 958	125 000	80 000	9 634	8 266	39 204	110 000	100 000	129 174	54 118	308 572	245 000	3 500	8 454	3 601			591 905	164 293	475 197	4 944
BIH	74 767	95 339	237 500	104 944	100 000	77 332	33 590		14 435	105 560	100 000	81 073		167 764	210 600	12 446		2 526	1 043		85 006	82 681	57 439	11 476
BLR	3 536	30 325									81 140	110 379		12 201							349 241	114 762	88 141	
BUL	31 228	214 389	225 000	105 000		68 634	14 558				100 000	105 644		104 147	208 720						172 654	96 404	163 469	19 606
CRO	47 014	215 000	240 000	105 000	99 899	40 499	18 780	17 569	19 943			58 740	12 773	55 678	240 000		19 361	6 982	951		282 336	105 592	227 171	13 360
CYP	48 979	21 000	228 980	42 000	75 000	79 416	26 125		5 347		100 000	80 820		52 898	180 000		10 750	2 070	767		102 300	53 406	86 988	7 840
CZE	58 858	74 999	150 000	75 000	118 815	15 395	25 642		25 238	35 341	100 000	83 232		86 510	197 048		8 255	3 862	1 057	70 420	355 077	360 760	324 221	70 399
DEN	43 398	189 960	150 000	84 000	123 605	61 501			29 069	39 631	100 000	77 344	19 500	305 416	188 875			5 000	1 571		316 594	344 885	351 689	24 288
ESP	4 224	263 055		210 000	50 000	48 099		24 199	19 082	34 400	113 284	62 656	30 500	252 293	180 000		17 790	436		150 000	906 958	94 023	1 016 351	37 380
EST	79 295	241 521	229 500	105 000	100 000	80 536	103 607		40 000	33 937	100 000	118 600		385 364	180 000	69 496	8 014		1 853		158 999	147 154	106 621	47 952
FIN	54 465	74 999	240 000	104 874	100 000	59 219	28 179		26 324	155 000	100 000	128 087		285 499	230 000	41 867	6 806	5 000	845		349 973	491 700	201 922	55 278
FRA	19 200	105 000	150 000	75 000	100 000	54 974	727	70 000	40 000	35 000	75 000	74 065	254 006	351 667	220 000		16 683	241 230	863	40 000	1 128 507	263 452	1 486 118	97 557
GBR	27 452	248 790	144 913	105 000	100 000	86 246	30 355	9 872	37 800	60 000	50 000	85 639	223 075	301 744	180 000			910	766		1 240 115	387 621	880 397	76 792
GEO	57 760	84 000	231 695	90 000		164 010	19 057		30 000		100 000	82 177		223 026	195 000	73 018			1 961		176 441	81 983	119 775	10 637
GER	24 000	150 000	150 000	18 750	100 000	15 868	10 100	28 000	19 752		101 000	117 731	728 911	280 594	225 000		10 530	4 919	1 528		1 265 369	609 837	1 134 067	118 642
GRE	126 102	98 222	150 000	105 000	125 000	120 952	63 398	14 000	49 839	140 125	100 000	157 448		387 330	220 000			3 328	123		365 674	89 568	308 378	23 804
HUN	68 875	195 000	147 978	105 000	27 717	120 977	92 062	11 901	33 158	60 968		31 329		235 816	210 227				648		517 356	93 445	493 628	48 654
IRL	51 877	118 412	150 000	104 944	100 000		10 743	10 064	18 215			34 639		469 400	180 000		10 851		1 886		543 498	133 959	399 264	8 424
ISL	70 113	117 288	240 000	105 000	120 000	49 455	12 570		4 711	95 192	100 000	39 525		64 638	180 000	3 500	8 284	1 003	864		91 245	86 030	64 741	16 896
ISR	68 951	149 792	150 000	105 000	99 926	113 440	49 005	14 112	40 097	174 274	100 000	135 882	139 296	338 604	239 831	19 812	29 764	972			462 103	106 225	291 879	4 800
ITA	31 836	150 000	150 000	69 231	125 000	63 228	35 646	42 000	12 041		100 000	18 421	107 500	214 735	180 000			918	1 060		1 083 619	358 247	1 005 147	121 054
KOS	49 800	42 000	235 200	42 000	100 000	80 315	29 639	10 357			27 240	31 316		114 024	180 000	57 990	9 432		783	15 000	81 300	48 878	47 461	4 530
LAT	58 802	169 579	200 579	105 553	99 082	54 319	33 682	48 415	30 000	84 385	100 000	86 250		76 491	220 000	5 889	30 432	1 566	1 398	75 000	153 655	406 626	121 087	51 480
LIE	47 460	70 412	228 000	42 000	100 000			6 000	23 497	60 000	100 000	100 000		244 081	237 418			25 321	961		95 903	70 636	43 107	6 000
LTU	47 563	195 897	237 422	105 000	117 709	172 535	23 961	31 091	26 658	127 447	100 000	99 567		382 982	219 650	62 500		888	962	55 000	214 682	104 051	173 180	14 301
LUX		31 937	220 000	42 000						30 350			12 000	198 427	211 494			2 317	1 494		99 054	56 425	74 046	
MDA	52 278	42 000	240 000	105 000	86 567	74 780	20 893	3 387	15 208	272 035	98 183	143 856		202 291	280 212	572		1 639	1 350		117 843	65 536	109 640	8 744
MKD	64 200	70 057	226 000	63 000	75 000	60 499	14 897		31 932	178 216	100 000	145 134		186 123	229 905	104 268		1 550		100 000	100 203	55 846	61 054	6 125
MLT	46 787	26 000	220 000	21 000	25 000	5 000	8 621		30 399	67 018	100 000	97 542		66 875	180 000		18 607		435		84 444	33 762	66 449	
MNE	48 240	66 426	236 400	54 000	48 670	1 076				39 320	50 000	2 615		214 207	207 908	12 993	9 278	2 148	850		152 310	62 134	105 766	4 824
MON	16 000	63 000	144 000	42 000				10 000	1 299		100 000			139 640	180 000			456	1 892		90 591	62 822	60 859	4 364
NED	45 649	110 620	150 000	95 260	125 000	14 480	11 200	28 000	34 509	33 250		85 392	197 042	142 382	221 879		9 644	7 748	701	20 000	941 208	263 554	727 383	34 240
NOR	35 900	74 999	150 000	75 000	100 000	42 731	11 444		9 681	73 442	100 000	107 955		308 146	229 978		9 432	5 000	429		364 581	250 203	325 931	66 500
POL	41 281	193 983	133 838	75 000	100 000	57 786	74 210		39 781	51 180	75 000	80 000	6 000	445 147	230 000	10 820	21 105	1 650	2 019		678 261	393 222	596 608	54 514
POR		36 136	124 734	40 500	48 661	11 129	10 156	27 536	18 773	61 463		5 324	102 224	461 116	227 032		18 564	5 105	1 195	77 000	459 660	52 792	244 588	9 658
ROU	42 000	200 584	138 226	105 000	100 000	6 845	22 346			36 266		120 667		149 534	214 767	10 695	22 613	1 512	734		357 830	146 820	284 676	42 532
RUS						19 896			5 916					28 825	45 000						887 733	623 975	17 759	
SLO	80 571	74 999	240 000	105 000	125 000	51 354	28 833		30 000		100 000	110 556		389 011	203 000	12 000	19 497	24 577	372	45 000	206 425	256 129	281 833	40 721
SMR	31 910	40 702	209 903	6 000							50 000	55 000			180 000			194	1 044		88 966	48 793	61 736	2 490
SRB	48 000	77 632	240 000	30 000	124 884	68 560	21 223	10 142	19 904	90 121	100 000	24 869		233 137	180 000			3 465	977		307 770	40 428	340 399	11 970
SUI	38 000	84 000	150 000	75 000	100 000		35 130	17 706	8 577	46 800	100 000	55 000	301 074	40 159	185 000	26 500					423 044	681 420	374 443	102 000
SVK	62 912	217 004	218 321	101 196		53 013	108 246	20 372	29 144	150 020	100 000	102 007		255 006	195 652		11 247		388	35 000	321 973	196 878	107 504	65 380
SWE			150 000	18 750	85 000				12 894				47 000	64 647	180 000			5 000	1 403	50 000	412 272	540 062	361 436	67 221
TUR	56 000	179 581	150 000	105 000	125 906	170 753		1 610	24 181	28 661	99 800	128 238	65 000	475 047	180 000		12 771	954	974		450 130	99 235	297 650	36 855
UKR	80 400	210 000		15 000		14 480	7 060		19 714		96 261	173 249		122 195	180 000				2 666	2 119 004	431 386	167 662	389 793	68 881
OCEANIA																								
ASA	32 000	26 000	210 000		100 000	17 090				35 000	50 000	97 540		94 063	195 000				6 551		126 325	39 550	98 239	
AUS	40 000	244 000	150 000	105 000	125 000	19 065	22 929	26 351	39 079	78 586	100 000	104 446	72 000	397 236	220 000		46 429	5 469	5 833	60 000	1 492 338	369 577	1 251 501	71 332
COK	40 000		87 444		40 118				30 000	18 686	100 000	57 410		16 742	194 254				6 486		92 672		87 658	
FIJ	40 744		195 910		124 646	23 109	17 492		22 145	80 247	100 000	93 374		141 826	242 338		34 652	247	5 132		231 693		208 520	
FSM	55 585		210 000		99 928	36 610			23 624	126 024	100 000	100 129		199 705	268 063				7 534		76 500		98 137	
GUM	24 000		78 000			5 887			5 949		66 125	24 802		25 306	185 400				5 872		64 471		92 629	
KIR	41 083		39 000			11 647	12 361		36 026		100 000	129 833		23 546	213 916		8 125	1 120	1 044		88 197		111 319	
MHL	12 000		165 000		100 000				15 998		100 000	19 021		1 899	194 900				6 177		68 507		103 326	
NRU	16 000		45 000		48 712				20 365		40 000	83 769		9 950	188 881			981	782		180 489		77 632	
NZL	28 230	177 052	113 390	105 000	100 000	113 908	15 793	14 677	26 644	91 681	98 822	139 485	63 710	466 164	230 000		16 729	46 288	3 752		814 711	295 042	588 355	54 398
PLW	18 400		134 946		99 936	6 890			34 616		100 000	133 900		79 183	229 000				7 149		68 744		85 518	
PNG	40 000		231 489		26 179	9 297	31 125	7 095	14 137	7 493	99 510	58 647		97 487	223 500	8 700	10 432	3 939	3 339		124 135		116 184	
SAM	40 000		240 000		40 161					49 856	100 000	103 833		46 423	214 802		24 304	834	7 342		82 868		162 923	
SOL	35 237		209 916		49 691	49 585			14 284	38 779	95 361	114 318		46 341	225 794			1 210	1 871		237 548		97 027	
TGA	37 000		145 200		73 067				10 000		97 192	83 790		30 405	258 467			275	3 996		120 400		95 887	
TUV			152 104		65 073	48 120	5 670			30 000	100 000	37 050		62 069	206 945			5 206	7 285		201 140		89 248	
VAN	9 653		86 658	9 000	99 843	16 608			9 832	30 000	89 602	50 352		51 816	227 406				4 477		32 167		93 515	

* Covers year 2021 only. Other years covered through the 2017–2020 Plan.

** Covers years 2021 and 2022. Other years covered through the 2017–2020 Plan.

OLYMPIC SOLIDARITY 2021–2024 PLAN:

FUNDS DISTRIBUTED BY NOC AND BY CONTINENTAL PROGRAMME (IN USD)

The figures reported as distributed are based on the most recent data available as of the report's publication date (May 2025). These figures may be subject to minor adjustments as related activities are finalised and fully processed.

AFRICA - ANOCA							
NOC	NOC Activities	Olympafrica	Athlete Support Programme	ANOCA Youth Beach Games	Continental Games	NOC Headquarters Projects	Special Projects
ALG	499 976		6 000	10 000	10 000		
ANG	441 548			10 000	10 000	100 000	
BDI	500 000	61 695		10 000	10 000		
BEN	499 999	102 500		10 000	10 000	100 000	
BOT	500 000			10 000	9 785	100 000	
BUR	500 000	84 878		10 000	10 000		
CAF	500 000			10 000	10 000		
CGO	500 000	6 150		10 000	10 000	100 000	
CHA	500 000	31 460		10 000	10 000	99 593	
CIV	500 000	45 603	69 000	10 000	10 000		
CMR	500 000			10 000	10 000	50 000	
COD	479 040			10 000	10 000		
COM	500 000			10 000	10 000		
CPV	500 000	35 462		10 000	7 428	100 000	
DJI	500 000			10 000	10 000		
EGY			223 000	10 000	10 000		
ERI	499 182				10 000		
ETH				10 000	10 000		
GAB	500 000			10 000	10 000	100 000	
GAM	500 000	37 130		10 000	10 000		
GBS	500 000	4 000		10 000	10 000	100 000	
GEQ	499 822			10 000	10 000	100 000	
GHA	499 951	100 000		10 000	50 000		
GUI	374 955	140 624		10 000	10 000		
KEN	500 000	100 000	157 000	10 000	10 000		
LBA	500 000			10 000	10 000		
LBR	210 000	3 000		10 000	7 500		
LES	500 000	19 970		10 000	10 000		
MAD	500 000			10 000	10 000		
MAR	500 000		24 000	10 000			
MAW	500 000	3 400		10 000	10 000	100 000	
MLI	500 000	37 221		10 000	10 000		
MOZ	500 000	156 106		10 000	10 000	50 000	
MRI	500 000			10 000	10 000		
MTN	500 000			10 000	10 000		
NAM	284 415		18 000	10 000	9 534		
NGR	500 000	40 239	114 000	10 000	10 000	100 000	
NIG	498 700	199 475		10 000	10 000		
RSA	500 000		150 000	10 000	10 000		
RWA	500 000	18 520		10 000	10 000		
SEN	499 977	40 911		10 000	10 000		
SEY	496 926			10 000	8 673		
SLE	500 000	16 900		10 000	10 000	100 000	
SOM	500 000			7 155	5 111	100 000	40 000
SSD	250 000			10 000	10 000		
STP	498 578	7 700		10 000	10 000		
SUD	375 000			2 932	10 000		15 000
SWZ	499 329	26 992		10 000	10 000	75 000	
TAN	489 190	27 336		10 000	10 000	100 000	
TOG	500 000	72 347		10 000	10 000	100 000	
TUN	500 000		108 000	9 943	10 000		
UGA	500 000	7 900	96 000	10 000	10 000		
ZAM	500 000	26 600	31 000	10 000	10 000	100 000	
ZIM	500 000	1 000		10 000	10 000		

AMERICA - Panam Sports		
NOC	NOC Activities	Athletes Preparation
ANT	500 000	234 146
ARG	500 000	234 146
ARU	500 000	234 146
BAH	500 000	234 146
BAR	500 000	234 146
BER	500 000	234 146
BIZ	500 000	234 146
BOL	500 000	234 146
BRA	500 000	234 146
CAN	500 000	234 146
CAY	500 000	120 000
CHI	500 000	234 146
COL	500 000	234 146
CRC	500 000	234 146
CUB	500 000	348 292
DMA	500 000	234 146
DOM	500 000	234 146
ECU	500 000	234 146
ESA	500 000	234 146
GRN	500 000	234 146
GUA	500 000	292 683
GUY	500 000	234 146
HAI	500 000	234 146
HON	500 000	234 146
ISV	500 000	234 146
IVB	500 000	234 146
JAM	500 000	234 146
LCA	500 000	234 146
MEX	500 000	234 146
NCA	500 000	234 146
PAN	500 000	234 146
PAR	500 000	234 146
PER	500 000	234 146
PUR	500 000	234 146
SKN	500 000	234 146
SUR	500 000	234 146
TTO	500 000	234 146
URU	500 000	234 146
USA	500 000	234 146
VEN	500 000	175 610
VIN	500 000	234 146

ASIA - OCA							
NOC	NOC Activities	Continental & Regional Games	Olympasia	Asian Games Promotion	Special Projects	Athlete's Committee Activities	Social Development through Olympism
AFG	500 000	27 250			50 000		
BAN	500 000	27 250		10 000		3 000	
BHU	375 000	27 250	268 447	13 000		10 513	10 000
BRN	500 000	27 250		10 000			25 973
BRU	375 000	27 250		10 000			
CAM	500 000	27 250	150 000	12 381			27 003
CHN	500 000	27 250					
HKG	500 000	27 250		48 472		3 000	
INA	500 000	27 250					28 070
IND	498 172	27 250					
IRI	500 000	27 250	30 000	13 000	58 000		10 077
IRQ	500 000	27 250				2 723	
JOR	500 000	27 250			32 028		10 000
JPN	500 000	27 250		13 087		6 000	
KAZ	500 000	27 250		10 000		3 676	7 454
KGZ	500 000	27 250	100 000	13 000			29 460
KOR	500 000	27 250	191 338				
KSA	500 000	27 250	50 000	10 000		3 000	10 000
KUW	500 000	27 250	93 557	12 267		7 321	
LAO	498 839	27 250					
LBN	375 000	27 250		13 000	13 383		
MAS	500 000	27 250				1 611	
MDV	500 000	27 250		9 445	867	3 077	
MGL	500 000	27 250		16 000		3 000	23 088
MYA	375 000	27 250				6 000	
NEP	500 000	27 250		12 805	7 500		
OMA	500 000	27 250			100 000		
PAK	500 000	27 250		9 368		3 000	
PHI	500 000	27 250		10 000			
PLE	500 000	27 250	284 988	18 250	44 500	3 000	20 000
PRK	240 513			3 000		3 000	
QAT	500 000	27 250		10 000			
SGP	500 000	27 250		10 000			
SRI	500 000	27 250		15 000		6 894	10 000
SYR	375 000	27 250					
THA	500 000	27 250					10 000
TJK	500 000	27 250	150 000		50 000	3 038	30 000
TKM	500 000	27 250	100 000				
TLS	500 000	27 250					
TPE	500 000	27 250					
UAE	500 000	27 250					10 000
UZB	500 000	27 250		13 830			
VIE	500 000	57 250					
YEM	500 000	43 030					

EUROPE - EOC				
NOC	NOC Activities	Special Activities*	Continental & Regional Games	
ALB	500 000	136 500	4 135	
AND	500 000	108 000	28 791	
ARM	500 000	103 000	9 576	
AUT	500 000	135 545	44 328	
AZE	500 000	99 500	11 544	
BEL	500 000	126 545	21 309	
BIH	500 000	139 545	5 775	
BLR	500 000	5 000	4 940	1)
BUL	500 000	95 000	19 476	
CRO	500 000	232 545	27 544	
CYP	500 000	32 045	36 920	
CZE	500 000	95 084	64 440	
DEN	500 000	37 603	15 064	
ESP	500 000	95 000	34 048	
EST	500 000	75 545	23 761	
FIN	500 000	145 722	354 752	2)
FRA	500 000	90 182	52 417	
GBR	500 000	75 000	19 080	
GEO	500 000	128 545	12 894	
GER	500 000	170 936	73 292	
GRE	500 000	153 545	23 433	
HUN	500 000	60 545	44 926	
IRL	500 000	94 545	14 099	
ISL	500 000	88 545	45 851	
ISR	500 000	23 545	17 024	
ITA	500 000	141 545	388 129	2)
KOS	500 000	20 000	6 664	
LAT	500 000	66 645	32 639	
LIE	500 000	92 045	27 817	
LTU	500 000	57 000	25 281	
LUX	500 000	2 045	33 079	
MDA	500 000	301 545	7 707	
MKD	500 000	192 045	3 186	
MLT	500 000	73 500	367 087	3)
MNE	500 000	140 545	32 467	
MON	500 000	47 835	26 951	
NED	500 000	87 000	20 373	
NOR	500 000	60 545	31 514	
POL	500 000	240 545	57 385	
POR	500 000	102 045	23 059	
ROU	500 000	183 845	40 716	
RUS	375 000	55 000	4 940	1)
SLO	500 000	367 615	436 757	2)
SMR	500 000	66 500	27 597	
SRB	500 000	116 500	19 384	
SUI	500 000	28 000	50 369	
SVK	500 000	102 045	408 788	2)
SWE	500 000	70 545	33 277	
TUR	500 000	480 230	42 204	
UKR	500 000	150 794	28 596	

OCEANIA - ONOC		
NOC	NOC Activities	Regional Development Fund
ASA	500 000	271 025
AUS	500 000	80 000
COK	319 119	238 079
FIJ	499 999	208 875
FSM	484 945	319 008
GUM	500 000	306 189
KIR	356 488	185 618
MHL	500 000	290 233
NRU	477 529	202 266
NZL	461 326	80 000
PLW	496 580	290 456
PNG	491 601	238 070
SAM	500 000	218 309
SOL	499 618	154 948
TGA	465 166	176 552
TUV	500 000	245 273
VAN	491 929	204 908

1) Not fully paid due to international sanctions
2) Includes hosting subsidies for EYOF
3) Includes hosting subsidies for GSSE
* Special Activities includes USD 298,411 of unallocated funds from 2017-2020

Olympic Solidarity
International Olympic Committee
Maison Olympique
1007 Lausanne, Switzerland
T +41 21 621 61 11
solidarity@olympic.org
www.olympics.com/ioc/olympic-solidarity

Statistics
Unless otherwise stated, all statistics are from the Olympic Solidarity Monitoring, Evaluation and Learning (MEL), the IOC Annual Reports 2021-2022-2023-2024 or the NOC Annual Reviews 2021-2022-2023-2024. Figures are based on data as reported by NOCs themselves.

Images
IOC / Getty Images unless otherwise specified.

Note for the reader
All data pertaining to individuals were accurate as of 31 May 2025. Opinions expressed in the stories are those of the interviewees and do not necessarily reflect the position of the IOC or Olympic Solidarity.

International Olympic Committee

Maison Olympique
1007 Lausanne, Switzerland
www.olympics.com/ioc/olympic-solidarity