

2017-2020 PLAN

Final Report



OLYMPIC
SOLIDARITY



The NOC of Mongolia benefited from the YOG Athlete Support programme for Lausanne 2020

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The Closing Ceremony of the Olympic Winter Games PyeongChang 2018

THE EVER-GROWING IMPORTANCE OF OLYMPIC SOLIDARITY

Thomas Bach, President of the International Olympic Committee



Over the course of the Olympiad 2017-2020, we have significantly strengthened our commitment to solidarity, pursuing our mission to develop sport globally and upholding our promise to ensure universal Olympic participation.

In those four years, through its world and continental programmes, Olympic Solidarity made it possible for all athletes and officials to participate at the Olympic Winter Games PyeongChang 2018. The new generation of athletes also competed at the Youth Olympic Games (YOG) Buenos Aires 2018 and the Winter YOG Lausanne 2020. Many Olympic scholarship holders made it onto the podium or received diplomas, as detailed in this report.

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

The worldwide crisis and its far-reaching consequences had profound implications for everyone in the Olympic community. The most visible impact was the historic decision to postpone the Olympic and Paralympic Games Tokyo 2020 to 2021. In this

respect, the crisis made the relevance of our Olympic Solidarity programme clearer than ever. This is why since the outbreak of the pandemic, Olympic Solidarity has actively supported the athletes, the National Olympic Committees (NOCs) and the International Federations (IFs), through an emergency COVID-19 aid package programme, to address the immediate needs of the Olympic community.

Recognising the ever-growing relevance of solidarity, we increased the Olympic Solidarity budget to over USD 509,000,000, an increase of 16 per cent compared to the previous Olympiad. In this report you will find the many successful activities implemented by the NOCs with more efficient and transparent management, clearly illustrating the significant work and ever-growing importance of Olympic Solidarity during the last four years.

In this respect, my thanks and gratitude go to the Olympic Solidarity Commission under the leadership of its Chair, Robin Mitchell, as well as to the Association of National Olympic Committees (ANOC) and to the Continental Associations. Their excellent work and dedication demonstrate in the best possible way that solidarity runs strong in our Olympic community.

RISING TO THE CHALLENGE

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

The Olympic Solidarity plan 2017-2020 was based on a clear set of objectives, which included:

- to focus on the NOCs with the greatest need and thus continue to ensure the universality of the Olympic Movement;
- to provide a more individualised service to NOCs, recognising the diversity of the Olympic Movement and that each NOC has unique characteristics and challenges;
- to increase assistance to athletes and support NOCs in their efforts to protect clean athletes;
- to actively promote the Olympic Agenda 2020 concepts through advocacy and education across all Olympic Solidarity programmes and initiatives, in particular strengthened support to athletes and protecting clean athletes; good governance; gender equality; sustainability; inclusion (prevention of discrimination and violence in sport); and engagement with youth and community;
- to encourage solidarity by actively supporting NOCs wishing to assist other NOCs in their sport development efforts; and
- to ensure that all Olympic Solidarity funds are spent in a responsible, transparent and accountable way.

During the four years of the plan, I am proud to note that these objectives were successfully implemented, and all the World and Continental Programmes were fully operational. In addition, thanks to the support provided by Olympic Solidarity, NOCs were able to send their athletes to the Olympic Winter Games

Pyeongchang 2018 as well as the YOG Buenos Aires 2018 and Winter YOG Lausanne 2020, many achieving exceptional results.

Despite the difficult circumstances for all NOCs in 2020, which are largely covered in the Olympic Solidarity Annual Report 2020, we can be very satisfied with the global results of this plan, an overview of which is provided in detail in the following pages of this report.

On behalf of the Olympic Solidarity Commission, I would like to take this opportunity to thank the NOCs, the Continental Associations, ANOC, the IFs and the many partners who work with us on a day-to-day basis towards the successful implementation of our programmes, for their unwavering support and collaboration. Thanks also to those who work with the Olympic Solidarity offices, in Lausanne and on all five continents and who dedicate themselves to serving the NOCs in the best way possible.



The Opening Ceremony of the YOG Buenos Aires 2018



01

GENERAL INTRODUCTION

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Olympic Winter Games PyeongChang 2018

Olympic Solidarity in 2017-2020

During the past four years, Olympic Solidarity played a key role in the development of sport across the globe by providing NOCs with carefully targeted technical, financial and administrative assistance, helping them to fulfil the mission defined in the Olympic Charter. NOCs and particularly those with the greatest need were offered – and made use of – greater opportunities to fulfil their responsibilities to the Olympic Movement, while adhering to the IOC strategy to keep athletes at heart of the Olympic Movement. Increased assistance to athletes was provided principally through the following:

- longer scholarship periods (winter and summer editions);

- new opportunities to support athlete transition between their sporting and professional careers;
- support to refugee athletes;
- a new programme: NOC Athletes' Commissions Activity Grant; and
- the introduction of Continental Association Athletes' Commission Forums.

The 2017-2020 plan was profoundly affected by the global pandemic. In response to COVID-19, NOCs and their athletes were supported by exceptional measures put in place following the postponement of the Olympic Games Tokyo 2020, allowing them to continue their preparations. Elsewhere, in keeping with Olympic Agenda 2020, all Olympic Solidarity

programmes and activities during the plan had a strong focus on sustainability, the protection of clean athletes, gender equality, inclusion and good governance. Through the Olympic Solidarity Special Projects fund, Olympic Solidarity also contributed towards the IOC Olympism in Action Forum in Buenos Aires (Argentina) in 2018 by covering the participation costs of the NOCs jointly with the IOC and ANOC.

The World Programmes supported NOC sports development activities at various levels, including:

- **over 2,700** scholarships for athletes, including 52 scholarships for refugee athletes;
- **83** athletes supported with individual education initiatives by the Athlete Career Transition programme;
- **865** technical courses for coaches;
- **734** courses for sports officials and advanced sports management courses and 178 MEMOS (Executive Masters in Sports Organisation Management) scholarships;
- **774** NOC activities to promote the Olympic values;
- **71** regional forums, Continental Association Athletes' Commission Forums, workshops and Olympic Marketing Seminars; and
- **nearly 12,000** activity requests were approved in total for the World Programmes and IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games.

The Continental Programmes continued to provide NOCs with assistance adapted to their specific needs. NOCs were able to organise numerous activities and projects in a wide range of areas linked, among other topics, to the development of their athletes. These included: improvement of management skills; participation at regional, continental or Olympic Games; the promotion of sports; and support for National Federations (NFs) and other stakeholders.

Collaboration between the international office in Lausanne (Switzerland), the continental offices and ANOC was strengthened to increase knowledge

sharing and harmonise procedures with the ultimate goal to continuously improve the support given to the NOCs. A number of regional forums took place on each continent during the four-year period to introduce the new plan and prepare NOC delegations for the Olympic Games. These provided an opportunity for the NOCs on each continent to discuss topics of particular importance with Olympic Solidarity.

Other opportunities for Olympic Solidarity staff to meet with NOCs included Olympic Games, continental and regional games, General Assemblies of the continental associations and ANOC, visits by NOCs, Continental Association Athletes Commission Forums, regional forums, marketing seminars and various training sessions for coaches, certain functional areas within the NOCs and sports leaders. These occasions helped to strengthen relations and allowed Olympic Solidarity to provide assistance and collect valuable input, with the ultimate objective to better help the NOCs.

A new NOCnet platform was developed during the plan to give NOCs access to information concerning Olympic Solidarity (e.g. the latest news, publications and visual identity) and monitor the progress of their activities on a daily basis. An online platform, now called RELAY, was also rolled out during this plan, allowing NOCs to directly access the Olympic Solidarity programmes (guidelines, applications and report forms), reports on the status of their activities and use of funds. An evaluation of the 2017-2020 plan was implemented at the end of the period, resulting in practical, constructive proposals for the orientation, strategy and structure of the new plan. NOCs made a valuable contribution to this assessment, which was also adapted for a post-COVID existence.

The History of Olympic Solidarity



Mission and 2017-2020 Objectives

Olympic Solidarity's mission is to provide assistance to NOCs for athlete development programmes, in particular those with the greatest need. With Olympic Solidarity's help, NOCs can adhere to the IOC strategy, fulfil their responsibilities to the Olympic Movement and ensure the universality of the Olympic Games.

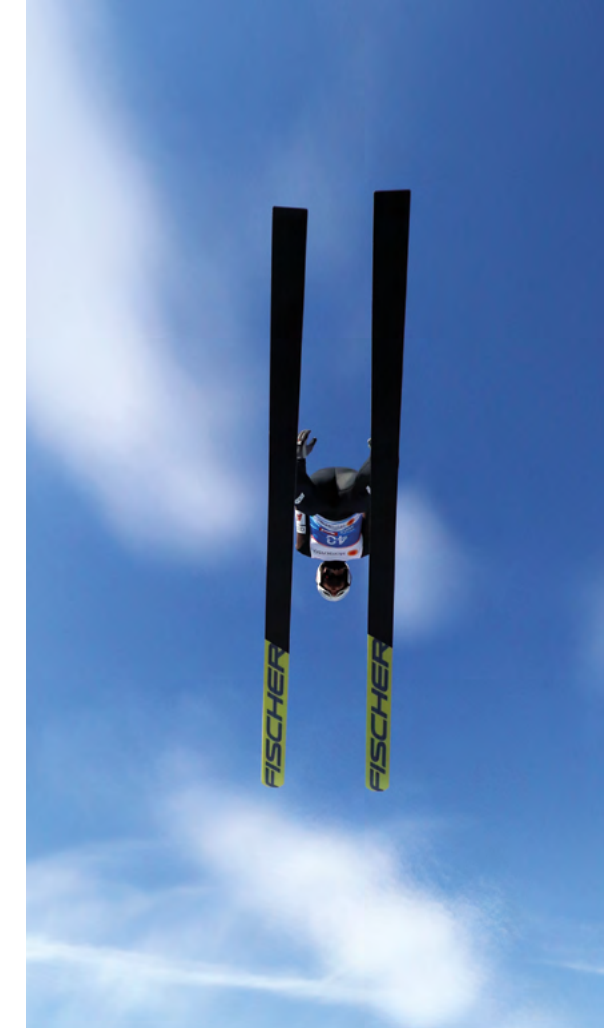
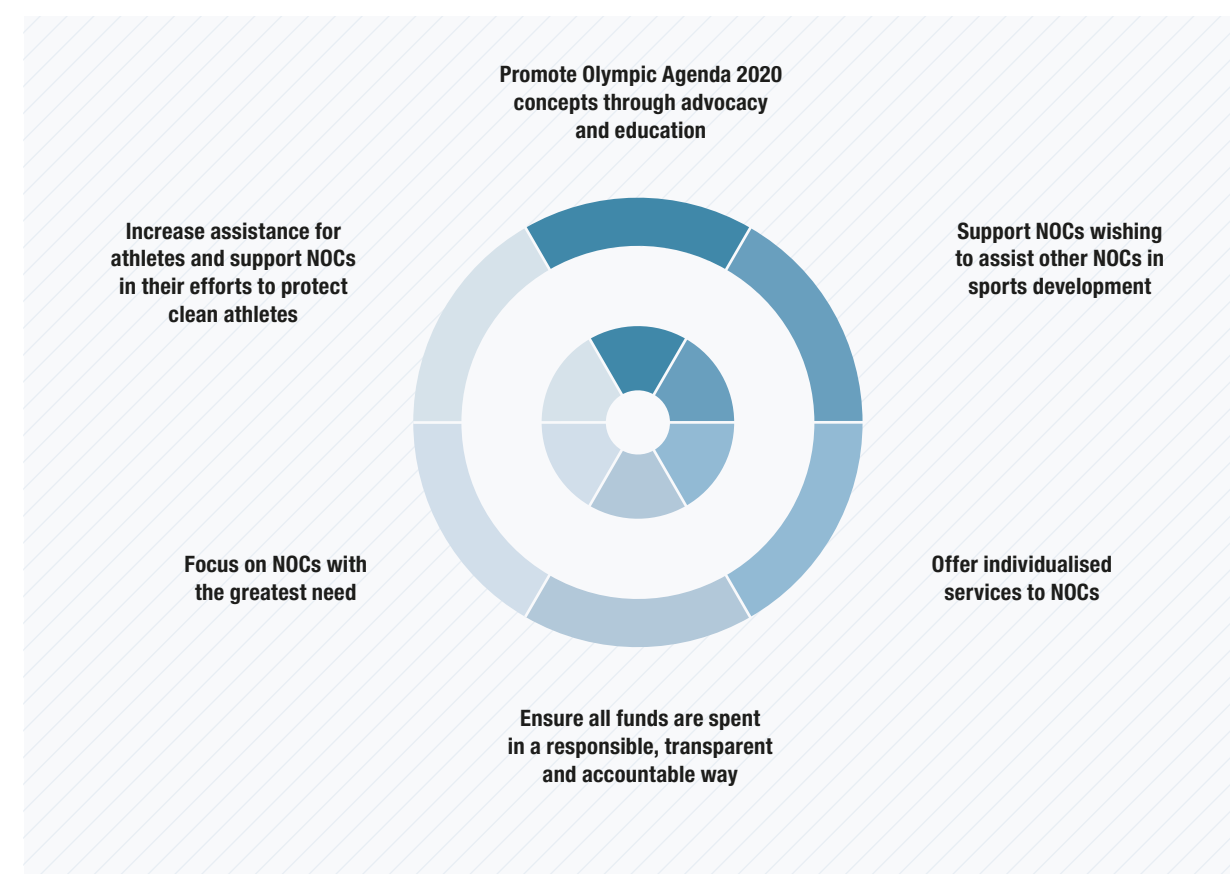
This assistance is provided in the form of multi-faceted programmes that prioritise athletes, but also support the training of coaches and sports administrators, as well as promotion of the Olympic values. These programmes are designed jointly by the IOC and the NOCs, with the technical assistance of the IFs, if necessary. The mission of Olympic Solidarity is enshrined in Rule 5 (and its byelaw) of the Olympic Charter.

Olympic Solidarity also provides NOCs with tailored advice and structured supervision and supports them by increasing the effectiveness and transparency of their management and activities, which are funded according to universal principles of good governance. Recognising the diversity of the Olympic Movement,

Bulgarian Olympic scholarship holder Vladimir Zografski

Olympic Solidarity gives the NOCs flexibility over the use of funds, in order to better meet their needs.

The Olympic Solidarity main objectives for the 2017-2020 plan were to:



Organisational Structure

The Olympic Solidarity Commission was created to accomplish the tasks entrusted to it under the Olympic Charter. It is made up of individual members appointed by the IOC President. The Commission is responsible for defining the main course of action and managing the activities of Olympic Solidarity, for example by approving programmes and their related budgets, and monitoring their implementation.

It enjoys financial, technical and administrative independence, and reports to the IOC Executive Board and the IOC President, who ratify its main decisions, including approving the programmes and budgets for the Olympic Solidarity plans.

The Olympic Solidarity Commission relies on the Olympic Solidarity international office in Lausanne to implement, execute, monitor and coordinate all its decisions. The Olympic Solidarity international office was responsible for all operational aspects of the 2017-2020 plan. It cooperates with the five continental associations of NOCs, particularly the Olympic Solidarity continental offices within each association, as well as with ANOC.

Composition of the Olympic Solidarity Commission
(at 31 December 2020)

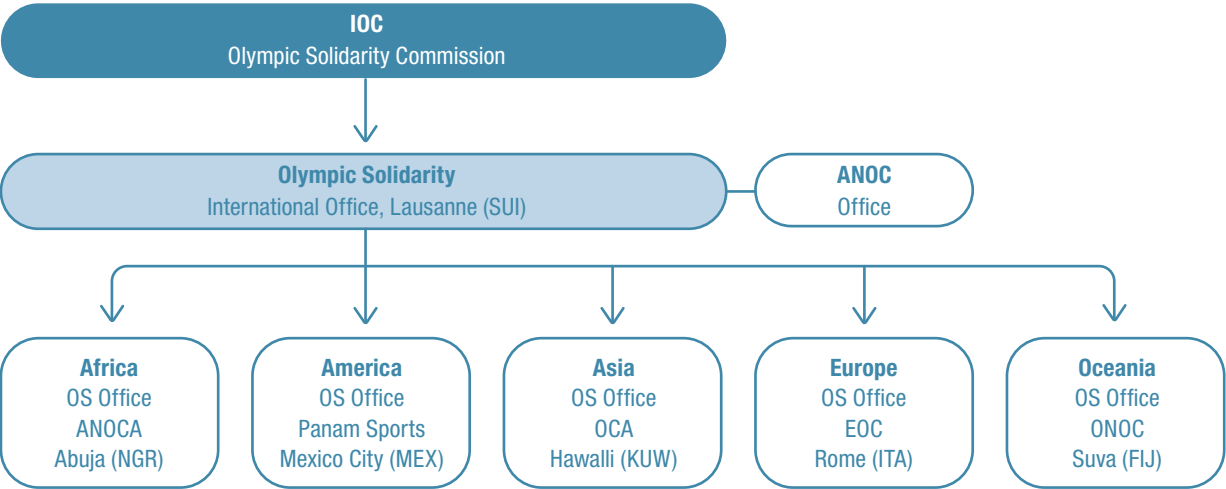
Chair	Dr Robin E. Mitchell	FIJ
Members	Mr Mustapha Berraf	ALG
	Mr Spyros Capralos	GRE
	Mrs Marisol Casado	ESP
	Ms Kirsty Coventry	ZIM
	Mrs Sari Essayah	FIN
	Mr Tony Estanguet	FRA
	Mrs Nicole Hoevertsz	ARU
	Mr Neven Ilic	CHI
	Mr Nenad Lalovic	SRB
	Mrs Khunying Patama Leeswadtrakul	THA
	Mrs Lingwei Li	CHN
	Mrs Gunilla Lindberg	SWE
	HRH the Grand Duke of Luxembourg	LUX
	Mr Ahmed Abu Elgasim Hashim	SUD
	Mr Husain Al-Musallam	KUW
	Mr Ricardo Blas	GUM
	Mr Tayyab Ikram	PAK
	Mr Raffaele Pagnozzi	ITA
	Mr Ivar Sisniega	MEX



Moroccan Olympic scholarship holder Mathis Soudi



Bermudian triathlete and Olympic scholarship holder Flora Duffy (no. 26)



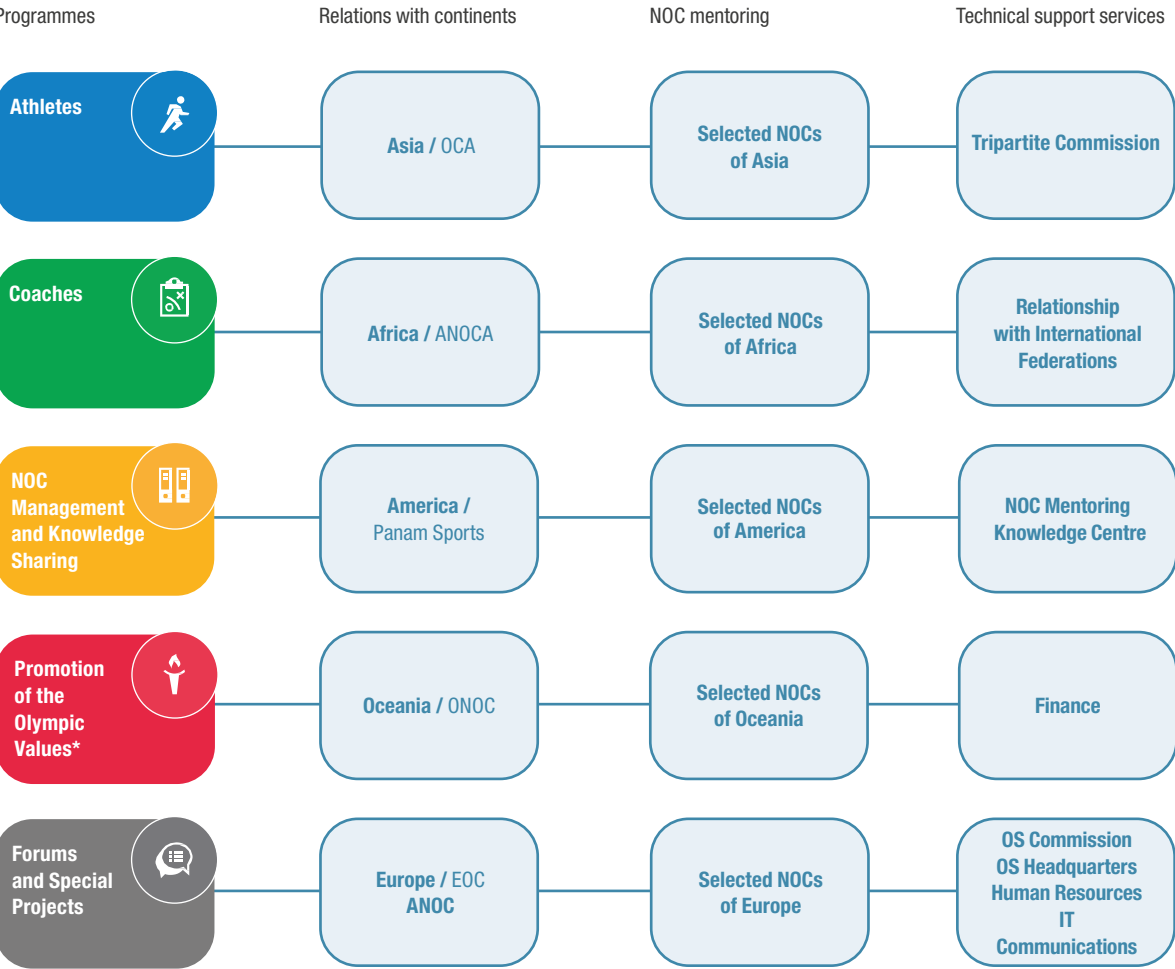
Olympic Solidarity International Office in Lausanne

The Olympic Solidarity international office in Lausanne reports to the Olympic Solidarity Commission, and was responsible for implementing the 2017-2020 plan. The tasks and programmes are divided by unit and overseen by a director and a deputy director.



Olympic House in Lausanne

International Office Organisational Structure

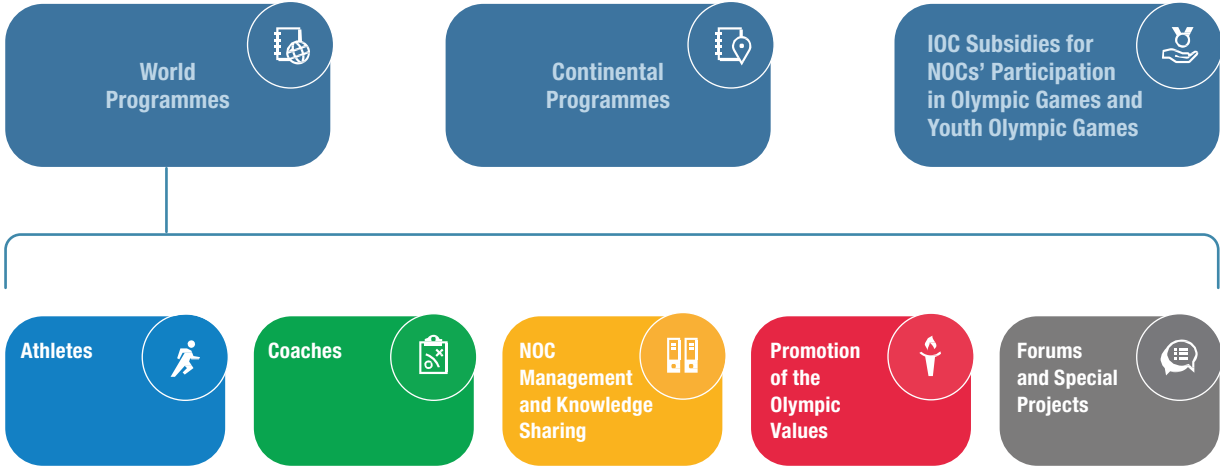


*This unit also manages the IOC Subsidies for NOCs’ Participation in Olympic Games and Youth Olympic Games

2017-2020 Programmes

The NOCs received targeted advice to help them fulfil their mission, along with financial, technical and administrative assistance through programmes developed by Olympic Solidarity.

The World Programmes, split into five units, covered and reinforced the main areas of sports development. The Continental Programmes met the NOCs’ specific needs, taking into account the priorities of each continent. IOC Subsidies for NOCs’ Participation in Olympic Games and Youth Olympic Games supported the NOCs before, during and after the Games.



YOG Buenos Aires 2018

2017-2020 Budget

Olympic Solidarity manages the NOCs' share of the broadcasting rights for the Olympic Games and distributes these funds through the various programmes available to all NOCs recognised by the IOC. For the Olympic Solidarity Plan 2017-2020, the initial development and assistance budget approved by the Olympic Solidarity Commission was USD 509,285,000, an increase of 16 per cent over the previous plan. This figure was based on the broadcasting rights from the Games of the XXXI Olympiad Rio, the estimated broadcasting revenues from the XXIII Olympic Winter Games PyeongChang, and interest from future investments.

During the 2017-2020 plan, specific budgets totalling USD 56,000,000 have been approved for the following:

- USD 47,500,000 (USD 30,000,000 for the YOG Buenos Aires 2018 and USD 10,000,000 for the Winter YOG Lausanne 2020 within the framework of the IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games programme and USD 7,500,000 for the Olympic Scholarships for Athletes – Beijing 2022 programme);

- USD 5,000,000 for the extension of the Olympic Scholarships for Athletes – Tokyo 2020 programme (for the period September to December 2020) due to the postponement of the Olympic Games Tokyo 2020 to 2021; and
- USD 3,500,000 for the Technical support services to cover IT development to optimise and facilitate day-to-day management of Olympic Solidarity programmes.

Due to the postponement of the Olympic Games Tokyo 2020, the following budgets, which were approved during the 2017-2020 plan, will now be part of the 2021 budget. Since they were already approved, they are not included in the new 2021-2024 budget plan approved at the end of 2020: USD 10,000,000 for the extension of the Olympic Scholarships for Athletes Tokyo 2020 programme and USD 56,300,000 for the IOC Subsidies for the NOCs' Participation in the Olympic Games Tokyo 2020 (including the specific postponement subsidy).

The total revised budget for the 2017-2020 plan is USD 565,285,000.

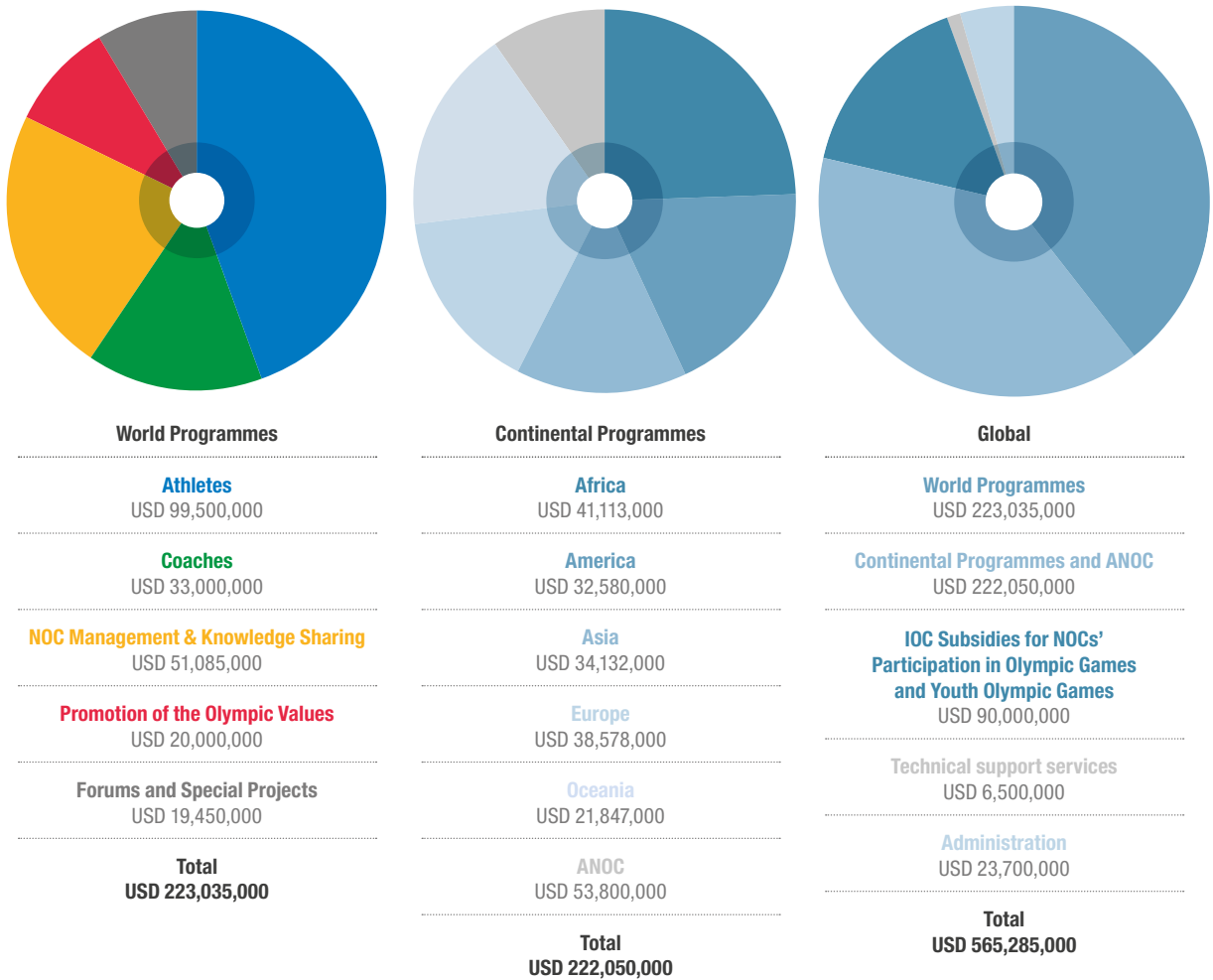


2019 World Rowing Junior Championships, a test event for the Olympic Games Tokyo 2020



Chilean snowboarder and YOG – Athlete Support beneficiary Alvaro Yanez competing at Lausanne 2020

Olympic Solidarity: Global revised budget 2017-2020



Partners

The global network of partners involved in setting up, implementing and monitoring Olympic Solidarity programmes, as well as providing technical expertise, constitutes an essential action channel. Each partner plays a clearly defined role in the various phases of the programmes, whether analysing applications, providing access to training centres or sharing their expertise.

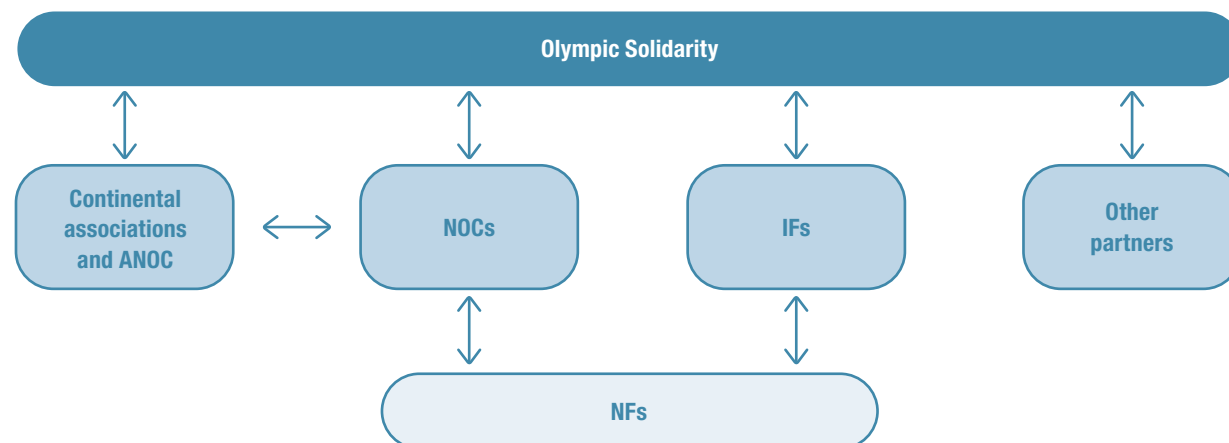
Thanks to the contribution and support of all parties – continental associations, ANOC, NOCs, IOC Commissions, IFs, high-level training centres, Organising Committees for the Olympic Games (OCOGs), universities and experts in various fields – Olympic Solidarity was able to carry out its task of assisting the NOCs throughout the 2017-2020 plan in the best way possible.



Official opening of the ANOCA Headquarters in Abuja (Nigeria)



2019 ICECP graduation ceremony



From left to right: Former Sudanese Olympic scholarship holder Mahmoud Abdelwahab, World Archery Excellence Centre (WAEC) head coach Kyeong Su Jeoung, and Malawian Olympic scholarship holder Areneo David at the WAEC in Lausanne



WORLD PROGRAMMES

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Helping NOCs fulfil their Olympic mission

The World Programmes on the Olympic Solidarity Plan 2017-2020 provide essential technical, financial and administrative assistance to NOCs for activities linked to the development of sport, helping them to fulfil the mission defined in the Olympic Charter.

The programmes are managed by the Olympic Solidarity office in Lausanne, with help from the continental offices in the continental associations. Olympic Solidarity works closely with IFs, IOC commissions and other Olympic Movement partners to ensure that the programmes are of a high standard – and that they meet the requirements of those NOCs with the greatest need.

The World Programmes are split into five categories:



Athletes

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



Coaches

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



NOC Management and Knowledge Sharing

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



Promotion of the Olympic Values

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



Forums and Special Projects

- Forums and Workshops
- Special Projects



“IN A WORLD FRAUGHT WITH CAPRICIOUS SPONSORS AND UNCERTAIN FUNDRAISING, THE VALUE OF HAVING A RELIABLE SCHOLARSHIP MECHANISM FOR AN ATHLETE IS HARD TO OVERSTATE.”

Olympic scholarship holder **Nathan Ikon Crumpton**, American Samoa



ATHLETES

Bringing athletes around the world closer to their Olympic dream

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

2017-2020 Budget: USD 99,500,000

Highlights in 2017-2020

- PyeongChang 2018 Olympic Scholarship programme concluded with the participation of 268 scholarship holders in the Olympic Winter Games.
- the Olympic Solidarity Commission approved the extension of the winter scholarship programme to three winter seasons for Beijing 2022.
- the Tokyo 2020 Olympic Scholarship programme was, for the first time, started one year earlier in the Olympic cycle to support the beneficiaries for



Olympic scholarship holder Huang Yu-Ting of Chinese Taipei at PyeongChang 2018

three full years in advance of the Olympic Games. Following the postponement of the Olympic Games Tokyo 2020, the programme was extended by an additional year to support scholarship holders up until August 2021.

- the Team Support Grant programme was extended by one year to August 2021 to continue providing support to the teams preparing for the postponed Olympic Games Tokyo 2020.
- in 2019, Olympic Solidarity launched financial support for the entrepreneurial programme, Athlete365 Business Accelerator, and for the Master in Ethics and Integrity of Sport MAiSI within the framework of the Athlete Career Transition programme.
- in 2020, a new Olympic Solidarity programme, NOC Athletes' Commission Activity Grant, was made available to all NOC Athletes' Commissions to help empower athletes and contribute to the development of an effective global athletes' representation network at national level by strengthening direct financial support for their activities.
- eighty-six per cent of all NOCs benefited from the YOG programme that provided support to young athletes for Buenos Aires 2018,

Lausanne 2020 and Dakar 2022, which was postponed to 2026.

- the Refugee Athlete Support programme was extended by eight months to August 2021 in order to continue providing assistance to refugee athletes preparing for the postponed Olympic Games Tokyo 2020.
- in 2020, the cancellation of most international competitions due to the COVID-19 pandemic led NOCs to use the Continental Athlete Support programme for the organisation of national training camps and the purchase of essential sporting equipment that would allow athletes to train from home.



Brazilian Olympic scholarship holder Diogo Soares



2017-2020 KEY NUMBERS

435

individual Olympic Scholarships for PyeongChang 2018

1,835

individual Olympic Scholarships for Tokyo 2020

404

individual Olympic Scholarships for Beijing 2022

208

Team Support Grants

163

Continental Athlete Support Grants

803

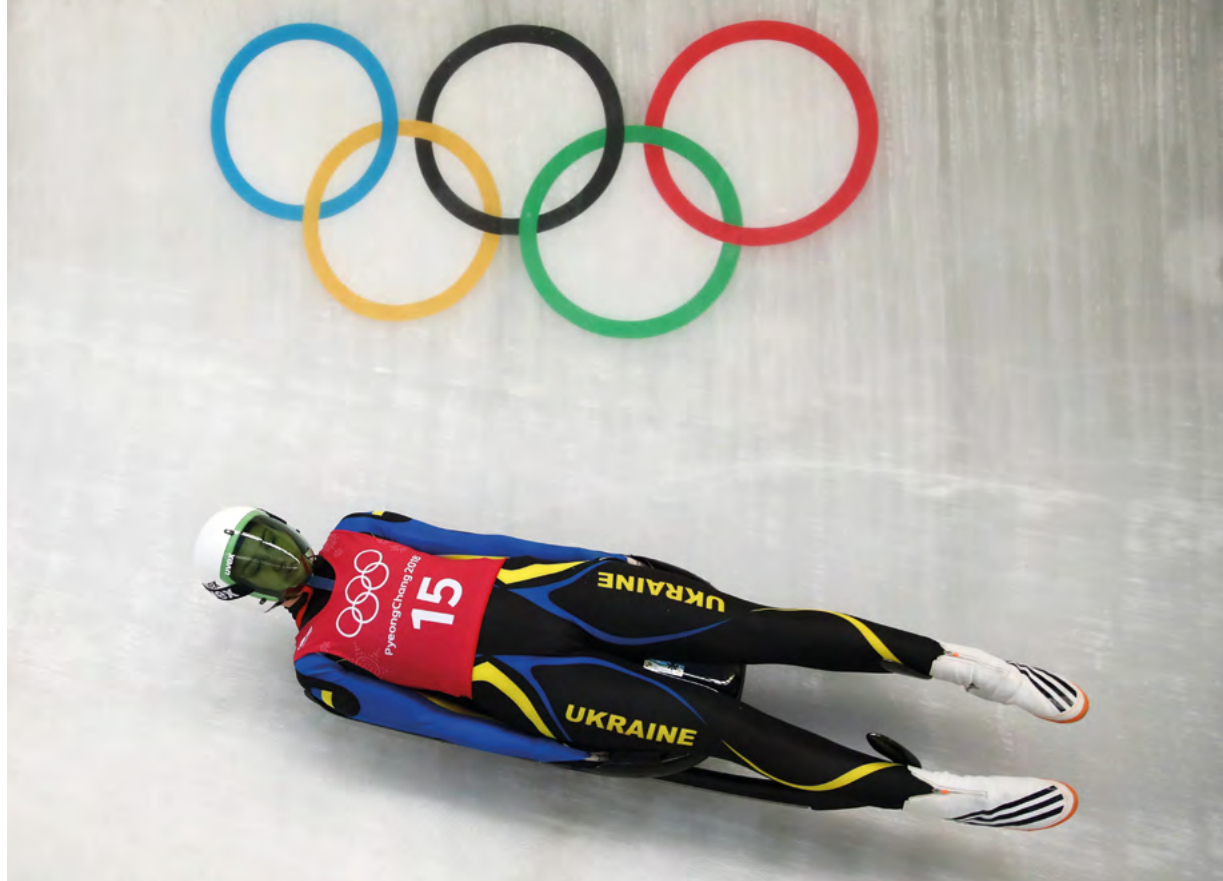
activities preparing athletes for the YOG

83

athletes supported with individual education initiatives by the Athlete Career Transition programme

52

refugee athletes supported



Ukrainian Olympic scholarship holder Olena Stetskiv training at the Olympic Sliding Centre during PyeongChang 2018

Olympic Scholarships for Athletes – PyeongChang 2018

Offering support and funding to athletes attempting to qualify and prepare for the Olympic Winter Games PyeongChang 2018, this programme was designed to make the Games more competitive. Only NOCs whose athletes had a proven winter sports track record had access to the programme. NOCs that sent 60 or more athletes to the Olympic Winter Games Sochi 2014 were granted access to a special tailor-made assistance programme, which offered flexible use of a fixed budget.

In 2017-2020

Some 62 per cent of the individual scholarship holders qualified in five sports for the Olympic Winter Games PyeongChang 2018. Scholarship holders supported by Olympic Solidarity came away with 33 medals and 79 diplomas after successfully participating at the Olympic Winter Games PyeongChang 2018.

Budget: USD 10,000,000

Olympic scholarships for athletes – PyeongChang 2018

Type	Scholarships and grants allocated				Scholarship holders qualified				Medal and diplomas			
	Men	Women	Total	NOCs	Men	Women	Total	NOCs	Gold	Silver	Bronze	Diplomas
Categories A + B For NOCs with 59 or less participants in Sochi												
Individual scholarships	291	144	435	75	182	86	268	60	6	3	4	57
Category C For NOCs with 60 or more participants in Sochi												
Individual scholarships	53	35	88	8	40	31	71	8	7	9	4	22
Tailor-made grants				6				6				
Total	344	179	523	89	222	117	339	74	13	12	8	79

Olympic Scholarships for Athletes – Tokyo 2020

Launched in 2017, this programme assisted athletes in their preparation and qualification for the Olympic Games Tokyo 2020 and will continue to do so with the extension of the programme to August 2021. Designed to promote universal representation at the Games, it focused on those athletes with the greatest need, giving priority to NOCs that had traditionally sent small delegations to the Games. The programme started in September 2017, one year earlier in the Games cycle than previous scholarship programmes.

In 2017-2020

Following the extension of the Tokyo scholarship programme to August 2021, 1,486 of the 1,835 scholarships awarded were prolonged until then. Extensions were based on the qualification status or chances of each candidate following a review of the scholarship holders by their respective NOCs.

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



Olympic scholarship holder Julieta Granada of Paraguay

Because of changes to the Tokyo qualification systems, the scholarship qualification travel subsidy was extended to 2021.

Budget: USD 37,000,000

“MY ULTIMATE GOAL IS TO WIN A MEDAL AT AN OLYMPIC GAMES FOR HONG KONG. WITH THE SUPPORT OF OLYMPIC SOLIDARITY, I CAN IMPROVE MY PERFORMANCES BY PARTICIPATING IN MORE INTERNATIONAL COMPETITIONS.”

Doo Hoi Kem, Hong Kong (table tennis)

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

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

Olympic Scholarships for Athletes – Beijing 2022

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

In 2017-2020

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

Budget: USD 7,500,0000



New Zealand Olympic scholarship holder Carlos Garcia during the big air qualification at PyeongChang 2018

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

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

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



The Croatian water polo team in action against Kazakhstan

Team Support Grant

Olympic Solidarity's Team Support Grants assisted national teams in preparing for and participating in regional, continental and world-level competitions and will continue to do so with the extension of the programme to August 2021 in the framework of the Olympic Games Tokyo 2020. One national summer team and one national winter team from each NOC were allowed to benefit from the grants' technical and financial assistance with a view to eventually attempting to qualify for the Olympic Games. As from this 2017-2020 plan, NOCs were allowed to split their summer or winter budget between two teams if at least one was a women's team.

Team Support Grants by continent

Continent	NOCs
Africa	32
America	36
Asia	22
Europe	44
Oceania	16
Total	150

Team Support Grants by sport

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

In 2017-2020

During the 2017-2020 plan, many NOCs took the option to support two teams, significantly increasing the support given to women's teams. Olympic Solidarity released an extension grant of USD 25,000 for those teams being supported by the programme that had already qualified or were participating in final qualification rounds for the Olympic Games Tokyo 2020. Following the postponement of the Olympic Games, this additional grant was to help the beneficiaries with preparations during the period from September 2020 up to the Olympic Games in Tokyo.

Budget: USD 12,000,000

Continental Athlete Support Grant

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

In 2017-2020

Thousands of athletes received support for their training and participation in regional, continental and world-level competitions. In 2020, due to the COVID-19 pandemic, most international competitions were cancelled but many NOCs organised national training camps instead to prepare their athletes for competitions in 2021.

Budget: USD 15,000,000



18th Asian Games in Jakarta-Palembang (Indonesia)

Continental Athlete Support Grants

Continent	NOCs
Africa	46
America	36
Asia	25
Europe	42
Oceania	14
Total	163



The Dominican Republic women’s volleyball team celebrate at the Lima 2019 Pan American Games



James Freeman competed at the YOG Buenos Aires 2018

“THE PROGRAMME FUNDED MY SCHOOLING AND MY COACHING, AND REALLY PUSHED ME TO PREPARE FOR THE YOG BUENOS AIRES 2018 BY TAKING AWAY A LOT OF STRESS.”

James Freeman, Botswana

Youth Olympic Games – Athlete Support

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

In 2017-2020

This popular programme continued to offer NOCs the financial and technical support they needed to identify promising young athletes and helped them to prepare and qualify for the YOG Buenos Aires 2018 and the

Winter YOG Lausanne 2020. With a total of 803 activities organised over the 2017–2020 period compared with 1,041 in the previous plan, it is clear that the postponement of the YOG Dakar from 2022 to 2026 had an impact on the number of applications received during 2020.

Many NOCs also preferred to make use of the general preparation grant, which offered more flexibility to distribute the budget among qualified or invited athletes depending on their real needs, rather than individual grants. During the past year some NOCs focused on their final preparation activities for the Winter YOG Lausanne 2020 while others were already organising broader youth identification activities.

Budget: USD 12,000,000

Activities by option

Continent	NOCs	Activities			
		Identification	Qualification	Preparation	Total
Africa	46	161	23	48	232
America	36	108	25	47	180
Asia	35	82	21	49	152
Europe	45	93	40	51	184
Oceania	15	22	9	24	55
Total	177	466	118	219	803

Athlete Career Transition

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

In 2017-2020

Olympic Solidarity in collaboration with the IOC Sports department launched financial support for the entrepreneurial programme, Athlete365 Business Accelerator, in 2019 and 31 Olympians benefited from this opportunity. Another Olympic Solidarity collaboration was with the consortium of universities, MAiSI, which offered Olympians the opportunity to apply for the Master in

“FORMAL EDUCATION IS THE KEY WHEN ENTERING A PROFESSIONAL CAREER AND CAN WIDEN AN ATHLETE’S OPPORTUNITIES IN THE LABOUR MARKET.”

Petra Robnik, Slovenia

Sport Ethics and Integrity. Very high academic results were achieved by the six Olympians who received this scholarship for two years.

Budget: USD 3,000,000



Petra Robnik is a beneficiary of the ACT Education Programme

Athlete Career Transition activities

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



The Refugee Olympic Team at Rio 2016

Refugee Athlete Support

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

In 2017-2020

Refugee scholarship holders competed in 12 different sports and came from 13 different countries of origin. The programme benefited athletes in all five continents. Many of the scholarship holders participated in World Championships and/or Continental Championships representing the refugee team of their IF.

Budget: USD 3,000,000

“WHEN I SAW THE REFUGEE OLYMPIC TEAM AT RIO 2016, IT INSPIRED ME TO WORK EVEN HARDER TOWARDS A NEW GOAL – TO BE PART OF THE TEAM. I TRY TO STAY FOCUSED ON MY DREAMS AND LEAVE THE TRAUMA BEHIND TO ACHIEVE MY GOALS.”

Farid Walizadeh, Refugee Olympic Team (boxing)

Refugee Athlete Support

Continent	Host NOCs	Athletes Supported
Africa	2	20
America	2	2
Asia	1	1
Europe	13	26
Oceania	2	3
Total	20	52



James Chiengjiek has received Refugee Athlete Support

NOC Athletes' Commission Activity Grant

Launched in January 2020, the NOC Athletes' Commission Activity Grant is designed to empower athletes and contribute to the development of an



effective global athletes' representation network at national level by strengthening direct financial support for NOC Athletes' Commission activities. This grant is available to all NOCs, with the objective of helping NOCs without an Athletes' Commission to create one, or to fund activities proposed by existing and active NOC Athletes' Commissions.

In 2017-2020

A total of 61 NOC Athletes' Commissions applied for this programme in 2020. However, due to COVID-19, seven NOCs cancelled their activities. The programme was mainly used to organise the National Athletes' Forum – in many countries for the first time. As from 2021, this programme will be separated from the ACT programme.

Budget: USD 540,000 (from ACT programme)

“THE PROGRAMME RECOGNISES THE ROLE THE ATHLETES' COMMISSIONS PLAY WITHIN THE OLYMPIC MOVEMENT, GIVING THE COMMISSIONS OPPORTUNITIES TO LEAD PROJECTS WHILE ALSO ENABLING US TO DEVELOP GREATER CONTACT WITH ATHLETES AND BREAK DOWN ECONOMIC AND CULTURAL BARRIERS.”

Paulo Villar (above), President of the Athletes' Commission for the NOC of Colombia

NOC Athletes' Commission Activity Grant

Continent	Activities supported
Africa	13
America	11
Asia	12
Europe	15
Oceania	3
Total	54



The NOC of Georgia has benefited from the NOC Athletes' Commission Activity Grant



Rwanda's Athletes' Commission Forum



COACHES

Improving the quality of athlete training

Coaches play a crucial role in the development of athletes and teams, from young beginners to elite competitors preparing for national championships, international tournaments and even the Olympic Games. Coaches today have more responsibilities than ever before – many have to act not just as trainers but as teachers, mentors, psychologists,



2019 technical course for surfing coaches in Angola

physiologists and agents. Olympic Solidarity's Coaches programmes offer NOCs a set of tools that can improve the quality of their coaching, helping sports technicians at all levels to respond to the latest athlete training requirements.

2017-2020 Budget: USD 33,000,000



2019 technical course for judo coaches in Latvia

Highlights in 2017-2020

- NOCs recognised that it is vital for coaches to receive continuous high-level training. Statistics from programmes held from 2017 to 2019 reflect the increasing popularity of the three Coaches programmes among NOCs. The upward trend had been expected to continue for the final year of the cycle, but 2020 saw a significant decrease in the number of activities due to COVID-19.
- IFs, which are seen as critical partners in the development of sport, play a crucial role in the implementation of these programmes. Olympic Solidarity collaborated closely with the IFs across the three programmes in order to help NOCs and NFs create sustainable and healthy sports structures.
- encouragement was given to IFs that required technical support for their coach education systems to look at the International Sport Coaching Framework available through the International Council for Coaching Excellence (ICCE).
- in collaboration with partner centres and the IFs, Olympic Solidarity contributed to the education of thousands of coaches by creating training opportunities to further support the development of athletes and sport in general.
- the COVID-19 pandemic had unexpected consequences, both good and bad. One positive was the acceleration of the development of online training by IFs and training centres.



2020 multisport development project in Guam



2017-2020 KEY NUMBERS

865

Technical Courses
for Coaches held
for 175 NOCs

632

Olympic Scholarships
for Coaches awarded
to 153 NOCs

217

Development of
National Sports
System projects
in 111 countries



2017 technical course for ice hockey coaches in Argentina

Technical Courses for Coaches

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

In 2017-2020

More than 17,000 coaches benefited from this programme. Out of 206 NOCs, 175 applied for at least one Technical Course for Coaches during this cycle, i.e. 85 per cent of all NOCs. In striving to assist the NOCs with the greatest needs, African NOCs benefited the most from this programme. But support was also extended to many developing nations across the other four continents.

Throughout the cycle, Olympic Solidarity encouraged technical partners, IFs and NOCs to look at these courses as an opportunity to increase coaches’ awareness of topics such as anti-doping and protecting clean athletes, gender equality,



2018 technical course for tennis coaches in Panama

diversity and inclusion, athlete safeguarding, safety and security components, etc. The COVID-19 pandemic forced the IFs to adapt and transition from traditional in-person courses to blended or fully online courses in order to deliver activities during the latter part of 2020.

Budget: USD 15,000,000

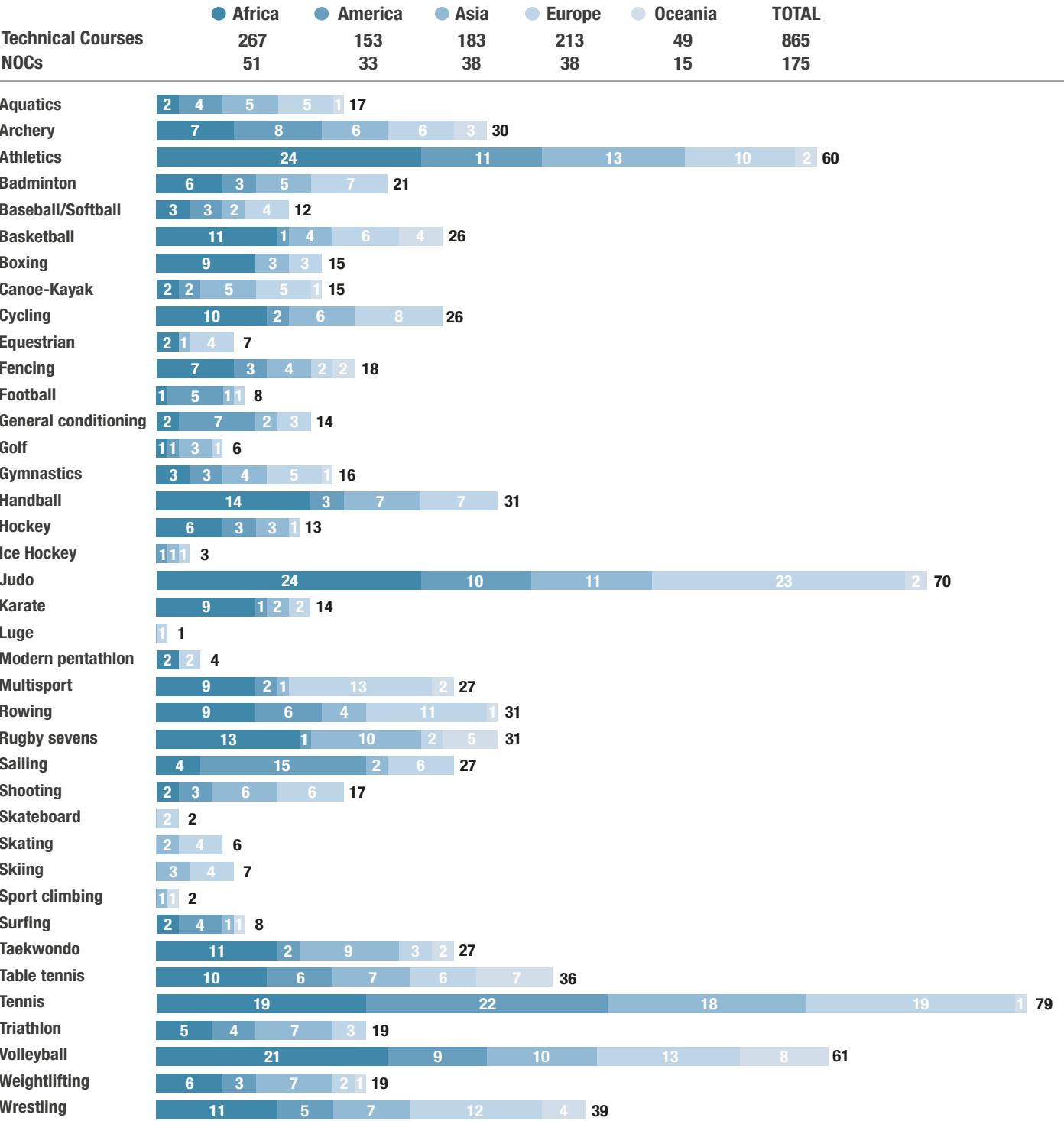
“THE TRAINEES WERE MOTIVATED AND VERY INVOLVED, ESPECIALLY THE FOUR PHYSICAL EDUCATION TEACHERS WHO FOLLOWED THE TRAINING WITH GREAT ATTENTION AND SERIOUSNESS; THEIR SOLE PURPOSE WAS TO HIGHLIGHT AND TRANSMIT THEIR KNOWLEDGE TO PROMOTE THE PRACTICE OF TABLE TENNIS IN THEIR SCHOOLS.”

Karima Tellaa, ITTF expert who conducted an ITTF Level 2 course for coaches funded by Olympic Solidarity through the Bahrain NOC

Technical courses organised and NOCs that benefited

Continent	Technical courses	NOCs that benefited
Africa	267	ALG, ANG, BDI, BEN, BOT, BUR, CAF, CGO, CHA, CIV, CMR, COM, CPV, DJI, EGY, ERI, ETH, GAB, GAM, GBS, GHA, GUI, KEN, LBA, LBR, LES, MAD, MAR, MAW, MLI, MOZ, MRI, MTN, NAM, NGR, NIG, RSA, RWA, SEN, SEY, SLE, SOM, STP, SUD, SWZ, TAN, TOG, TUN, UGA, ZAM, ZIM
America	153	ANT, ARG, ARU, BAH, BAR, BIZ, BRA, CAY, CHI, COL, CRC, DOM, ECU, ESA, GRN, GUA, GUY, HAI, HON, ISV, JAM, LCA, MEX, NCA, PAN, PAR, PUR, SKN, SUR, TTO, URU, VEN, VIN
Asia	183	AFG, BAN, BHU, BRN, CAM, CHN, HKG, IND, IRI, JOR, JPN, KAZ, KGZ, KOR, KSA, LAO, LBN, MAS, MDV, MGL, MYA, NEP, OMA, PAK, PHI, PLE, PRK, QAT, SGP, SRI, SYR, THA, TJK, TKM, TLS, UAE, UZB, VIE
Europe	213	ALB, ARM, AUT, AZE, BIH, BLR, BUL, CRO, CYP, CZE, DEN, EST, FIN, FRA, GBR, GEO, GER, GRE, HUN, ISL, ISR, ITA, KOS, LAT, LTU, MDA, MKD, MLT, MNE, NOR, POL, ROU, RUS, SLO, SRB, SVK, TUR, UKR
Oceania	49	ASA, AUS, COK, FIJ, FSM, GUM, NRU, NZL, PLW, PNG, SAM, SOL, TGA, TUV, VAN
Total	865	175

Technical Courses for Coaches by sport



Olympic Scholarships for Coaches

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

In 2017-2020

Some 632 coaches from 153 NOCs benefited from this programme throughout this cycle. Priority was given to NOCs with the greatest needs. A total of 74 per cent of all NOCs benefited from one of the training options available in the framework of this programme. The quality of participants continuously increased throughout the quadrennial due to factors such as the availability of IF databases allowing for a better candidate assessment, more rigorous selection by NOCs and NFs at national level and the effort put in by centres to improve their curricula and attract higher-level candidates.

In line with IOC policy, which aims to see more women excel in the sporting arena and its various



Grenadian Thornia Mitchell, coach scholarship holder, attending the PAISAC 2020 autumn session delivered online

areas of development, IFs and NOCs via their NFs were encouraged to select female candidates based purely on merit. Scholarships were granted to 137 female coaches and 18 of them attended a training programme aimed exclusively at female coaches and delivered by the UCI at the World Cycling Centre in Aigle (Switzerland).

Olympic Scholarships and NOCs that benefited

Continent	Scholarships	NOCs that benefited
Africa	196	ALG, ANG, BDI, BEN, BOT, BUR, CAF, CGO, CHA, CIV, CMR, COD, COM, CPV, DJI, EGY, ERI, ETH, GAB, GAM, GBS, GEQ, GHA, GUI, KEN, LBR, LES, MAD, MAR, MAW, MLI, MOZ, MRI, NAM, NGR, NIG, RSA, RWA, SEN, SEY, SLE, STP, SUD, SWZ, TAN, TOG, TUN, UGA, ZAM, ZIM
America	242	ANT, ARG, ARU, BAH, BAR, BIZ, BOL, BRA, CAN, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GRN, GUA, GUY, HAI, HON, JAM, MEX, NCA, PAN, PAR, PER, PUR, SKN, SUR, TTO, URU, VEN, VIN
Asia	104	BAN, BHU, BRN, BRU, CAM, HKG, INA, IND, IRI, JOR, KAZ, KOR, KUW, LBN, MAS, MDV, MGL, OMA, PAK, PLE, PRK, SGP, SRI, THA, TJK, TKM, TPE, UZB
Europe	71	ALB, ARM, AUT, AZE, BIH, BLR, BUL, CRO, CYP, CZE, EST, GEO, GRE, HUN, ISR, ITA, LAT, LTU, MDA, MKD, MLT, NOR, POL, POR, ROU, RUS, SLO, SRB, SVK
Oceania	19	ASA, COK, FIJ, GUM, KIR, MHL, PNG, SAM, SOL, TUV, VAN
Total	632	153

In 2019, jointly with the Association of Sport Performance Centres (ASPC), a working group meeting was held in Lausanne with partner training centres to encourage the sharing of best practices and gather new ideas for the launch of the Olympic Solidarity 2021-2024 Plan. The year 2020 saw a shift in format of training programmes. Some partners used COVID-19 as an opportunity to pilot innovative online teaching concepts and introduced blended training for coaches, which may continue post-COVID.

“WITHOUT THE SCHOLARSHIP, I WOULD NOT HAVE BEEN ABLE TO AFFORD THE UCI COACHING DIPLOMA COURSE, WHICH HAS BEEN A PIVOTAL MOMENT IN MY PERSONAL DEVELOPMENT AND THE DEVELOPMENT OF CYCLING IN LESOTHO.”

Mark West, team manager of mountain bike collective ACE-The Sufferfest (Lesotho)

Budget: USD 10,000,000



Coach scholarship holders from various nations attended the ICECP (International Coaching Enrichment Certification Program) 2018 modules in Colorado Springs (USA)

Olympic Scholarships for Coaches by option

Continent	Sports Sciences			Sport-Specific Training			Total Olympic Scholarships			NOCs
	Women	Men	Total	Women	Men	Total	Women	Men	Total	
Africa	25	145	170	7	19	26	32	164	196	50
America	51	137	188	13	41	54	64	178	242	35
Asia	13	67	80	2	22	24	15	89	104	28
Europe	7	23	30	13	28	41	20	51	71	29
Oceania	2	10	12	4	3	7	6	13	19	11
Total	98	382	480	39	113	152	137	495	632	153

Olympic Scholarships for Coaches by sport

	Africa	America	Asia	Europe	Oceania	TOTAL
Olympic scholarships	196	242	104	71	19	632
NOCs	50	35	28	29	11	153
Aquatics	11	12	12	7		42
Archery	3	5	1	3	12	
Athletics	23		24	5	3	56
Badminton	2	6	3	2	13	
Baseball / Softball	2	6	8			
Basketball	28	11	12	10	1	62
Boxing	2	1	3	6		
Canoe-kayak	2	3	3	1	9	
Curling	1	1				
Cycling	11	10	2	12	2	37
Equestrian	3	3				
Fencing	3	3	7	3	16	
Football	14	7	4	25		
General conditioning	2	22	2	2	28	
Golf	1	1				
Gymnastics	4	6	10			
Handball	11	5	5	2	23	
Hockey	2	3	2	1	8	
Ice hockey	3	3				
Judo	12	4	6	2	24	
Karate	2	1	3			
Rowing	3	1	2	6		
Rugby sevens	7	3	1	11		
Sailing	1	9	4	4	2	20
Shooting	2	2				
Skateboarding	2	2				
Surfing	3	3				
Table tennis	5	3	1	2	11	
Taekwondo	10	9	6	25		
Tennis	9		39	11	9	69
Triathlon	3	8	11			
Volleyball	15	16	9	1	2	43
Weightlifting	5	8	4	1	6	24
Wrestling	4	6	2	2	1	15



Coach scholarship holders at the Centro de Alto Rendimiento in Barcelona (Spain)



2018 development project in wrestling in Sudan

Development of National Sports System

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

Feedback from IFs and NOCs has shown that the development projects have made a significant impact on the overall structure of a number of beneficiary sports and NFs. The technical expertise of the IFs played a huge role in helping NOCs and NFs to draw up realistic action plans for the development of sport in their countries. IF experts played a key role in overcoming inherent challenges and adapting to local infrastructure as well as sporting and cultural perspectives.

Budget: USD 8,000,000

In 2017-2020

NOCs remained highly committed to this development programme. During the 2017-2020 cycle, 111 NOCs implemented 217 projects. It has become evident that, where a coherent national sport system is not in place, not much can be achieved in the medium- to long-term sport ecosystem. These projects touched more than 8,500 coaches across the five continents. Apart from coaches, around 65,000 individuals including athletes, judges, referees, PE teachers and administrators benefited from these projects.

“OUR GOALS WERE TO DELIVER IMPROVEMENTS IN CLUB ORGANISATION AND TRAINERS’ EDUCATION. THE DEVELOPMENT OF NATIONAL SPORTS SYSTEM PROGRAMME HAS HELPED US TO ACHIEVE THOSE AIMS.”

Teodor Sheytanov, Secretary General of the Bulgarian Equestrian Federation

Projects accepted and NOCs that benefited

Continent	Projects	NOCs that benefited
Africa	53	ANG, BDI, BEN, BOT, BUR, CGO, CHA, CIV, CPV, EGY, GHA, KEN, LES, MAD, MAR, MAW, MLI, MOZ, MRI, NIG, RSA, RWA, SEN, SEY, SLE, SUD, SWZ, TAN, TUN, UGA, ZIM
America	51	ARG, BAR, BER, BRA, CHI, COL, CRC, DOM, ECU, GRN, GUA, HON, IVB, JAM, LCA, MEX, PAN, PAR, PUR, SKN, TTO, URU, VEN, VIN
Asia	35	AFG, BAN, BHU, BRN, BRU, IRI, JOR, JPN, KGZ, LAO, LBN, MGL, PRK, SGP, SRI, THA, TJK, TKM, TPE, UZB, VIE
Europe	66	AND, ARM, AZE, BEL, BLR, BUL, CZE, EST, FIN, GBR, GEO, GRE, HUN, ISL, ISR, LAT, LTU, MDA, MKD, MLT, NOR, POL, POR, SLO, SRB, SVK, TUR
Oceania	12	ASA, COK, FSM, GUM, MHL, PLW, PNG, TUV
Total	217	111

Development of National Sports System by sport

	Africa	America	Asia	Europe	Oceania	TOTAL
Projects	53	51	35	66	12	217
NOCs	31	24	21	27	8	111
Aquatics	2	1	2	5		
Archery	3	1	3	7		
Athletics	5	1	5	2	13	
Baseball / Softball	1	1	2	2	6	
Badminton	1	2	3			
Basketball	1	2	1	4		
Biathlon	2	2				
Boxing	1	1				
Canoe-kayak	2	1	3			
Curling	2	2				
Cycling	1	5	6			
Equestrian	3	2	5			
Fencing	1	1	2			
General conditioning	2	2	1	5		
Gymnastics	1	1	2	2	6	
Handball	2	4	6			
Hockey	3	3	7	3	16	
Judo	3	4	7			
Karate	1	1	2			
Modern pentathlon	1	1	1	3		
Multisport	1	9	5	2	17	
Rowing	6	3	1	6	16	
Rugby sevens	1	12	2	2	17	
Sailing	1	1	2	1	5	
Shooting	1	1	2			
Skateboarding	1	1				
Skating	1	1				
Skiing	1	1				
Sport climbing	1	1				
Table tennis	1	1	2	4		
Taekwondo	4	1	5			
Tennis	4	2	4	2	1	13
Triathlon	1	1	2			
Volleyball	4	1	2	3	2	12
Weightlifting	1	1	2			
Wrestling	4	2	7	1	14	



2020 development project in archery in Tajikistan



2019 development project in rugby sevens in Saint Lucia



NOC MANAGEMENT AND KNOWLEDGE SHARING

Helping NOCs fulfil
their mission in the
best possible way

Effective administrative structures, good practices and reliable procedures are all vital if NOCs are to deliver the day-to-day support required by their athletes and members. The aim of the four NOC Management and Knowledge Sharing programmes is to assist NOCs with their operational needs and improve aspects of their



Attendees at the MEMOS VII in French module in Belgium

management by helping them better execute their tasks, offering educational opportunities to their staff and elected officials, and facilitating the exchange of information and experience among NOCs.

2017-2020 Budget: USD 51,085,000



Advanced Sports Management Course in Argentina



2017-2020 KEY NUMBERS

USD 36.1m

made available through
the Administrative Subsidy

303

NOC Management
Initiatives

609

Sports Administrators
Courses

125

Advanced Sports
Management Courses

178

MEMOS (Executive
Masters in Sports
Organisation Management)
scholarships

Highlights in 2017-2020

- the annual Administrative Subsidy given to NOCs increased from USD 40,000 in 2013-2016 to USD 45,000 for 2017-2020. Subsidies were increased for courses with gender-balanced participation in order to support more women sports leaders in management.
- documents, tools and illustrations were developed in different management areas to support knowledge sharing among NOCs.
- ten years after the first MEMOS Convention in Barcelona (Spain), MEMOS Convention II, hosted by the NOC of Portugal and supported by Olympic Solidarity, brought together 147 MEMOS graduates from all over the world.
- the *Sport Administration Manual* was revised in 2018 and is now available in English, French, Spanish and other languages thanks to translations made by several NOCs with support provided by Olympic Solidarity.
- the *Managing Olympic Sport Organisations* manual was given a new look and was fully revised. New illustrations and case studies from a diversity of Olympic sport organisations were added. Corresponding *Learners' Guides* and additional resources such as the *Programme Directors' Guide* were also updated.
- in the face of the pandemic and the postponement of the Olympic Games Tokyo 2020, NOCs were able to rely on Olympic Solidarity's programmes to help them adapt to the exceptional circumstances. NOC Management Initiatives ensured many NOCs had the necessary equipment and infrastructure to operate using virtual meetings.
- the demand for building capacity did not diminish and many NOCs were able to refocus on training thanks to the flexibility allowed by the National Courses for Sports Administrators programme.



Sports Administrators Course in Malaysia



NOC Administration Development

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

In 2017-2020

All eligible NOCs received a contribution towards their running costs from the Administrative Subsidy. NOC Management Initiatives made it possible for two-thirds of NOCs to address an area of management requiring attention. The majority of projects supported by NOC Management

“THE OLYMPIC SOLIDARITY NOC ADMINISTRATION DEVELOPMENT PROGRAMME IS CRUCIAL TO THE DAILY ADMINISTRATION OF VASANOC, PARTICULARLY GIVEN THE SIGNIFICANT WORK IT DOES IN ITS ROLES OUTSIDE OF THE NOC. THE SUCCESS OF THE NFS, ATHLETES AND TECHNICAL OFFICIALS FOR ALL GAMES DEPENDS ON OUR ADMINISTRATION.”
Henry Tavo, CEO of the Vanuatu Association of Sports and National Olympic Committee (VASANOC)

Initiatives were centred on information and communication technology, followed by capacity building, financial management, strategic planning, marketing and governance.

Budget: USD 40,225,000



Vanuatu was one of the NOCs that worked on improving its financial management

NOC Management Initiatives		
Continent	NOCs	Initiatives
Africa	45	132
America	21	37
Asia	18	30
Europe	36	80
Oceania	14	24
Total	134	303

Administrative Subsidy

Continent	NOCs that benefited			
	2017	2018	2019	2020
Africa	54	54	54	51
America	41	41	41	41
Asia	41	42	40	43
Europe	50	50	50	50
Oceania	17	17	17	17
Total	203	204	202	202



Sports Administrators Course in Uganda

National Courses for Sports Administrators

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



“THE POSSIBILITY TO LEARN FROM THE EXPERIENCE OF THE PROGRAMME DIRECTOR MENTORS WHO HAVE ORGANISED SUCCESSFUL ADVANCED SPORTS MANAGEMENT COURSES GIVES YOU A FULL SPECTRUM OF WHAT YOUR ROLE SHOULD BE AS A PROGRAMME DIRECTOR.”
Mónika Boloboski (left), Programme Director for Advanced Sports Management Courses, NOC of Panama

Sports Administrators Courses

Continent	Courses	NOCs	Participants		
			Men	Women	Total
Africa	208	31	4,098	2,020	6,118
America	171	19	4,501	2,714	7,215
Asia	147	19	2,990	1,641	4,631
Europe	82	12	1,195	865	2,060
Oceania	1	1	18	11	29
Total	609	82	12,802	7,251	20,053



In 2017-2020

The *Sport Administration Manual* was revised and the new version in English, French and Spanish distributed to all the NOCs in 2020. Since the e-version of the manual has been made available, more than 14 translated versions have been produced by NOCs. These are available to all NOCs in addition to the official versions in English, French and Spanish.

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



Sports Administrators Course held by the NOC of Haiti



Advanced Sports Management Course at the NOC of Lithuania

New illustrations and case studies from a diversity of Olympic sport organisations were added. Corresponding *Learners' Guides* and additional resources such as the *Programme Directors' Guide* were also updated. This manual is also being translated by individual NOCs into their own language, with the resulting versions to be made available to all NOCs.

Following the introduction of an incentive linked to ensuring gender-balanced participation in courses, close to half of all the National Courses had a minimum of 40 per cent women participants: 44 per cent of Sports Administrators Courses and 51 per cent of Advanced Sports Management Courses, compared with 23 per cent and 27 per cent, respectively, in 2013-2016. Some 36 per cent of all Sports Administrators Course participants were women, compared with 30 per cent in 2013-2016, and as many as 40 per cent of Advanced Sports Management Course participants were women, versus 31 per cent in 2013-2016.

Budget: USD 3,860,000

Advanced Sports Management Courses

Continent	Courses	NOCs	Participants		
			Men	Women	Total
Africa	49	25	558	376	934
America	36	11	590	376	966
Asia	21	10	240	121	361
Europe	17	7	125	110	235
Oceania	2	2	12	10	22
Total	125	55	1,525	993	2,518

International Executive Courses in Sport Management

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

In 2017-2020

Three MEMOS editions in English, two in Spanish and one in French took place in 2017-2020. MEMOS XXIII in English and MEMOS VIII in Spanish were extended due to the 2020 travel restrictions,

while MEMOS XXIV in English and MEMOS IX in French were postponed to 2021 for the same reason.

Some 46 per cent of all Olympic Solidarity MEMOS scholarships awarded between 2017 and 2020 went to women sport managers nominated by their NOCs.

MEMOS Convention II, with the theme "MEMOS: Advancing the Olympic Movement one sport organisation at a time", was successfully hosted by the NOC of Portugal in Cascais on 6-7 December 2018, attended by 180 MEMOS graduates, professors and tutors. Participants spoke about the impact of their MEMOS project or about one of the following topics: Excelling in Governance; United by Olympism; Five Rings of Marketing; Defining our Future.

Budget: USD 5,000,000



Diploma awards ceremony for MEMOS VIII in French

MEMOS scholarships awarded in 2017-2020

Continent	NOCs	MEMOS in English		MEMOS in Spanish		MEMOS in French		Total Scholarships	
		Men	Women	Men	Women	Men	Women	Men	Women
Africa	38	13	12	8	2	11	6	32	20
America	31	5	10	25	14	1	-	31	24
Asia	20	10	14	2	-	-	1	12	15
Europe	26	12	18	3	1	-	1	15	20
Oceania	6	6	3	-	-	-	-	6	3
Total	121	46	57	38	17	12	8	96	82

NOC Solidarity Exchanges

NOC Solidarity Exchanges are designed to coordinate NOCs’ offers of assistance with the demands of those NOCs in the greatest need, ensuring efficient and productive knowledge-sharing between developed and developing NOCs. The programme encourages NOCs, particularly those with a specific expertise, to share their experience and resources with their colleagues at other NOCs, contributing to the promotion of solidarity in the Olympic Movement.

In 2017-2020

The NOCs of Cape Verde, Croatia, Egypt, Italy, Slovenia, Sudan, Tunisia, United States of America and Zimbabwe agreed to share their knowledge and experience with other NOCs through bilateral exchanges supported by Olympic Solidarity. Olympic Solidarity made funding available to

NOCs in order to help them organise projects aiming to benefit other NOCs, such as:

- the NOC of Japan offered long-term training opportunities to athletes from abroad, short-term training camps for foreign athletes and coaches and sent Japanese coaches abroad to help train athletes and officials in a number of countries.
- the NOC of Spain, in cooperation with 20 Spanish- and Portuguese-speaking NOCs, developed a tailor-made cloud-based data management system for use by the NOCs involved. CONPaaS offers solutions in data management, records management, website and communication tools.
- thanks to the Francophone Sports Volunteering programme run by the NOC of France in cooperation with the French government, five NOCs from Africa, Europe and Oceania were offered the services of a volunteer to

help them develop and implement projects. Topics included culture and Olympic values education, the development of sports practice, promotion of the French language and international cooperation, peace and sustainable development.

- as part of the knowledge sharing approach, a number of management resources and tools were developed and made available to the NOCs in NOCnet. Many of these documents and case studies were produced by NOCs that had agreed to share their experience with the NOC community.

Budget: USD 2,000,000



NOCs are encouraged to share expertise and resources with each other – in this instance, the NOCs of Tunisia and Palestine



Solidarity Exchange held between the NOCs of Kosovo and Croatia



The NOC of Sri Lanka organised a ‘Regional Train of Trainers’ with the participation of mentors from the NOC of Malaysia and candidates from NOCs of Bangladesh, Bhutan, Kazakhstan, Sri Lanka and Sudan



PROMOTION OF THE OLYMPIC VALUES

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

The Olympic values of friendship, excellence and respect are cornerstones of the Olympic Movement and contribute to its success. Through its five 2017-2020 Promotion of the Olympic Values programmes, Olympic Solidarity gave NOCs the opportunity to translate these values into action in meaningful ways. There was a strong upward trend in the use of these programmes in 2017-2019, with a logical drop in 2020 due to the COVID-19 pandemic. Even in 2020, an impressive number



A Sport for Social Development project organised by the NOC of Georgia



The NOC of New Zealand's Olympic Refugee Sport Day 2018

of NOCs found ways to safely stage activities designed to bring hope through sport and improve mental and physical health.

2017-2020 Budget: USD 20,000,000

Highlights in 2017-2020

- thanks to the diversity of the Olympic Movement and the creativity of the NOCs, in 2017-2020 there was an impressive array of activities, all contributing to the IOC vision of building a better world through sport.
- Olympic education and sport for all initiatives remained the core activities of the NOCs in these programmes, with a marked increase in NOC interest in sports medicine and protection of clean athletes, through topics such as anti-doping, mental health and prevention of harassment and abuse.
- the 2017-2020 plan also saw a significant increase in scholarship allocations for various educational/ training opportunities.

- with a record 774 initiatives, NOCs kept the Olympic Movement relevant between Games editions, strengthened the value of the Olympic brand, and brought hope and solidarity during the pandemic, when NOCs encouraged people to stay safe, strong and active.



Education initiative organised by the NOC of Cambodia



2017-2020 KEY NUMBERS

774

NOC activities approved

367

NOC scholarships awarded towards training opportunities

130

NOC Olympic Day subsidies paid each year (on average)

70

NOC-supported representatives in the IOA Session for Directors of NOAs each year (on average)

86

young people nominated by NOCs received support towards their participation in the IOA Session for Young Participants each year (on average)

Sports Medicine and Protection of Clean Athletes

This programme helps NOCs disseminate knowledge and organise educational activities at national level in the field of sports medicine, which is multi-faceted and constantly evolving. Throughout the plan, new and important topics were prioritised. NOCs gave athletes and their entourages access to advances in injury prevention and aspired to ensure that the sport movement is a safe and non-discriminatory place for all.

In 2017-2020

The Sports Medicine and Protection of Clean Athletes Programme experienced a significant increase compared with the 2013-2016 plan, as a total of 148 initiatives were supported (a 29 per cent increase). Activities spanned a variety of topics such as upskilling sports medicine professionals with up-to-date knowledge and expertise, combating doping by educating athletes and their entourages, as well as raising awareness of harassment and abuse in sport. NOCs from America and Oceania particularly showed greater interest in this programme than the 2013-2016 plan, with many more initiatives



The NOC of Guam ran a Medical and Anti-Doping Commission workshop in 2020

than previously (43 per cent and 38 per cent increase respectively).

The training opportunities offered within this programme increased even more significantly, as Olympic Solidarity offered new scholarship opportunities and as the demand from NOCs grew each year. Some 271 scholarships were distributed during the 2017-2020 plan, representing an increase of 124 per cent from 2013-2016.

“THE SEMINAR ORGANISED IN THE FRAMEWORK OF THIS PROGRAMME WAS A SUCCESS IN PREPARING THE YAP COMMUNITY MEDICAL STAFF TO EDUCATE AND BUILD THE MEDICAL TEAM FOR THE 2018 MICRONESIAN GAMES.”

Jim Tobin, Secretary General of the NOC of the Federated States of Micronesia



A practical training session in sports medicine held with the NOC of Barbados

While demand for the usual topics such as physical therapies, sports nutrition and injury prevention increased, newer topics including mental health and anti-doping were also of great interest to NOCs.

Health and wellbeing took a new turn in 2020 for the Olympic Movement because of the pandemic. The benefits of sport and physical activity became even more apparent for many people restricted by lockdowns. As a sign of NOCs finding creative ways of providing solutions for people to stay healthy at home, distance learning (online) training opportunities were increasingly popular.

Budget: USD 3,200,000

Sports Medicine and Protection of Clean Athletes

Continent	Activities	Trainings
Africa	34	75
America	30	68
Asia	17	64
Europe	56	54
Oceania	11	10
Total	148	271



The NOC of Cyprus staged a Sports Medicine seminar



The NOC of Kazakhstan ran a training session on sports injuries



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

Sustainability in Sport

This programme was slightly redesigned after 2013-2016 to enlarge the concept of sustainability beyond environment and to cover social and economic issues, as part of Olympic Agenda 2020. NOCs were encouraged to raise awareness and integrate sustainability principles into their policies and activities, setting an example for their national sporting movements.

In 2017-2020

Thanks to this programme, NOCs benefited from funding for activities ranging from raising awareness about sustainability issues for the larger population to supporting other organisations of the national sporting movement with the integration of sustainability measures.

Awareness campaigns usually concerned the protection of natural sites and wildlife, with initiatives involving participants on the ground, combining

Sustainability in Sport

Continent	Activities
Africa	13
America	14
Asia	6
Europe	27
Oceania	6
Total	66



The 2019 Skakavac Trail Race supported by the NOC of Bosnia and Herzegovina

“THE ACTION PLAN DEVELOPED AT THE CONFERENCE SPELLS OUT THE ROLE OF EACH STAKEHOLDER AND POINTS OUT RESPONSIBILITIES IN TERMS OF REALISING UGANDA’S SUSTAINABLE DEVELOPMENT GOALS.”

The NOC of Uganda on its National Conference on Sustainable Development Goals through Sport

sport activities with educational sessions, clean-up campaigns, and replantation or preservation of natural resources. The Olympic Values Education Programme (OVEP) toolkit was also used as a way to introduce such topics in schools.

In order to engage and involve their national sporting movements, NOCs organised seminars and workshops aimed at the integration of sustainability measures in policies and sport events management, looking at the environmental as well as social and economic impact of such measures. Collaborating with local government meant that initiatives were sustained and made an impact on a national level. NOCs from Europe were the biggest beneficiaries of this programme, followed by NOCs from America and Africa.

Budget: USD 2,000,000

Gender Equality and Diversity

This programme, called Women and Sport during the 2013-2016 plan, was restructured to enlarge the target groups to include other communities facing discrimination in sport. The objective was to help NOCs develop and implement initiatives aimed at ensuring an inclusive sport movement as well as increasing the involvement of women in leadership positions.

In 2017-2020

Most initiatives developed by NOCs focused on gender equality in keeping with the Olympic Agenda 2020 target of 30 per cent representation of women in sports organisations. The larger issue of discrimination was also widely adopted, with many activities taking place.

One of the pillars of the Olympic Movement is the notion that everybody is welcome in sport, regardless of gender, age, religion, ethnicity or sexual orientation. During the 2017-2020 plan, NOCs started activities around the inclusion of minority groups in sport.

“THE PROGRAMME HELPS THE ARGENTINIAN NOC TO FULFIL ITS MISSION: TO PROMOTE GENDER EQUALITY AND INCLUSION IN COMPETITIVE SPORT, IN THE MANAGEMENT OF THE NOC, AND IN THE STRUCTURES OF THE AFFILIATED NFS AND SPORTS ORGANISATIONS.”

Cristian Roldán, Olympic Solidarity programme coordinator for the NOC of Argentina

Seminars and workshops organised with NFs and other partners served to encourage organisations to include non-discriminatory policies within their statutes, guidelines and practices.

Many initiatives supported by NOCs included leadership training, mentoring and awareness-raising, creating pathways for more women being elected to



The NOC of Benin hosted a festival of women's beach sports in 2019 and 2020

leadership positions within sports governing bodies around the world. NOCs also worked with national sport movement partners to develop policies designed to ensure that the representation of women continues to increase.

The 2017-2020 plan was marked by the first-ever Olympic event with a perfectly equal number of female and male participants – the Winter YOG Lausanne 2020. In the lead-up to this achievement a host of initiatives were implemented by NOCs over many years, boosting the involvement of women in sport. Whether by organising events for women, encouraging them to be more physically active, or training national sport organisations on how to develop female sport, NOCs have worked hard to close the “play gap”.

American and African NOCs were the greatest beneficiaries of this programme in 2017-2020, with especially the American NOCs showing a significant increase in activities compared with 2013-2016 (29 per cent increase). While more needs to be done to improve issues of equality and diversity, the actions implemented during 2017-2020 have created a strong framework to build on.

In addition to the initiatives led by NOCs, the 2017-2020 plan was marked by a new training programme supported by Olympic Solidarity, in collaboration with six IFs and the University of Hertfordshire in England. The Women’s Sport Leadership Academy for High Performance Coaches (WSLA HPC) aims to tackle the issue of significant disparities in coaching, which is currently a male-dominated field. Olympic Solidarity offered a total of 34 scholarships in 2019 and 2020, supporting coaches from around the world to benefit from this leadership programme, which seeks to increase the number of female coaches at the Olympic Games, while also impacting representation at national level.

Budget: USD 2,000,000



A National Women’s Day Fun Run in Vanuatu



The NOC of Trinidad and Tobago staging its Advancing Women in Leadership seminar

Gender Equality and Diversity

Continent	Activities	Trainings
Africa	26	7
America	27	7
Asia	10	5
Europe	15	11
Oceania	13	4
Total	91	34

Sport for Social Development

This programme, previously known as Sport for All, was renamed to include the concept of sport for social development, to show how sport can improve both physical health and social well-being. The aim is to help NOCs promote the practice of sport and physical activity in order to foster social inclusion and healthy lifestyles.

In 2017-2020

Contributing to the development of a healthy body and mind is one of the cornerstones of Pierre de Coubertin’s philosophy of Olympism. Through the Sport for Social Development programme, which was the second most popular programme in 2017-2020,

Olympic Solidarity supported NOCs with many initiatives designed to encourage adoption of this philosophy by the larger population.

The number of initiatives supported by Olympic Solidarity remained the same as in 2013-2016, when this programme became very popular.

“THANKS TO THIS INITIATIVE, WE HAVE SEEN AN IMPORTANT INCREASE IN TAEKWONDO CLUB ENROLMENT AND EVEN WITNESSED THE CREATION OF A NEW TAEKWONDO CLUB IN DIKHIL.”

The NOC of Djibouti on its Taekwondo for All project



The majority of Sport for Social Development activities, such as this one organised by the NOC of Djibouti, encouraged the take-up of physical recreation in communities



Spilfest organised by the NOC of Luxembourg

But the types of projects have evolved and become more varied, resulting in some excellent examples to follow in the future. During 2017-2020 there was a great deal of focus on the need to get people from all ages and backgrounds to benefit from physical activity and sport participation.

Sport for Social Development

Continent	Activities
Africa	38
America	24
Asia	13
Europe	73
Oceania	13
Total	161

Olympic Day

Continent	Reports received			
	2017	2018	2019	2020*
Africa	28	36	38	16
America	30	32	35	12
Asia	21	30	33	24
Europe	36	37	37	26
Oceania	11	14	13	11
Total	126	149	156	89

* The pandemic in 2020 greatly impacted the number of Olympic Day subsidies distributed to NOCs as many of them had to either cancel their event or turn to a virtual version of the celebration.

NOCs have created new partnerships with local NGOs and government agencies, aimed at improving the impact and quality of projects. Youth Olympic camps was a popular theme among African and Caribbean NOCs. Other target groups such as the elderly, minority groups, students and people with disabilities were also among the beneficiaries of initiatives. Some NOCs used this programme to build bridges between people of different cultures and promote peace.

In the year 2020 marked by the pandemic, NOCs encouraged people to stay active, healthy and safe, bringing hope in these difficult times through creative and virtual solutions. Second to European NOCs, NOCs from Africa benefited the most from this programme, with an increase of 52 per cent in approved African initiatives compared with 2013-2016.

The Olympic Day celebration continues to be the one project implemented by most NOCs around the world, with an annual average of 130 NOCs receiving the dedicated subsidy in 2017-2020. The way it is organised continues to be innovated and to vary from one country to another, presenting a large variety of ways to celebrate the Olympic values and promote the benefits of sport and physical activity.

Budget: USD 3,400,000



The NOC of Albania held an Olympic Education, Culture and Legacy seminar

Olympic Education, Culture and Legacy (including International Olympic Academy)

This programme aimed to help NOCs implement Olympic education programmes, disseminate and acquire knowledge of Olympism and the Olympic values, and to preserve Olympic and sporting heritage at national level.

“PARTICIPANTS WERE REALLY ENTHUSIASTIC AND COULD DEVELOP THEIR OWN QUALITIES BY PROMOTING FEELINGS OF JOY, HARMONY, COLLECTIVENESS, FAIR PLAY AND FRIENDSHIP WITHOUT ANY DISCRIMINATION.”

The NOC of Sri Lanka on its 2018 Promotion of Folk and Forgotten Games initiative (below)

In 2017-2020

The Olympic Education, Culture and Legacy programme continues to be the largest of Olympic Solidarity's five programmes dedicated to the Promotion of the Olympic Values. The total of 308 approved activities represents a four per cent increase from 2013-2016, despite the impact of the global pandemic in 2020 with many projects being cancelled. NOCs used the programme to promote Olympic education with young people, to encourage initiatives blending sport and culture and to preserve their national Olympic heritage.





The Olympic Values Literacy Initiative organised by the NOC of Uganda in 2019

The OVEP toolkit continued to gain in popularity as a new and updated version was launched and translated into many more languages. This allowed for more NOCs to implement this method, particularly in schools, one of the main entities with which NOCs collaborated for this programme.

While children were the main target of educational projects aimed at promoting the Olympic values, larger populations greatly benefited from innovative projects blending sport with culture. The YOG Buenos Aires 2018 put the focus on culture and art, which may have inspired NOCs to implement similar projects with an increase in such initiatives during 2017-2020.

Preservation of Olympic heritage was also an important area during this plan as many more NOCs initiated projects relating to Olympic museums, libraries, editing books on traditional sports or highlighting historic Olympic moments and personalities, among others.

IOA Annual Sessions

Continent	International Session for Directors of NOAs				International Session for Young Participants			
	2017	2018	2019	2020*	2017	2018	2019	2020*
Africa	16	15	17	-	8	12	9	-
America	17	16	18	-	17	21	18	-
Asia	13	15	15	-	17	19	18	-
Europe	20	23	23	-	36	34	35	-
Oceania	1	1	1	-	4	5	4	-
Total	67	70	74	-	82	91	84	-

* The 2020 sessions could not take place in Olympia (Greece) and were done virtually. As such, the Olympic Solidarity financial assistance was not needed that year.

An annual average of 70 NOCs received support towards participation in the IOA's International Session for Directors of National Olympic Academies (NOAs), and an annual average of 85 NOCs received support for up to two young people to attend the IOA's International Session for Young Participants (134 participants on average), representing a small increase over 2013-2016.

There has also been a considerable increase in interest from NOCs wishing to provide support to candidates in two Masters programmes: one provided by the IOA in collaboration with the University of Peloponnese and one delivered by the German Sports University Cologne. Fifty-five per cent more scholarships were distributed in this plan compared with 2013-2016.

Budget: USD 9,400,000

Olympic Education, Culture and Legacy

Continent	Activities	Trainings
Africa	47	19
America	62	12
Asia	34	15
Europe	143	14
Oceania	22	2
Total	308	62



An activity under the NOC of Moldova's national Olympic Lessons programme



FORUMS AND SPECIAL PROJECTS

Connecting the Olympic Movement around the world

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

Highlights in 2017-2020

All the objectives of the 2017-2020 plan were achieved in that all 206 NOCs were able to benefit from specialised training be it from marketing seminars organised in collaboration with the IOC Television and Marketing Services (TMS), regional and continental forums addressing topics of particular importance to the NOCs or workshops tackling topical issues for small groups of NOCs in different regions around the world.



Attendees at the Oceania National Olympic Committees (ONOC) Athletes' Commission Forum in Fiji in 2017

One of the main highlights for this plan was the introduction of Continental Association Athletes' Commission Forums, following a proposal supported by the IOC Athletes' Commission. NOC athlete representatives were able to meet, by continent, and receive first-hand information and learn not only from their peers on specific continent-related issues but also from the IOC Sports department, which coordinated the content. The subjects included capacity-building workshops covering such global topics as anti-doping, competition and match fixing, and defining what constitutes an effective athletes' commission. These topics were combined with general presentations on IOC resources and

programmes including Olympic Solidarity programmes, athlete learning gateway, post sport careers, etc.

“NOC GAMES PREPARATION REGIONAL FORUMS ARE ABSOLUTELY CRITICAL TO SMALLER NOCS. THE ABILITY TO BE HEARD AND TO ASK OLYMPIC SOLIDARITY AND GAMES REPRESENTATIVES DIRECTLY WAS VERY USEFUL FOR US TO FURTHER CLARIFY THE PRESENTATIONS MADE DURING THE CHEFS DE MISSION SEMINAR IN JAPAN IN AUGUST 2019.”

Nynette Sass, Chef de Mission of the NOC of Samoa



2017-2020 KEY NUMBERS

26
Regional Forums

28
workshops

10
Olympic Marketing
Seminars

7
Continental
Association Athletes'
Commission Forums



The NOC of Rwanda hosted a Regional Workshop on Sports and Marketing in 2018

Forums and Workshops

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

In 2017-2020

Due to the COVID-19 pandemic, it was not possible to organise any activities in 2020. However, all 10 marketing seminars planned in 2017-2019 were held according to schedule and in close collaboration with the IOC's TMS, which was responsible for content and delivery. While the seminars were very well received by the NOCs, a new format has been proposed for 2021-2024 to better address the real situations and needs of the individual NOCs.

Regional and continental forums were organised for the benefit of all 206 NOCs recognised by the IOC. The forums in 2017 concentrated on the rollout of the new Olympic Solidarity plan and allowed all NOC delegates, particularly those responsible for the implementation of activities on the national level, to come away with a comprehensive understanding of the Olympic Solidarity programmes and how to apply for them. Attention was also paid to the follow-up and control of the use of Olympic Solidarity funding in order to allow the NOCs to be compliant with the basic principles of good governance and transparency. In 2018 and 2019, the forums concentrated on NOC Games preparation for the Olympic Games Tokyo 2020 and these were expertly coordinated and rolled out by the NOC Games Services unit of the IOC NOC Relations department.

Some 28 NOCs organised workshops inviting delegates from other NOCs in the same region to participate. These included conferences on international sports law, Zeus training seminars, regional marketing seminars, governance and leadership, and regional anti-doping education workshops, among others.

Budget: USD 8,450,000



Incheon (Republic of Korea) played host to one of two regional forums held in Asia during 2017

Regional Forums

Continent	2017		2018*		2019	
	Presentation of the Olympic Solidarity Plan 2017-2020		NOC Games preparation for Tokyo 2020		NOC Games preparation for Tokyo 2020	
	Forums	Participating NOCs	Forums	Participating NOCs	Forums	Participating NOCs
Africa	4	53	2	54	2	52
America	2	41**	2	41	2	39
Asia	2	42	2	44	2	44
Europe	1	39	1	50	1	57***
Oceania	1	16	1	17	1	17
Total	10		8		8	

* The forums in Africa, America, Europe and Oceania were paid by the IOC NOC Relations department

** ARG and ARU attended both forums

*** Including the NOCs of AUS, BRA, CAN, CHN, NZL, RSA and USA which were also invited to this regional forum

Olympic Marketing Seminars

Level	Dates	Place	NOCs
2017			
Entry	3-5 May	Dubai (UAE)	50
Intermediate	22-24 May	Dubai (UAE)	57
Advanced	13-15 June	Bratislava (SVK)	65
2018			
Entry	11-13 June	Bratislava (SVK)	28
Entry	18-20 June	Bratislava (SVK)	41
Intermediate	17-19 September	Madrid (ESP)	50
Advanced	5-7 September	Tokyo (JPN)	35
2019			
Entry	24-26 September	Paris (FRA)	76
Intermediate	4-6 June	Budapest (HUN)	60
Advanced	3-5 September	Rome (ITA)	31
10 Seminars			

Regional Workshops

Continent	2017-2020	
	NOCs	Activities
Africa	5	7
America	3	4
Asia	3	3
Europe	12	14
Oceania	-	-
Total	23	28

Continental Association Athletes' Commission Forums

Continent	2017	2018	2019
Africa	-	1	-
America	-	1	-
Asia	-	1	-
Europe	1	-	1
Oceania	1	-	1
Total	2	3	2

Special Projects

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

In 2017-2020

The budget was used to support a number of initiatives, including reconstruction of sports facilities and replacement of damaged equipment following natural disasters that occurred during the 2017-2020 period, and providing additional support to NOCs in crisis situations. In addition, several projects to assist NOCs with the creation of data management platforms received financial support from Olympic Solidarity.

Budget: USD 11,000,000



The NOC of Portugal hosted the 2018 MEMOS Convention II with the support of the Olympic Solidarity Special Projects programme



The NOC of Paraguay organised in 2019 a charity day to provide assistance following floods



03

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

- 74 Introduction
- 76 Olympic Winter Games
PyeongChang 2018
- 77 Olympic Games Tokyo 2020
- 78 Youth Olympic Games
Buenos Aires 2018
- 79 Winter Youth Olympic Games
Lausanne 2020



Opening Ceremony of the Winter YOG Lausanne 2020

Additionally, a new subsidy was launched for Athletes Pre-Games Training Camps, aimed at strengthening athlete support.

Following the postponement of the Olympic Games Tokyo 2020, Olympic Solidarity immediately introduced measures to provide financial relief to the NOCs and help offset additional costs emanating from these exceptional circumstances, including the creation of a special Postponement Subsidy and an increase in the NOC Games Operations subsidy. The programme was also extended by one year.

2017-2020 Budget: USD 52,000,000



Providing financial support to NOCs

This programme supports NOC participation in the Olympic Games and the YOG, and in so doing helps foster the universal spirit of the Olympic Games.

Additional support is given to NOCs based on their contribution to the development and the success of the Games. For the YOG, financial assistance also helps NOCs to support young athletes in their Olympic aspirations.

Highlights in 2017-2020

In 2017-2020, NOCs benefited from subsidies for the Olympic Winter Games PyeongChang 2018 and Olympic Games Tokyo 2020 (Chefs de Mission seminar only), as well as for the YOG Buenos Aires 2018 and the Winter YOG Lausanne 2020. In 2019, the Olympic Solidarity Commission approved a new support structure for the Olympic Games Tokyo 2020, to include the cost of accommodation for the duration of the Games (two rooms per NOC) and two additional flight tickets in business class.



Olympic Winter Games PyeongChang 2018

Olympic Winter Games PyeongChang 2018

NOCs benefited from IOC Subsidies for NOCs' Participation in Olympic Games, with financial support given towards participation of one delegate per NOC at the Chefs de Mission seminar one year prior to the Games. During the Games, Olympic Solidarity covered a set number of flight tickets for athletes and team officials, logistical expenses as well as support towards the NOC President and Secretary General's travel and accommodation. After the Games, all participating NOCs received a subsidy in recognition of their contribution to the success of the Games.

NOCs and athletes participating in the Olympic Winter Games PyeongChang 2018

Continent	NOCs	Athletes
Africa	8	12
America	12	494
Asia	19	410
Europe	49	1,648
Oceania	3	70
	COR*	35
	OAR**	164
Total	91	2,833

*Korea, ** Olympic Athletes from Russia



Olympic Winter Games PyeongChang 2018



Canoe sprint test event for the Olympic Games Tokyo 2020

Olympic Games Tokyo 2020

The two world wars of the 20th century caused several editions of the Olympic Games to be cancelled, but this was the first time in Olympic history that the Games were postponed. They were rescheduled to 23 July-8 August 2021 and the IOC Subsidies for NOCs' Participation in Olympic Games Tokyo 2020 programme was extended by one year. A new subsidy was introduced to help NOCs offset unrecoverable costs or extra expenses due to the unprecedented situation. Olympic Solidarity also increased the subsidy for NOC Games Operations, aimed at assisting NOCs with the logistical costs of preparing for the Games.

Furthermore, the Olympic Games Tokyo 2020 are the first edition in which NOCs and their athletes can benefit from a special subsidy towards Pre Games Training Camps in the host country.

NOCs also received financial support for the participation of one delegate each in the Chefs de Mission seminar held in Tokyo in August 2019.



The National Stadium in Tokyo



YOG Buenos Aires 2018

Youth Olympic Games
Buenos Aires 2018

The YOG Buenos Aires 2018 marked the first time that this Olympic Solidarity programme was used to provide NOCs with financial assistance towards a YOG, helping with the team delegation travel costs and accommodation in the Youth Olympic Village. For the Chefs de Mission seminar, travel and accommodation costs for one delegate per NOC were split between Olympic Solidarity and ANOC. In total, 206 NOCs and 3,980 athletes participated in these Games.

NOCs and athletes participating
in the YOG Buenos Aires 2018

Continent	NOCs	Athletes
Africa	54	495
America	41	943
Asia	44	777
Europe	50	1,513
Oceania	17	252
Total	206	3,980

Winter Youth Olympic Games
Lausanne 2020

The costs covered for the Winter YOG Lausanne 2020 were of the same type as those covered for Buenos Aires 2018. The financial assistance helped 79 NOCs and 1,776 athletes to take part, representing approximately 40 per cent more athletes than in the previous edition four years ago.

NOCs and athletes participating
in the Winter YOG Lausanne 2020

Continent	NOCs	Athletes
Africa	1	2
America	10	219
Asia	18	239
Europe	48	1,264
Oceania	2	52
Total	79	1,776



Olympic Solidarity helped the next generation of Olympians by supporting NOCs' participation at the Winter YOG Lausanne 2020



04

FINANCIAL STATEMENTS

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World Programmes and IOC Subsidies for NOCs' Participation in Olympic Games and Youth Olympic Games

The results presented in the previous pages give an idea of the number of people who have benefited from Olympic Solidarity's assistance and training programmes (athletes, coaches and sports administrators), and the number of activities undertaken by the NOCs during the 2017-2020 plan: a total of almost 12,000 approved requests across all sectors.

A detailed analysis of how the funds were allocated for World Programmes, IOC Subsidies for NOCs' Participation in the Olympic Winter Games PyeongChang 2018 and Olympic Games Tokyo 2020 (Chefs de Mission seminar only), and the YOG Buenos Aires 2018 and Lausanne 2020, is presented in the tables on pages 84-93.

It should be noted, however, that in order to respond to the specific needs created by the postponement of the Olympic Games Tokyo 2020 due to the COVID-19 pandemic, Olympic Solidarity has extended its support until these Games for the following programmes:

- Olympic Scholarships for Athletes – Tokyo 2020;
- Team Support Grant;
- Refugee Athlete Support; and
- IOC Subsidies for NOCs' Participation in Olympic Games Tokyo 2020.

The details for the additional budgets allocated under these programmes are shown on pages 16-17 of this report.

The financial statement tables do not include the expenses not payable by the NOCs, such as the costs of editing, translating and publishing manuals (e.g. the sports administration manuals); costs directly linked to the development of World Programmes and partner-related costs for the Refugee Athlete Support programme; costs linked to the NOC mentoring programme, the Knowledge Centre and the monitoring of the use of Olympic Solidarity funds; and technical meeting expenses. These come to a total of USD 4,900,000.

Overall, almost 84 per cent of the Olympic Solidarity Plan 2017-2020 budget allocated to World Programmes and IOC Subsidies for NOCs' Participation in the Olympic Games and Youth Olympic Games was used.

Upon completion of all activities of the 2017-2020 plan and financial commitments at the end of 2021, the remaining funds from the final audit report will be carried forward and reinvested in the development of future plans.



Australian Olympic scholarship holder Poppy Olsen

Funds allocated by NOC and by programme (in USD)

NOCs	Athletes							Coaches			NOC Management and		Knowledge Sharing		Promotion of the Olympic Values					Forums and Special Projects		IOC Subsidies for NOCs' Participation in Olympic Games *	IOC Subsidies for NOCs' Participation in Youth Olympic Games **	TOTAL
	Olympic Scholarships for Athletes - Pyeong-Chang 2018	Olympic Scholarships for Athletes - Tokyo 2020	Olympic Scholarships for Athletes - Beijing 2022	Team Support Grant	Continental Athlete Support Grant	Youth Olympic Games - Athlete Support	Athlete Career Transition	Technical Courses for Coaches	Olympic Scholarships for Coaches	Development of National Sports System	NOC Administration Development	National Courses for Sports Administrators	International Executive Courses in Sports Management	NOC Solidarity Exchanges	Sports Medicine and Protection of Clean Athletes	Sustainability in Sport	Gender Equality and Diversity	Sport for Social Development	Olympic Education, Culture and Legacy	Forums and Workshops	Special Projects			
Africa																								
ALG		14,869			15,000	42,001		24,884	77,811		180,139	12,377					1,500	5,200	1,534	1,062	5,342		161,925	543,644
ANG		206,856				4,173	3,506	12,000	105,110	29,318	132,138	13,242	26,785		1,467			721	2,198	8,381			16,910	562,805
BDI		136,250		15,127		113,318	6,581	85,339	75,312	30,000	200,305	43,427	12,137		11,855		16,526	12,200	7,008	9,122	5,816	1,676	55,803	837,802
BEN		259,697				10,701	1,939	41,743	78,361	29,846	213,695	12,032	5,493				14,186	24,795	3,356	48,244	26,647	5,165	45,555	821,455
BOT		268,949		58,116	88,402	38,800	21,983	52,181	71,758	30,000	202,130	114,129	38,203		68,975			14,025	29,474	59,039	3,293	3,123	30,323	1,192,903
BUR		261,855		59,343	100,000	34,544		30,818	141,456	59,009	198,000	53,888	19,808					7,700		9,240	18,242	4,036	46,149	1,044,088
CAF		64,000						19,899	24,591		201,200	30,336				3,750		15,978	1,359	4,342	14,522	4,180	26,245	410,402
CGO		136,000			47,346	38,335		26,226	50,818	30,000	234,317	14,027	12,572				4,216	5,200		6,648	8,397	3,377	23,031	640,510
CHA		258,011		15,000	48,917	108,377		59,985	75,125	82,408	237,425	35,677	7,077		16,000		12,000	7,000	36,236	12,388			33,164	1,044,790
CIV		281,001			51,738	65,789	3,212	50,620	59,272	30,000	188,000	8,702	4,749					2,500	7,038	12,807	11,560	4,935	32,994	814,917
CMR		230,005		60,000	100,000	144,735		34,689	128,186		194,345	42,700	15,468		3,400			20,700	14,284	6,389	5,750	5,364	131,168	1,137,183
COD									30,070		173,118		7,077										46,734	256,999
COM								6,576	10,551		129,543		16,367						5,190	8,665	14,290		33,103	224,285
CPV		266,158		52,504	90,000	76,438	6,942	90,790	126,648	62,011	230,136	28,184	31,663	28,572	29,008	20,982	20,000	35,173	43,174	8,932	11,837	3,485	29,693	1,292,330
DJI		224,000			66,540	106,041		56,382	50,538		184,884		4,735					20,161	13,026	9,680	45,561	4,774	37,180	823,502
EGY		215,820		80,000		36,569	17,721	65,913	54,971	24,632	185,500				6,876		6,833		1,767	3,993	4,000		380,382	1,084,977
ERI		296,921	21,000		49,926	47,857		76,162	23,653		225,321	4,000	31,629		12,272			25,126	2,452	12,442	1,976	18,981	56,907	906,625
ETH								26,028	10,832		135,000	10,781			4,526			3,566		600		2,027	62,701	256,061
GAB		364,737		45,000	75,000	111,999		10,488	25,592		195,132	10,564	18,232					5,000	20,000	2,798	23,970	3,878	51,503	963,893
GAM		155,520		22,182	83,214	54,264		17,602	24,884		195,000	6,922	35,606					7,615		17,240	13,229	3,689	55,252	692,219
GBS		191,840		21,844	100,000	112,631		97,164	24,925		210,969		9,414			16,217		5,200		8,590	15,223	4,152	24,062	842,231
GEQ					40,000	12,382			51,436		152,344	6,760	11,836	28,572					2,745	9,205			43,655	358,935
GHA	17,000	290,000	36,000	50,921	52,500	64,124		19,784	8,675	58,303	180,000		16,212					1,969		7,961	4,716	38,500	56,395	903,060
GUI		91,041		45,000	39,990	60,373	20,537	77,836	110,796		157,384	16,026	7,945				7,953	2,610		3,024		2,862	44,680	688,057
KEN	21,303	135,000	21,000	64,052	73,986	63,928	8,255	28,334	6,113	65,933	214,305	7,341	16,042		13,403		7,223	7,900		3,551	463	22,115	98,183	878,430
LBA		32,591			25,000	7,227		12,900			181,358									4,839		4,053	30,414	298,382
LBR		124,000			18,750			10,000	42,241		176,050									5,905	4,736	965	29,408	412,055
LES		258,210		45,020	99,020	2,156	10,000	39,533	45,104	42,235	223,522	66,628	9,838		22,301		12,458	17,410	91,201	9,497	14,098	2,057	27,045	1,037,333
MAD	23,000	264,707	21,000	51,419	99,293	154,179		98,341	33,977	58,337	192,317	113,942	13,317		78,178				9,098	12,342		45,518	44,761	1,313,726
MAR	24,000	117,600			75,000	17,163		52,765	62,548	23,411	194,616		19,451					358	2,505	8,615	48,974	139,186	786,192	
MAW		201,345		45,000	75,000	31,555	10,000	85,186	43,642	30,000	230,000	55,574			1,102			27,186	4,969	11,298	12,266	3,479	29,740	897,342
MLI		160,000		75,000	50,000	5,496	49,608	49,175	146,847	88,678	195,000	32,853	18,383		10,000	5,000	7,500	19,184	11,646	15,596	11,399	3,073	30,599	985,037
MOZ		207,750		58,937	70,005	37,872	4,236	65,325	66,998	30,000	180,000	49,259	7,494	28,572	333		7,000	37,993	1,730	15,651	4,880	3,037	45,661	922,733
MRI		209,000			89,048	37,831		6,859	21,225	47,274	203,242	30,769	14,556					7,699	13,794	12,575	17,359	2,673	169,884	883,788
MTN								21,275			215,233	3,558								13,388	5,375	3,628	34,720	297,177
NAM		165,138				125,171	34,569	46,409	31,677		183,064	3,712	27,662		400			7,337	6,139	6,360	9,483	2,797	79,151	729,069
NGR		250,880	15,000	50,000	16,380	91,605	66,141	91,984	51,584		230,489	35,945	27,331		96,106		1,800	6,459	30,000	11,015	2,346	59,602	148,873	1,283,540
NIG		395,228		19,866	82,664	22,659		45,223	10,982	34,713	222,071	608	11,426					4,952	1,077	12,690	11,588	5,334	47,774	928,855
RSA	44,505	249,499	42,000	99,898	65,625	52,676	10,000	62,520	25,330	23,203	180,000		15,340		2,552		20,500	2,500		6,644	2,620	8,815	327,057	1,241,284
RWA		120,000		30,000	35,732	59,956	17,101	66,932	91,889	29,763	219,945	22,999	11,199		17,257	10,000	13,834	36,184	49,025	24,494	99,139	2,775	30,872	989,096
SEN	23,585	224,000		45,000		39,920		57,439	91,429	51,885	182,850	20,921	10,907		3,300				10,728	5,936	21,650	3,645	37,554	830,749
SEY		218,938		28,486	51,023	6,739		30,396	103,123	23,953	181,879	14,000	14,775		6,717			7,281	22,485	9,481	60,645	3,706	29,564	813,191
SLE		60,000			12,090		17,383	79,185	24,202	89,244	196,877		18,485			9,000	9,918	5,200		13,209	8,600	3,628	39,585	586,606

* Chefs de Mission seminar and Olympic Games' Participation PyeongChang 2018 and Chefs de Mission seminar Tokyo 2020
** Chefs de Mission seminars and Youth Olympic Games' Participation Buenos Aires 2018 and Lausanne 2020

Funds allocated by NOC and by programme (in USD)

NOCs	Athletes							Coaches			NOC Management and		Knowledge Sharing		Promotion of the Olympic Values					Forums and Special Projects		IOC Subsidies for NOCs' Participation in Olympic Games *	IOC Subsidies for NOCs' Participation in Youth Olympic Games **	TOTAL
	Olympic Scholarships for Athletes - Pyeong-Chang 2018	Olympic Scholarships for Athletes - Tokyo 2020	Olympic Scholarships for Athletes - Beijing 2022	Team Support Grant	Continental Athlete Support Grant	Youth Olympic Games - Athlete Support	Athlete Career Transition	Technical Courses for Coaches	Olympic Scholarships for Coaches	Development of National Sports System	NOC Administration Development	National Courses for Sports Administrators	International Executive Courses in Sports Management	NOC Solidarity Exchanges	Sports Medicine and Protection of Clean Athletes	Sustainability in Sport	Gender Equality and Diversity	Sport for Social Development	Olympic Education, Culture and Legacy	Forums and Workshops	Special Projects			
Africa (cont.)																								
SOM		128,000			50,000	82,000	7,500	60,480			213,950	19,262	5,775					42,500		5,663		3,000	28,579	646,709
SSD						38,205					207,450							5,000	503	7,160	16,392		31,719	306,429
STP		144,000			75,000	2,326		10,331	14,307		199,791							5,035		8,358		4,046	56,540	519,734
SUD		282,067		20,250	74,950	69,442	3,159	86,095	39,935	73,633	204,217	1,328	13,563		1,961			5,853	6,706	13,090	4,015	3,966	21,812	926,042
SWZ		163,328		22,663	57,720			21,338	30,817	20,613	182,084	9,501			6,425			7,700	3,318	8,478	5,626	3,010	27,598	570,219
TAN		20,000				3,660		80,835	30,280	57,216	169,500	40,670	11,201					10,400	1,396	105,297	10,633	2,978	42,066	586,132
TOG	27,104	323,861				77,995		79,980	115,868		171,983	36,953	16,354				1,602	13,700	67,753	23,087	5,611	43,661	44,241	1,049,753
TUN		257,240		97,067	100,000	182,978		114,983	99,843	89,264	212,826	71,869	12,311		19,926	5,623	19,998	40,487	35,159	6,429	9,388	2,508	290,569	1,668,468
UGA		232,988	21,000	100,000	66,563	54,704	25,169	50,090	48,769	80,432	213,072	185,360	49,948		45,022	48,000	41,954	107,400	116,074	69,221	58,738	3,972	36,048	1,654,524
ZAM		225,781		20,919	80,524	69,588	23,827	109,473	51,855		230,008	24,694	24,944		6,782			5,200	5,204	47,175	4,449	3,076	97,941	1,031,440
ZIM		250,000		40,930		55,680	11,731	47,551	56,388	24,453	206,039	76,495	15,589		11,604		10,255	6,290	30,789	4,290	9,073	3,067	100,628	960,852
America																								
ANT		200,000		45,000			9,725	3,881	31,896		180,000							7,700	1,581	19,204	2,385		37,525	538,897
ARG	228,969	280,800	146,916	75,865	46,245	120,796	10,000	97,709	58,693	48,945	180,000	83,044	20,148	28,572	17,225	9,315	46,717	3,919	111,208	13,996	11,080	30,618	597,289	2,268,069
ARU		144,144			100,000	43,707		4,733	16,300		191,585		8,470		5,767		15,000	5,200	17,587	16,454	122,777	3,593	56,358	751,675
BAH		168,000		30,000	45,000	1,355		8,937	8,389		180,000		7,248							8,368	1,383	2,965	38,975	500,620
BAR	25,586	216,080		45,000	100,000	44,536	12,647	47,447	58,875	26,000	189,000	21,467			22,746		12,491	15,938	24,238	10,299	3,766	5,449	38,012	919,577
BER	37,325	186,716		59,743	75,000	879	10,721			30,000	190,000						27,200	26,643		11,859	7,992	13,672	24,852	702,602
BIZ		112,000		38,250	85,450			12,330	31,098		180,000		15,142					7,449		15,149		3,427	21,868	522,163
BOL	9,000	192,000	42,000	60,000	88,782	80,830			87,312		179,174		7,248				14,632	7,595	14,481	10,991	232	49,037	78,205	921,519
BRA	272,648	228,000	168,000	59,506	111,074	151,314	66,575	75,813	117,600	113,202	240,000	67,450	42,427	28,572	56,338	38,998	8,166	8,175	136,678	8,298	2,828	70,203	396,486	2,468,351
CAN	147,070	76,000	75,001	174,287	73,813	49,617			9,000		180,000		39,337		7,650		30,448	10,700	16,432	6,556	5,434	602,609	776,721	2,280,675
CAY		172,132		44,708	93,342		699	7,277			180,000							6,624		12,014		6,790	29,907	553,493
CHI	160,330	211,460	138,000	35,000	25,000	23,157	7,431	71,569	86,077	102,794	191,028	142,170	26,447	28,572	10,397			57,663	102,506	13,146	109,868	68,287	222,025	1,832,927
COL	56,596	216,612	84,000	59,626	100,000	112,703	34,981	72,929	164,570	104,116	209,829	91,920	48,229	28,572	56,999		14,964	43,260	73,086	9,209	5,995	57,931	256,250	1,902,377
CRC	12,000	377,933		27,693		64,938	5,561	38,921	106,442	86,051	219,600	25,827	19,947	28,572	29,446	19,888	16,988	22,471	37,510	8,339	3,640	5,627	88,654	1,246,048
CUB		202,000		80,000		17,454			55,019		180,000		7,688		15,191					8,840		2,816	111,832	680,840
DMA		143,610				12,139			13,926		180,000		13,604		2,000			7,470	14,544	17,470	4,378	5,011	32,855	447,007
DOM		252,115		26,567	72,371	82,940	5,042	57,932	119,193	28,091	180,000	44,127	28,523	28,572	4,623		14,671	7,700	5,234	10,555	71,096	3,653	119,435	1,162,440
ECU	11,000	201,557	21,000	32,631	100,000	162,204	10,952	31,754	78,514	24,166	242,192	71,526	28,379	28,572	5,746	5,362	6,607	29,151	63,926	10,344	151,864	30,480	172,801	1,520,728
ESA		206,500		15,000	50,000	53,737		23,600	117,963		195,284	11,646	14,216		13,908			7,498	15,943	7,893	2,398	3,619	24,277	763,482
GRN		208,000		59,714	20,000	47,793	56,141	6,750	50,087	20,279	209,606							15,185		13,454	10,080	3,986	34,328	755,403
GUA		206,485		60,000	72,261	134,001	41,169	76,626	159,446	77,748	228,226	42,492	20,427	28,572	39,789	1,666	375	45,900	98,330	10,403	3,111	3,313	70,859	1,421,199
GUY		160,000		64,350	100,000			9,196	12,641		190,000	15,012						7,700		14,841	7,125	3,649	36,378	620,892
HAI		256,000	6,000		75,000	50,618		33,488	84,685		180,000	18,500			10,000			5,007	7,837	16,737	5,850	6,298	43,872	799,892
HON		187,728		41,646	45,086	6,904		6,139	51,630	85,132	191,550	30,243	13,939	28,572			4,732			11,662	2,807		31,926	739,696
ISV	54,887	250,000	42,000	59,799	60,069	49,919		20,258			183,000							7,700	55,945	15,784	15,048	6,482	42,861	863,752
IVB		200,000		28,375	85,000	50,000	3,365			29,500	180,000							58,329		14,015	7,944	3,605	26,343	686,476
JAM	24,000	219,635	63,000	37,364	60,000	49,151		2,506	67,964	25,963	194,886	21,624	16,809		30,465			7,700	1,581	9,412	4,594	63,334	69,276	969,264
LCA		73,365		22,185	49,778	45,839		4,279		29,459	180,000	2,823	15,250				20,000	7,641	12,792	15,727	10,116	4,092	32,838	526,184
MEX	9,781	76,000	84,000	15,000	50,000	21,159	22,000	10,939	92,514	10,947	180,000		11,374	28,572	9,916			94	49,140	10,333		30,969	505,231	1,217,969
NCA		45,051				6,981		59,896	53,566		187,845		8,259		57,000			2,700	26,832	11,599	100,000		25,850	585,579
PAN		204,000		50,000	50,000	68,947	20,357	115,080	90,558	27,138	196,298	51,929	40,826	28,572			7,412	7,900	15,826	9,968	1,712	3,321	100,450	1,090,294

* Chefs de Mission seminar and Olympic Games' Participation PyeongChang 2018 and Chefs de Mission seminar Tokyo 2020
** Chefs de Mission seminars and Youth Olympic Games' Participation Buenos Aires 2018 and Lausanne 2020

Funds allocated by NOC and by programme (in USD)

NOCs	Athletes							Coaches			NOC Management and		Knowledge Sharing		Promotion of the Olympic Values					Forums and Special Projects		IOC Subsidies for NOCs' Participation in Olympic Games *	IOC Subsidies for NOCs' Participation in Youth Olympic Games **	TOTAL
	Olympic Scholarships for Athletes - Pyeong-Chang 2018	Olympic Scholarships for Athletes - Tokyo 2020	Olympic Scholarships for Athletes - Beijing 2022	Team Support Grant	Continental Athlete Support Grant	Youth Olympic Games - Athlete Support	Athlete Career Transition	Technical Courses for Coaches	Olympic Scholarships for Coaches	Development of National Sports System	NOC Administration Development	National Courses for Sports Administrators	International Executive Courses in Sports Management	NOC Solidarity Exchanges	Sports Medicine and Protection of Clean Athletes	Sustainability in Sport	Gender Equality and Diversity	Sport for Social Development	Olympic Education, Culture and Legacy	Forums and Workshops	Special Projects			
America (cont.)																								
PAR	24,000	216,000		29,768	100,000	109,896		51,381	86,686	63,802	212,200	88,706	42,730	28,572	10,000	3,000	15,000	39,524	21,799	11,581	26,128	5,051	99,645	1,285,469
PER	36,000	256,739	36,000	59,131		13,677	25,161		81,349		180,000		29,837		39,436				3,951	9,365	203,888	1,988	78,535	1,055,057
PUR		241,706		100,000	80,000	143,560	8,066	40,502	44,458	56,750	180,000		21,556	28,572					21,763	12,675	572	6,528	137,161	1,123,869
SKN		148,000		25,000	75,000	17,976		36,335	13,359	22,979	180,000							8,913		16,368	25,319	2,915	19,755	591,919
SUR		200,000		20,286	18,814		1,632	17,308	8,500		180,000	484	8,438		6,166			2,663		12,895		3,000	30,965	511,151
TTO		198,000	18,000	37,900	100,000	76,961	10,000	34,986	159,921	26,500	229,936	50,667	10,309				24,916	8,497	45,756	17,228	4,055	3,067	100,363	1,157,062
URU		288,828		64,800	100,000	131,530	5,617	71,199	22,011	106,381	180,000	15,592	13,111	28,572	2,583			6,337	18,746	15,753	3,617	5,275	100,321	1,180,273
USA							183,584				180,000	3,767	7,273				13,666	12,200	18,147	53,480	975	634,694	992,178	2,099,964
VEN	54,970	446,289	21,000	74,870	81,668	94,810		35,086	92,051	52,163	204,774	6,724	40,407	28,572		13,380	2,660	16,928	32,222	22,083	154,995	4,110	309,207	1,788,969
VIN		180,000		42,489	80,000	38,849		15,034	97,872	74,546	180,000				3,350			7,700	7,872	33,838	5,785	4,582	48,510	820,427
Asia																								
AFG	18,000	68,750	42,000	29,523	12,931			36,697		14,186	171,800	12,690	18,102					7,678		386	3,897	989	35,815	473,444
BAN		204,123		15,000		2,779	9,739	60,505	73,372	26,095	180,000	39,800			4,943			20,677	16,108	4,991	18,411	2,655	99,855	779,053
BHU		374,566		27,637	43,986	43,485		25,842	71,095	21,277	184,561	7,937	5,125		17,710		10,577	11,593		5,802	16,977	1,815	37,890	907,875
BRN		100,000		80,000	100,000	39,812		49,713	20,528	82,604	180,000	67,130	12,014		11,292			61,400	833	4,780		3,036	50,660	863,802
BRU									15,874	22,500	34,998		16,892							1,578			29,836	121,678
CAM		184,000		30,000	100,000	65,410		65,950	22,146		215,000	48,500					10,759	22,814	20,000	1,996		2,374	31,539	820,488
CHN			75,001					4,634			180,000		33,509					10,900	24,875	5,833		243,121	843,541	1,421,414
HKG		280,800	42,000	100,000				19,077	5,337		180,000						6,833	21,900	50,213	8,344	8,183	27,826	188,393	938,906
INA				24,000			10,537		35,334		202,000		16,808		10,000		15,000	2,700	20,000	1,638	7,109		123,461	468,587
IND		31,439		71,653	40,375	37,750	29,951	27,905	42,162		189,253				24,340		6,833	4,068	5,952	3,975	7,517	14,371	276,099	813,643
IRI (1)		80,000	94,000		7,500	103,309	3,735	73,322	33,120	22,000	195,000	62,362	10,934		24,311		12,833	10,900	73,260	16,236	51,179	19,318	332,377	1,225,696
IRQ						5,708					180,000		12,639					490				3,409	103,614	305,860
JOR		180,000		42,534	93,654	63,000	43,573	30,816	70,049	30,000	218,906		16,389			17,632		14,700	24,891	18,194	54,164	2,916	100,031	1,021,449
JPN	147,099	87,000	75,001	150,000	196,539			16,024		75,308	180,000		27,965		7,848			10,700	156,917	85,652	58,728	341,000	949,131	2,564,912
KAZ	212,624	244,800	210,000	90,709		25,141		84,022	18,428		198,430	12,115			24,557		2,588	12,624	17,155	6,832	8,303	150,231	478,976	1,797,535
KGZ	47,757	188,000	42,000		128,568	104,091		46,772		30,000	194,281		20,641					5,200	15,558	16,170	7,163	47,688	120,178	1,014,067
KOR	147,115	156,111	75,001			35,937	2,644	12,000	8,495		180,000		13,609		29,433			10,400	37,151	2,409	9,652	399,889	440,228	1,560,074
KSA		135,000			75,000	42,173	4,815	17,797			195,000		8,259		3,194				22,378		10,395	3,175	75,809	592,995
KUW									1,500		180,000						6,833						30,324	218,657
LAO		252,142			79,975	40,064		34,549		59,173	180,000	52,066	24,715					17,900		4,720	7,119	1,568	39,210	793,201
LIB	38,155	190,460	18,000	45,000	97,500	150,495	6,324	78,911	15,875	31,501	180,000	86	2,975		14,002			7,700	58,160	1,651	13,068	54,744	50,685	1,055,292
MAS	14,228	117,600				10,118		28,247	29,578		180,000	74,811			8,955			4,393	16,943	1,209	17,862	30,823	163,487	698,254
MDV		153,600				52,661	4,178	34,853	93,953		187,845	17,501	4,796					2,100	12,505	4,171	14,141	1,497	32,672	616,473
MGL	42,000	357,738	42,000		91,401	144,662		49,760	31,807	30,000	180,000	43,772	15,024		17,371			7,541	10,326	2,427	8,138	41,789	133,873	1,249,629
MYA						2,345		48,748			180,000	33,645			23,077			6,700		5,585	7,887	1,962	26,990	336,939
NEP	52,536	142,830	3,000	45,000	67,500	35,646		46,644			180,000				9,887			13,908	20,192	5,878	187,870	4,140	27,060	842,091
OMA		128,000						46,064	19,070		207,734	20,898						2,500	7,577	1,071	158,157		41,595	632,666
PAK	52,404	165,000	21,000	60,000		8,664	10,000	62,273	36,816		180,000	5,800	31,930		31,463			10,400	5,411	4,183	7,468	43,365	34,402	770,579
PHI		204,389				3,891	16,045	17,299			180,000				9,765		1,170	5,400		3,824	16,258	5,000	83,636	546,677
PLE		209,840		60,000	100,000	23,658		29,891	9,897		218,129		24,060		7,903		2,000	14,900	9,699	2,369	3,950	3,284	37,282	756,862
PRK(1)					999,623		3,219	95,873	46,311	60,000	180,000	6,995				5,922	3,310					92,873	57,890	1,552,016
QAT							10,682	23,402			90,000	59,621	7,248					1,402	4,352	994	150,000		50,765	398,466

* Chefs de Mission seminar and Olympic Games' Participation PyeongChang 2018 and Chefs de Mission seminar Tokyo 2020

** Chefs de Mission seminars and Youth Olympic Games' Participation Buenos Aires 2018 and Lausanne 2020

(1) Budget allocated, payments on hold or made to third parties due to international bank transfer difficulties

Funds allocated by NOC and by programme (in USD)

NOCs	Athletes							Coaches			NOC Management and		Knowledge Sharing		Promotion of the Olympic Values					Forums and Special Projects		IOC Subsidies for NOCs' Participation in Olympic Games *	IOC Subsidies for NOCs' Participation in Youth Olympic Games **	TOTAL
	Olympic Scholarships for Athletes - Pyeong-Chang 2018	Olympic Scholarships for Athletes - Tokyo 2020	Olympic Scholarships for Athletes - Beijing 2022	Team Support Grant	Continental Athlete Support Grant	Youth Olympic Games - Athlete Support	Athlete Career Transition	Technical Courses for Coaches	Olympic Scholarships for Coaches	Development of National Sports System	NOC Administration Development	National Courses for Sports Administrators	International Executive Courses in Sports Management	NOC Solidarity Exchanges	Sports Medicine and Protection of Clean Athletes	Sustainability in Sport	Gender Equality and Diversity	Sport for Social Development	Olympic Education, Culture and Legacy	Forums and Workshops	Special Projects			
Asia (cont.)																								
SIN		121,986				2,853	11,585	6,632	16,141	37,440	182,700	7,074						9,064	106,818	3,051	22,187	42,891	154,590	725,012
SRI	1,737	219,219		50,370	51,710	40,994	6,203	5,423	46,636	43,498	190,000	66,860			37,021	28,561		10,400	34,873	4,797	9,913	1,622	103,115	952,952
SYR(1)		180,271				5,417		12,000												3,609		989	40,181	242,467
THA		231,770	48,000			15,835	9,636	72,060	58,187	30,000	180,000	54,406			25,610			8,200	12,893	7,148	15,238	47,923	455,212	1,272,118
TJK	56,043	231,920	42,000	45,000	100,000	118,556	10,000	75,279	27,474	120,000	207,000	111,432			47,949	24,708	19,000	25,764	57,999	5,678	205,963	3,576	54,215	1,589,556
TKM		196,560		12,000	61,023	95,848		59,985	10,906	30,000	194,474				3,619			1,342	22,507	5,305	10,893	3,753	100,467	808,682
TLS	29,000	12,000	21,000					39,125			112,090							2,700	5,277	2,650	11,482	21,160	35,665	292,149
TPE	84,239	150,080	63,000		55,075	58,178	28,036		18,588	10,314	205,000				2,177			11,824	96,117	2,446	17,081	52,215	524,605	1,378,975
UAE		92,000				997		9,309			135,000		14,677							358,704			31,892	642,579
UZB	40,687	161,030	42,000	31,199		46,273		18,833	19,400	69,118	180,000		19,068					7,900		3,472		14,791	343,364	997,135
VIE		154,255		5,970		13,619		81,991		90,000	195,000	56,291						29,900	8,625	7,571	13,854	2,647	112,835	772,558
YEM		288,000			100,000	55,102	10,000				180,000				3,033			10,400		1,110		2,244	26,058	675,947
Europe																								
ALB	57,144	180,000	42,000	53,887	31,500	3,069		35,408	26,982		180,000	23,252						12,200	25,648	5,272	7,807	44,275	47,793	776,237
AND	166,652	148,000	105,000	60,000	100,000	109,626				30,000	207,348		2,955	28,572				31,483		1,897		57,804	67,978	1,117,315
ARM	84,000	274,800	63,000	59,844		5,154		79,176	6,776	27,775	182,300				16,067	2,477		2,160	39,595	2,605	1,697	11,956	72,914	932,296
AUT	141,601	240,000	75,001	200,000	59,694	100,323		48,000	31,918		220,000				12,707			10,400	8,963	865	5,732	311,550	509,019	1,975,773
AZE		233,350		99,950	80,000	100,920	9,649	79,052	2,986	95,000	200,000	80,638	10,441		19,414			13,400	143,591	69,166	10,076	40,909	172,087	1,460,629
BEL	184,044	240,000	210,000	100,000	80,000	150,000	10,000			80,000	230,000		10,038		1,807			152,700		2,932	127,499	104,532	279,345	1,962,897
BIH	147,410	297,311	83,790	58,882	80,000	47,879		74,583	10,066		212,529	16,636	9,630		22,346	70,972		53,486	8,731	5,312	9,504	55,689	93,728	1,358,484
BLR	227,981	189,106		96,023	66,819	8,017	10,000	81,278	1,500	50,034	180,000		11,240		9,285			16,088	107,599	4,253	2,317	109,831	333,021	1,504,392
BUL	248,254	224,000	209,902	36,702	79,154	75,000		56,945	17,216	34,579	180,000							14,900	81,653	1,784	5,925	91,366	258,683	1,616,063
CRO	283,659	228,000	240,000	100,000	79,750	119,853	15,418	3,146	17,429		195,000		2,322				78,000	16,400	151,509	4,649	12,962	90,574	296,556	1,935,227
CYP	36,000	234,997	42,000	45,000	75,000	72,914		50,239	9,600		180,000				13,172			7,700	21,683	5,256	6,162	41,496	81,576	922,795
CZE	150,000	285,600	75,001	198,841	80,000	155,862		15,262	12,997	28,959	183,198	7,719	19,720		43,181		199	16,400	106,837	4,463	38,215	279,081	616,796	2,318,331
DEN	125,154	200,000	210,000	100,000	79,673	88,267		33,296			230,000		9,357						191,994	4,931	4,416	85,802	201,421	1,564,311
ESP	240,000	24,000	221,916								180,000		6,840	28,560		20,000	6,833	34,700	24,270	72,817	516,288	80,783	609,757	2,066,764
EST	266,659	298,000	210,000	140,000	80,000	125,395	20,904	52,442	24,504	90,000	220,000	52,215	1,402		77,089			150,321	109,637	4,791	54,333	103,093	260,054	2,340,839
FIN	150,000	195,462	75,001	175,000	80,000	91,481	9,506	9,895		16,226	228,456		13,455		33,073		60,000	60,000	82,325	8,800	9,689	295,165	366,869	1,960,403
FRA	150,000	105,600	45,000	200,000	60,000	50,000		67,036			239,303		12,885		87,628	66,630	22,000	25,670	68,736	121,541	114,161	309,781	870,572	2,616,543
GBR	262,443	142,400	210,000	160,000		77,196	10,000	15,653		28,664	220,000		10,409			39,000	6,833	15,509	169,059	4,017	15,510	192,397	390,858	1,969,948
GEO	84,000	273,600	84,000	60,000	80,000	53,955	9,935	99,141	10,391	85,737	229,291	111,770	24,891		57,557	2,800	8,941	60,590	84,594	6,205	4,616	53,059	151,481	1,636,554
GER	150,000	12,000		185,000		137,632	12,500	12,000			220,000	2,488	1,782		5,000	51,100		101,649	67,482	4,020	7,115	415,804	862,524	2,248,096
GRE	183,644	348,864	84,000	100,000	80,000	52,466		30,611	5,363	30,000	180,000		12,477					16,400	42,670	2,285	162,118	41,550	251,676	1,624,124
HUN	204,000	252,700	210,000		35,000	3,375	10,434	42,753	14,174	11,712	202,200		8,190		6,073		6,833		6,026	84,614	10,205	92,977	592,043	1,793,309
IRL	109,837	200,950	105,000	99,704	80,000	80,000	7,338				220,000				5,000		15,000	5,200	200,000	3,122	54,930	58,781	135,973	1,380,835
ISL	131,369	254,000	105,000	100,000	120,755	123,330		25,503		87,890	210,212	7,280	1,040		3,082			55,415	26,370	4,110	8,527	64,580	100,086	1,428,549
ISR	96,000	240,000	168,000	60,000	50,000	96,153	8,370	42,183	15,674	53,729	181,840		17,231		16,432		5,000	5,200	169,988	3,422	10,958	70,788	160,965	1,471,933
ITA	150,000	112,000		210,000	80,000	150,000	3,927	50,830	17,796		180,000								92,070	89,733		341,132	725,706	2,203,194
KOS	32,000	237,600	42,000	47,469	80,000	41,276		76,620			216,243	87,928			11,200	6,003	9,698	31,603	6,059	2,353	12,603	44,140	75,376	1,060,171
LAT	266,944	262,193	200,254	112,764	72,000	116,800	5,771	99,605	30,024	89,842	229,651	5,062	21,099		28,476		7,371	116,400	111,835	20,992	10,273	131,910	261,893	2,201,159
LIE	75,884	120,000	63,000	45,000	80,000	78,652	19,630				229,619		9,357		2,000			7,700	50,000	1,232	12,431	60,484	57,489	912,478
LTU	216,000	269,780	188,958	99,685	80,000	87,895	24,911	113,967	28,122	119,278	201,000	93,366	11,642		2,487		26,766	119,080						

* Chefs de Mission seminar and Olympic Games' Participation PyeongChang 2018 and Chefs de Mission seminar Tokyo 2020

** Chefs de Mission seminars and Youth Olympic Games' Participation Buenos Aires 2018 and Lausanne 2020

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Funds allocated by NOC and by programme (in USD)

NOCs	Athletes							Coaches			NOC Management and		Knowledge Sharing		Promotion of the Olympic Values					Forums and Special Projects		IOC Subsidies for NOCs' Participation in Olympic Games *	IOC Subsidies for NOCs' Participation in Youth Olympic Games **	TOTAL
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Europe (cont.)																								
LUX			6,000								195,000		1,926					77,700		2,104	13,076	5,715	92,125	393,646
MDA	18,000	350,938	38,000	41,799	75,807	122,175		131,736	48,630	119,801	227,719	6,339	11,912			84,700		97,357	85,275	1,746	69,547	47,941	161,922	1,741,344
MKD	84,742	286,400	63,000	100,000	80,000	56,517		36,337	20,977	66,952	227,416	72,219	12,328		9,838			7,791	19,864	6,725	72,123	52,463	82,409	1,358,101
MLT	58,000	201,271	21,000	40,274	95,051	113,468	10,000	25,630	9,600	60,000	189,672		2,728		78,426			67,366	5,098	4,143	11,096	45,226	39,014	1,077,063
MNE	51,821	241,200	63,000	75,000				12,000			180,000					15,000			20,000	1,583	85,276	55,144	33,766	833,790
MON	24,000	85,000	63,000		80,000		10,000				180,000							5,200	124,657	1,762	7,158	63,879	112,529	757,185
NED	209,655	153,200	63,000	100,800	47,172	156,715	15,232				227,308		1,323						4,000	34,167	199,636	118,239	341,155	1,671,602
NOR	150,000	200,000	75,001	200,000	80,000	150,291		30,000	17,382	60,000	230,000				145,000		6,833		70,091	9,089	4,827	301,550	338,454	2,068,518
POL	216,734	220,751	204,000	60,000	80,000	99,824	10,000	45,457	21,999	116,107	224,977		17,380		14,200		17,972	88,700	85,157	3,515	11,283	198,629	653,882	2,390,567
POR	46,568	126,702	42,000	50,000		100,000			10,953	81,836	180,000		27,987	28,572	125,000	12,776	16,833	26,347	142,560	4,780	26,355	25,847	261,604	1,336,720
ROU	223,662	212,000	210,000	99,491		16,595		28,000	36,426		180,000	3,768	9,408		1,982			9,536	95,265	3,458		110,904	382,147	1,622,642
RUS	22,752							112,483	9,400		180,000	11,325	19,786		64,025			10,900	35,948	3,887	60,000	434,854	1,005,372	1,970,732
SLO	290,000	288,000	75,001	175,000	80,000	163,935	18,332	80,294	40,778	97,683	229,956	14,000	23,347		48,493			86,900	116,930	5,851	3,135	222,689	385,363	2,445,687
SMR	6,000	103,511	18,000		75,000	26,333					180,000								19,581	1,713	5,914	45,242	38,094	519,388
SRB	138,430	224,000	70,400	100,000	79,653	115,536	1,824	36,604	23,329	67,642	198,000	2,431					6,833	131,926	121,208	3,657	3,623	50,751	144,298	1,520,145
SUI	150,000	190,000	66,000	132,500	80,000	139,612					230,000		1,914		7,901			205,000	10,820	414	12,525	460,631	643,335	2,330,652
SVK	234,780	286,000	209,902	100,000	79,921	125,857		44,775	3,308	58,871	230,000				9,634		6,833	90,843	135,354	193,300	11,023	183,754	389,255	2,393,410
SWE	150,000			116,250							198,000							12,200	7,780	6,652	8,844	322,228	337,642	1,159,596
TUR	170,995	280,000	160,800	150,000	80,000	79,778	10,000	93,284		48,336	200,000		10,443		6,165			108,699	180,608	3,798	932	66,175	366,054	2,016,067
UKR	240,000	240,865	208,000	9,953	60,000	11,604	14,215	53,486			180,000		10,491		1,994			16,400	7,684	6,588	50,000	127,799	534,778	1,773,857
Oceania																								
ASA		145,600	21,000	30,600	60,000	101,070	5,437	39,759	1,500	30,000	180,000				3,861			7,700		7,455		5,203	127,769	766,954
AUS	280,112	197,347	210,000	100,000	59,400	113,353	85,753	46,057			185,000		30,872				6,833	13,296	174,827	6,201	9,852	163,778	784,011	2,466,692
COK		160,000		28,861	30,000		6,722	9,000	16,680	25,958	189,462		14,199		3,676	27,894		10,400	5,558	5,975		2,281	13,875	550,541
FIJ		263,602		100,000	41,953	54,275	9,840	63,719	26,745		204,218	8,049	17,555		27,874		20,766	117,910	2,865	4,410	14,796	3,005	35,865	1,017,447
FSM		136,080		47,637	35,904	29,131	1,086	56,274		60,000	233,991				29,653	12,669	8,461	65,712	45,646	9,282	39,100	3,145	39,345	853,116
GUM		108,000		48,000		7,470		14,617	15,462	32,379	194,400	734			12,794		4,173	2,500	4,485		16,343	2,178	32,482	496,017
KIR		156,177				1,865	8,897		1,500		161,802							4,055					36,580	370,876
MHL		64,000		33,750	31,500	28,248	3,350		12,215	34,000	199,500				268					12,220	17,510	3,066	65,736	505,363
NRU		85,000		43,513		25,712		16,034			181,103						6,099	6,906		4,581	16,211	3,604	50,022	438,785
NZL	228,644	237,768	210,000	100,000	60,000	122,008	102,851	20,016			220,000		15,537				56,833	27,229	228,196	7,039	11,640	97,555	487,824	2,233,140
PLW		138,000		30,906	42,750	13,321		7,566		22,350	230,597					5,000		22,519	14,112	10,057	7,548	2,787	16,472	563,985
PNG		199,210		50,000	28,451	16,214	18,641	46,637	21,058	62,022	229,315	13,613	22,978		1,601		19,795	5,400	8,075	2,428	34,988	3,562	51,155	835,143
SAM		224,445		59,999	12,404	16,636		3,376	11,909		180,000		8,166		29,857	22,174	6,833			2,623	15,371	3,159	111,517	708,469
SOL		160,000		15,000	24,000	58,209		49,179	59,333		195,000						2,000	6,909	8,769	6,490	13,133	3,051	94,217	695,290
TGA		88,000		34,544	20,613	32,094		7,682			192,332		9,335		868	5,000		10,261		7,871	66,692	41,985	79,921	597,198
TUV				44,391	66,325		2,065	13,606	25,357	45,255	205,458		32,700		24,142			9,823		11,902	4,492	3,917	26,272	515,705
VAN		50,000		44,439	33,750	75,809	3,598	10,640	8,051		230,000				24,662		20,610	8,910	2,669	2,551	5,778	676	147,103	669,246

* Chefs de Mission seminar and Olympic Games' Participation PyeongChang 2018 and Chefs de Mission seminar Tokyo 2020
** Chefs de Mission seminars and Youth Olympic Games' Participation Buenos Aires 2018 and Lausanne 2020



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A tailored approach for NOCs

Olympic Solidarity's Continental Programmes are designed to provide NOCs with access to technical, financial and administrative assistance that meets their individual needs and priorities while at the same time complementing the World Programmes.

The programmes are run by the five continental associations in close collaboration with the Olympic Solidarity office in Lausanne. These programmes offer assistance specifically adapted to member NOCs in harmony with the Olympic Solidarity Plan 2017-2020.

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

Every association has to allocate funds to help NOCs develop their own national activities, designed to meet NOCs' local needs and improve their operational efficiency. Continental Programmes also have to contribute to: each continental association's operating expenses; the organisation of General Assemblies and other statutory meetings; and biennial Athletes' Commission meetings and forums organised in collaboration with Olympic Solidarity. Each continental association can also set aside funds to develop specific programmes for the benefit of their regions.



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Malaysian Olympic scholarship holder Lee Zii Jia at the 18th Asian Games in Jakarta-Palembang

ANOCA

Association of National Olympic Committees of Africa



Report by Mustapha Berraf, President

Even in the final, COVID-affected year, the 2017-2020 plan was highly successful for ANOCA. Highlights included the Athlete Support programme for the Olympic Games Tokyo 2020, the 1st African Beach Games in Sal Island (Cape Verde) in 2019 and the 3rd African Youth Games (AYG) in Algiers (Algeria) in 2018.

Another major achievement was the hosting of the 12th African Games in Rabat (Morocco) – the first time in the 55-year history of the Games that the organisation and staging was entrusted to ANOCA, after agreement with the African Union (AU) and the Association of African Sports Confederations (AASC), which was responsible for technical matters.

There are 53 Olympafrica Centres, of which 40 were operational in the ANOCA Zones of the continent. The Continental Activities programme saw over 90 per cent of NOCs accessing funding during the four-year term, which was not without its challenges; however, various matters are being addressed with the support and cooperation of Olympic Solidarity. Also thanks to Olympic Solidarity, after considering a presentation from ANOCA, ANOC provided an additional USD 3,100,000 to ANOCA to help African NOCs with the costs incurred as a result of the



All 54 ANOCA NOCs participated in the 12th African Games

postponement of the Olympic Games Tokyo 2020 and other consequences of COVID-19.

2017-2020 Total Budget: USD 41,113,000

NOC Activities

This programme aimed to provide financial support to help NOCs promote the development of sport and reinforce their structure at national level.

Each NOC was allocated USD 100,000 per year for the purpose of sports development, strengthening the role of NOCs and the promotion of Olympic values. During the plan, over 90 per cent of NOCs accessed the funds, which enabled them to build capacity, function more efficiently, purchase modern equipment and prepare their athletes for competitions.

Activities included:

- supporting NF programmes;
- participating in ANOCA African Beach Games and African Games;
- conducting doping control;
- purchasing sports equipment for NFs;
- helping athletes and coaches participate in competitions and training camps;

- organising national championships;
- assisting NFs with fees payable to IFs and events;
- hosting seminars for sports leaders and NF managers;
- providing training and education activities for judges, referees, sports managers and administrators;
- organising activities designed to promote and develop young talented athletes;
- staging sport for all activities and Olympic Day;
- running seminars, conferences and activities to spread the Olympic values in areas such as women and sport, sport and the environment, athlete healthcare, anti-doping, volunteering and NOAs;
- arranging sport and cultural activities;
- providing assistance to Olympafrica projects;
- coordinating seminars for athletes' career transition;
- organising seminars for sports journalists;
- offering assistance to NOC Commission activities;
- arranging strategic planning workshops; and
- inducting new Executive Committee members.

2017-2020 Budget: USD 21,600,000



Administration

This budget was provided to cover the day-to-day running costs of the ANOCA headquarters, as well as general administrative expenses.

The new ANOCA headquarters, the House of African Sports in Abuja (Nigeria), was built and donated to ANOCA by the Federal Government of Nigeria and inaugurated on 14 November 2019 by IOC President Thomas Bach. The secretariat is operating from the new building.

The IOC President took a five-day tour of four African NOCs (Cape Verde, Senegal, Nigeria and Cameroon) in November 2019, where he met NOCs, local communities, schools and Olympians. He also had an audience with the Heads of States or their representatives and Ministers of Youth and Sport Development in each country.

A 15-member Strategic Plan Working Group was constituted to develop the ANOCA Strategic Plan for 2021-2024. After consultation with ANOCA stakeholders including NOCs, the IOC, Olympic Solidarity, ANOC, AU, AASC and others, the working group produced a draft plan, which was approved by



Seminar for sports journalists in Mali

the ANOCA Executive Committee. The plan was due to be presented to the General Assembly in May 2021 for ratification.

A new Technical Director was appointed in 2019. Two officials were seconded to the ANOCA secretariat from the Federal Ministry of Youth and Sport Development of the Federal Government of Nigeria to assist with Administration and Finance. Savings of up to USD 500,000 per year were made following restructuring of human resources, which were used for other ANOCA activities. The process will be completed taking into account the new Strategic Plan for 2021-2024.

Annual subsidies were paid to the ANOCA Zones to support their activities, including Zonal Games.

2017-2020 Budget: USD 6,622,201

Meetings

The Meetings budget covered the costs of the commissions, ANOCA statutory meetings and seminars and helped NOCs to participate in these activities.

The ANOCA Executive Committee held four ordinary and 13 extraordinary sessions, the latter of which mainly preceded General Assemblies, to minimise costs. Of the 13 extraordinary sessions, five were in-person and eight were held virtually.



2019 ANOCA Extraordinary General Assembly in Doha (Qatar)

At the 5th Extraordinary General Assembly in December 2020, the revised ANOCA Constitution and Code of Ethics were adopted following work by the Review and Reform Committee to consider the input of all NOCs and presentations at General Assemblies. An extraordinary General Assembly was held in 2019 to specifically consider the constitution.

Secretaries General Seminars hosted by Cape Verde (2017), Malawi (2018), and Zanzibar (2019) all focused on preparations for the Olympic Games Tokyo 2020 and aligning ANOCA with international developments. The 2020 Seminar, held virtually in November 2020, focused on COVID-19 and the safe return to sports competitions.

ANOCA Commissions activities and sessions included Athletes, Gender Equality, Medical and Anti-doping, Finance, Legal, Marketing and Communications.

An African Athletes' Forum was held in Zimbabwe in 2018 and online in 2020. The Athletes' Commission also held a joint session with the ANOCA Executive Committee and African IOC Members to discuss key issues of athlete support. The Medical Commission held two medical webinars for NOCs and webinars were held in conjunction with the World Anti-Doping Agency (WADA) – Africa on anti-doping. The ANOCA Gender Equality Plan for 2020-2024 was finalised and activities will be prioritised for implementation.

ANOCA covered the costs of travel and accommodation for NOC delegates attending all meetings and seminars during the period.

2017-2020 Budget: USD 4,475,000

African Youth Games/African Beach Games

The support provided was aimed at helping with the preparation and organisation of the Games.

The 3rd ANOCA AYG was held in Algiers in July 2018. Around 3,300 athletes from 54 NOCs participated in 30 different sports, with six being qualifiers for the YOG Buenos Aires 2018. ANOCA provided each NOC



The 3rd AYG Opening Ceremony

with USD 10,000 for preparation and participation and USD 1,000,000 to the Organising Committee of the African Games (COJA) as support for hosting the Games. Addis Ababa (Ethiopia) and Maseru (Lesotho) are scheduled to host the 4th and 5th editions in 2022 and 2026 respectively.

The ANOCA 1st African Beach Games were held in Sal Island in June 2019. The Games were officially opened by the President of the Republic of Cape Verde, who was awarded the African Olympic Medal by the President of ANOCA, Mustapha Berraf. Some 539 athletes (182 women and 357 men) from 42 NOCs participated at the Games, where 38 competitors (19 women and 19 men) qualified for the 1st ANOC World Beach Games. NOCs were given a subsidy of USD 5,000 each; COJA received a subsidy of USD 600,000 and continental confederations received an airfare subsidy. More than 60,000 people followed the event on the Sal 2019 Facebook page.

2017-2020 Budget: USD 2,500,000

Continental Games/Olympic Games

This programme helped with preparations for Continental Games and Olympic Games.

Ahead of the 12th edition of the African Games, which took place in Rabat in August 2019, the African Games Coordination Commission was established in January 2019 following a joint meeting of the AU-ANOCA-AASC and the African sports confederations, and was chaired by ANOCA. All 54 African NOCs participated in the Games, with 4,446 athletes competing, of whom 2,623 were men

(59 per cent) and 1,823 women (41 per cent). There were 26 sports on the programme, 17 of them qualifiers for the Olympic Games Tokyo 2020. NOCs received USD 10,000 each to assist with their participation. Existing accommodation facilities were used and more than 2,000 volunteers contributed to the success of the Games, which were covered by 832 journalists.

Following an agreement between ANOCA and TV Media Sport, the Games were broadcast to around 400,000 households across 198 countries worldwide, including the whole of Africa. The Olympic Channel also greatly contributed to the success of the Games, the 13th edition of which is scheduled to take place in Ghana in 2023.

ANOCA Athletes Scholarships of USD 1,000 for the Olympic Games Tokyo 2020 were given to 46 athletes ranked in the top 10 in the world, or top eight at World Championships at the time of allocation. The programme was extended to July 2021, due to the postponement of the Olympic Games Tokyo 2020. At the various 2019 World Championships, 10 athletes who were supported by the programme won medals and seven finished in the top 10.

2017-2020 Budget: USD 1,765,799

Olympafrica

Olympafrica funding provided NOCs with low-cost sports facilities, promoted social development and empowered young people in disadvantaged communities.

The Olympafrica Foundation recruited additional staff, strengthened its working tools, developed new programmes, provided sports equipment and made changes aimed at improving its internal organisation. Futbolnet, summer programmes for children and scholarships for kids were among its activities.

New centres were built in Cape Verde, Côte d'Ivoire, Namibia and Somalia. Of the 13 unoperational Olympafrica Centres in Africa, two are being

renovated, four are under construction, and five are inactive presently. Two other centres have been destroyed (during the civil war in Central African Republic and a typhoon in Bosaso, Somalia). Renovation of old centres is ongoing with priority given to sporting infrastructures.

An agreement was signed with the Teqball International Federation (FITEQ) for the development of Teqball in all centres. An archery programme was introduced in three countries.

The Olympafrica network meetings took place in Abidjan (Côte d'Ivoire), Port Harcourt (Nigeria) and Lusaka (Zambia), where Directors of Olympafrica Centres met to share best practices and knowledge. Funding was provided to centres to buy sanitary equipment (soaps, masks, sanitisers, thermometers, etc.) and COVID-19 awareness campaigns were conducted in communities. Several economic projects were funded and sports equipment and outfits provided. The centres participated in the 2020 World Cleanup Day, in which ANOCA partnered with the Let's Do it World (LDIW) organisation.

2017-2020 Budget: USD 2,090,000



A Futbolnet pilot project in Lomé (Togo)

Special Projects

To help ANOCA meet its social obligations and responsibilities, this programme provided humanitarian aid, for example, to alleviate poverty and hunger or mitigate the effects of natural disasters in Africa.

Financial support was given during the plan for the following:

- to Malawi, Mozambique and Zimbabwe via their NOCs following tropical cyclone Ida in March 2019;
- to the Tegla Loroupe Peace Foundation for the Refugee Athlete Support programme;
- a special grant to the NOCs of Libya and Sudan for the African Games in 2019 due to crises in both countries;
- special support to the NOC of Sudan, which was affected by floods in 2020;
- a special grant to the NOC of Rwanda to host a marketing seminar for Zone V;
- a special grant to Zone V for the organisation of the Zone V Youth Games;
- projects run by the Keba Mbaye Foundation and Filbert Bayi Schools;
- annual grants to the Association of African National Olympic Academies (AANO) and International Sports Press Association (AIPS) – Africa;
- special support for the NOC of Cape Verde for the construction of the Olympafrica Centre; and
- the participation of 14 NOCs and some Olympafrica Centres in World Cleanup Day in September 2020. This is part of ANOCA's initiatives on sustainable development with more activities planned.

2017-2020 Budget: USD 760,000

Missions

This budget covered the costs of sending ANOCA delegates to various events in Africa and elsewhere.

The ANOCA President, Executive Committee members and other official delegates embarked on various missions including meeting with Ministers of



Olympic Scholarships for Athletes – Tokyo 2020 beneficiary Mohamed Abdelaal (EGY – in blue)

Sports and potential sponsors, as well as audiences with State Presidents and the AU. A mission was undertaken in March 2019 by the President, Secretary General, Treasurer General and Athletes' Commission Chairperson to the OCA General Assembly, where an agreement was signed between ANOCA and OCA on mutually beneficial projects.

The President went on several missions to the NOCs and Zones in support of and promoting ANOCA activities. The 1st Vice President and Technical Director were invited by the AU Commission to go to Addis Ababa to review the 12th African Games and to make recommendations for future African Games. The President and Secretary General attended the AASC General Assembly in Egypt in December 2019.

A mission was undertaken to Cuba in February 2020 to sign an agreement with the Cuba NOC to provide support to African NOCs with athlete preparation, medical and scientific support, and coaching, among others. The Games Coordination Commission went to



Children learn hockey at the Olympafrica centre in Harare (Zimbabwe)

Algeria in respect of the 3rd AYG and to Rabat for the 12th African Games. The Secretary General had an audience with the AU Commissioner for Social Affairs in May 2020 to discuss the African Games and the development of sport in Africa.

ANOCA President Mustapha Berraf signed an agreement on behalf of ANOCA with the United States Olympic and Paralympic Committee (USOPC) which gives African athletes and coaches the opportunity to train at various centres in the US in preparation for Olympic Games and other major events. The President went to Slovenia in December 2019 and signed an agreement with DUOL to provide inflatable sports enclosures to Olympafrica Centres.

Discussions were at an advanced stage with the Hungarian Ministry of Foreign Affairs and Trade (MFAT) on a programme to train NOC Executives in sport diplomacy, through the Diplomatic Academy. It was expected to take place in 2021 following postponement due to COVID-19.

ANOCA collaborated with the Organising Committee for the Olympic Games Paris 2024 and the French Development Agency to provide NOCs and African athletes with an incubation programme dedicated to athlete-entrepreneurs. The project supported 24 athletes: eight from France and 16 from Africa.

Sponsorship agreements were signed with Gerflor and Mondo for the provision of sports flooring and equipment for the African Games, AYG and African Beach Games.

2017-2020 Budget: USD 1,300,000

2017-2020 expenditure by NOC in USD for the following Continental Programmes*

NOCs	NOC Activities	African Youth Games 2018 (ALG)	ANOCA Beach Games 2019 (CPV)	African Games 2019 (MAR)	ANOCA Tokyo 2020 Scholarships	Special Projects	Olympafrica Projects	TOTAL
ALG	305,454	1,470,000	5,000	10,000	28,000	-	-	1,818,454
ANG	400,000	10,000	-	10,000	-	-	-	420,000
BDI	400,000	10,000	5,000	10,000	8,000	-	18,651	451,651
BEN	400,000	10,000	-	10,000	-	-	-	420,000
BOT	400,000	10,000	-	10,000	-	-	10,444	430,444
BUR	400,000	10,000	5,000	10,000	17,000	-	124,791	566,791
CAF	400,000	10,000	5,000	10,000	-	-	-	425,000
CGO	400,000	10,000	-	10,000	-	-	3,900	423,900
CHA	400,000	10,000	-	10,000	-	-	6,400	426,400
CIV	400,000	10,000	5,000	10,000	-	-	66,674	491,674
CMR	400,000	10,000	-	10,000	-	-	-	420,000
COD	-	10,000	-	10,000	-	-	4,000	24,000
COM	300,000	10,000	-	-	-	-	-	310,000
CPV	400,000	10,000	600,000	10,000	-	-	75,000	1,095,000
DJI	400,000	10,000	5,000	10,000	17,000	-	-	442,000
EGY	-	10,000	5,000	10,000	20,000	-	-	40,000
ERI	400,000	10,000	-	10,000	-	-	-	420,000
ETH	100,000	10,000	-	10,000	8,000	-	-	128,000
GAB	400,000	10,000	-	10,000	-	-	-	420,000
GAM	400,000	10,000	5,000	10,000	-	-	24,407	449,407
GBS	400,000	10,000	5,000	10,000	-	-	993	425,993
GEQ	300,000	10,000	5,000	10,000	-	-	-	325,000
GHA	296,936	10,000	5,000	10,000	-	-	-	321,936
GUI	400,000	10,000	5,000	10,000	-	-	30,010	455,010
KEN	200,000	10,000	5,000	10,000	24,000	-	-	249,000
LBA	300,000	10,000	-	10,000	-	50,000	-	370,000
LBR	200,506	10,000	-	10,000	-	-	5,310	225,816
LES	400,000	10,000	5,000	10,000	-	-	21,313	446,313
MAD	400,000	10,000	-	10,000	-	-	-	420,000

NOCs	NOC Activities	African Youth Games 2018 (ALG)	ANOCA Beach Games 2019 (CPV)	African Games 2019 (MAR)	ANOCA Tokyo 2020 Scholarships	Special Projects	Olympafrica Projects	TOTAL
MAR	400,000	10,000	5,000	10,000	78,000	-	-	503,000
MAW	400,000	10,000	5,000	10,000	-	15,000	4,000	444,000
MLI	400,000	10,000	5,000	10,000	-	-	59,273	484,273
MOZ	400,000	10,000	-	10,000	-	30,000	16,812	466,812
MRI	400,000	10,000	5,000	10,000	9,000	-	15,000	449,000
MTN	400,000	10,000	5,000	10,000	-	-	-	425,000
NAM	400,000	10,000	5,000	10,000	-	-	-	425,000
NGR	400,000	10,000	5,000	10,000	47,000	-	-	472,000
NIG	400,000	10,000	5,000	10,000	4,000	-	31,294	460,294
RSA	400,000	10,000	-	10,000	74,000	-	-	494,000
RWA	400,000	10,000	-	10,000	-	50,000	13,600	483,600
SEN	300,000	10,000	5,000	10,000	-	-	52,419	377,419
SEY	400,000	10,000	-	10,000	-	-	-	420,000
SLE	400,000	10,000	5,000	10,000	-	-	69,312	494,312
SOM	400,000	10,000	-	10,000	-	40,000	50,000	510,000
SSD	398,635	10,000	5,000	10,000	-	-	-	423,635
STP	400,000	10,000	5,000	10,000	-	-	3,370	428,370
SUD	400,000	10,000	5,000	10,000	-	40,000	-	465,000
SWZ	400,000	10,000	-	10,000	-	-	-	420,000
TAN	400,000	10,000	5,000	10,000	-	-	9,711	434,711
TOG	400,000	10,000	5,000	10,000	-	-	24,920	449,920
TUN	400,000	10,000	5,000	10,000	9,000	-	-	434,000
UGA	400,000	10,000	5,000	10,000	25,000	-	5,800	455,800
ZAM	400,000	10,000	5,000	10,000	-	-	-	425,000
ZIM	400,000	10,000	5,000	10,000	-	15,000	9,800	449,800
TOTAL	19,501,531	2,000,000	765,000	525,000	368,000	240,000	757,204	24,156,735

* At 31 December 2020.

In addition, ANOCA has covered air tickets and per diem costs on an annual basis for a number of NOC leaders who took part in statutory meetings throughout the past four years.

PANAM SPORTS

Panam Sports
Organization



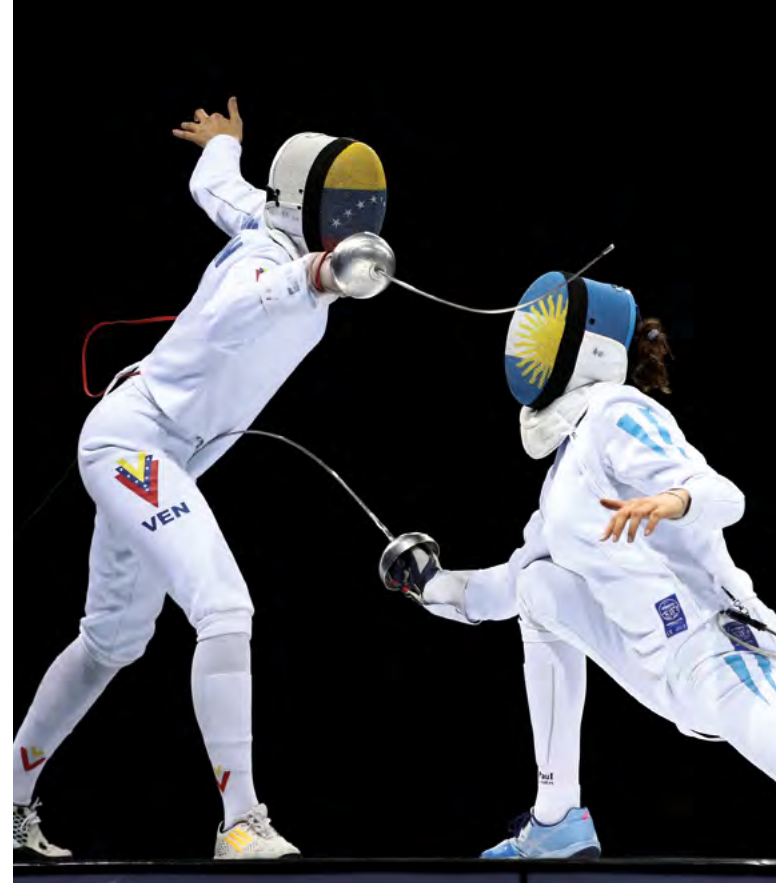
Report by Neven Ilic, President, and Ivar Sisniega, Secretary General

Within the context of problems and uncertainty caused by COVID-19, Panam Sports carried out a preliminary evaluation of the programmes in the 2017-2020 plan up to October 2020, including new measures to support the athletes and the work of the 41 NOCs of America.

The Olympic Solidarity programmes for the four-year plan that began in January 2017 were based on the distribution of the assigned budget by the Olympic Solidarity Commission, allocated by Panam Sports to the NOCs, offering equal opportunities to all.

In 2020, meetings with NOCs continued, focused on solving challenges arising out of the pandemic. Similarly, work continued based on the four pillars of the organisation's Strategic Plan that was approved for the period 2018-2023: Athletes, NOCs, Pan American Games, and Panam Sports.

Despite the circumstances, the results achieved in 2020 by the members of Panam Sports regarding the World and Continental Programmes show that the NOCs of the Americas are working with commitment



Lima 2019 Pan American Games

and responsibility to take advantage of the many options available to them. Panam Sports worked efficiently to develop and deploy the activities and saw a greater use of the continental programmes by the NOCs.

Following the example of the IOC, Panam Sports adopted a flexible approach regarding the use of programme funds by the NOCs during the pandemic in order to help their athletes prepare for the Olympic Games Tokyo 2020.

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

2017-2020 Total Budget: USD 32,580,000

NOC Activities

This programme financially supported the NOCs in order to help them achieve their objectives, professionalise their administration, make their organisation more efficient, improve the development of sport and prepare athletes during the Olympic cycle.



Each year in the plan, all of the NOCs were awarded USD 170,000: USD 100,000 from Olympic Solidarity funds and USD 70,000 from Panam Sports' own funds.

NOCs used the programme to cover the costs of activities according to their needs and in accordance with the rules established by Olympic Solidarity and Panam Sports, whose standards were rigorously applied when justifying the use of resources.

The following activities were financed:

- administrative expenses – salary payments, office rental and equipment, payment for services or other activities not covered by other World Programmes;
- preparation and staging of the Lima 2019 Pan American Games;
- support for NFs;
- payment of membership fees to different organisations;
- international, regional and national competitions;
- celebration of Olympic Day;
- celebration of the Olympic Gala;
- scholarships for athletes in different international centres;

- training camps;
- activities and meetings of the different commissions that work in the NOCs;
- purchase of protection and sanitation products against COVID-19;
- purchase of flight tickets to attend competitions or other events; and
- support for measures taken in preparation for the Olympic Games Tokyo 2020.

Of the NOCs in America, 41 received Olympic Solidarity funds in 2017 and 2018, 40 received them in 2019 and 31 in 2020. A total of USD 15,300,000 was disbursed during the four-year period. Of the USD 100,000 allocated from Olympic Solidarity for each NOC, USD 1,100,000 remains to be disbursed.

Panam Sports continued to work closely and remained in constant communication with the NOCs of the Americas to achieve the closure of the financial reporting for this programme. NOCs yet to submit their reports will continue to be given the necessary resources, in order to conclude the 2017-2020 plan.

2017-2020 Budget: USD 16,400,000



An Olympic Day event organised by the NOC of Ecuador and supported by Olympic Solidarity through the World and Continental Programmes



Dominican Olympic scholarship holder Beatriz Piron at the Lima 2019 Pan American Games

Administration

This programme fulfilled a number of roles: it financially supported the management of the three Panam Sports offices; contributed to general administrative expenses; helped sustain a professional structure with the capacity to attend to the daily operations of the organisation; and maintained communication with each of the NOCs and the IOC. It also sought to strengthen programmes aimed at developing new products and new events with the effect of boosting areas such as sports development, marketing, communications, and the promotion of good governance.

To support the three offices of Panam Sports, funds were used to pay staff salaries and to cover the operating costs of the administrative activities, comprising the Miami (USA) office – the venue for the Panam Sports commissions and individual meetings with the NOCs and other organisations – the Mexico City office, which is the main centre of Panam Sports' operations, and the Chile office, where the President and his staff are located.

There were many other activities in which part of these funds were invested including marketing and communications, updating of the website, the Panam Sports Channel and social media, as well as the digitisation of the entire archive of the Mexico office.

During these four years, meetings were held with various Panam Sports commissions: Athletes', Education and Training, Legal, Pan American Solidarity, Finance, Marketing, Technical, Olympic Academies, Women and Sports, Sports Development, and Medical. Also, there were individual meetings with Presidents and/or Secretary Generals of some NOCs, following the strategy approved by Panam Sports.

Of the total budgeted funds from Olympic Solidarity, all USD 7,935,000 was used.

2017-2020 Budget: USD 7,935,000

Continental Meetings

The Continental Meetings budget was used to facilitate the various meetings held each year: the General Assembly and Executive Committee meetings, both of which allowed for greater communication and information exchange with the NOCs on the progress of the work and the achievement of the proposed objectives; as well as providing an opportunity to receive feedback and suggestions from members.

The following meetings were held: two General Assemblies and four Executive Committee meetings in 2017, one General Assembly and four Executive Committee meetings in 2018, one General Assembly and three Executive Committee meetings in 2019. As a result of the COVID-19 pandemic, in 2020 five Executive Committee meetings were held, one in-person in Puerto Rico and four online.

In addition, the General Assembly took place online in December, where elections took place and President Neven Ilıc was unanimously re-elected for the 2021-2024 Olympic cycle. A new Executive Board

was also elected and Secretary General Ivar Sisniega was ratified in office.

The full USD 1,275,000 budgeted was spent.

2017-2020 Budget: USD 1,275,000

Other Opportunities

As well as providing the NOCs with resources to assist their athletes in preparation for major competitions in the Olympic cycle, this programme contributed to the exploration of different ideas that helped with the advancement of sports development in the region.

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

- support for the preparation of athletes with 10 NOCs awarded USD 120,000 in 2017 to cover expenses incurred in preparation for the Olympic Games Rio 2016. In 2020, five NOCs received funds for the preparation of athletes, which amounted to USD 600,000. A total of USD 1,800,000 was allocated during the 2017-2020 plan.

- a special fund for the hiring of coaches began in December 2017 and continued in 2018, 2019 and 2020. An amount of USD 4,100,000 has been invested in this programme.
- meetings with each of the NOCs that were most in need and required special attention. Also, in 2017, USD 400,000 was used for meetings with the Panam Sports Commissions to prepare the Strategic Plan.
- funds for the implementation of sports camps in preparation for the Lima 2019 Pan American Games and the Olympic Games Tokyo 2020. In total, USD 190,000 was used in 2018, and USD 390,000 in 2019. In 2020, the programme was affected by the pandemic, with only USD 90,000 being used in the first few months. Thus, a total of USD 670,000 was spent by this programme in the four-year term. Of this, USD 289,489 was paid directly to the NOCs and the remainder was paid to the Pan American Confederations.

The full budget of USD 6,970,000 was spent.

2017-2020 Budget: USD 6,970,000



Children learning about martial arts at an event organised by the NOC of Brazil



Swimming championships supported by Panam Sports NOC activity programme

2017-2020 expenditure by NOC in USD for the following Continental Programmes*

NOCs	NOC Activities	Athlete Preparation	Hiring of Coaches	Training Camps	TOTAL
ANT	300,000	-	-	-	300,000
ARG	400,000	-	100,000	-	500,000
ARU	400,000	120,000	100,000	-	620,000
BAH	200,000	-	-	-	200,000
BAR	300,000	-	-	1,000	301,000
BER	400,000	-	-	-	400,000
BIZ	300,000	-	200,000	-	500,000
BOL	400,000	120,000	100,000	-	620,000
BRA	400,000	-	300,000	-	700,000
CAN	400,000	120,000	100,000	-	620,000
CAY	400,000	-	100,000	-	500,000
CHI	400,000	-	200,000	-	600,000
COL	400,000	120,000	100,000	47,300	667,300
CRC	400,000	120,000	200,000	70,000	790,000
CUB	300,000	120,000	-	-	420,000
DMA	300,000	-	-	-	300,000
DOM	400,000	120,000	100,000	49,940	669,940
ECU	400,000	240,000	100,000	1,368	741,368
ESA	400,000	120,000	200,000	-	720,000
GRN	400,000	120,000	300,000	-	820,000
GUA	400,000	-	200,000	25,110	625,110

NOCs	NOC Activities	Athlete Preparation	Hiring of Coaches	Training Camps	TOTAL
GUY	300,000	-	-	-	300,000
HAI	400,000	-	100,000	-	500,000
HON	400,000	120,000	200,000	-	720,000
ISV	300,000	-	200,000	-	500,000
IVB	400,000	-	300,000	-	700,000
JAM	400,000	-	100,000	-	500,000
LCA	400,000	-	-	-	400,000
MEX	400,000	-	-	11,000	411,000
NCA	400,000	-	-	-	400,000
PAN	400,000	-	100,000	-	500,000
PAR	400,000	120,000	100,000	-	620,000
PER	400,000	-	-	-	400,000
PUR	300,000	-	100,000	62,348	462,348
SKN	400,000	120,000	-	-	520,000
SUR	300,000	-	-	500	300,500
TTO	400,000	120,000	100,000	-	620,000
URU	400,000	-	300,000	-	700,000
USA	400,000	-	-	17,423	417,423
VEN	400,000	-	100,000	-	500,000
VIN	400,000	-	-	3,500	403,500
TOTAL	15,300,000	1,800,000	4,100,000	289,489	21,489,489

* At 31 December 2020.

In addition to the total budget of USD 32,580,000, the remaining funds from the 2009-2012 plan were disbursed to the NOCs in the 2017-2020 plan, resulting in a total of USD 4,282,957, which was distributed as follows:

- 1) USD 3,965,880 in 2017 for Other Opportunities
- 2) USD 317,077 in 2018 for recovery from natural disasters, which was reported respectively in the financial reports for those two years.

OCA

Olympic Council of Asia



Report by Husain Al Musallam, Director General

The final year of the 2017-2020 plan was a difficult one due to COVID-19, with the sports world brought to a standstill, among so many problems and difficulties. The postponement or cancellation of most face-to-face events in 2020 did not stop the OCA from maintaining relations with its NOCs. This resulted in substitute online or small-scale socially distanced activities, such as around Olympic Day in June.

Despite the pandemic, the OCA was able to confirm the host cities for the next four Asian Games, namely Hangzhou (China) in 2022, Aichi-Nagoya (Japan) 2026, Doha (Qatar) in 2030 and Riyadh (Saudi Arabia) in 2034. Host City Contracts were signed during 2020 for two Asian Games editions as well as for two other OCA multisport games – the Asian Indoor and Martial Arts Games (AIMAG) and the Asian Youth Games.

The robust portfolio of the OCA's multi-sport games was in evidence during the 2017-2020 plan. Two major events took place in 2017 – the 8th Asian Winter Games in Sapporo (Japan) and the 5th AIMAG in Ashgabat (Turkmenistan). The focus of this four-year period, however, was the 18th Asian Games in



5th Asian Indoor and Martial Arts Games

Jakarta-Palembang in 2018, notable for being the first co-hosted Asian Games and the first where athletes from the Republic of Korea and Democratic People's Republic of Korea competed jointly.

The OCA's single major event planned for 2020 – the 6th Asian Beach Games in Sanya (China) – was postponed twice and has yet to be rescheduled. The quadrennial in general was very busy for the OCA and its member NOCs, especially during 2017-2019. In 2020, the OCA used online video communications where possible in the face of cancelled in-person committee meetings, Chefs de Mission seminars, Olympic Solidarity and OCA regional forums, youth camps, Asian Games Fun Runs and many other activities.

ANOC redirected, among other funds, those from its cancelled General Assembly and Awards planned for November 2020 in Seoul (Republic of Korea) to the five continental associations – a total of USD 11,650,000 covering 206 NOCs. The OCA's share of this amount (USD 2,500,000) enabled it to award USD 25,000 to each of the Asian NOCs participating in the Olympic Games Tokyo 2020 for health and safety measures against COVID-19 while keeping the remainder for special needs and requests from individual NOCs.



Asian Youth Development Project

Because of the pandemic, in 2020 no youth camps were held for athletes and coaches. However, in 2019 the OCA organised two youth camps for athletes and coaches, which together were attended by more than 100 athletes, with an equal split between the genders. The interaction of like-minded athletes from different countries and cultures helped to promote ideas around inclusivity.

At each camp, the OCA, in cooperation with the Asian Federation and IF of the sports concerned, recruited an internationally recognised coach to teach both athletes and Asian coaches. The camps also included cultural and social elements, with guest speakers on important topics such as anti-doping and Olympic values and education, as well as half-day trips to places of interest such as the Olympic Museum or a sports centre.

One of the camps was for skateboarding, in Nanjing (China), and the other, with support from the Qatar Swimming Association, Qatar Olympic Committee and FINA, was for swimming, in Doha. The former attracted 35 skaters and 19 coaches or managers from 19 NOCs, the latter was attended by 66 swimmers and 32 coaches from 33 NOCs. No camps were held in 2018 due to busy schedules with the Asian Games Fun Runs and the 18th Asian Games in Indonesia.

2017-2020 Budget: USD 800,000



8th Asian Winter Games

The OCA and the Olympic Movement in Asia developed strongly throughout the plan thanks largely to assistance from the IOC and Olympic Solidarity and the professionalism and dedication of those working in areas such as the Asian Games department, international and NOC relations, finance, media and communications, anti-doping and IT.

2017-2020 Total Budget: USD 34,132,000

NOC Activities

This budget provided each NOC with USD 100,000. NOCs chose how to spend the money and used the fund for such items as the purchase of office and sports equipment, conducting national activities including technical courses and seminars, attending various competitions and meetings; payment of salaries, rent, etc.

2017-2020 Budget: USD 17,600,000

Administration

The allocated budget was used to cover the running expenses of the OCA's headquarters in Kuwait such as staff salaries, rental of apartments for staff, communications (mobile phones including monthly bills for staff, laptops, iPads), office stationery and furniture, upgrading and maintenance of the website and IT infrastructure, publications, purchase and maintenance of motor vehicles, office equipment, etc. The Administration budget enabled OCA to recruit better qualified staff.

OCA also hired an experienced sports reporter from Sri Lanka to provide content for the OCA website on a daily basis and to expand the flow of news from three OCA zones – Central Asia, South Asia and West Asia. The results of this can be seen in the OCA magazine *Sporting Asia* and on the website, www.ocasia.org.

2017-2020 Budget: USD 4,800,000

Continental and Regional Games

This budget provided support and assistance to NOCs for the continental and regional games held during this four-year period. In 2017, for the 8th Asian Winter Games, at which 1,147 athletes from 32 NOCs took part, 19 NOCs received USD 20,000 each, two NOCs received USD 15,000, four received USD 10,000 and five received USD 5,000.

Some 4,012 athletes participated in the 5th AIMAG, divided between 63 teams. All Asian NOCs participated, 17 from Oceania, plus the Refugee Team. The OCA provided USD 15,000 to 36 NOCs and USD 5,000 to eight NOCs.

The 18th Asian Games Jakarta-Palembang 2018 in Indonesia was historically co-hosted by two cities, the capital Jakarta and the capital of South Sumatra province, Palembang – a one-hour flight from Jakarta. It was also the first time the Republic of Korea and the Democratic People's Republic of Korea marched together in the opening ceremony and competed jointly in selected sports. Their gold medal in the Women's Canoe 500m Traditional Boat Race

made global headlines. A total of 11,300 athletes from all Asian NOCs took part in 40 sports and 465 events. The OCA provided USD 27,250 to 44 NOCs.

The 6th Asian Beach Games in Sanya (China) was initially postponed to April 2021, then in early 2021 further indefinitely postponed with the dates to be determined by the Local Organising Committee, the Chinese Olympic Committee and the OCA.

The OCA provided USD 30,000 to the NOCs of Malaysia and Nepal respectively for hosting the 29th Southeast Asian Games in Kuala Lumpur (Malaysia) in August 2017 and the 13th South Asian Games in Kathmandu – Pokhara (Nepal) in December 2019.

Four Host City Contracts were signed during 2020, two for the Asian Games, one for the Asian Youth Games and one for the AIMAG, the latter of which was with the NOC of Thailand, which will host the 6th AIMAG in Bangkok and Chonburi Province in 2022.

2017-2020 Budget: USD 4,800,000



OCA Fun Run 2018 in Ulaanbaatar (Mongolia)



18th Asian Games in Jakarta-Palembang

Olympasia

The Olympasia programme was run to create simple, economical, functional sport facilities in rural or underprivileged areas of developing Asian countries. During 2017–2020, 15 projects were undertaken with 12 NOCs benefiting from this programme, namely Afghanistan, Bahrain, Bhutan, Hong-Kong (China), India, Iraq, Jordan, Kuwait, Sri Lanka, Tajikistan, Timor-Leste and Turkmenistan.

2017-2020 Budget: USD 1,600,000

Asian Games Promotions

In order to promote the Asian Games among the youth of Asia, the OCA expanded the format of the traditional Fun Run in 2012, which continued until 2018. In 2017, OCA conducted only two Fun Runs but in 2018, 28 were held in 26 NOCs. The OCA hopes to hold a Fun Run in all Asian NOCs in the lead up to the 19th Asian Games in Hangzhou, in September 2022.

2017-2020 Budget: USD 800,000

OCA Special Projects

In 2017, the IOC and the OCA jointly helped the NOC of the Philippines with reconstructing sport facilities affected by Typhoon Haiyan in 2013. The OCA's contribution of USD 150,000 was paid in June 2017.

The following year, three grants were made: USD 28,319 to the Asian Handball Federation for supporting its 2018 activities; USD 50,000 to Generation for Peace for its Peace Through Sport projects in Yemen and Kyrgyzstan; and USD 18,000 to the NOC of Yemen for the cost of flights to participate at the 18th Asian Games.

In 2019, in coordination with the IOC, the OCA paid USD 100,000 to the NOC of Afghanistan to renovate its bomb-damaged headquarters. Also that year, USD 100,000 was paid to the Asia Swimming Federation for various activities and USD 10,824 to the Asian Handball Federation towards the costs of its 22nd annual General Assembly. In 2020, three allocations were made: USD 60,792 to the Asia Swimming Federation; USD 30,000 to the Asian Hockey Federation for the development of hockey projects in Central Asia; and USD 50,000 to the NOC of Japan.

2017-2020 Budget: USD 800,000

OCA meetings and OCA Standing Committee's Activities

During the 2017-2020 plan, the OCA organised or participated in numerous meetings and events. In 2017, the OCA conducted two Executive Board meetings, one General Assembly and meetings of its Education Committee in Riyadh, the Medical Committee in Jakarta and International Relations Committee in Thimphu (Bhutan). The following committees also met: Athletes'; Media; Information and Statistics; Sports; Sport for All; Sports and Environment; Culture; Finance; and Women and Sports. The Rules committee met in Ashgabat during the 5th AIMAG. Forums were held with Olympic Solidarity in Incheon (Republic of Korea) in March and in Muscat (Oman) in April.

In 2018, the OCA held one General Assembly, one Executive Board meeting in Jakarta, several OCA Committee meetings (Environment, Advisory, Sports, Finance, Rules, Information and Statistics, Medical and Anti-doping Commission) and Coordination Committee and inspection visits for upcoming Asian

Games and Asian Beach Games. A joint-meeting between the NOCs of the Republic of Korea and the Democratic People's Republic of Korea with OCA and INASGOC was also held in Jakarta in June 2018. Olympic Solidarity regional forums took place in May, in Bishkek (Kyrgyzstan) and Phnom Penh (Cambodia).

The OCA held several high-profile meetings in 2019, including two Executive Board meetings – in Bangkok (Thailand) in March and Doha in September – plus the 38th General Assembly in Bangkok, also in March. An Olympic Solidarity regional forum took place in Bangkok in November.

Despite the pandemic, in 2020, the 39th OCA General Assembly took place in Muscat on 16 December under strict health and safety protocols. Delegates from 26 NOCs were able to attend in person; the other NOCs, mainly from East Asia and South East Asia, followed online. Doha was elected at the General Assembly to be the host of the 21st Asian Games to be held in 2030 and Riyadh of the 22nd Asian Games in 2034. A Host City Contract was also signed, for the 4th Asian Youth Games in Tashkent (Uzbekistan), in 2025. Most other meetings scheduled by the OCA for 2020 were held online including the following committees: OCA Athletes'; Education; Advisory; Cultural; Sports; Media; Entourage; and Sports and Environment. Coordination meetings for upcoming Asian Games and milestone events such

as the launch of the Hangzhou 2022 mascot were also held online. A meeting took place in person between the Chair of OCA Women and Sports and the IOC Women in Sport Commissions. The regional forums planned for 2020 had to be cancelled and the OCA refunded the advance payment to Olympic Solidarity.

2017-2020 Budget: USD 2,532,000

Social Development through Olympism

This programme supported NOCs who wished to integrate and develop the Olympic values as part of their social and educational activities. In 2019, the OCA awarded USD 100,000 to the Jordan Olympic Committee for Generations for Peace activities in Sri Lanka. Working under the umbrella of the Japanese Olympic Committee, Generations for Peace used the funding to provide sports equipment and sports clothing to under-privileged children and/or those displaced by conflict, especially in the Jaffna Peninsula in the north of the country. The money could also be used to carry out humanitarian projects related to war or poverty. In 2020, the NOC of Sri Lanka benefited from USD 10,000 provided for conducting an Olympics Value Education Programme.

2017-2020 Budget: USD 400,000

2017-2020 expenditure by NOC in USD for the following Continental Programmes*

NOCs	NOC Activities	Olympasia Projects	Continental Games – Participation subsidies	Asian Games Promotion	Special Projects	Social Development through Olympism	TOTAL
AFG	400,000	50,000	42,250	-	100,000	-	592,250
BRN	400,000	100,000	42,250	7,500	-	-	549,750
BAN	400,000	-	42,250	7,500	-	-	449,750
BHU	400,000	300,000	42,250	7,500	-	-	749,750
BRU	300,000	-	32,250	-	-	-	332,250
CAM	400,000	-	32,250	7,500	-	-	439,750
CHN	400,000	-	62,250	7,500	-	-	469,750
HKG	400,000	86,700	62,250	-	-	-	548,950
IND	400,000	50,000	62,250	-	-	-	512,250

NOCs	NOC Activities	Olympasia Projects	Continental Games – Participation subsidies	Asian Games Promotion	Special Projects	Social Development through Olympism	TOTAL
INA	400,000	-	62,250	15,000	-	-	477,250
IRQ	300,000	60,000	42,250	7,500	-	-	409,750
IRI	400,000	-	62,250	15,000	-	-	477,250
JPN	400,000	-	62,250	7,500	-	-	469,750
JOR	400,000	100,000	42,250	-	50,000	100,000	692,250
KAZ	400,000	-	62,250	7,500	-	-	469,750
KOR	400,000	-	62,250	-	-	-	462,250
KUW	400,000	150,000	52,250	-	-	-	602,250
KGZ	400,000	-	62,250	7,500	-	-	469,750
LAO	400,000	-	32,250	-	-	-	432,250
LIB	400,000	-	52,250	7,500	-	-	459,750
MAS	400,000	-	92,250	7,500	-	-	499,750
MDV	400,000	-	42,250	7,500	-	-	449,750
MGL	400,000	-	62,250	7,500	-	-	469,750
MYA	400,000	-	32,250	-	-	-	432,250
NEP	400,000	-	77,250	7,500	-	-	484,750
OMA	400,000	-	32,250	7,500	-	-	439,750
PAK	400,000	-	57,250	7,500	-	-	464,750
PLE	400,000	-	42,250	-	-	-	442,250
PRK	235,270	-	52,250	7,500	-	-	295,020
PHI	400,000	-	62,250	-	150,000	-	612,250
QAT	400,000	-	62,250	7,500	-	-	469,750
KSA	400,000	-	42,250	-	-	-	442,250
SGP	400,000	-	62,250	-	-	-	462,250
SRI	400,000	100,000	52,250	7,500	-	10,000	569,750
SYR	400,000	-	37,250	-	-	-	437,250
TPE	400,000	-	62,250	7,500	-	-	469,750
TJK	400,000	200,000	47,250	7,500	-	-	654,750
THA	400,000	-	62,250	7,500	-	-	469,750
TLS	400,000	100,000	37,250	7,500	-	-	544,750
TKM	400,000	50,000	62,250	-	-	-	512,250
UAE	400,000	-	62,250	7,500	-	-	469,750
UZB	400,000	-	47,250	-	-	-	447,250
VIE	400,000	-	52,250	7,500	-	-	459,750
YEM	400,000	-	37,250	-	18,000	-	455,250
TOTAL	17,235,270	1,346,700	2,294,000	217,500	318,000	110,000	21,521,470

* At 31 December 2020.

EOC

The European Olympic Committees



Report by Raffaele Pagnozzi, Secretary General

The 2017-2020 plan was marked by the political and financial crises that affected many NOCs, and in 2020 by the pandemic. These events taxed the ability of the NOCs of Europe to perform their duties and stretched many almost to breaking point, causing untold disruption for athletes aspiring to compete at the Olympic Games Tokyo 2020. In cooperation and in synergy with Olympic Solidarity and ANOC, the EOC took all possible steps to support the NOCs of Europe and their athletes through these unprecedented times.

The period will be remembered for the death of EOC President Janez Kocijančič (Slovenia) and his enormous contribution to the Olympic Movement. He combined wisdom, experience, solidarity and an unswerving belief in Olympic ideals. Following his death, Vice-President Niels Nygaard (Denmark) became EOC Acting President. Also, due to the ill health of Kikis Lazarides (Cyprus), Executive Committee Member Peter Mennel (Austria) became Acting Treasurer in late 2019.

A major EOC operation was the distribution of the ANOC/Olympic Solidarity fund for Europe of USD 2,800,000, which posed three challenges: to be



The 2017 Winter EYOF in Erzurum

fast, effective and, above all, fair. The EOC allocated USD 1,250,000 immediately with a lump sum of USD 25,000 to each of the 50 NOCs, and USD 1,550,000 based on NOCs' applications. For the allocation of the second instalment, the EOC used a dedicated matrix to gauge the needs of individual NOCs as accurately as possible. Out of 50 European NOCs, 41 applied and the EOC ended up distributing a total of USD 1,580,318, going over budget by USD 30,318, which it drew from its EOC budget.

For 2017-2020, the EOC managed a total budget of USD 38,578,000, around 75 per cent of which was distributed directly to the European NOCs through the NOC Activities and Continental Games programmes and the direct subsidies to NOCs for General Assemblies and seminars, while around 18 per cent was spent on administration and statutory meetings.

The EOC will continue to follow policy aimed at strengthening direct support to the NOCs, and will involve and assist them in the NOC Activities programme as much as possible. The EOC has launched an extensive project called EOC Strategic Agenda 2030, with the aim of guiding the EOC towards accomplishing its mission in the next decade.

2017-2020 Total Budget: USD 38,578,000



NOC Activities and Special Projects

During the four-year plan, the programmes for the European NOCs were increased, with the annual lump sum paid to each NOC rising from USD 85,000 to USD 100,000, and the annual Special Projects budget increasing from USD 1,150,000 to USD 1,400,000. Savings made from reduced travel and in-person meetings will provide additional help for European NOCs still in difficulty due to the COVID-19 pandemic.

Because of its flexibility, the Special Projects programme continued to be very effective at providing funds for a broad range of needs that could not be financed under other programmes. All activities were developed in close cooperation with the Olympic Solidarity head office in Lausanne, in particular the coordination and control of the use of the funds in order to avoid overlapping of activities and to maximise the benefit for the NOCs.

The number of projects funded was 175 (42 in 2017, 44 in 2018, 44 in 2019, 45 in 2020).

2017-2020 Budget: USD 25,600,000

Administration

The EOC's priority remained to improve the services it provided to its member NOCs and to streamline procedures in order to optimise administrative costs as much as possible. The EOC has always worked, and continues to work, to generally accepted international good governance accounting standards, and as of 2021 will adopt the IRFS Standard for Small and Medium Enterprise.

The EOC uses premises provided to it free of charge by the Italian Olympic Committee (CONI).

COVID-19 was a catalyst for maintaining flexibility and efficiency using communication platforms for online meetings where physical attendance was impossible, and the extended use of remote working and cloud solutions. During the pandemic, the EOC implemented all protocols required by law, with some staff working from home and some from the office, in shifts. All legally required measures for guaranteeing safe working conditions at the office were implemented.

2017-2020 Budget: USD 3,576,000



A school festival in Azerbaijan was part of 2018's NOC Activities and Special Projects programme

Statutory Meetings

At the 2017 General Assembly, Janez Kocijančič, who had been Acting President (due to Patrick Hickey's self-suspension in September 2016) was confirmed as President. Raffaele Pagnozzi was confirmed as Secretary General and Kikis Lazarides as Treasurer, and a partly renewed Executive Committee was formed.

The 2018 General Assembly mostly dealt with statutory routine business. The 2019 General Assembly approved the extensively revised Articles of Association (constitution), which embraced the IOC's recommendations for gender equality.

The 2020 General Assembly, held online due to the pandemic, saw the introduction of online voting. Further improvements to the Articles of Association were approved, in particular the adoption of gender balance rules for the election of Executive Committee members, and the holding of the annual General Assembly within the first six months of the year.

In 2017, 2018 and 2019, the EOC held its traditional springtime annual seminars, while the 2020 seminar was moved to the autumn of 2021. Over the four years, the EOC Seminar format evolved in order to better serve the needs of the NOCs. The main aim continued to be to involve participants as much as possible including through interactive workshops.

The EOC contributed to hosts' organisational costs with a subsidy of USD 90,000 for the Seminar and USD 100,000 for the General Assembly.

Closer ties were developed with Olympic Solidarity's head office in Lausanne, on a day-to-day basis and by hosting the Olympic Solidarity Forum in conjunction with the EOC Seminar.

The EOC Commissions, which act as advisory bodies to the Executive Committee, were reshaped at the beginning of the four years to better suit the association's needs. They traditionally met once a year but latterly a number of them met more frequently online.



San Marino hosted the GSSE with the help of a USD 340,000 support grant from the EOC

Every other year, the EOC held a European Athletes' Forum in cooperation with the IOC and, at the beginning of each EOC quadrennial, an Athletes' Assembly at which European athletes chose their representatives for a four-year term. In 2017, the Forum and Assembly was held in Monaco, hosted by the NOC, which received a subsidy of USD 50,000 towards organisational costs from the EOC. The 2019 Athletes' Forum was hosted by the NOC of Ireland, in Dublin.

2017-2020 Budget: USD 3,990,000

Continental Activities

A new EOC website was created following analysis and subsequent redefinition of the EOC's vision and mission. The new website studiously uses graphic elements of the new logo, and pays greater attention to multimedia content. It includes a dedicated section for the European Games, the European Youth Olympic Festivals (EYOFs) and the Games of the Small States of Europe (GSSE). Recognising the ever-growing value of social media for its activities, the EOC is investing in enhancing its online platform, including the launch of its web-based EOC Channel for streaming its sports events.

The EOC European Union (EU) Office, located in Brussels (Belgium), assisted European NOCs, in particular those in EU member states, in dealing with EU matters and obtaining EU funding from the various EU programmes available, also for EOC sports events.

The EOC developed closer ties over the course of the plan with ANOC's head office in Lausanne, improving policy coordination and contributing operational support for the preparation of the ANOC General Assemblies and ANOC Beach Games, alongside which it held meetings of its own.

When the WADA versus RUSADA case was brought before the Court of Arbitration for Sport (CAS), the EOC requested and was eventually admitted as an intervening party with the aim of defending the interests of its sports events, while not siding with either party, and adhering to IOC policy on the matter.

2017-2020 Budget: USD 1,407,000

Continental and Regional Games

The 2nd European Games was successfully staged in Minsk (Belarus) in June 2019. The event helped to establish the European Games as the major multi-sport event for elite athletes in Europe. The third edition will be in Krakow and Malopolska (Poland), with over 20 sports, many of which will be qualification events for the Olympic Games Paris 2024. It is important to underline that the European Games are self-supporting, and that no Olympic Solidarity funds are spent on them.

The EOC, however, used Olympic Solidarity funds to subsidise the EYOFs as follows: USD 250,000 for the Erzurum 2017 (Turkey) and Sarajevo and East Sarajevo 2019 (Bosnia and Herzegovina) winter editions, and USD 350,000 for the Gyor 2017 (Hungary) and Baku 2019 (Azerbaijan) summer editions. All participating NOCs received a grant for each participating athlete, totalling around USD 210,000 for each winter edition and USD 330,000 for each summer edition. Each EYOF was well organised by the hosts. Despite many difficulties and the geopolitical tensions in the area,



2019 Summer EYOF in Baku

the 2019 winter EYOF in Sarajevo and East Sarajevo went remarkably well, showing the power of sport to unite people and reach achievements where diplomacy may fall short. The 2019 EYOFs were, like the 2019 European Games, streamed on the EOC Channel on the EOC website.

the 2019 Montenegro GSSE. Participating NOCs received a grant of USD 21,250 each for the 2017 and 2019 editions.

2017-2020 Budget: USD 4,005,000

The EOC also supported the GSSE with subsidies given to the hosting NOCs of USD 340,000 for the 2017 San Marino GSSE and USD 340,000 for

2017-2020 expenditure by NOC in USD for the following Continental Programmes*

NOCs	NOC Activities	NOC Special Projects	Continental and Regional Games	TOTAL
ALB	400,000	138,200	3,052	541,252
AND	400,000	85,000	45,427	530,427
ARM	400,000	95,968	4,337	500,305
AUT	400,000	140,000	21,305	561,305
AZE (1)	400,000	170,000	370,743	940,743
BEL	400,000	70,600	19,609	490,209
BIH (1)	400,000	213,213	262,225	875,438
BLR	400,000	92,340	49,768	542,108
BUL	400,000	105,000	21,159	526,159
CRO	400,000	276,000	19,219	695,219
CYP	400,000	150,676	47,581	598,257
CZE	400,000	65,540	46,538	512,078
DEN	400,000	50,000	16,644	466,644
ESP	400,000	93,332	25,009	518,341
EST	400,000	80,000	21,953	501,953
FIN	400,000	139,574	37,847	577,421
FRA	400,000	39,934	56,128	496,062
GBR	400,000	74,964	23,744	498,708
GEO	400,000	106,000	12,159	518,159
GER	400,000	55,571	36,075	491,646
GRE	400,000	215,000	19,407	634,407
HUN (1)	400,000	97,490	384,910	882,400
IRL	400,000	175,000	9,732	584,732
ISL	400,000	105,000	58,226	563,226
ISR	400,000	120,000	9,126	529,126

NOCs	NOC Activities	NOC Special Projects	Continental and Regional Games	TOTAL
ITA	400,000	110,000	43,442	553,442
KOS	400,000	110,000	6,162	516,162
LAT	400,000	115,000	15,466	530,466
LIE	400,000	69,988	43,912	513,900
LTU	400,000	75,000	22,792	497,792
LUX	400,000	-	48,424	448,424
MDA	400,000	220,000	8,197	628,197
MKD	400,000	155,000	1,236	556,236
MLT	400,000	82,682	44,052	526,734
MNE (2)	400,000	157,598	364,824	922,422
MON	400,000	48,900	42,757	491,657
NED	400,000	40,000	19,221	459,221
NOR	400,000	90,000	21,009	511,009
POL	400,000	154,600	37,963	592,563
POR	400,000	110,000	13,095	523,095
ROU	400,000	114,986	39,114	554,100
RUS	400,000	25,000	65,393	490,393
SLO	400,000	175,000	37,981	612,981
SMR (2)	400,000	80,000	362,842	842,842
SRB	400,000	115,000	14,465	529,465
SUI	400,000	-	29,456	429,456
SVK	400,000	100,000	35,894	535,894
SWE	400,000	55,000	15,128	470,128
TUR (1)	400,000	95,000	311,655	806,655
UKR	400,000	155,000	27,392	582,392
41 NOCS (3)	-	30,318	-	30,318
TOTAL	20,000,000	5,438,474	3,293,795	28,732,269

* At 31 December 2020

(1) The subsidies paid to the NOCs of AZE, BIH, HUN and TUR include the amounts for the hosting of 2017-2019 EYOFs as specified in the Continental and Regional Games section.

(2) The subsidies paid to the NOCs of MNE and SMR include the amounts for the hosting of 2017-2019 GSSEs as specified in the Continental and Regional Games section.

(3) The distribution by the EOC of the 2020 ANOC Tokyo funds upon specific applications received from 41 NOCs ended up distributing USD 1,580,318, which was over budget by USD 30,318, which was drawn from the NOC Special Projects budget.

ONOC

Oceania National Olympic Committees



Oceania Rugby is one of the associations supported by ONOC

Report by Ricardo Blas, Secretary General

Within this 2017-2020 plan, 2020 was the most challenging year for everyone in the Olympic family, with day-to-day business and life in general being affected by the global pandemic. Although many Oceania countries remained COVID-free, the cancellation of qualification events and the postponement of the Olympic Games Tokyo 2020 have been tough on all the members, particularly the athletes. However, ONOC believes that the world and the Olympic Movement will emerge from the crisis “stronger together”, and the postponed Olympic Games Tokyo 2020 will highlight humanity’s ability to overcome the global pandemic.

During 2020, ONOC used technology to stay active and engaged with its NOCs. One of the main projects during the pandemic was the collection of outstanding 2017–2019 Olympic Solidarity World and Continental Programme reports, which was a great success for the majority of NOCs. This will allow Olympic Solidarity to transition smoothly into the next quadrennium with its updated online platform.

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

2017-2020 Total Budget: USD 21,847,000

NOC Activities

In keeping with the approved 2017-2020 plan, the 17 NOCs were eligible for an annual grant of USD 100,000 to develop their own projects and other activities. The majority of the NOCs used their National Activities Programme (NAP) funding to attend Olympic qualification events, conduct technical courses and seminars to strengthen entourage capacity, as well as attend important Olympic meetings throughout the world (pre-COVID).

For all of the planned activities itemised in their application each year, NOCs were expected to prepare a financial report as well as an administrative

report. Once received by ONOC and after the first instalment was paid, they could then apply for the remainder of the annual allocation.

In 2020, a total of 97 programmes and activities were organised by the 17 NOCs. In the period 2017-2020, the total number of programmes and activities was 695. The highest number was recorded in 2019, the year of the Pacific Games, with the lowest number recorded in 2020, for obvious reasons.

2017-2020 Budget: USD 6,800,000

Administration

This allocation was used for general operations and maintenance of the ONOC Secretariat in Fiji and the Secretary General’s office in Guam. It was also used to cover the cost of the ONOC Annual General Assembly and associated meetings. Due to the pandemic, the General Assembly for 2020, initially scheduled for April, to be held in Guam, was rescheduled for December and was held virtually.

ONOC Annual General Assembly

Year	Meeting #	Country	Host NOC	Date
2017	37th	Fiji	FASANOC	27 March–1 April
2018	38th	Samoa	SASNOC	11-16 June
2019	39th	Fiji	FASANOC	11-16 March
2020	40th	Online	Online	5 December

The administration budget also covered expenses related to hosting of the three virtual ONOC Executive Meetings.

2017-2020 Budget: USD 6,000,000

Oceania Sports Information Centre

The Oceania Sports Information Centre (OSIC) acted as an information hub and archive for the Pacific Games. OSIC also provided sports information on request to ONOC, NOCs and other regional stakeholders.



In 2020, and the entire four-year period, the annual support grant for OSIC was used for operations, as well as capacity building of staff.

2017-2020 Budget: USD 280,000



16th Pacific Games in Samoa

Regional and National Games

Support grants were provided to NOCs to assist with the coordination of their national multisport games, as well as Regional Games such as the Micronesian Games, and the New Zealand Winter Games. Support was also provided to NOCs attending the 2017 Pacific Mini Games in Port Vila (Vanuatu), as well as the 2019 Pacific Games in Apia (Samoa).

The Cook Islands NOC applied for funds to host its National Games in 2020. The Games took place on 3-17 October on the island of Rarotonga and featured 21 sports. It was hailed as a success. These funds were also used to cover ONOC’s Voices of the Athletes (VOA) educational outreach programme, which was conducted at the 2017 Pacific Mini Games and the 2019 Pacific Games.

2017-2020 Budget: USD 1,505,000



10th Pacific Mini Games

Olympoceania

The Olympoceania budget is intended to help NOCs obtain permanent headquarters and come up with income-generating programmes that enable them to assign funds to the establishment of sports development structures.

A one-off grant of USD 195,000 is available to all NOCs in the region since the programme was launched in 2001. During the 2017-2020 plan, the Papua New Guinea NOC successfully applied for this grant and its new headquarters was officially opened by the IOC President in May 2019. Four NOCs have yet to benefit from this scheme, namely American Samoa, Fiji, Kiribati and Marshall Islands.

As there were no other applications received during the four-year period, the ONOC Executive Board agreed to use the funds to help with the purchase of the new ONOC Headquarters and Secretariat at 49 Gladstone Road in Suva (Fiji).

2017-2020 Budget: USD 895,000

Oceania Sports Education Programme

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

The ONOC Education Commission, as the governance sub-committee arm of the ONOC, set the strategic direction, and monitored and reviewed the OSEP. The Commission members met twice each year to review the previous year's programme, and approve the following year's plan and budgets.

In 2019, the ONOC Executive approved a proposal by the Education Commission to evaluate the programme, as this had not been done since its inception in 2007. After the evaluation, a working group was established to make recommendations

for the OSEP Strategy for the 2021-2024 plan. This external evaluation was completed by the consortium of Apex Global and Pasifika Compass in July 2020. Its report was presented and approved by the ONOC Education Commission, and subsequently the ONOC Administration in July 2020, and ONOC Executive in September 2020.

2017-2020 Budget: USD 2,000,000

Sports and Development – Healthy Lifestyles

ONOC continued its sports-for-development activities, designed to improve public health through sport and awareness campaigns. These included the fight against non-communicable diseases (NCDs), most notably through the Fiji NOC. In collaboration with the ONOC Medical Commission, work is still underway to plan and implement further programmes in this area.

2017-2020 Budget: USD 200,000

Athletes' and Equity Commissions

This programme provided funds for projects submitted by NOCs that had been endorsed by the ONOC Athletes' Commission, as well as for Commission meetings and activities. The budget also funded the VOA programme presented jointly by the ONOC Athletes' Commission and Oceania Regional Anti-Doping Organisation (ORADO) at regional multisport events and IF championships held in the region.

This budget also supported projects submitted by NOCs already endorsed by the ONOC Equity Commission, formerly known as the Women and Sport Commission. The name change was approved at an Executive Meeting and endorsed by the ONOC Executive, in February 2019. The Commission has since co-opted two male members.

2017-2020 Budget: USD 480,000



The Guam women's team celebrates winning the volleyball gold medal at the 9th Micronesian Games



16th Pacific Games in Samoa

Medical Commission

This fund covered projects submitted by NOCs that had been endorsed by the ONOC Medical Commission, as well as covering the costs of Commission meetings and other activities.

The Commission's remit included: supporting the establishment of Medical Commissions at NOCs within the region; support for medical teams of Games organising committees, as well as national sports organisations to ensure quality medical services were provided for athletes and their entourages; facilities information sharing with relevant stakeholders; and support for capacity building of NOC Medical Commissions.

The Commission overspent its budget for 2019 and 2020, as it carried out a number of pre-Games training sessions, building the capacity of Samoan medical personnel in preparation for the 2019 Pacific Games.

2017-2020 Budget: USD 200,000

International Relations Commission

Established in October 2018, this Commission worked to get sport on to the agenda of a series of high-level meetings in 2019, including Forum Finance Ministers, Pacific Sports Ministers, Forum officials

and Pacific Islands Forum leaders. At the Annual General Assembly in 2019, its composition was expanded to include five other members, as well as a representative from the ONOC Athletes' Commission.

In 2020, the work of the Commission included organising and hosting a regional webinar on Sport Integrity.

2017-2020 Budget: USD 75,000

Regional Development Fund

This programme assisted NOCs' recruitment and employment of Sports Development Officers (USD 20,000 annually), payment of sports equipment grants (USD 15,000 annually) and special projects from time to time.

The budget also supported a number of initiatives including: the Oceania Australia Foundation USA Junior College Scholarship Programme; administrative support for ORADO; financial advice for NOCs; and regional sports media training programmes.

2017-2020 Budget: USD 2,987,000

Organisation of Sports Federations of Oceania

Heading towards the Olympic Games Tokyo 2020, ONOC focused on providing support to individual athletes who showed potential for qualifying but had not received assistance from their NOCs through Olympic Scholarships or similar programmes. Because of this, the Organisation of Sports Federations of Oceania (OSFO) budget had been re-allocated in the early years of the four-year plan to assist those athletes with the potential to qualify on merit for the Olympic Games. Towards the end, particularly in 2020, ONOC put aside a grant for OSFO to assist with operations.

2017-2020 Budget: USD 425,000

2017-2020 expenditure by NOC in USD for the following Continental Programmes*

NOCs	NOC Activities	Regional Development	Regional and National Games	Olymp-oceania	TOTAL
		Sports Development Officer and Equipment Grant			
ASA	349,049	71,342	10,000	-	430,391
AUS	400,000	83,563	15,000	-	498,563
COK	390,988	87,255	52,500	-	530,743
FIJ	348,926	142,609	55,000	-	546,535
FSM	293,903	140,159	85,000	-	519,062
GUM	400,000	125,496	12,500	-	537,996
KIR	345,182	43,608	35,000	-	423,790
MHL	399,999	76,688	35,000	-	511,687
NRU	302,408	92,062	19,202	-	413,672
NZL	310,795	85,628	112,500	-	508,923
PLW	400,000	62,904	38,000	-	500,904
PNG	399,344	89,757	35,000	195,000	719,101
SAM	171,952	43,988	15,000	-	230,940
SOL	380,204	96,894	30,000	-	507,098
TGA	272,552	45,219	15,000	-	332,771
TUV	394,658	36,179	30,000	-	460,837
VAN	400,000	62,923	37,500	-	500,423
TOTAL	5,959,960	1,386,274	632,202	195,000	8,173,436

* At 31 December 2020.

ANOC

Association of National Olympic Committees



Report by Gunilla Lindberg, Secretary General

It was a busy quadrennial for ANOC with a wide variety of activities. Highlights included the XXII ANOC General Assembly and the Gala Dinner in Prague (Czech Republic), in November 2017; the XXIII ANOC General Assembly and Gala Dinner in Tokyo (Japan), in November 2018; and the XXIV ANOC General Assembly, the Gala Dinner and the inaugural ANOC World Beach Games (AWBG) in Doha in October 2019, which brought a new dimension to the Association's activities.

ANOC continued to represent the interests of the NOCs within other organisations, including IFs, UNESCO, WADA, the CAS, OCOGs and, of course, the IOC and to maintain solid relationships with them.

Despite the global pandemic of 2020 affecting its major events, ANOC maintained close contact with the NOCs and other stakeholders of the Olympic Movement to try to resolve problems caused by the postponement of the Olympic Games Tokyo 2020 and the worldwide health crisis.

Because of COVID-19, Olympic Solidarity had to revise the budget for the 2021-2024 plan for the NOCs, the continental associations and ANOC,



XXIV ANOC General Assembly

to take into consideration the difficulties of the NOCs. As a result, the budget was increased by 25 per cent for the programmes of the NOCs.

To permit this increase and to support the NOCs, ANOC's Acting President agreed to decrease the budget for ANOC for the next four years, with ANOC relying on its reserves to keep its activities going. It will require ANOC to review its ways of operating for 2021-2024.

As a result of this unprecedented situation, ANOC is looking to put in place a strategic plan for the next quadrennial to continue its activities in a different and structured way and to fulfil its main mission of best serving the interests of the NOCs. With input from the NOCs, the new ANOC strategic plan will determine the priorities and lines of action, with new ideas and concepts, to keep supporting the NOCs in the best way but within the reduced budget.

2017-2020 Total Budget: USD 53,800,000

Administration

The main costs covered by this budget were the running of the ANOC offices in Lausanne, Kuwait (until November 2018) and Fiji (from 2019), including the 19 meetings held at the headquarters from 2017-2020.

The restoration of the garden wall at ANOC headquarters, which was flooded in June 2018, also resulted in significant costs. Other expenses included the costs of working with public relations agencies and media on communications. The ANOC website was improved greatly, particularly with the creation of a monthly newsletter, the integration of the international sports calendar and a dedicated section for the AWBG.

ANOC Administration also updated its IT and administrative processes to optimise communication with, and services for, the NOCs, in accordance with the rules of good governance and climate impact.

2017-2020 Budget: USD 20,400,000

Meetings and Commissions/ working group activities

ANOC General Assembly

Preparing, organising and closing the accounts of ANOC's annual General Assemblies required a huge amount of logistical work. The following General Assemblies took place:

Edition	City	Dates	Attendance
XXII ANOC General Assembly	Prague (Czech Republic)	2-3 Nov. 2017	205 NOCs/ 1,300 delegates and guests
XXIII ANOC General Assembly	Tokyo (Japan)	28-29 Nov. 2018	206 NOCs/ 1,400 delegates and guests
XXIV ANOC General Assembly	Doha (Qatar)	17-18 Oct. 2019	204 NOCs/ 1,200 delegates and guests
XXV ANOC General Assembly	Seoul (Republic of Korea)	24-26 Nov. 2020	Postponed and rescheduled to take place on 26-27 Oct. 2021 in the same city

At the XXIII ANOC General Assembly in Tokyo, H.E. Sheikh Ahmad Al-Fahad Al-Sabah temporarily stepped aside as ANOC President. Dr Robin E. Mitchell,



elected ANOC Senior Vice-President, was appointed as ANOC Acting President and the ANOC Executive Council for 2018-2022 was approved.

2017-2020 Budget: USD 20,150,000



ANOC Award winners at the XXIV ANOC General Assembly

ANOC Awards

The ANOC Awards – held annually since 2014 except in 2020 because of the pandemic – were created to recognise and honour the achievements of the NOCs and their athletes, as well as distinguished members of the Olympic Family. The 4th edition took place in Prague in November 2017. The awardees were chosen by a jury formed of representatives from the five continents and the ANOC Athletes' Commission.

At the 5th edition in Tokyo, in November 2018, the awardees were selected from the athletes and NOCs from the Olympic Winter Games PyeongChang 2018. Award winners were chosen from athletes from the continental associations and Continental Games for the 6th edition, which took place in October 2019, in Doha.

ANOC Executive Council meetings

During the 2017-2020 plan, 10 ANOC Executive Council meetings took place but due to travel restrictions, the 11th, scheduled for June 2020, was cancelled.

2017-2020 Budget: USD 2,800,000



ANOC World Beach Games in Doha

ANOC Commissions and working groups

This budget covered expenses related to the activities of the Association's commissions and working groups. In 2020, most meetings were held online, which generated significant savings.

The composition, role, and number of ANOC Commissions were renewed in Tokyo in November 2018 to reduce their size and to find experts in specific fields. The Modernisation Commission was replaced with the Ethics, Gender Equity, Culture and Education Commissions. In January 2019, in Lausanne, the composition of the Commissions were again renewed. The Ethics Commission was integrated with five lawyers external to ANOC, one representative from the Executive Council and the Chairperson of the Athletes' Commission also appointed.

In 2020, despite the pandemic, the following Commissions meetings took place: Events (in person), Athletes' (in person), Marketing, Legal, Finance and Audit, second Athletes' Commission meeting, Gender Equity, Medical, second Events Commission meeting, Cultural (all held remotely).

2017-2020 Budget: USD 1,900,000

International meetings and forums – Continental associations meetings – Cooperation with the IOC, UNESCO and WADA – Special contributions

International meetings and forums

This budget included the cost of ANOC's participation in international meetings, forums and other events of the different Olympic Partners of ANOC where it represented the interests of the NOCs.

2017-2020 Budget: USD 1,950,000

Cooperation with the IOC

Throughout 2017-2020, ANOC worked closely with the IOC and was regularly asked to comment and advise on topics concerning the preparation for, and participation of, the NOCs at the Olympic Games and YOG. These included:

- meetings in November 2017 of the Games Management 2020 and YOG Advisory;
- qualification rules for the Olympic Games Tokyo 2020 and Beijing 2022 – ANOC is part of the working groups for the New Norm and the steering committee for the YOG;

- ANOC Secretary General, the Presidents of the continental associations, representatives of ASOIF, IWGA and GAISF, participated under the leadership of IOC Sports department, in the joint meetings to discuss the international sports calendar and for the drafting of an MoU for Multisport Games and the sports calendar. ANOC was asked to update the calendar monthly for the IOC and the continental associations;
- study on the proposal from IFs and the Organising Committee for the different qualification rules for the YOG Dakar 2026 (Senegal);
- discussions about the sports programme for the Winter YOG Gangwon 2024 (Republic of Korea);
- participation in the working groups for the preparations of the Olympic Games Tokyo 2020 as well as workshops for the Olympic Winter Games Beijing 2022;
- participation in working groups for the preparations of the future Olympic Games considering the effects of the pandemic; and
- presentation of the NOCs' views from the debrief of the Winter YOG Lausanne 2020 to the IOC.

Contact with Organising Committees of the Olympic Games

To help deliver the best conditions for athletes and officials, ANOC was involved in the preparation of the Olympic Winter Games PyeongChang 2018, the YOG Buenos Aires 2018, and the Winter YOG Lausanne 2020. ANOC hosted a reception for the Chefs de Mission of Lausanne 2020 during the Chefs de Mission seminar in September 2019.

ANOC was also part of various working groups with the IOC and the Organising Committee in Tokyo to discuss changes to services in the Olympic Village and for the NOCs due to the postponement of the Olympic Games Tokyo 2020 to 2021.

After each edition of the Games, ANOC continued its tradition, established in 2004, of debriefing all the NOCs, the result of which is presented to the IOC, ANOC Executive Council and all NOCs.

ANOC contributions

The ANOC contributions for the quadrennial were:

- 50 per cent (with the IOC and Olympic Solidarity) for the travel and accommodation costs of the Chefs de Mission Seminar in Buenos Aires (Argentina) in April 2018 for one delegate per participating NOC;
- 25 per cent of the accommodation and travel expenses of the Olympism in Action Forum in Buenos Aires in October 2018, for one delegate per NOC;
- participation in the financial contribution from IOC/ANOC/EOC to the Hellenic Olympic Committee for the building of sports infrastructure affected by the natural disaster in Greece in summer 2018;
- contribution to the Nepal Earthquake Memorial Hall; and
- 50 per cent (with Olympic Solidarity) of the travel and accommodation costs of the Chefs de Mission seminar of the YOG in Lausanne, in September 2019.

ANOC Audit on NOCs social media

The ANOC Marketing Commission agreed that the NOCs needed effective and broad-reaching social media channels and it was decided to audit the social media performance of all the NOCs. ANOC asked British digital marketing agency Redtorch to look closely at selected social media channels, highlighting the strengths and weaknesses, and any need for improvement.

The results of the ANOC survey were shared with the continental associations and the IOC.

Collaboration with universities

From 2017-2020, ANOC continued its cooperation with two universities, with a total of 33 students benefiting from these scholarships:



Graduates from the Russian International Olympic University

Russian International Olympic University (RIOU) in Sochi

The university covered the costs of administration and on-campus accommodation of the masters programme; ANOC covered the costs of student flights to Sochi (Russian Federation) with students responsible for their living costs. The masters was available to all NOCs with up to three students nominated per academic year. ANOC offered the scholarship to each NOC only once and required equity between the continents, with the aim being to have three continents per year and a mix of genders.

Dream together Masters Programme Scholarship at Seoul University

The university covered the costs for students to take part in this programme including on-site living expenses. ANOC could nominate up to eight students per academic year and sought to have gender equity when selecting the nominees, while still giving the chance to as many NOCs as possible of having an applicant.

Cooperation with Olympic Solidarity

ANOC organised marketing seminars in cooperation with the IOC/TMS and Olympic Solidarity, an initiative which is part of Olympic Agenda 2020. Ten joint

Olympic Marketing Seminars for NOCs took place in the period 2017-2019, with each edition attended by between 28 and 76 NOCs.

Cooperation with the IOC Olympic Channel

ANOC cooperated with the Olympic Channel, which provided its services during the ANOC General Assemblies and the ANOC Gala Awards in Prague in November 2017, in Tokyo in November 2018 and in Doha in October 2019. The Olympic Channel also worked with ANOC during the AWBG in Doha.

Cooperation with UNESCO and WADA

UNESCO

The Chairman of the ANOC International Relations Commission, Julio Maglione, and the Vice-Chair of the Commission, Thomas Sithole, regularly participated in UNESCO meetings, as ANOC representatives. Meetings attended included: the preparatory Working Group MINEPS VI of UNESCO in Paris (France), in January 2017; UNESCO meeting in Paris, in March 2017; UNESCO International Conference in London (Great Britain), in September 2018; CIGEPS in Geneva (Switzerland), in March 2019; and UNESCO General Conference in Paris, in November 2019.

WADA

ANOC cooperated closely with WADA and had representatives on various WADA committees, most recently the WADA Athletes Committee and Health, Medical and Research Committee. The ANOC office worked with WADA to collect the signatures of the WADA Code from the NOCs and participated in WADA meetings in Katowice (Poland), where the new President of WADA was elected, in November 2019.

ANOC World Beach Games

After working hard to develop the AWBG, ANOC successfully held the inaugural event from 9-16 October 2019 in Doha. A total of 97 NOCs (17 African, 19 American, 21 Asian, 35 European, 5 from Oceania) participated at these Games with 1,237 athletes competing in 13 sports and 14 disciplines. Forty NOCs from across all five continents won medals.

In general, all IFs were highly satisfied with the Games and are keen to participate in future editions. The debriefing was positive with IFs feeding back that the AWBG has great potential to establish itself in a sustainable way, and become a valuable project for ANOC, the NOCs and the concerned IFs.

The NOCs were very satisfied with their participation in the event. For them, the AWBG is an opportunity to develop new ideas such as innovative marketing initiatives, activation of NOC fans, talent development, exchange of best practice, workshops, staff exchanges between NOCs, etc. The next edition was planned for 2021 but has been postponed to 24-30 September 2023 because of the pandemic.

2017-2020 Budget: USD 6,600,000

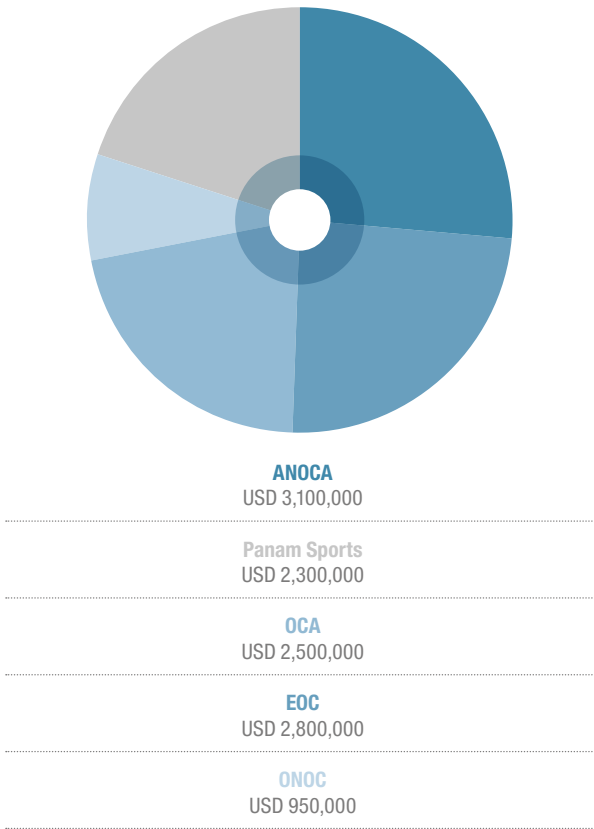
ANOC Special Fund

Following talks with the NOCs, a survey conducted by ANOC among the NOCs to measure the effect of the postponement of the Olympic Games Tokyo 2020, and a meeting with the Presidents of the continental

associations and Olympic Solidarity, ANOC decided to support the NOCs with the costs arising out of the postponement of the Olympic Games Tokyo 2020 and other consequences of COVID-19.

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

Funds distributed by ANOC to the NOCs through continental associations and Olympic Solidarity:





ABBREVIATIONS

NOC ASSOCIATIONS

ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
PANAM SPORTS	Panam Sports Organization
OCA	Olympic Council of Asia
EOC	The European Olympic Committees
ONOC	Oceania National Olympic Committees

NATIONAL OLYMPIC COMMITTEES

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

Africa · 54 NOCs

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

LES	Lesotho
MAD	Madagascar
MAR	Morocco
MAW	Malawi
MLI	Mali
MOZ	Mozambique
MRI	Mauritius
MTN	Mauritania
NAM	Namibia
NGR	Nigeria
NIG	Niger
RSA	South Africa
RWA	Rwanda
SEN	Senegal
SEY	Seychelles
SLE	Sierra Leone
SOM	Somalia
SSD	South Sudan
STP	Sao Tome and Principe
SUD	Sudan
SWZ	Eswatini
TAN	United Republic of Tanzania
TOG	Togo
TUN	Tunisia
UGA	Uganda
ZAM	Zambia
ZIM	Zimbabwe

America · 41 NOCs

ANT	Antigua and Barbuda
ARG	Argentina
ARU	Aruba
BAH	Bahamas
BAR	Barbados
BER	Bermuda
BIZ	Belize
BOL	Bolivia
BRA	Brazil
CAN	Canada
CAY	Cayman Islands
CHI	Chile
COL	Colombia
CRC	Costa Rica
CUB	Cuba
DMA	Dominica
DOM	Dominican Republic
ECU	Ecuador
ESA	El Salvador
GRN	Grenada
GUA	Guatemala
GUY	Guyana
HAI	Haiti
HON	Honduras
ISV	Virgin Islands, US
IVB	Virgin Islands, British
JAM	Jamaica
LCA	Saint Lucia

MEX	Mexico
NCA	Nicaragua
PAN	Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SKN	Saint Kitts and Nevis
SUR	Suriname
TTO	Trinidad and Tobago
URU	Uruguay
USA	United States of America
VEN	Venezuela
VIN	Saint Vincent and the Grenadines

PAK	Pakistan
PHI	Philippines
PLE	Palestine
PRK	Democratic People's Republic of Korea
QAT	Qatar
SGP	Singapore
SRI	Sri Lanka
SYR	Syrian Arab Republic
THA	Thailand
TJK	Tajikistan
TKM	Turkmenistan
TLS	Democratic Republic of Timor-Leste
TPE	Chinese Taipei
UAE	United Arab Emirates
UZB	Uzbekistan
VIE	Vietnam
YEM	Yemen

Asia · 44 NOCs

AFG	Afghanistan
BAN	Bangladesh
BHU	Bhutan
BRN	Bahrain
BRU	Brunei Darussalam
CAM	Cambodia
CHN	People's Republic of China
HKG	Hong Kong, China
INA	Indonesia
IND	India
IRI	Islamic Republic of Iran
IRQ	Iraq
JOR	Jordan
JPN	Japan
KAZ	Kazakhstan
KGZ	Kyrgyzstan
KOR	Republic of Korea
KSA	Saudi Arabia
KUW	Kuwait
LAO	Lao People's Democratic Republic
LBN	Lebanon
MAS	Malaysia
MDV	Maldives
MGL	Mongolia
MYA	Myanmar
NEP	Nepal
OMA	Oman

Europe · 50 NOCs

ALB	Albania
AND	Andorra
ARM	Armenia
AUT	Austria
AZE	Azerbaijan
BEL	Belgium
BIH	Bosnia and Herzegovina
BLR	Belarus
BUL	Bulgaria
CRO	Croatia
CYP	Cyprus
CZE	Czech Republic
DEN	Denmark
ESP	Spain
EST	Estonia
FIN	Finland
FRA	France
GBR	Great Britain
GEO	Georgia
GER	Germany
GRE	Greece
HUN	Hungary
IRL	Ireland
ISL	Iceland
ISR	Israel

ITA	Italy
KOS	Kosovo
LAT	Latvia
LIE	Liechtenstein
LTU	Lithuania
LUX	Luxembourg
MDA	Republic of Moldova
MKD	North Macedonia
MLT	Malta
MNE	Montenegro
MON	Monaco
NED	Netherlands
NOR	Norway
POL	Poland
POR	Portugal
ROU	Romania
RUS	Russian Federation
SLO	Slovenia
SMR	San Marino
SRB	Serbia
SUI	Switzerland
SVK	Slovakia
SWE	Sweden
TUR	Turkey
UKR	Ukraine

Oceania · 17 NOCs

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

INTERNATIONAL FEDERATIONS

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

Aquatics	FINA	Fédération Internationale de Natation
Archery	WA	World Archery
Athletics		World Athletics
Badminton	BWF	Badminton World Federation
Baseball / Softball	WBSC	World Baseball Softball Confederation
Basketball	FIBA	Fédération Internationale de Basketball
Boxing	AIBA	Association Internationale de Boxe
Canoe	ICF	International Canoe Federation
Cycling	UCI	Union Cycliste Internationale
Equestrian	FEI	Fédération Équestre Internationale
Fencing	FIE	Fédération Internationale d'Escrime
Football	FIFA	Fédération Internationale de Football Association
Golf	IGF	International Golf Federation
Gymnastics	FIG	Fédération Internationale de Gymnastique
Handball	IHF	International Handball Federation
Hockey	FIH	Fédération Internationale de Hockey
Judo	IJF	International Judo Federation
Karate	WKF	World Karate Federation
Modern pentathlon	UIPM	Union Internationale de Pentathlon Moderne
Rowing	FISA	World Rowing
Rugby	WR	World Rugby
Sailing	WS	World Sailing
Shooting	ISSF	International Shooting Sport Federation
Skateboarding		World Skate
Sport climbing	IFSC	International Federation of Sport Climbing
Surfing	ISA	International Surfing Association
Table tennis	ITTF	International Table Tennis Federation
Taekwondo	WT	World Taekwondo
Tennis	ITF	International Tennis Federation
Triathlon	TRI	World Triathlon
Volleyball	FIVB	Fédération Internationale de Volleyball
Weightlifting	IWF	International Weightlifting Federation
Wrestling	UWW	United World Wrestling

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

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



The Opening Ceremony of the Winter YOG Lausanne 2020



The Olympic House in Lausanne

LISTENING TO YOU

FOR FURTHER INFORMATION

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CREDITS

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Page 20: Portuguese beach handball player Joao Goncalves at the YOG Buenos Aires 2018 *(Photo: Marcelo Endelli/Getty Images)*
Page 72: The Opening Ceremony of the Olympic Winter Games PyeongChang 2018 *(Photo: IOC/John Huet)*
Page 80: Bharat Pereira of India competing in sport climbing at the YOG Buenos Aires 2018 *(Photo: Marcelo Endelli/Getty Images)*
Page 94: Ethiopian Ajuda Oumde Ochan at the 12th African Games *(Photo: Fadel Senna/AFP via Getty Images)*
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to develop sport and
promote its values**

