



ANOCA NEWSLETTER



INTERNATIONAL
OLYMPIC
COMMITTEE

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MONTHLY REVIEW OF AFRICAN OLYMPISM



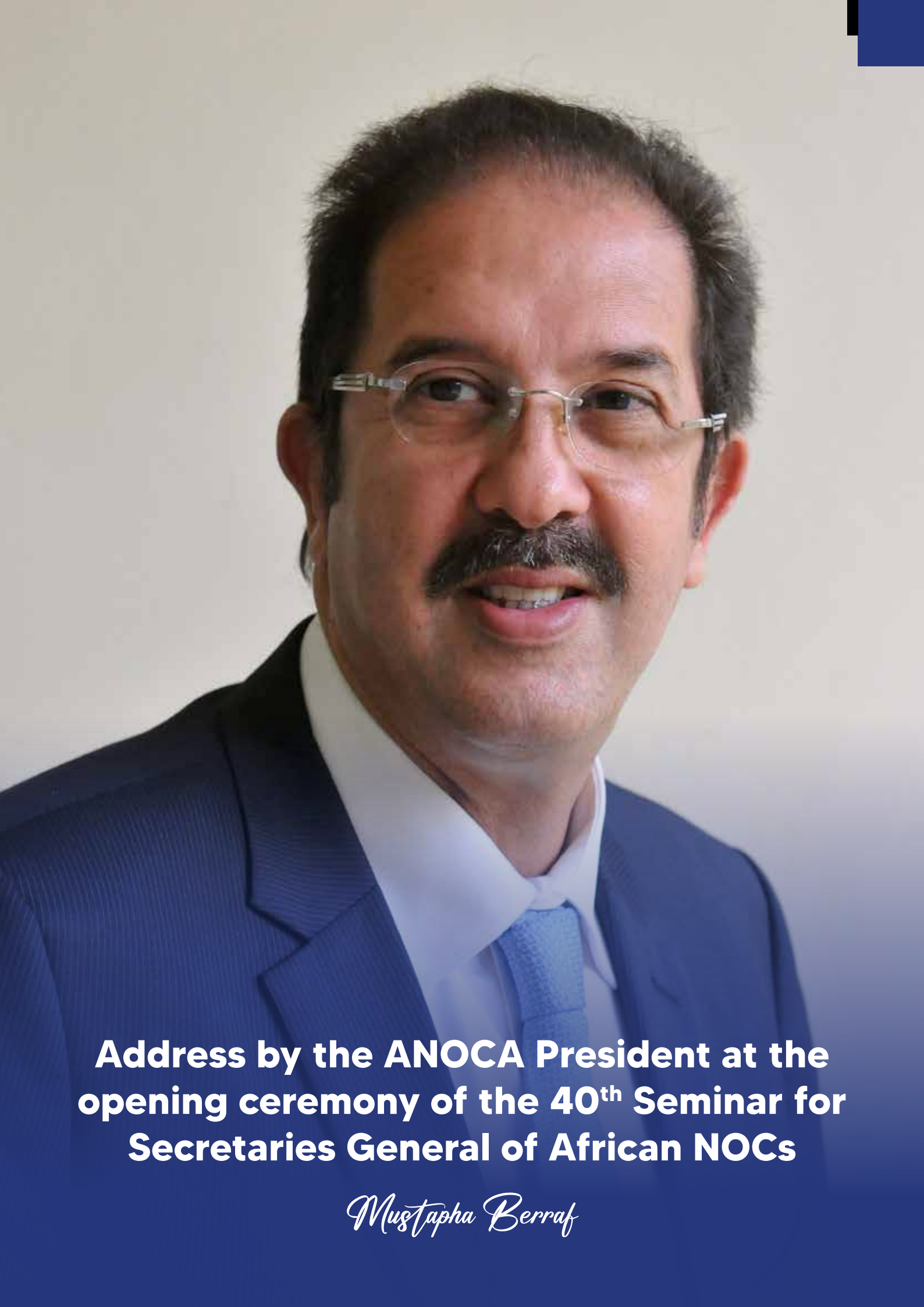
**40TH SEMINAR FOR SECRETARIES
GENERAL OF AFRICAN NOCS**

FOCUS ON PARIS 2024!

REGIONAL FINANCE FORUM

**OLYMPIC SOLIDARITY AND ANOCA IN
CONCERT FOR GOVERNANCE**

With just over a year to the Paris 2024 Olympic and Paralympic Games, ANOCA organised the 40th Seminar for Secretaries General of African NOCs on 4 and 5 November 2023 in Mombasa, Kenya, under the theme “Countdown arrangement to Paris 2024 Olympic Games.” The seminar afforded ANOCA and the Paris 2024 Organising Committee the opportunity to highlight the technical developments and arrangements made to host the Olympic and Sports Movement in the best conditions, and to ensure the Games are a global and popular festival. A few days earlier, in the very city of Mombasa, the supreme governing body of the African Olympic Movement and Olympic Solidarity organised a forum on financial management of resources made available to NOCs by the IOC. ANOCA Newsletter comes back to the highlights of these important meetings.



**Address by the ANOCA President at the
opening ceremony of the 40th Seminar for
Secretaries General of African NOCs**

Mustapha Berraf

**“The Cabinet Secretary for Youth Affairs, Sports and The Arts;
The President of the National Olympic Committee of Kenya;
Distinguished Government Authorities of the Republic of Kenya;
Dear Olympic Solidarity friends;
Dear friends of the African Olympic family;
Dear Secretaries General of African Olympism;
Distinguished guests;
Ladies and Gentlemen;**

You are all most heartily welcome to the 40th Seminar for Secretaries General of ANOCA member NOCs.

I wish to thank you Mr Minister, thank you dear friends and authorities of the Republic of Kenya. Thank you for the memorably wonderful welcome to this country, custodian of the vestiges of a tourist-friendly and hospitable Africa.

Thank you to all, people of Kenya and Africa.

Thank you!

Mr Minister, we are aware of and grateful for what your Country, blessed by God, has been contributing to the African and global Olympic and Sports movement for decades. Deeply aware, moreover, of your commitment to youth development through sport. Our youths need guidance in their aspiration for a promising, better future, and they rely on a strong, prosperous Africa.

**Distinguished guests,
Ladies and Gentlemen,**

I would like to congratulate all African NOCs, one year after our last meeting in Freetown during the 39th Seminar for Secretaries General on 12 and 13 November 2022. Suffice it to underscore that significant changes have been recorded since then, which is certainly the outcome of our concerted, mutually agreed recommendations and resolutions.

Good governance, as we all recommended, is increasingly taking root. The role of the Secretary General has been considerably modernised and made more effective for the good of the NOC. All these factors foster a more enabling working environment and create a conducive atmosphere for all stakeholders of our Olympic and Sports Movement.



I would like to commend each and every one of you, dear Secretaries General, for your individual and collective commitment. You are doing Africa proud!

The theme of this Session, the 40th of its kind, is “**COUNTDOWN ARRANGEMENTS TO PARIS 2024 OLYMPIC GAMES**”.

The sub-themes focus on the roles and responsibilities of National Olympic Committees and the proper organisation of games and other major events by ANOCA.

The stakes are high, if our athletes are to stage a befitting and historic participation in the Paris 2024 Olympic Games. It therefore behoves us to level up our preparations and, more so, make a better show of our sports governance.

Here in Mombassa, we need to fine-tune this preparation for a promising future for the African Olympic and Sports Movement.

We sincerely thank Olympic Solidarity, which plays a crucial role in sport development and how sport is run on the continent. Need we point out that its contribution to supporting our athletes through Olympic scholarships is reassuring and establishes a relationship of trust with the immediate stakeholders of African sports?

African NOCs must take full advantage of the multifaceted support of Olympic Solidarity.

If, as is our intention, we are to make success stories of Paris 2024 and the ANOCA African Games in 2027, we need to be more enterprising, more pragmatic, more operational and more federative. We also need to implement a strong action plan that involves getting our administrations under control and structuring them in a way that fosters results-based management. I said this last year and I am reiterating it today. We are thus challenged, I mean all the 54 African NOCs, in our various capacities.

Let's project SOLIDARITY as we work for the good of African youths!

Distinguished guests,

Ladies and Gentlemen,

In the present context, taking our continent forward means figuring out training camp options, conditions, mechanisms and challenges, drawing up the schedule and mapping out qualification pathways for athletes for the Paris 2024 Olympic Games, assessing the challenges and concerns of the NOCs in the run-up to the Olympic Games. It also entails considering the expectations for and progress report on the African Games. In a nutshell, it involves revisiting all the strategic aspects of successful organisation and well-outlined prospects. Mombassa affords us a last chance before the great gathering of world sport and Olympism in Paris, France.





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Our recommendations should reflect this need to pool efforts and help the NOCs to fine-tune their actions.

Africa must shine at the Paris 2024 Olympic Games. We have the wherewithal and we are bound to meet our goals.

Long live Olympism! Long live African youths! Long live African Olympism!

I wish you every success in your deliberations, thank you for your kind attention.”





MOMBASSA 2023

HIGHLY COLOURFUL CEREMONY

Deliberations of the 40th Seminar for Secretaries General of African NOCs held on 4 and 5 November 2023 in Mombasa, Kenya, focused on a good number of issues.

The opening ceremony was chaired by the Cabinet Secretary for Youth Affairs, Sports and the Arts, Minister Ababu Namwamba, with 120 delegates in attendance, including President Paul Tergat of NOC-K, the legendary Kipchoge Keino, ANOCA Secretary General Eng. Ahmed Abou Elgasim Hashim, ANOCA Treasurer General Eng. Ahmed Abu Gumel, representing ANOCA President, the Honourable Mustapha Berraf, and representatives of ANOCA member NOCs and many organisations.

Speaking on the occasion, Minister Ababu Namwamba stated that governments across the continent should be ready to partner with ANOCA to ensure Africa's dream at the Olympics and other sports is realised through the provision of resources and facilities to athletes. He further highlighted that the Kenyan government stands as a willing partner in catalysing Africa's Olympic dream and hence will be more than happy to host any other sports forum and event in the future.

He also challenged ANOCA to come up with innovative solutions for stronger participation and an increase in Africa's medal haul at the Olympic Games.

"The Kenya Government and, I know other governments across Africa, are key partners and collaborators in the success of our athletes wholesomely, up to and, including the Olympic Games being the pinnacle of their careers," the Minister said.

Minister Namwamba furthered that governments must play a critical role at all times towards facilitating the work championed by NOCs and, by extension, ANOCA and other international sports bodies to ensure Africa takes its rightful position during global sports events and affairs.



"This includes and, by no means limited to, resourcing national teams timely in the long pathway to global competitions," he said, adding that African sports administrators and leaders must be encouraged and supported to seek and competitively take up leadership positions at international sports bodies.

"We consider this both beneficial and strategic for us to influence decisions up there at the top, in our favour," the Minister further said.

Also taking the floor, NOC-K President, Paul Tergat, asserted that wherever he goes, he



becomes more convinced than ever, that Africa is blessed with incredible sports talents and opportunities. *“Whether we have taken advantage of these assets is a question and responsibility that we, seated here in this forum, will have to explore and provide answers,”* he added.

President Tergat challenged the forum to answer the question of how prepared Africa is to make a major impact during the Olympics.

In his speech read by his personal representative, Eng. Habu Gumel, ANOCA President, Mustapha Berraf noted that the

sub-themes during the seminar focused on NOC roles and responsibilities and the proper organisation of games and other major events by ANOCA.

Berraf said that the stakes are high if African athletes are to stage a befitting and historic participation in the Paris 2024 Olympic Games. *“It therefore behoves us to level up our preparations and, more so, make a better show of our sports governance,”* he said. *“Here in Mombasa, we need to fine-tune this preparation for a promising future for the African Olympic and Sports Movement.”*



PARIS 2024...

WHAT YOU NEED TO KNOW FOR AN OUTSTANDING NOC PARTICIPATION

In Mombasa, the Paris 2024 delegation made a presentation on practical requirements to be considered by NOCs for them to better prepare for and participate in the Games. The team was made up of Alejandro Recalde, Mossane Faye and Paula Marchante.

ACCREDITATIONS

Here, the Paris 2024 team indicated that TAPs have been replaced by Ps. Furthermore, an extra has been provided for Ao, welfare officer accreditation has been introduced as a link between athletes and the team, such a person must have at least an internationally

recognised diploma in welfare/mental health. An accreditation of a chaperone for younger athletes under 16 years has been introduced, and NOC Press Attachés (NOC E) such as sports specialists recruited.

Regarding the agreement between athletes and team officials, NOCs were advised to reach out to the NOC Athletes' Commission for athletes' inputs and reviews in order to include athletes' perspectives and opportunities at the Games (Rules 50 and 40 of the guidelines). The agreement should detail benefits (such as uniform, medical coverage, food and travel) and provisions for dispute resolution. The agreement should also introduce athletes' rights and obligations for clarity.

GENDER EQUALITY

Paris 2024 will enhance gender equality: 50:50 for athletes and referees and at least 30% for coaches. NOCs were encouraged to send an equal number of males and females where possible, appoint a joint flag bearer and strive for 30% gender balance in the Games leadership roles (CDM, Deputy CDM, team leaders, coaches, doctors, etc.).

AUTHORISED IDENTIFICATION

According to the Paris 2024 team, manufacturers are allowed to have only 1 identification for a maximum of 30cm, while one product technology identification should be 10cm². Ceremony uniforms could vary; they could be designer, traditional dresses or track suits. However, they must be verified prior to the opening and closing ceremonies. Participating NOCs should submit sample uniforms on the Relay platform no later than 31 March 2024.

In addition, NOCs are allowed to use the Games emblem and signature sourced through the Paris 2024 team.

PREVENTING COMPETITION MANIPULATION

NOCs are allowed to use Athlete365 for information on the Olympic Games. The information is available to both athletes and the public. For clarity, Paris 2024 urged participants to use the IOC integrity hotline in case of competition manipulation. All competitions will be monitored in real time to detect manipulation attempts during qualifications. In case of any issues, contact the IOC Ethics Commission.

GET READY PACK

Paris 2024 will provide a Get Ready Pack to athletes and their entourage to access key information on issues such as airport arrival, anti-doping compliance, safeguarding, medical and mental health, Rules 40 and 50, social media guidelines and services available during the Games. The 1st version of the Pack will be available in the 4th quarter of 2023 (November - December 2023) and the 2nd in the 1st quarter of 2024. The Pack will be accessed through the Athlete365App that should be launched in April 2024.

In addition, Rule 50.2 on athletes' freedom of expression was explained and NOCs encouraged to advise athletes on the neutrality of sports at the Games, to focus on the Games opportunities for free expression and to explain guidelines on how the rule is applied.

IOC policies on several issues such as qualification systems, accreditation, nationality, anti-doping, news access rules, NOC pins, NOC house and commercial



opportunities for athletes and Rule 40 can be accessed on NOCnet,. Information was provided on other athlete services, including accommodation, transport, ticketing and cultural diversity.

Athletes will be provided accommodation in the main Games Village and other satellite venues (Mainland Paris, Lille, Tahiti and several towns hosting football matches). A 30% accommodation fee for other delegations must be paid latest 15 January 2024. From 16 January 2024, invoices for the remaining 70% payment will be issued and payment expected by 15 March 2024.

The transport strategy is to integrate the Games transport into the public transport system with priority given to athletes and their entourage to access competition venues easily.

Information on NOC services are available mainly through Paris 2024 Extranet, CDM guide (cloud based), newsletters (KIOSQUE released every quarter and La minute sent to NOCs), and Etoile platform for CDM which contains, among others, information on operations, confirmation of information and preparations for the Games.

NOC pre-games visits are allowed until February 2024, after which it will no longer be possible to visit. Seven African NOCs have planned to visit.

On ticketing for non-accredited NOC guests, digital tickets will be sold on the ticketing portal. However, one will need to sign a code of conduct, complete the ticketing form and submit in time.



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DRP MILESTONES AND KEY DATES

NOCs were advised to use the tool to track the qualification of their athletes. User account requests were sent to NOCs and the accreditation deadline set for 28 March and 24 May 2024.

PARIS 2024 AND CULTURAL DIVERSITY

Some of the key issues participants need to take into account are changing mind-sets on respect for privacy and intimacy, embracing differences, openness in learning, awareness raising of misunderstanding and enhancing communication. NOCs were encouraged to provide their teams with information on cultural issues.

PARIS OLYMPIC GAMES

OLYMPIC SOLIDARITY PRESENTS PAPER ON SUPPORT TO AFRICAN NOCS

An OS team comprising Yassine Yousf, Cynthia Amani, Florian Chapalay, Phillippe Mankulyan and Jessy Newman was in Mombasa for the 40th Seminar for Secretaries General of African NOCs, during which NOCs were updated on OS programmes and encouraged to take full advantage of the opportunities offered till the end of the 2021-2024 Plan. Also discussed were grants for the Olympic Games, Olympic Refugee Foundation, the O!Yes programme in conjunction with Olympafrica, the Olympism 365 project, etc.

The OS presentation outlined available opportunities so that NOCs can take full advantage of them. NOCs were requested to provide photos of their programme to be included in the annual report. Under the Olympic values programme, 148 initiatives were implemented and 115 scholarships allocated to 26 NOCs. Under NOC management and knowledge sharing, 56 MEMOS scholarships were allocated, 42 NOCs benefited from initiatives programme and 144 training courses were organised by 29 NOCs. 52 NOCs from across the continent received administrative grants. On entourage, 156 technical courses were organised by 50 NOCs, 182 coaches from 40 NOCs benefited from grants and, in 2023 alone, 20 NOCs

supported Athletes' Commissions through the athlete grant.

Still as part of its assistance to African NOCs for sports development, OS has implemented 48 DNSS projects, 47 NOCs benefited from CASG, 54 projects for training and



identification of young athletes and 38 NOCs have benefited from tailor-made training opportunities. The programme was launched on 1 October 2023 for NOCs hoping to benefit from universality places. 21 individual sports have been provided. However, universality spots in Athletics and Swimming are only offered directly by IFs. NOCs were advised to contact World Athletics and World Aquatics.

As regards OS assistance to African NOCs for Paris 2024, a presentation was made on subsidies available. This includes the CDM seminar where a report is expected on tickets and accommodation, pre-games training camps, travel support, NOC support for logistics and athlete participation support. OS will provide up to US\$15,000 for pre-games training camps, which can be applied for on Relay. This will be launched in January 2024

and the report is expected before 30 October 2024. Subsidies for team logistics preparation cover up to US\$20,000. This amount can be spent on team uniforms, excess luggage, NOC promotion, etc. There is no need to apply on Relay, as an advance payment of US\$15,000 will automatically be remitted to NOCs. Flight subsidies give maximum 10 tickets, 8 economy class and 2 business class (6 athletes, 2 team officials and 2 NOC officials). Tickets for refund will be ready on Relay in January 2024. Accommodation will cover 2 rooms at the Olympic Hotel from 25 July to 12 August 2024.

OS also presented the next Games NOCs should prepare for: Gangwon 2024, Paris 2024, Milano Cortina 2026, Dakar 2026, Los Angeles 2028 and Brisbane 2032.






PARIS 2024: PRE-GAMES TRAINING CAMPS

Training camps are ideal venues for preparing African athletes for the Paris 2024 Olympic Games, says Faissal ABDOURAHMAN, Secretary General of NOC Djibouti.

The Olympic Games are a global sporting event. For athletes, they afford an opportunity to showcase their talents and skills on the international stage. That is why Training Camps are important. They play a crucial role in the physical, technical and mental preparation of athletes.

They are indispensable for optimum performance.

These camps can be at home or abroad. There are specialised camps that focus on a specific discipline for targeted training and general camps for a variety of disciplines, thereby encouraging versatility. Olympic



...it is important to identify locations that are suited to the athlete's objectives.

Solidarity and International Federations programmes, partnerships with foreign sports institutions and the Paris 2024 “France terre des jeux” initiatives can facilitate the organisation training in these camps.

With regard to training conditions, it is important to determine when and for how long the athlete should go to a training camp. The availability of modern facilities and state-of-the-art equipment is crucial to effective training. Besides, an experienced, qualified coach who is essential for the technical and strategic development of athletes.

Nutrition and medical care are two important and essential factors for athletes. From all these conveniences, it is clear that the only thing the athlete needs to focus on is training.

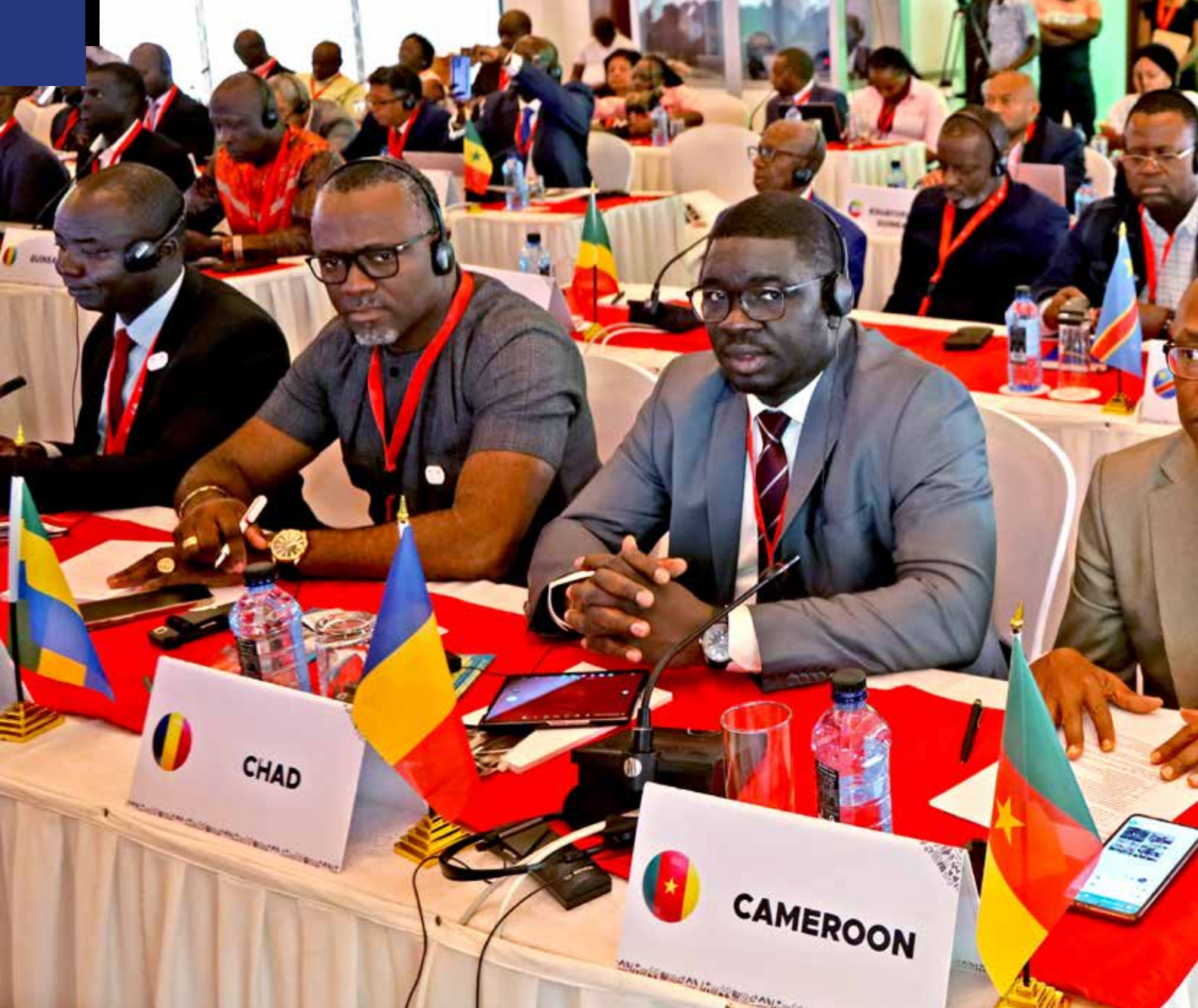
Institutional stakeholders such as National Federations are responsible for identifying the best athletes, supervising and monitoring their technical performance and ensuring quality preparation. Relations with African NOCs and other friendly countries aim to find the most appropriate training centres for the athletes' needs. Various sources need to be identified to cover costs (Governments, Sponsors, IFs, OS, ANOCA, etc.), given that budgetary constraints can restrict the number of camps and access to quality equipment and facilities. Just as cultural and linguistic differences can be an obstacle to athletes adapting, especially abroad.

Managing pressure and stress is essential to ensuring optimum performance during high-level preparations. When choosing training camps, Faissal ABDOURAHMAN points out, “...it is important to identify locations that are suited to the athlete's objectives”.

Fabrice Zango, an athlete, declares: “People often ask me how I manage to cope. My secret is discipline and a lot of sacrifices at the social level”. After the “eight to sixteen” laboratory, he continues with three hours of training in the evening and at weekends.

Also worth considering are suggestion for infrastructure improvements, training programmes and partnerships for existing training camps in Africa.

Encouraging greater cooperation amongst African countries, as well as with international partners to share resources and knowledge will create more development opportunities, since well-structured training camps can positively influence the performance of African athletes at the Paris 2024 Olympics.



GRANTS ADEQUACY AND PAYMENT POLICIES FROM AN NOC PERSPECTIVE

During the 40th Seminar for Secretaries General of African NOCs, Morake Raleaka from NOC Lesotho made a presentation of grants adequacy and payment policies from the NOC perspective.

He underscored that it all begins with the strategic plan, the annual business plan and the annual budget, working on project proposals and accountability. He added that in order to benefit from this, it is important to optimise funding opportunities, pointing out that internal policies should support NOCs



in making gains. They must have working capital, forex and investment policies. For example, if payments are made mainly in local currency, it is important to ensure immediate change from foreign to local currency to avoid losses.

Speaking of payments, Morake Raleaka advised that bulk purchase should be maximised to get discounts, and credible transactions paid for only after proper authorisation. He also stressed the relevance of procurement policies in optimising opportunities and the importance of proper accountability, all of which will require adoption of accounting policies.





AFRICAN GAMES IN ACCRA AND PARIS 2024

WADA PRESENTS STRATEGY

Dr Rodney Swigelaar, WADA Africa Director, presented a paper addressing specific issues on ensuring compliance, standards and preparations for African Games and Paris 2024. The theme of his presentation was “Athletes as the cornerstone of sustainable, relevant and

responsible anti-doping efforts.”

He stated that the WADA compliance monitoring programme had been sent to all NOCs. The Code Compliance Questionnaire (CCQ) focuses on 6s, general tests and investigation, etc. All NOCs are advised to complete and submit the questionnaire.

There will be an African online webinar on CCQ on 27 and 28 November 2023, and NOCs are expected to attend. Although governments are not signatories to the WADA Code, WADA monitors policies and laws developed to ensure compliance with the said Code.

During forthcoming competitions, in particular the Paris Games, there will be comprehensive in and out-of-competition testing, pre-games testing, athletes and support personnel education and raising awareness on their roles and compliance with the Code.

According to the WADA Africa Director, NOCs are expected to develop an education programme. WADA will facilitate the education process through the e-learning

platform (Anti-Doping Education and Training - ADEL), ensure capacity building through the Global Learning Development Framework (GLDF), and use evidence-based doping prevention strategies through social science research. NOCs are encouraged to apply for such support.

According to Dr Rodney Swigelaar, WADA has developed 4 tiers, those in the first tier have already received CCQs. NOC Secretaries General have the responsibility to respond to CCQs, develop plans and implement the anti-doping programme in the run up to Ghana 2023 and Paris 2024. RADO is willing to work closely with NADO. NOCs need to prioritise athletes with RADO support. For the WADA Director, it is important that NOCs and governments come together to secure the anti-doping compliance programme.

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OLYMPAFRICA PRESENTS ITS AMBITIONS FOR THE AFRICAN YOUTH

The 40th Seminar for Secretaries General of African NOCs, afforded an opportunity for Olympafrica to present its development methodology. According to Olympafrica, the strategic plan falls in line with the need to put in place essential tools for the development of the Foundation, which

has almost reached its critical size. The O!YES (Olympafrica Youth Empowerment Through Sport) strategic plan was also presented.

Olympafrica's focus areas are aligned with the Olympic values programme. Priorities include Olympic and non-Olympic sport, traditional sport, as well as other actions that



foster peace and sustainability. Consultations were done on the development of the strategic plan.

Olympafrica programme procedures were explained, indicating that applications for projects will continue to be done on Relay. Olympafrica programme reports shall be on the platform and a copy will be sent through DHL to the Foundation. NOCs must also verify and validate images before uploading them on the platform.

The speaker also pointed out that country Olympafrica centres should have their own

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bank accounts in order to avoid the issue of joint accounts with NOCs, for better implementation of programme activities and follow-up. The issue of bank account signatory should be handled by NOCs and Directors. NOCs were requested to open and monitor Olympafrica accounts. Regulations on the bank account may be set out in the NOC financial guidelines.

On the O!YES programme aimed at using sport to promote Olympic values and strengthen social development, inclusion, gender equality and youth empowerment, the presentation focused on achievements since October 2022. Gender equality dwelt on five sports, including football, athletics, basketball and volleyball (introduced in 2023). 25 Olympafrica centres have currently fully implemented the programme. 52,589 boys and girls participated in the programme. For 2024, 29 countries will be targeted.

FUTURE OF CONTINENTAL GAMES



The future of continental games and NOC expectations were presented by David Ojong of NOC Cameroon. In his presentation, he noted that there are contextual games: the African Games, the African Youth Games (AYG) organised by ANOCA, the African Beach Games and the ANOCA Games. All games must make money to be able to sustain future events. Thus, the need to brainstorm how to achieve set objectives. The challenges of organising the ANOCA Games highlight the need for multifaceted partnerships.

The presentation also made it clear that if the ANOCA Games are a qualifier for the Olympic Games, they will create mileage for countries and foster government investment. Sustainability of the ANOCA Games will depend on that one main event that will bring together the continent's elite athletes. The media will only pick interest in the participation of top athletes.



ROBERT MUTSAUKI ON STRATEGY DEVELOPMENT AND PROGRAMMES

Expert Robert Mutsauki made a presentation on collaboration with NOCs in the areas of strategic planning, training and strategic plan certification, induction of newly elected Executive Committee and development of the quadrennial programme implementation plan. He explained the roadmap, benefits and best practice processes.

He underscored that it is important to train strategic planning facilitators in a bid to build the capacities of NFs/Associations and ensure they are certified. The pool will continue helping those without strategic plans.



INTRODUCING ...PAISAC

The 40th Seminar for Secretaries General of African NOCs was an opportunity for PAISAC officials to present their organisation. The Director provided information on the organisation, which was founded in Senegal and has since been established in Montreal. He pointed out that it is accessible to all Olympic sports coaches in Canada and Switzerland. The organisation is a partner of

the Coaching Association of Canada with a national certification programme. He added that training in Switzerland is in French only. Since the outbreak of COVID-19, the programme has been modified. It takes place over a period of 4 weeks online and 2 to 3 weeks in person. It is worth noting that the programme has been maintained due to visa issues and the busy schedules of coaches.

NOC MAURITIUS SHOWCASES CLIMATE CHANGE PROJECT IN MOMBASA

NOC Mauritius, through its representative in Mombasa, Hedley How Foo Kiong Han Mui, presented its project on climate change, which is managed by former athletes. He noted that, under this project, NOCs are required to

sign the COP 26 resolutions. Besides, in connection with the project, the NOC has two other projects, namely the construction of a bio-ecological gymnastics training centre and environmental protection against single-use bottles that pollute the environment.





NOC GAMBIA DISCUSSES THE CHALLENGES OF DIGITISATION IN THE POST-COVID 19 ERA

NOC Gambia presented a paper on harnessing digital transformation for greater involvement of youths and fans in sports activities. A football match was used to illustrate the transition

before and after COVID. The stadium used to be full prior to COVID but has been empty since its outbreak. According to Njire Yorro, fans have learned to interact with one another digitally.



The presentation also addressed challenges and how NOCs could take full advantage of digitisation to reach out to more young people. For example, how social media platforms such as YouTube, Facebook, etc., can be used to generate revenue. There is a need to focus on creating primary digital access for Africa's sporting youth community and how to expand markets. In this regard, key strategies include the creation of digital content, engagement with social networks and the development of NOC mobile applications.



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Njire Yorro posited that live broadcasts and virtual events, community-building institutions and youth awareness programmes are the most effective ways of creating awareness among the youth. The use of a video-on-demand website and third-party platforms can improve digital content production and distribution.

Recommendations were made to NOCs and ANOCA so that they can fully leverage digitisation. These include conducting an empirical analysis of the digital market, avoiding a mass implementation boom, enabling customers to drive their digital experience and embracing rapid progress in digital transformation.

MOMBASSA 2023

STRONG RECOMMENDATIONS FOR STREAMLINED GOVERNANCE OF AFRICAN NOCS

The Mombasa seminar concluded with the following recommendations:

- Improve the infrastructure and programmes of existing training camps in Africa and strengthen cooperation between African countries in this regard;
- Meet the deadlines set out in the Paris 2024 agenda;
- Do better than the Tokyo Olympics in terms of gender representation by ensuring that 30% of women occupy positions of responsibility at the Games;
- Ensure compliance with the Code of Conduct for the prevention of competition manipulation and infringement of rules;
- Ensure that the uniforms of NOC delegations and competitions comply with the standards set for the Paris 2024 Olympic Games;
- Submit uniforms for validation via the RELAY platform by 31 March 2024;
- Ensure compliance with IOC and IF guidelines on the uniforms available on NOCnet and conditions for use of the official emblem or word mark of Paris 2024;
- Help, support and assist delegations with visa processing issues;
- Mitigate NOC challenges and concerns in the run-up to the Paris 2024 Olympic Games;
- Support by Secretaries General of African NOCs for the ANOCA Executive Committee stance on the organisation of the ANOCA Games as qualifiers for the Olympic Games;
- Optimise the use of funds allocated to NOCs;
- Emphasise education of athletes in the fight against doping;
- Encourage NOCs to set up Olympafrica centres;
- Open an Olympafrica centre bank account different from the NOC bank account;
- Organise the SG Seminar in Maputo, Mozambique, in 2024.



HIGHLY SUCCESSFUL CLOSING CEREMONY

The closing ceremony of the 40th Seminar for Secretaries General of African NOCs was an opportunity for the ANOCA Treasurer General Ahmed Abu Gumel, representing President Mustapha Berraf, to thank participants for their active contribution to the deliberations. He urged them to draw lessons from the Mombasa discussions for better governance in their respective NOCs. He also urged Secretaries General present to share the information with their Federations back in their respective countries. He further

expressed his gratitude to the host NOC and the Kenyan Government for all the facilities provided, which had contributed to the hitch-free and successful organisation of the Mombasa seminar.

Besides, NOC-K Secretary General, Francis Mutuku, received an award in recognition of his country's hosting of the seminar. He dedicated the award to his devoted team of staff and officials, whose unflinching commitment made the event a resounding success.



REGIONAL FINANCE FORUM

OLYMPIC SOLIDARITY AND ANOCA IN CONCERT FOR GOVERNANCE



Ahead of the 40th Annual Seminar for Secretaries General of African NOCs, OS, in conjunction with ANOCA, organised a finance forum on 1 and 2 November 2023 in Mombasa, Kenya. The meeting focused on financial management and control of OS funds. ANOCA member NOCs took part in the meeting through their Secretaries General, accompanied by those responsible for the day-to-day management of NOC finances.



OPENING CEREMONY

The Finance Seminar was officially opened on 1 November 2023 by the Head of the Olympic Solidarity Entourage Unit, leader of the IOC Delegation, Mr Yassin Yousfi, who had this to say:

“We are delighted to be in Mombasa for the 1st Finance Forum, a platform to share comprehensive insights with NOCs. As primary financiers, the IOC aims to foster a unified approach to financial excellence as part of our shared pursuit of sports excellence.”

ANOCA Secretary General, Engr Ahmed Abou Elgasim Hashim, a senior official of

the African Olympic Movement, tendered the apologies of the Honourable Mustapha Berraf, who was unavoidably absent. In his message, he underscored the importance of this forum, which is taking place midway into the current Olympiad, and which will enable the NOCs to manage OS resources responsibly. Francis Mutuku, Secretary General of NOC-K, also tendered the apologies of NOC-K President, Paul Tergat, who was on assignment out of the country. He expressed his gratitude to the OS and ANOCA for choosing Mombasa as the venue for this important meeting.

INTERESTING DELIBERATIONS ON FINANCIAL GOVERNANCE OF NOCS



The Mombasa forum focused on basic accounting principles, financial management and governance, OS policies and procedures, and good practices in certain NOCs. The forum involved presentations, group discussions and online plenary/question-and-answer sessions. At the operational level, NOCs were grouped according to their respective regions and working languages.

ACCOUNTING PRINCIPLES

OS accounting principles were presented with emphasis on compliance with national laws, which have requirements such as the obligation to introduce payslips, social security charges, income tax, value added tax (VAT), withholding tax, property tax or tax levied by local authorities and the obligation to present financial statements. NOCs are expected to comply with national laws and OS rules and regulations, which are complementary.

OS experts also recommended that NOCs adopt international accounting standards to the extent possible and regularly inform OS

of any changes in the principles used or in their implementation. According to them, the best practice is to put in place a minimum level of data integrity and reconciliation on a monthly basis. This will require purchase of accounting software to secure electronic storage and prevent data loss or minimise manual errors. The software chosen must take into account specific requirements such as financing capacity and customer support evaluation, ease of use and data security, among others.

FINANCIAL STATEMENTS

OS noted the need for NOCs to prepare annual reports including financial statements. Such reports must include a balance sheet, profits and losses, a statement of shareholders' equity and notes. Financial statements must be approved by the Executive Committee and the

General Assembly, and then published for stakeholders and the public.

During the Mombasa meeting, a hands-on session on reporting on the Relay platform was organised for accountants and those responsible for submitting financial reports.

EXTERNAL AUDITS



According to OS financial regulations, the forum noted, audited accounts must be published within 5 months, in accordance with national legislation. Independent/external audits must be carried out by a company/person who has no influence. The audit report must be impartial and objective. OS requests NOCs to comply with internationally recognised auditing standards. Recognised audit firms include PwC, Deloitte, KPMG and Mazars.

Auditors' opinions were also explained: i) an unqualified opinion, i.e., a favourable

opinion; ii) a qualified opinion, where there are errors; iii) an adverse opinion (where there are significant and pervasive problems with the audit) and a disclaimer (where the auditors are not in a position to give an opinion).

The forum pointed out that the difference between an external audit and the audit of OS funds is that whereas external audits are carried out every year and cover all NOC funds (those of the OS and other sources), OS funds are audited once or twice every four years and this concerns only OS funds.



FINANCIAL MANAGEMENT

Experts at the Mombasa Forum provided participants with OS guidelines on financial management. They include the need to provide original documents, supplier invoices, bank statements, accounting documents (such as registers, expense accounts), contracts with suppliers, payment slips and tax documents, among others. NOCs need a software system in order to keep these documents properly. Archives must contain physical documents that are safely kept but accessible to users such as files. It is important to create an archiving space where records cannot be damaged. An accessible electronic storage system can create more space, but must be secure and safeguarded to prevent data loss and should be remotely accessible for greater flexibility.

For OS-funded projects, it is recommended that they be coded using the year, month, Relay application ID or the name of the programme/activity. In order to ensure proper financial management and protection, it is important for NOCs to have a document transfer policy to avoid losing data and breaching OS financial management policy. Since individuals in charge of managing NOC finances change frequently, having a functional transfer policy will guarantee the security and protection of records for at least 8 years, as recommended in OS regulations.

NOCs were advised to avoid cash transfers, cheques to third parties and credit card receipts as well as expenses. If cash is to be provided, a policy should be put in place to this effect. According to experts, NOCs should keep all financial records for at least 8 years.

ANNUAL BUDGET

During the Mombasa deliberations, it was pointed out that each NOC must submit an annual budget based on its income. The process of drawing up the annual budget begins with the strategic plan and its execution. This requires good financial governance.

NOC-K shared its budgeting process, which starts with the strategic plan involving the Commissions, the Finance Committee, the Executive Committee and the General Assembly for adoption. The budget is approved by the Executive Committee and submitted to the Annual General Assembly for adoption.



RISK MANAGEMENT

A presentation was also made on risk management. This includes the process of risk identification, assessment, mitigation and monitoring. It is important to understand what may go wrong in the NOC's financial system. For instance, external factors such as changes in the economy or regulations, internal factors such as processes and resources may become risks. Other factors include dependence on a single sponsor or source of income, environmental factors such as natural disasters,

technological problems (hacking, data loss), the NOC's reputation or past experience.

NOC Lesotho made a presentation on financial risk management and governance. This presentation included a risk management matrix for member federations and associations. NOC Morocco also presented a paper on financial guidelines, while NOC Namibia presented the process for developing a risk management policy. NOC presentations were distributed to participants.



INTERNAL CONTROLS

The three levels of internal control were presented to participants:

- Basic control: where control policies are put in place for basic risks, but are not documented (informal);
- Intermediate control: at this level, key risks are covered by controls with (documented) evidence;
- Advanced level of control: at this level, there is an ongoing assessment of the effectiveness of internal controls and the designation of a person in charge of monitoring.

The facilitator explained the steps involved in setting up internal controls such as identifying the main risks and processes, defining the internal control system, assigning responsibilities and evaluating controls.

One of the main risks to which many organisations are exposed is fraud. However, fraud can be prevented through separation of duties, which ensures that several tasks are not managed by a single person, or

that no single person controls everything. For example, applications, approval and payments must be entrusted to different individuals. Where this is impossible, there may be offsetting controls (which nevertheless allow cross-checks to be carried out).

Some examples illustrating the need for separation of duties were presented: handling of cash can easily lead to losses, the approval of purchases and payments by one and the same person can encourage computer hackers or the same person to open different accounts or to collude with suppliers. Other ways to avoid fraud include a competitive procurement process with clear selection criteria, disclosure of payment and banking information, financial reporting and stock management in order to reduce purchase of items for personal use or accumulation of items by one person.

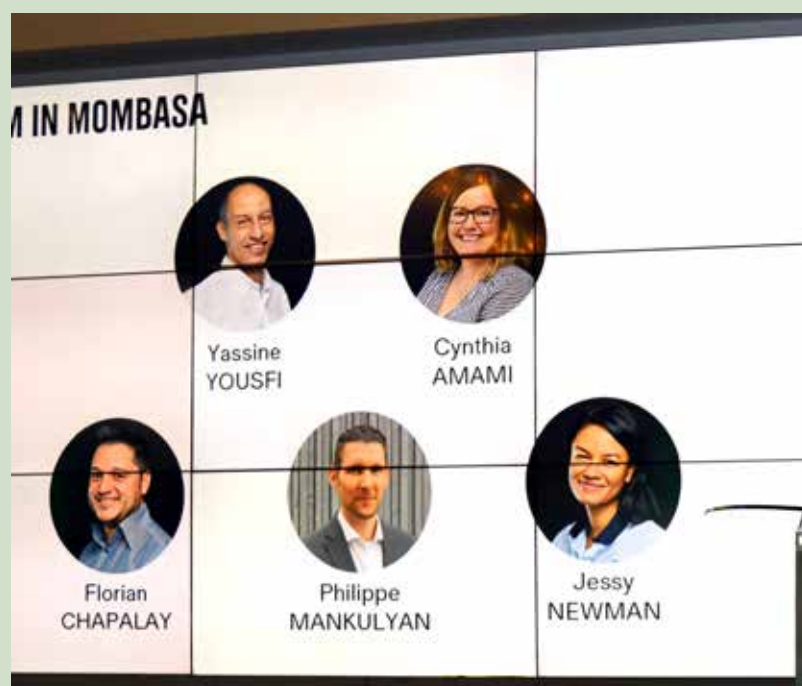
The double signature policy is important for all commercial contracts, public procurement, institutional contracts, bank transfers and withdrawals. There must always be at least two signatories.

OLYMPIC SOLIDARITY'S FINANCIAL REPORT

Forum participants were guided through the reporting process via the Relay platform. The areas covered include the declaration of advances, expenses accompanied by invoices and identity documents, the value of expenses and the currency used. Importing the report, grouping of expenses, exchange rate and the NOC's policy on controlling

OS exchange rates were also explained. It was recommended that NOCs adopt the exchange rate for funds paid in US dollars by the OS. Where daily rates are used, the Bloomberg and OANDA websites are the most appropriate. It is important to have a policy on exchange rates.

ANOCA'S PROCESS IN PROMOTING CONTINENTAL ACTIVITIES



ANOCA's open files due to be closed by the end of the year were presented. NOCs were recommended to take note of them. These files include NOC activities for 2021 - 2022

- 2023, ANOCA subsidies for the Hammamet Beach Games, the Gender Equality Forum (tickets and allowances), the 2023 SG Seminar (tickets and allowances), the OS WDC Seminar for the Paris 2024 Olympic Games, and OS Olympic Day.

Further information was provided on the OS control programme by the Programme Manager during the application and report review, through the OS and NOC fund control programme as part of the annual statutory audit. The Programme Manager must ensure that the application is complete, classified, with appropriate deadlines, accurate (correspondence between justification and financial report) and that it is assessed (conversion of the amount is correct and in line with OS guidelines).



HAPPY ENDING

The Olympic Solidarity and ANOCA Finance Forum ended on a satisfactory note with remarks from Angela Rianto, Head of Finance and Operations, Yassin Yousfi and Francis Mutuku, Secretary General of NOC- Kenya. Participants unanimously acknowledged

the informative nature of this meeting and thanked ANOCA and OS for the laudable initiative taken to enlighten African NOC officials on the management of the resources of this secular arm of the IOC.

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Kenya



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