



INTERNATIONAL  
OLYMPIC  
COMMITTEE

Report

## AFRICAN SEMINAR FOR WOMEN IN SPORT

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## Introduction

### Introduction

For more than 10 years now, in the framework of its policy to promote women in sport, the IOC has been organising numerous seminars aimed particularly at women from the National Olympic Committees (NOCs). The aim has been to give greater visibility to “women and sport” issues and to encourage the NOCs to do more work in this area.

During the seminars and numerous discussions with the women who have taken part, and after the creation of various national “women and sport” programmes, it became clear that future seminars needed to change their focus and concentrate on topics more specifically related to the needs of women in NOCs.

A consensus was reached around the need to develop and increase the skills of these women in the area of management and leadership. Indeed, while there are now many women working in the 203 NOCs around the world as volunteers or staff members, contributing to the NOCs’ activities, there are still all too few women in the management bodies of these sports administrations. And even though many women possess a wide range of professional skills, there are just as many seeking assurance and recognition for what they do, or simply looking to brush up on the knowledge acquired from previous trainings.

This is what led the IOC International Cooperation and Development Department, in partnership with a company specialising in training – ACT Formation, to develop seminars offering women from NOCs additional skills in (individual or team) project management, leadership and negotiation. The first of these seminars was held in Cairo for women from African NOCs, in cooperation with the Egyptian NOC, and it will be followed by similar seminars adapted to meet the specific needs of NOCs in other regions of the world in the years ahead.

This IOC seminar also provided the platform to hold the 1<sup>st</sup> African Forum for Women in Sport. This Forum was held under the auspices of the Association of National Olympic Committees of Africa (ANOCA) and its President, General Lassana Palenfo, who initiated the idea. This was a unique occasion which enabled almost 80 delegates from 51 NOCs to gather together and discuss issues of concern to them linked to women’s advancement in and through sport. It was also a first for the newly constituted ANOCA Women and Sport Commission, which was able to meet with all its members under the chairmanship of Nawal El Moutawakel, and produce its action plan for the years ahead.

The report on this training seminar and the Forum, which you will find below, will provide you with all the results of both events, which were a great success, and which will help to refocus attention, in the coming months, on “women and sport” issues in the African NOCs.

**Katia Mascagni**  
**IOC International Cooperation & Development Department**





## 1. African Forum for Women in Sport





## 1.1. General framework

### Participants

The Forum brought together over 80 participants, including delegates from 51 African NOCs, representatives of ANOCA, the IOC, Olympic Solidarity, the Egyptian sports movement and the media.

### Programme

Under the chairmanship of Rania Emr Alwani, member of the IOC Athletes' Commission and Olympic athlete, the opening session of the one-day Forum was addressed by Nawal El Moutawakel, Anita DeFrantz, General Palenfo, and Khaled Zein El Din, who all welcomed the participants and expressed their satisfaction and hopes for this first Forum.<sup>1</sup>

The rest of the Forum was chaired by Nawal El Moutawakel and saw several speakers come to the podium: General Palenfo delivered his vision as ANOCA President of the Women and Sport movement in Africa and how it was to be developed; Anita DeFrantz presented the IOC position on empowering women to become stronger managers and leaders in sport; Nicole Girard Savoy highlighted the various assistance programmes that Olympic Solidarity proposed to NOCs; Katia Mascagni presented the IOC development policy and its support programmes which women from NOCs could benefit from; Tommy Sithole made a passionate call for more African candidatures for the IOC Women and Sport Award; and Dominique Niyonzigiye showed some of the strengths and challenges in communication and networking for the African women in sport.<sup>2</sup>

Participants were given the possibility to put questions to each speaker and express their views on the subjects presented.

The closing session was held on 28 September, three days later, when a series of recommendations were presented and adopted by the participants.

## 1.2. Objectives

### Objectives

The Forum was organised following the specific request of the President of ANOCA to the IOC President in February 2006. Through it, both the IOC and ANOCA wanted:

1. To help the women in sport in Africa to meet, exchange and share ideas on best practices and create and strengthen a network of all women involved in sport in Africa;
2. To promote the Women and Sport Commission's programmes in Africa;
3. For the IOC Women and Sport Commission and Olympic Solidarity to learn and better understand the constraints encountered by, and concerns of the African women in sport;
4. To increase the level of African participation in the IOC Women and Sport Awards.

<sup>1</sup> See annex 1 – programme

<sup>2</sup> See annex 2 – texts of presentations

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## 1.3. Outcomes

### Outcomes

The Forum succeeded in reaching the following outcomes:

- The newly constituted ANOCA Women and Sport Commission was able to meet for the first time in its full membership (but for one member).
- A new mission and new objectives for the ANOCA Women and Sport Commission as well as its new plan of action were adopted and will serve as a guideline for their future activities both at continental and at country levels.<sup>3</sup>
- A new impetus was given to the network.
- New projects for women and sport at national level are likely to be developed in the coming months.
- Delegates of the 51 NOCs present committed to submit candidatures for the 2007 IOC Women and Sport Awards.



*ANOCA Women and Sport Commission*

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<sup>3</sup> See annex 3 – Mission and action plan of the ANOCA Women & Sport Commission



### 1.3.1. Forum Recommendations

#### Recommendations

The first **African Forum for Women in Sport**, organised in Cairo, Egypt, by the Association of National Olympic Committees of Africa (ANOCA) in cooperation with the International Olympic Committee and the National Olympic Committee of Egypt, on 25 & 28 September 2006, bringing together more than 70 representatives of 51 NOCs, concluded its work with the adoption of the following recommendations:

The participants hope that other similar events will be organised regularly in the future with a view to promoting the advancement of women in Africa.

#### The participants:

1. Invite the African National Olympic Committees (NOCs) to consider the issue of gender equality in all their programmes, policies and procedures, and to recognise the specific needs of women in order to enable them to play a more important role in African sport;
2. Recommend that all women (athletes, coaches or administrators) involved in African sport have equal opportunities in their personal and professional development;
3. Recommend that "Women and Sport" Commissions be created in all African NOCs;
4. Require ANOCA to include women in all its Commissions;
5. Call upon ANOCA to encourage and harmonise the dates of annual seminars on Women and Sport of the seven zone associations;
6. Encourage the African NOCs to generally use Olympic Solidarity programmes;
7. Wish to contribute to the creation of a Museum on "Sport and Olympism in Africa";
8. Encourage all African NOCs to submit candidatures for the IOC Annual "Women & Sport" Trophy
9. Suggest the creation and/or the strengthening of an African network of "Women in Sport";
10. Ask ANOCA to organise training sessions for women on different subjects such as coaching, technical activities, administration or media/journalism;
11. Propose the setting up of an ANOCA "Women and Sport" Trophy that will be awarded yearly in recognition of outstanding activities and progress achieved to develop, encourage and strengthen the participation of women and young girls at all levels of sport in Africa;
12. Request ANOCA to dedicate at least one page of its website to the participation of women in sport in Africa;
13. Call upon ANOCA to proceed with the implementation of the amendment to the constitution - proposed by the previous ANOCA



“Women & Sport” Commission related to Gender Representation - to include either as a separate clause or in clause 10 the following: **Gender representation**”

- *There shall not be discrimination on the basis of gender in all committees of ANOCA.*
- *If gender representation is not fulfilled by election, the Executive Board shall co-opt members to represent the gender on the Board.*





## 2. Training Seminar for Women from NOCs





## 2.1. Training Framework

### General aspects

The training was provided by two specialised trainers, Fabien Smadja and Amy Carroll, over two-and-a-half days of intense sessions, combining theory and practice, in English and French with the support of simultaneous interpretation.

More particularly, it addressed the following issues:

- leadership principles
  - project management in 10 steps
  - issue-solving – sharing best practices and mentoring forum
  - techniques of presentation and negotiation <sup>4</sup>
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## 2.2. Objectives

### 2.2.1. Strategic Objectives

#### Strategic objectives

Through this training, the IOC aimed:

1. To motivate women in Africa to play a major role in decision-making and administrative structures of National Olympic Committees and national sports federations;
  2. To help them gain the necessary confidence and the required tools that will make them appreciated for what they can offer in the promotion of sport and Olympic values in the continent;
  3. To support the IOC policy of gender equality in sport.
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### 2.2.2. Pedagogic Objectives

#### General objectives

With the training, the participants were able to:

1. Increase their leadership skills (personal and group dimensions).
  2. Increase their project management skills (methodology in 10 steps).
  3. Increase their negotiation skills.
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#### Specific objectives

At the end of the training, the participants were able to:

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<sup>4</sup> See Annex 4 – Training programme



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1. Define and adopt strategies to better affirm themselves in their sporting organisations;
  2. Show their leadership in the framework of project management which they will be responsible for or which they will take part in;
  3. Apply motivation techniques (and adequate behaviours) to the project team for which they will be responsible;
  4. Implement the 10 steps of project management;
  5. Negotiate and argue the case for the proposals related to their project ("sell them") with the decision-makers of their organisation.
  6. Present in a professional way the results of their work in the project teams.
  7. Establish a network of knowledge with a view to exchanging their best practices.
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## 2.3. Outcomes

### Outcomes

The training succeeded in achieving the following outcomes:

- An increased knowledge in project management and leadership together with a series of operational and easy-to-use tools were provided to all participants to facilitate their daily work in the NOCs and other sports administrations. They were also provided with numerous methodology documents and references to support their future activities.
  - Women gained confidence in their competences. There is an increased likelihood of having more women candidates for decision-making positions in African NOCs.
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## 2.4. Evaluation Tools

### Immediate evaluation

At the end of the training, very positive comments were made by numerous participants about its usefulness. In particular, it was highlighted that such a skills development approach was both timely and easily applicable.

Many delegates already envisaged the running of such training at national level to benefit other women in sports administration.

The trainers also collected initial comments through a very basic evaluation questionnaire.

### Mid-term evaluation

For a more in-depth evaluation, the IOC sent a detailed evaluation questionnaire to all participants to get a more detailed view of their satisfaction level and identify aspects that could be improved in future seminars. The results of these questionnaires will be compiled in a separate report.

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## 2.5. Follow-up Measures

### Follow-up

Within 6 to 8 weeks, the trainers undertook an on-line evaluation with each participant on the applicability of tools learned during the training.

Similarly, the IOC sent the final report of the Seminar to all NOC presidents and delegates, calling for their increased support for the promotion of women in their sports administration.

Advice and assistance will also be provided to women from NOCs for the implementation of projects at field level in the coming months.

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