



# EDITION PLAN

Executive Summary

4th Summer Youth Olympic Games 2022

DAKAR  
2022





# Youth Olympic Games Dakar 2022 – YOG Edition Plan

4<sup>th</sup> Summer Youth Olympic Games 2022

The material and the information contained herein are provided by the International Olympic Committee (IOC) and the Youth Olympic Games Organising Committee (YOGOC) Dakar 2022 to be used for the sole purpose of the following phases: organising and funding, planning and readiness, and the operations and staging of the edition of the 4<sup>th</sup> Youth Olympic Games in 2022 (YOG 2022); they shall not be used for any other purpose, in particular any commercial purpose, except with the prior authorisation of the IOC. In accordance with the [Host Contract – General Part](#), all rights in the content and information provided in this document and information shall remain the exclusive property of the IOC. Should there be any conflict between the YOG Edition Plan and the [Host Contract – General Part](#), the [Host Contract – General Part](#) will prevail.

**NOTE:** In July 2020, it was decided to postpone the 4<sup>th</sup> Summer Youth Olympic Games to 2026. The content of this YOG Edition Plan reflects the views of, and discussions and agreements between, the IOC and the Hosts during the Co-creation Period, based on the premise that the 4<sup>th</sup> Summer Youth Olympic Games would be staged in 2022. The IOC and the Hosts will agree on the necessary and required adaptations to this YOG Edition Plan in order to fully implement the decision to postpone the 4<sup>th</sup> Summer Youth Olympic Games to 2026, in particular regarding the references to the “4<sup>th</sup> Summer Youth Olympic Games 2022” and “YOG 2022” throughout the YOG Edition Plan, which will have to be in line with the official designation “4<sup>th</sup> Summer Youth Olympic Games 2026”.

# Edition Plan

## Executive Summary



### 1. Edition Plan background and definition

The Youth Olympic Games (YOG) Dakar Edition Plan (Edition Plan) is a **reference document** that contains the **principles, main requirements and deliverables** related to the organisation/funding, planning/readiness, and operations/staging phases **of the 4<sup>th</sup> Summer YOG (Dakar YOG)**. The Edition Plan intends to set out the manner in which the YOG Organising Committee (YOGOC)<sup>1</sup>, together with the International Olympic Committee (IOC), will deliver the Dakar YOG (co-delivery).

**The Edition Plan forms**, with the remaining guarantees, **the second part of the Host Contract**, entered into by and between the IOC and the Hosts: the City of Dakar (Host City), the National Olympic Committee of Senegal (Host NOC) and the Republic of Senegal, represented by its government (Host Government).

At the 129<sup>th</sup> IOC Session in 2016, a number of recommendations were endorsed regarding the positioning of the YOG, specifically stating that the next editions of the YOG must be more **accessible, affordable and sustainable** for interested parties wishing to host them. These recommendations were consistent with Olympic Agenda 2020 (published in 2014) and the subsequent New Norm (published in 2018). The Edition Plan is aligned with the revised strategy and positioning of the YOG.

The Edition Plan methodology has been implemented for the first time with the **4<sup>th</sup> Summer YOG** and consist of a **partnership** between the two main financial contributors of the project, namely the YOGOC through the Government of Senegal and the IOC. The Edition Plan is **contextual** to the implementation of the YOG Requirements in the host cities and a representation of the **co-creation model** of the YOG. **The parties, together with the Olympic Movement stakeholders, have co-created the Edition Plan.** Weekly working sessions were held to ensure alignment and shared ownership between all the project contributors. As a result, this collaborative approach made it possible to truly adapt the Dakar YOG to the local context and optimise the resources.

The Edition Plan **defines all key elements necessary for the delivery of the Dakar YOG** in Senegal, in particular the strategic aspects such as Vision, Missions and Objectives, but also dimensions linked to the legacy of the Dakar YOG and its fallout in terms of dynamic of transformation. The Edition Plan also includes matters such as the Athlete Competition Programme (ACP) by sports and events, the official dates, the Master Plan of Facilities hosting athlete competitions and other activities, the Dakar YOG budget principles, the allocation of responsibilities, and the timeline for the completion of the deliverables included in the Host Contract, including those set out in the YOG Requirements. The operational aspects are covered in the Edition Plan. **Knowing that the Dakar YOG has been postponed to 2026**, updates to the Edition Plan may be required but it overall remains valid and the backbone of the project.

**Note:** The Edition Plan refers to 27 appendices, giving more details for some functions, including forecasted figures, the distribution of responsibilities between all stakeholders, in-depth analysis, plans and requirements.

### 2. Overview of the content

The Edition Plan is made up of five sections, covering all the facets of the Dakar YOG.

SECTIONS	KEY CONTENT
1. About the Edition Plan	Description of the context, purpose and structure of the document.
2. Vision and Structure of the YOGOC	What are the guiding principles of the Dakar YOG and what is the project management approach?
3. Mobilisation and Transformation	Prior to and after the event, how will the Dakar YOG activate and impact young people through sport?
4. Compete, Learn & Share	Who are the YOG targets and what will their experience be (YOG elements)? What is the purpose-driven sports festival?
5. Planning and Delivery Principles	How and by whom will all the key areas of the Dakar YOG be managed and delivered?
6. Finance, Budget and Commercial	How are the Dakar YOG funded and commercialised?
7. Glossary and Acronyms	Definitions of acronyms and key terms.

<sup>1</sup> Officially named "Comité d'organisation des Jeux Olympiques de la Jeunesse The YOGOC".

## 3. Detailed content

### 3.1. Vision and Structure

This section describes the founding principles of the Dakar YOG: the vision, mission and objectives of the project, as well as the project management approach, governance mechanisms, legal structure of the YOGOC and official dates.

#### 3.1.1. The Dakar YOG founding principles

**The Dakar YOG project is built around a vision, missions and objectives that impact the entire project.** They are focused on (but are not limited to) the following topics: transformation and development of Senegal and Africa at economic, social and cultural levels, education of youth and development of sport.

**The Dakar YOG vision statement is “Dakar 2022, youth and sport united to contribute to the transformation of Senegal, and a source of inspiration for Africa”.**

#### 3.1.2. Delivery Methodology and Model

The Dakar YOG is implementing a contextualised delivery model that intends to reduce the complexity and then the costs of the YOG. The Dakar YOG delivery model is based on a **partnering approach between the IOC and the YOGOC** (and other stakeholders, such as sports federations) through a co-creation process.

The Dakar YOG delivery model is focusing on strategic elements, such as the fact that, in support of YOGOC, **the IOC and the Olympic Movement are taking more direct responsibility** and supporting the delivery of solutions; and **the YOGOC and the IOC are leveraging support for both planning and staging from various entities, such as governmental structures and institutions**, public and private entities, international partners, National Federations from different territories and governmental exchange initiatives.

**Therefore, the integration between the IOC and YOGOC is largely reinforced compared to other editions.**

As an example, the project will benefit from synergies with the IOC's expertise, and **turnkey solutions** will be provided by IOC contracted delivery entities in order to reduce the costs and optimise solutions. In parallel, the contribution of the Government's public projects and programs, as well as that of various other public and national entities will support the YOGOC in the delivery of the YOG.

#### 3.1.3. Project structure and governance

The YOGOC is the main entity responsible for the delivery of the Dakar YOG, but a large number of projects, activities and tasks will be delivered directly by the signatories of the Host Contract (the IOC, the Host Government, the NOC of Senegal, the city of Dakar), the city of Diamniadio, the commune of Saly or other key stakeholders.

Therefore, the YOGOC will develop its internal organisation/structure principally on an “as-needed” basis, **as opposed to the traditional YOGOC-established structure**, which is built up to reach 50+ areas at a very early stage.

In addition to key high-level governance bodies such as the Coordination Commission (focusing on Olympic Movement representation), **the Dakar YOG project is reinforced by new bodies** like the Joint Steering Forum (focusing on Senegalese stakeholder representation).

17 working groups has been established for the YOG Edition Plan and during the co-creation phase (focusing on experts in specific topics). These working groups will continue to support the YOGOC on various tasks throughout the preparation and delivery of the Games.

Other key governance and planning mechanisms are implemented: various IOC internal meetings, internal coordination by the YOGOC, regular conference calls between the IOC and the YOGOC (both at executive and area level).

### 3.2. Mobilisation and Transformation

This section specifies the common will and mission of the YOG to engage **local and international youth** through the Dakar YOG, and beyond the event.

The Dakar YOG project places particular emphasis on **Transformation** as a major element of its legacy strategy.

The Local Youth Engagement or the **Mobilisation** strategy and plan are detailed, together with the methodology process for the long-lasting Transformation led by the Host Contract signatories and their implications, including in terms of **human rights**.

#### 3.2.1. Mobilisation Strategy and Plan

**The Local youth** engagement is an important aspect of the YOG. The objective of the Dakar YOG stakeholders is to offer young people cultural and socio-educational activities before, during and after the Games, and therefore mobilise them as **key players and key beneficiaries of the Dakar YOG's implementation**.

All the project's stakeholders aim to harness the potential of the **5 million Senegalese young people aged between 15 and 34 years old**.

The proposed strategy is based on: inspiration, mobilisation with rules of engagement, establishment of a framework and officially recognising the projects/activities/organisations.

A key example of the implementation of this strategy by the YOGOC is the Torch Tour, which will be organised to engage and communicate with young people and mobilise the whole country before the YOG.

Another example of the implementation of this strategy by the local youth themselves, could be a medal design contest, involving the local youth and art schools.

In parallel, certain initiatives to mobilise local youth will be implemented in partnership with various national stakeholders, in particular through the labelling of their activities or specific project related to the Dakar YOG vision.

### 3.2.2. Transformation

A major challenge is to highlight the Dakar YOG’s transformative capabilities, with the YOG being a **catalyst** for a sporting, social, cultural, educational and economic transformation, as referenced in the Dakar YOG vision statement.

The Transformation strategy is aligned with the Plan Sénégal Emergent (PSE), the Senegalese development model to speed up the country’s progress towards emergence.

Several International organisations/partners are supporting the project, in addition to other international cooperation:

- International Cooperation (UN Agencies or Commissions, African Union, European Union, National Development Bank, etc.);
- Alliance Dioko, an original partnership between the Senegalese NOC (CNOSS) and French institutions, coordinated by Paris 2024 and including the French Development Agency (AFD);
- Olympic Movement Stakeholders such as Association of National Olympic Committees, Association of National Olympic Committees of Africa, National Olympic Committees and Association of Summer Olympic International Federations, International and National Federations.

These organisations have already voiced their interest in contributing to the Dakar YOG Transformation strategy and have been identified as key contributors to its success due to their overall knowledge.

A monitoring process of the impacts, with clear identification of the objectives and methodology will be developed jointly by the YOGOC and the IOC.

### 3.2.3. Human rights

A Human Rights Action Plan (appendix to the Edition Plan) is defined around three strategic areas, focusing on :

- I. Support for legislative, policy and institutional government measures;
- II. Respect and protection of human rights in relation to the YOG;
- III. Human rights governance and communication.

As an example, the YOGOC will identify and address any potential or actual impacts on the human rights of community members affected by the construction of the infrastructure to be used for the Games. The YOGOC will also raise awareness about freedom of expression.

Stakeholder consultation, risk identification, mitigation and remediation measures, and communication are also addressed in the Human Rights Action Plan.

## 3.3. Compete, Learn & Share

This section casts light on the core experience for the athletes during the Dakar YOG, the “**Compete, Learn & Share**” concept, which describes what will guide the **sport educational and cultural dimension**. The Dakar YOG will reflect the positioning of the YOG, i.e. combining high-level athletic performance, a purpose-driven sports festival and an incubator for innovation.

The section also encompasses Athlete Competition Programme, Athlete365 Education Programme, Local Youth Activities Concept and the Master Plan (including: Youth Olympic Village, Media and Broadcast Facilities and other Facilities).

### 3.3.1. Athlete Competition Programme (ACP)

The IOC Executive Board approved the inclusion of **28 Olympic sports** in the ACP, which will stimulate further development of the Olympic sports on the African continent. **7 additional sports/disciplines** (dance sport/breaking, karate/kumite, skateboarding/tbd, sport climbing/bouldering, surfing/shortboard, wushu/taolu and baseball & softball/baseball5) were added to the ACP following request from the YOGOC, and this will be implemented with the International Federations’ (IFs) support. Therefore, the final ACP for the Dakar YOG includes 35 sports.

**Additional events were included in the ACP based on their high popularity within the youth population, the desire to innovate, and the successful participation of Senegal in African and world competitions.** The inclusion of these new events provides a good opportunity to promote them in Africa in line with the Dakar YOG’s vision, and the objective of increasing the practice of sport by the youth of Senegal and Africa.

See Appendix#1 for the Athlete Competition Schedule V1.

The numbers of events and athletes at the Dakar YOG, which ensure **full gender balance**, are therefore as follows.

	Men	Women	Mixed gender	Total
Number of events	115	115	16	<b>246</b>
Number of athletes	2338	2338		<b>4676</b>

### 3.3.2. Athlete365 Education Programme (AEP)

**The Athlete365 Education Programme and Athlete Competition Programme are of equal importance and benefit at the YOG.** The Dakar YOG will be a unique, once-in-a-lifetime experience for athletes and their entourages (coaches and parents); they will be able to acquire key sports and life skills as well as celebrate the spirit and values of Olympism through the Athlete365 Education Programme.

The Athlete365 Education Programme is run by the IOC. It is structured around three central themes for the athletes: **Athlete Performance, Protect the Clean Athletes and Athletes Beyond Sport**. For the entourage, the aim is to give coaches an opportunity

to engage, interact and share coaching philosophies and athlete management experiences, ultimately helping all coaches to develop into the most capable mentors possible for young athletes.

### 3.3.3. Local Youth Activities Concept

**Learn & Share activities, as part of the purpose-driven sport festival**, will be organised to target the local youth.

The Local Youth Activities include sport, music and art in an urban setting and festive atmosphere. **Live activities in open areas will stimulate cultural exchanges, enabling learning & sharing.**

The activities bring the celebration of youth and sport to life during the YOG.

For example, National and International Federations organise sports initiations called “Try the Sport”, which are open to all participants. Also, the official recognition “Spirit of” will be used by the YOGOC to label events organised by local youth or organisations acting toward youth.

### 3.3.4. Master Plan and Youth Olympic Village (YOV)

The proposed Master Plan for the Dakar YOG is centred on **3 Host Sites: the capital city, Dakar, the new city of Diamniadio and the coastal resort of Saly**. All 3 Host Sites represent the multi-faceted culture and dynamic nature of Senegal. The competition sites are spread between the 3 Host Sites, which comprise 7 standalone sites and 5 clusters.

The Dakar YOG YOY will be located in the city of Diamniadio, at the new Université Amadou Makhtar Mbow (UAM) social campus, **allowing athletes to be strategically located** between the other Host Sites, Dakar and Saly, and in close proximity to Blaise Diagne International Airport (AIBD), the entering point for all attendants.

See Appendix#2 for the Master Plan V1 – two dimensional.

## 3.4. Planning and Delivery Principles

The planning and delivery principles, developed in this section, area by area, always follow the same format:

- the scope (remit and components of the area);
- any clarifications or agreed exceptions vis-à-vis the YOG Requirements (the YOG Requirements are adapted to the Senegalese local context through the design and implementation of affordable and sustainable solutions);
- the planning principles (sharing of responsibilities).

### 3.4.1. Client Registration and Information Sharing Process (CRISP)

A careful review and estimation process, inspired by the experience of previous YOGs, was conducted during the co-creation phase to result in the identification of categories and indicative numbers of clients for Dakar YOG, as reflected in the table below, and serve as a basis for the assumptions.

<b>Client registration grouping</b>	<b>Individual client numbers</b> <i>Estimate as of July 2020</i>
NOC	9,026
IF	1,250
Press	1,374
IOC	827
YOGOC*	20,000
<b>Total</b>	<b>32,477</b>

\*The YOGOC numbers refer to several categories, such as YOGOC paid staff, private contractors, event delivery entities, volunteers and others.

These numbers are estimated with a view to ensuring relevant planning and smooth operations.

### Access Control

This area ensures that only accredited clients and spectators are able to access different YOG Facilities and/or specific areas within a YOG Facility, in order for them to undertake their role at the YOG (this includes the process of visas and temporary work permits).

Specifically for the Dakar YOG, opportunities linked to spectator access control (ticketing mechanisms) are being explored to increase attendance among the local population, by bringing them to the Games to benefit from the YOG festival. In addition, Access Control is establishing the standard of the competition Facilities zoning and determining the policy/appropriate mechanisms for managing access.

### Accommodation

Accommodation is unique for the Dakar YOG, as there is a strong partnership with the Ministère du Tourisme et des Transports Aériens (MTTA) and the Federation des Organisations Patronales des Industries Touristiques du Sénégal (FOPITS) to prepare the sector in order to deliver the Games and be able to promote a long-term legacy for the country. Meeting the YOG demand for rooms based on the current hotel inventory is one of the challenges for the Dakar YOG. The completion of the hotel development projects that have been identified will increase the accommodation capacity.

The approach is new, as a delivery entity in partnership with local agencies will be in charge of delivering this area.

## **Arrivals and Departures**

The Dakar YOG will be able to leverage projects to upgrade a range of infrastructure within AIBD (PSE – Plan de relance du hub aérien régional).

The Senegalese airport authority is committed to providing access to a range of operational spaces at the official port of entry to the YOGOC, free of charge.

A delivery entity may be appointed to work directly with the relevant YOG units and international clients.

### **3.4.2. Games-wide operations**

#### **Broadcast and Media Operations**

Several specificities are planned for the Dakar YOG: the International Broadcast Centre (IBC) and the Main Press Centre (MPC) will be in the Dakar Expo Centre in Diamniadio, providing working space and services for all media, including the OIS, the Young Reporters (YRs) and the IOC/YOGOC communications teams; and the local Rights-Holding Broadcaster (RHB) will potentially support the delivery of the broadcast operations.

To ensure the widest possible media coverage of the YOG whilst limiting the number of media personnel required on the ground, the IOC-managed Olympic Information Service (OIS) programme provides ready-to-use and licence-free content such as detailed sports coverage and feature stories, as well as articles focusing on the cultural and educational aspects of the YOG, to media outlets worldwide.

Content (text and photo) is distributed via the official website and social media channels, as well as a dedicated photo platform.

The IOC also manages a Games-time Video News Service which provides video news releases (VNRs) and television news highlights to broadcasters (RHBs and non-RHBs).

On a daily basis, the IOC will run the fourth Young Reporters Programme in Dakar, providing 30 YRs with specialised media training. Participants will be selected in cooperation with the Continental Associations of NOCs.

The delivery approach is a turnkey solution provided by Olympic Broadcasting Services (OBS), which will serve as the Host Broadcaster. The website will be delivered by the IOC on olympic.org, in collaboration with the YOGOC.

#### **Cleaning and Waste**

Cleaning and waste falls under the key strategic aims of the PSE - Programme Zéro Déchet: to coordinate and promote investment in waste collection and treatment in urban areas, making cities clean, healthy places to live in. Improvements in access to drinking water and sanitation Facilities in urban and rural areas are also part of the commitments put in place by the Government of Senegal.

Waste management and recycling initiatives are considered part of both youth engagement and Learn & Share activities, as they represent potential learning touchstones in the experiences of both athletes and local youth. This topic is directly related to its sustainability objectives.

The delivery of cleaning and waste services at the YOG will mobilise a range of public authorities through various partnerships with the YOGOC and other private stakeholders with clearly defined responsibilities.

#### **Communications**

The YOGOC will take care of local communications, whereas the IOC will focus on international communications. A joint Communications Plan will be co-developed and co-implemented. The production of the Look elements will be linked with the sustainability programme (such as eco-friendly elements or the recycling programme).

#### **Food and Beverages**

As part of the “PAP II ajusté pour la relance de l'économie” plan, the Senegalese Government identified the need to accelerate food autonomy by encouraging the domestic production of staple products and stimulating the economy. The planning of food and beverage services by the YOGOC will take into account the need to provide local and international cuisine in a sustainable manner while taking into account both cultural heritage and special dietary requirements. The scope of operations within the Youth Olympic Village will be on a bigger scale than what the local market is currently able to deliver. Local market capacity may need to be supplemented with international expertise; this will be evaluated in the coming years and might be part of the YOG legacy.

A dedicated task force for implementing food safety requirements, standards and inspections will be established by the YOGOC in conjunction with the relevant public authorities. This area has the potential to raise awareness about sustainability and waste reduction goals by leveraging the Local Youth Activities and Athlete365 Education Programme.

#### **Logistics**

A close working relationship with the relevant national authorities will be established for efficient customs and freight procedures to support the importation of all goods, equipment and supplies related to the Games. A preliminary analysis of the local market indicates that there are enough suppliers in the Dakar area to cover the scope and scale of the logistics requirements. If needed, the involvement of partner with extensive international experience could be beneficial to provide the necessary expertise to integrate all parties. Additionally, potential use of the Senegalese Army and other partners is already identified to support logistics operations.

#### **Medical Services**

A close working relationship will be established with the Ministère de la Santé et de l'Action Sociale and other national authorities to ensure the provision of all medical services required for the Games, including the provision of ambulances, medical staff and the settlement of a process to allow foreign doctors to practise in Senegal on the occasion of the Games.

A medical clinic shall be located at the YOV. It is assumed that basic medical equipment will be in place as part of the university and that the Host Government will provide support in acquiring additional equipment as required. International bodies, such as the CHUV (Lausanne University Hospital), in close cooperation with national medical authorities, universities, and local students might be involved to manage and develop medical services for The Dakar YOG. In light of the current world situation, the IOC, YOGOC and Ministère de la Santé et de l'Action Sociale shall be jointly responsible for determining preventive measures related to infectious diseases.

In terms of environmental data such as air and water quality and sea water quality, various government entities will be leveraged by the YOGOC to provide regular reports, which could guide improvement measures if required.

### **Security**

The Security area ensures the control, monitoring and evaluation of security at YOG Facilities (including public security), border control, and the implementation of disaster management with regard to city response plans. Security issues will be under the coordination of governmental security authorities.

There is an opportunity to increase collaboration with international security authorities in various areas. In terms of delivery, security at the YOG Facilities will be provided jointly by defence and security forces and members of private security agencies.

### **Technology and Energy**

Technology and energy services include all information technology (IT), audio/visual, telecommunications and power supply and operations required to support the YOGOC's day-to-day activities before, during and after the Games.

The development of the telecoms infrastructure and Smart Wi-Fi/power infrastructure and supply reliability at the Games Facilities and in the Dakar region overall is in line with the PSE development plan. Cybersecurity intelligence services are constantly under development and improvement. A turnkey service for site technology and infrastructure is subject to further local market capacity in providing on-site operational staff.

Technology and energy will be managed jointly between the YOGOC, the IOC and contractors.

### **Transport**

The YOG transport concept relies heavily on the completion of a number of major infrastructure projects currently underway in the Dakar region – road infrastructure projects such as *autoponts*, viaducts, highway access points and road enlargements – and the TER rail link and BRT bus transit system. A close monitoring of the progress and the coordination will be set by YOGOC with the relevant local transport authorities such as CETUD, AGEROUTE, SEN-TER and the MTTA to ensure that reliable transport services are available during the YOG period. To optimise the journey times between YOV and YOG sites, the YOG transport concept envisages travel by TER train between Diamniadio and Dakar. Further improvements to journey times may also be achieved by allowing the YOG transport system to make use of BRT lanes. Partnership opportunities will be explored with the TER and BRT to minimise costs for the YOGOC while providing free public transport access to all accredited persons.

A preliminary market assessment indicates that sufficient vehicle capacity is available in the Dakar area using a range of suppliers that will need to be coordinated. The "Bataillon du Train de l'Armée" might be involved to provide additional trained drivers. Facilitating spectator access to transport to get to Festival Sites will encourage attendance, as will getting opinion leaders involved to mobilise local communities.

It is assumed that traffic management and transport operations will be supported by local transport authorities and that SENAC SA and AGEROUTE, the two operators of the highways, will provide support with toll operations and costs.

### **3.4.3. Site-based operations**

#### **Athlete Competition Operations**

The Athlete Competition Operations area ensures the delivery of the fields of play (and training Facilities if applicable) in accordance with the rules of the sport.

Specifically for the Dakar YOG, the YOG competition standards across all events shall be equivalent to average junior international level competitions, and significant engagement with stakeholders (International and National Federations) is part of the process to further develop the National Federations and establish a strong volunteer movement through them. There is also an opportunity to include the post-Games usage within the Dakar YOG sports equipment sourcing strategy.

The Athlete Competition Operations area is managed through a resources and knowledge synergy between the YOGOC, the IFs/NFs and the IOC.

#### **Brand, Identity and Look of the Games**

All the assets of the YOG brand have been divided into two categories:

- Generic assets developed by the IOC; and
- Special Dakar YOG edition assets developed by the YOGOC.

This under overlay and signage as Operations

This represents a new approach for the YOG compared to previous editions. For the generic assets, the investment will be made by the IOC, as there is a desire for long-term development and usage. The assets to be developed by the YOGOC have the highest potential to build a strong and youthful brand by involving young people.

Specifically for the Dakar YOG, the YOGOC is considering the special edition assets as powerful engagement opportunities to develop a strong and meaningful narrative. Beyond the traditional assets (mascots, motto, etc.), the YOGOC is considering the song and the

dance as powerful assets illustrating Senegal and Africa and will organise design contests engaging with young people locally and world-wide.

### **Doping Control**

Education is the primary goal of the YOG anti-doping programme, in addition to the doping control tests which will be organised throughout the Games.

The Dakar YOG is an opportunity to develop expertise within Senegal and neighbouring nations and expand the doping control workforce pool in the region or more in sub-saharan countries. Training could be leveraged through the Games Academy. There will be one doping control station located at the YOY, complemented by others if need be. This will be clarified once the transport and competition schedule is validated.

For the Dakar YOG, the IOC will delegate the management of the Doping Control Programme to the International Testing Agency (ITA), including selecting and contracting the World Anti-Doping Agency (WADA)-accredited laboratory, with the support of the YOGOC that will provide Facilities and equipment. The Doping Control Programme will be managed in close collaboration with National Anti-Doping Organisations (NADOs) and Regional Anti-Doping Organisations (RADOs) as a turnkey solution.

### **Athlete365 Education Support Operations**

This area is about the education programme for young elite athletes and their entourages that is delivered at the YOY.

The IOC will lead the overall implementation with the support of the YOGOC and, in the main areas where the YOGOC will support this IOC programme (Facilities delivery, overlay, design, décor, etc.), special emphasis will be placed on the implementation of a recreational and cultural programme for athletes in order to bring a unique Senegalese/African atmosphere to the YOY. This is an opportunity for the Dakar YOG to engage with and showcase local youth talent and Senegalese culture at the YOY (music, dance, designers, etc.). The YOY has been designed accordingly, so that it can accommodate the programme.

### **Language Services**

This area ensures that the YOGOC has the capability to communicate in different languages, at least in the official IOC languages (French and English), and also in others (Russian, Spanish, Chinese, Korean, etc.). There are two types of language services handled by this area: translation and interpretation.

There is an opportunity to activate a network (universities, embassies, etc.) to support the language services at the Dakar YOG. Technology solutions might also be evaluated for the future. The IOC does not require all publications and communications to be issued in several languages. The inclusion of Wolof as a language is considered (website, sport presentation, etc.).

### **Ceremony Operations**

The ceremony operations for the Dakar YOG will be kept at a reasonable cost and scale to reflect the YOG DNA. They are an opportunity to involve local youth as performers and artists.

The YOGOC is continuing to reflect, in conjunction with the IOC, on the format and choice of location for the Opening Ceremony, and the YOGOC is exploring putting in place agreements with partners to help support the organisation of the Opening and Closing Ceremonies.

### **Local Youth Activity Operations**

This area is a crucial part of the YOG. The Local Youth Activities (sports initiation, music, art, dance, etc.) will be held at every Festival Site in close conjunction with the sports competitions. They should be appealing to local youth (multiple formats possible), and the programme will be defined by the YOGOC.

Specifically, for the Dakar YOG this provides a fantastic opportunity to mobilise and showcase organisations acting for young people and young talent, as well as the best opportunity to showcase the vision of the Dakar YOG, the Transformation Plan and the PSE.

The delivery approach is unique, based on the festival dimension of the YOG mixing competitions and Local Youth Activities, with optimisation of video screens and consideration of sports initiation as a means of presenting the sports and the competitions.

### **Operations Management**

Operations Management ensures that the appropriate commitments are in place for the use of sites and at Games time for the day-to-day management of all operations, including health and safety and development of the Command, Control and Communication (C3) framework.

Specifically, for the Dakar YOG, the refurbishment/transformation works are an important aspect of the project, and works are taking place at three of the sites. Close working relations with the relevant site owners will ensure that Site Operating Agreements (SOAs) are in place. Finally, there is a need for the upskilling of the local workforce to perform roles, which means training of existing staff.

### **Overlay**

The Overlay area ensures the design, procurement, installation, maintenance and removal of temporary infrastructure required at all YOG Facilities.

The Dakar YOG is leveraging investments in infrastructure, such as capital works and/or site refurbishments (three sites), in order to reduce the need for temporary overlay needs/costs. The overlay delivery will be done jointly between the YOGOC, the IOC and a range of local and international delivery partners.

### **Signage**

The Signage area ensures the delivery of the various types of wayfinding, identification, information and evacuation/safety items required to satisfy the needs of YOG clients in all YOG Facilities (inside and outside the sites).

The Dakar YOG is an opportunity to create signage in different languages (to increase the level of comfort for international visitors), but also to develop host city and road signage. The YOGOC will work in collaboration with the Host Government's partners to deliver signage outside the YOG Facilities.

#### **3.4.4. Planning, Integration and Resources**

##### **Brand Protection**

Brand protection is a mechanism put in place in order to protect intellectual property assets and the rights of broadcasting and marketing partners. The YOGOC shall ensure that governmental entities and any relevant private entities, either by means of entering into written binding agreements or otherwise, act in a way consistent with the Host Contract and comply with the applicable requirements defined in the Host Contract, the YOG Requirements and the Marketing Framework Agreement.

##### **Legal Aspects**

Legal relates to the provision of legal services and will be under the YOGOC's management (the workforce will potentially be sourced from the Government). This includes ensuring the compliance of the YOGOCs operations with applicable laws as well as understanding the framework within which it is operating as an organiser of the YOG, including the Olympic Charter and Host Contract.

##### **Planning, Coordination and Integration**

Planning, Coordination and Integration is the area that defines and implements a structured planning and management framework, and includes facilitating integration across different areas within the YOGOC, the IOC, the YOGOC and IOC contractors, the relevant Senegalese authorities and other event private and public delivery entities.

Under the responsibility of this area is the CRISP: the overall coordination and management of the various processes to register each YOG client and to share information with them in order to enable their participation in the YOG. The YOGOC will be responsible for managing the domestic clients, while the IOC will be responsible for managing the international clients.

##### **Procurement**

Specifically for the Dakar YOG, some areas are not deeply developed enough to support large-scale multisport events. The procurement strategy will use expertise when needed but supports the local market while upskilling. The procurement area will initially focus on strategies for procurement of goods or services in key areas and may utilise a Technical Committee to evaluate tenders. Procurement will be involved in strategy development, procurement planning, management of the tendering and evaluation process and contract management to support all areas of the YOGOC.

##### **Risk Management and Insurance**

Risk Management is the area that identifies and manages risks and other intangibles liable to have an impact on the activities of the YOGOC and the operations of the Dakar YOG. As such, the YOGOC will be responsible for adequate insurance coverage as specified in the YOG Requirements.

##### **Workforce**

Workforce is the area that defines and implements planning, sourcing, retention, training, operational support and the welfare management strategy for the YOGOC's paid staff, volunteers and contractors required to stage the YOG.

Hybrid workforce sources are involved – the aim being to ensure that people from various delivery partners, the IOC or the Senegalese Government will be able to join the project. Special attention is given to workforce training, in line with the Dakar YOG transformation programmes. The YOGOC will manage the Workforce area, but the IOC remains responsible for the management of its own workforce.

### **3.5. Budget and Commercial**

Overview of the budgetary and commercial aspects of the Dakar YOG, including the general principles regarding: the YOGOC and non-YOGOC budgets, the contributions of the parties to the Host Contract and other stakeholders, and the marketing and licensing plans, are developed in this section.

#### **3.5.1. The YOGOC-IOC budget principles**

There are several principles that underpin the budgeting of the Dakar YOG:

- Development with the goal of making the YOG more accessible, affordable, sustainable, and adapted to the local context.
- **Taking advantage of all the existing projects, infrastructure and mechanisms** already in place or planned to be developed in the Host Country in alignment with its long-term vision.
- The YOGOC and the IOC working together on a **targeted budget** based on the Candidature commitment and adapted to the available financial resources (incl. IOC Contribution).

#### **3.5.2. Budget stakeholders and contribution principles to date**

The Dakar YOG's YOGOC-IOC budget must always remain a balanced one, meaning that the total forecasted revenues equal the total forecasted expenditures. This principle must be maintained throughout the lifetime of the YOGOC. A clear governance framework, proactive budget management and continuous budget risk assessment will be settled to support decision-making and adaptations to the Dakar YOG project in order to mitigate risks (including financial).

The Dakar YOG project costs have been broken down into 3 categories of responsibility: the YOGOC, the IOC and the Host Government.

The total budget v1.0 of the Dakar YOG is USD 171,5 million, this target budget includes a USD 21 million contingency, leaving a current operational budget of USD 150.5 million.

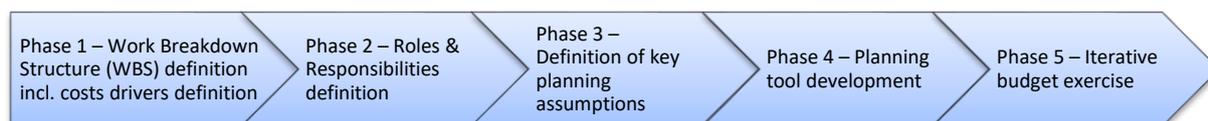
The overall IOC contributions to the Dakar YOG project are confirmed to be USD 90 million (in 2022 values). The IOC committed a total of USD 60 million to be invested in the Dakar YOG project, including the costs related to its own operations. This budget is already being activated by the various advisors involved in the Dakar YOG project and the different IOC administration visits and Coordination Commission meetings that have occurred to date. Additionally, the IOC, through Olympic Solidarity, has committed a further USD 30 million, including but not limited to the funding of international travel and accommodation for the NOC team delegations.

The YOGOC has committed to a total of USD 60 million (in 2022 values) to be allocated from the Host Government to the YOGOC in cash and in a series of successive instalments from 2020. The remaining amount will be covered through the commercial revenues and additional contribution or subsidies by different parties such as Olympic Movement stakeholders and international development agencies.

See Appendix#3 for the Expenses by area.

**Note:** The Host Government has further guaranteed that measures will be taken in the event of any financial shortfall for the organisation and delivery of the Dakar YOG project.

### 3.5.3. Budgeting process



Budgeting process phases

The **Matrix of Roles & Responsibilities** has been established to define the areas and scope of the IOC and the YOGOC respective financial contribution. The identification and **refinement of the exact responsibilities** among all the stakeholders will clearly separate non-YOGOC/IOC from YOGOC/IOC budgets at project or activity level and **therefore benefit the creation of high-level but frugal (accessible, affordable and sustainable) YOG.**

### 3.5.4. Marketing and licensing

The YOGOC entered into a Marketing Framework Agreement (MFA) with the Host NOC and the IOC. The MFA as an appendix to the Edition Plan introduces the key elements of the YOGOC commercial framework, including integration of the IOC commercial programme, marketing support activities rendered by the IOC, supply of products, and development of the YOGOC domestic commercial programme and key conditions associated therewith.

## 4. Appendices

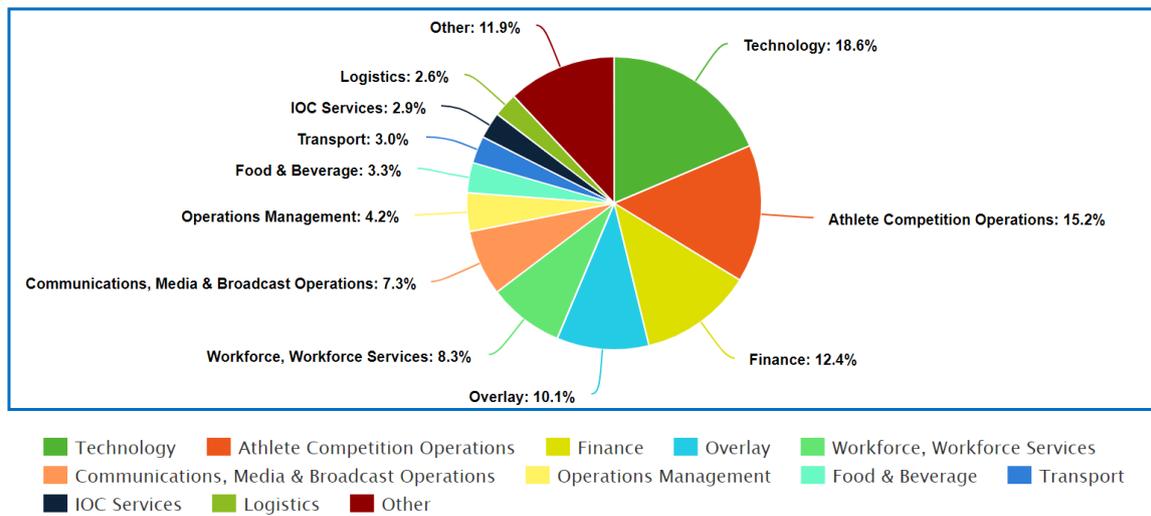
### Appendix#1: Summary of the Athlete Competition Schedule V1

Sport	Discipline	Zone	Cluster / Standalone	Festival Site
Aquatics	Swimming	DAKAR	Complexe Tour de l'Oeuf	Piscine Olympique
Aquatics	Diving	DAKAR	Complexe Tour de l'Oeuf	Piscine Olympique
Athletics	Track and Field	DAKAR	Complexe Iba Mar Diop	Stade National Iba Mar Diop
Baseball and Softball	Baseball5	DAKAR	Complexe Tour de l'Oeuf	Outdoor Field
Basketball	3x3 Basketball	DAKAR	Complexe Tour de l'Oeuf	Outdoor Court
Boxing	-	DAKAR	Complexe Iba Mar Diop	Boxing Arena
Cycling	BMX Freestyle	DAKAR	Complexe Tour de l'Oeuf	Freestyle Park
Dance Sport	Breaking	DAKAR	Complexe Tour de l'Oeuf	Outdoor Court
Equestrian	Jumping	DAKAR	Standalone	Caserne Samba Diery Diallo
Football	Futsal	DAKAR	Standalone	Arene Nationale de la Lutte
Hockey	Hockey5s	DAKAR	Complexe Tour de l'Oeuf	Outdoor Field
Rugby	Rugby Sevens	DAKAR	Complexe Iba Mar Diop	Stade National Iba Mar Diop
Skateboarding	Park or Street (tbc.)	DAKAR	Complexe Tour de l'Oeuf	Freestyle Park
Sport Climbing	Bouldering	DAKAR	Complexe Iba Mar Diop	Sport Climbing Wall
Surfing	Shortboard	DAKAR	Standalone	Plage Vivier Almadies
Wrestling	Beach Wrestling	DAKAR	Standalone	Arene Nationale de la Lutte
Badminton	-	DIAMNIADIO	Standalone	Dakar Arena
Cycling	Road	DIAMNIADIO	CICAD	Cycling Road Course
Fencing	-	DIAMNIADIO	Dakar Expo Centre	Pavillion A
Gymnastics	Artistic	DIAMNIADIO	Standalone	Dakar Arena
Gymnastics	Rhythmic	DIAMNIADIO	Standalone	Dakar Arena
Judo	-	DIAMNIADIO	Dakar Expo Centre	Pavillion E
Karate	Kumite	DIAMNIADIO	Dakar Expo Centre	Pavillion E
Shooting	Rifle and Pistol	DIAMNIADIO	Dakar Expo Centre	Pavillion C
Table Tennis	-	DIAMNIADIO	Dakar Expo Centre	Pavillion C
Taekwondo	-	DIAMNIADIO	Dakar Expo Centre	Pavillion A
Tennis	-	DIAMNIADIO	Standalone	Académie Francophone de Tennis (TBC)
Weightlifting	-	DIAMNIADIO	Dakar Expo Centre	Pavillion D
Wrestling	Freestyle	DIAMNIADIO	Dakar Expo Centre	Pavillion E
Wushu	Taolu	DIAMNIADIO	CICAD	Auditorium
Athletics	Cross Country	SALY	Standalone	Golf de Saly
Canoe	Canoe Ocean Racing	SALY	Saly Beach West	Water Park
Canoe	Canoe Slalom	SALY	Saly Beach West	Water Park
Golf	-	SALY	Standalone	Golf de Saly
Handball	Beach Handball	SALY	Saly Beach West	Beach Courts
Modern Pentathlon	-	SALY	Standalone	Saly Beach East
Rowing	Coastal Rowing	SALY	Saly Beach West	Water Park
Sailing	-	SALY	Saly Beach West	Water Park
Triathlon	-	SALY	Standalone	Saly Beach East
Volleyball	Beach Volleyball	SALY	Saly Beach West	Beach Courts

**Appendix#2: Master Plan V1 – two dimensional**



**Appendix#3: Expenses by area**



**Appendix#4: List of ministries or other public entities involved**

<b>Ministries or other public entities</b>	<b>Fields</b>
Agence de l'Informatique de l'Etat (ADIE)	Technology – Telecommunications
Agence des travaux et de Gestion des Routes (AGEROUTE)	Construction/Redevelopment – Roads – Motorways – Tolls
Agence Nationale de l'Aviation Civiles et de la Météo (ANACIM)	Meteorological data
Agence Sénégalaise de Promotion Touristique (ASPT)	Promotion – Accommodation management
Autorité de Régulation des Télécommunications et des Postes (ARTP)	Radio frequencies – Technology
Brigade Nationale des Sapeurs-Pompiers	Assistance – Health – Ambulance – Fire safety – Youth training
Centre International de Conférence Abdou Diouf (CICAD)	SOA infrastructure
Commune de Diamniadio	Mobilising young people – Cleaning and waste – Look of the Games
Commune de Saly	Mobilising young people – Cleaning and waste – Look of the Games
Conseil Exécutif des Transports Urbains de Dakar (CETUD)	Mobility – Transport – BRT
Délégation Générale à la Promotion des Pôles Urbains de Diamniadio et du Lac Rose (DGPU)	Cleaning and waste – Technology – Cycling route – Facilitating formalities
Direction de l'Environnement et des Etablissements classés	Environment – Air quality – Water quality
Direction de la Maintenance des Constructions et des Equipements de l'Enseignements supérieur	UAM construction
Direction Générale des Douanes (DGD)	Logistics – Facilitating customs formalities
Direction Générale des Impôts et Domaines (DGID)	Tax exemptions – Facilitating registration formalities
Etat-Major Général des Armées	Logistics – Security – Transport (drivers)
Fédération des Organisations Professionnelles de l'Industrie Touristique (FOPITS)	Accommodation – Catering
Haut Commandement de la Gendarmerie Nationale	SOA Caserne Samba Diery Diallo – Security – Escorts
Haute Autorité des Aéroports du Sénégal (HAAS)	Airport security – Logistical hub – Transport hub
Ministère de l'Eau et de l'Assainissement	Securing drinking water supply – Sanitation
Ministère de l'Education nationale	Mobilising and involving schoolchildren
Ministère de l'Enseignement supérieur, de la Recherche et de l'Innovation (MESRI)	Mobilising young students – Making use of universities and social campuses
Ministère de l'Environnement et du Développement Durable (MEDD)	Air quality – Water quality – Raising young people's awareness of sustainable development
Ministère de l'Intérieur	Security and safety – Civil protection – Fire service
Ministère de l'Urbanisme, du Logement et de l'Hygiène publique (MULHP)	Hygiene around Festival Sites
Ministère de la Culture et de la Communication	Mobilising local young people – Mobilising cultural partners
Ministère de la Jeunesse	Mobilising and involving local young people
Ministère de la Santé et de l'Action Sociale	Health – Prevention – Mobilising the health system – Assistance and emergency medical services
Ministère des Forces Armées	Security and safety
Ministère des Infrastructures, des Transports Terrestres et du Désenclavement	Transport and mobility plan – Road infrastructure – Rail transport
Ministère des Sports	Making available sports Facilities under its responsibility
Ministère du Tourisme et des Transport Aériens (MTTA)	Accommodation – Hospitality – Catering – Transport – Air transport – Airport
Office National de l'Assainissement du Sénégal (ONAS)	Sanitation
Radio-Télévision Sénégalaise (RTS)	Broadcast operations
Société d'Aménagement et de Promotion des Côtes et Zones Touristiques du Sénégal (SAPCO)	Accommodation – Cleaning and waste
Société de gestion de l'exploitation et de la distribution de l'eau potable en zone urbaine et péri-urbaine (SEN'EAU)	Water supply
Société de Gestion des Infrastructures Publiques des pôles urbains de Diamniadio et du Lac Rose (SOGIP)	SOA sports Facilities – Logistics
Société Nationale d'Electricité du Sénégal (SENELEC)	Energy
Société nationale de gestion du patrimoine du Train Express régional (SEN TER)	Rail transport
Société Nationale des Eaux du Sénégal (SONES)	Water supply
Unité de Coordination et de Gestion des Déchets solides (UCG)	Waste management – Cleaning
Université Amadou Makhtar Mbow (UAM)	Olympic Village