

GROUND OF ACHIEVEMENTS

FINAL REPORT 2009-2012 QUADRENNIAL PLAN



OLYMPIC
SOLIDARITY

Contents

| | |
|---|-----|
| Introduction | |
| Message by the Chairman of the Olympic Solidarity Commission | 2 |
| Analysis of the quadrennial plan | 4 |
| Pursuing a great idea | 6 |
| Olympic Solidarity Commission | 7 |
| The advantages of programmes for NOCs | 8 |
| Greater autonomy for everyone | 9 |
| Olympic Solidarity structure and organisation | 10 |
| Olympic Solidarity International Office in Lausanne | 11 |
| Yet more resources allocated | 12 |
| Partners working in synergy | 13 |
| World Programmes | 16 |
| Athletes | 18 |
| Olympic Scholarships for Athletes “Vancouver 2010” | 20 |
| Olympic Scholarships for Athletes “London 2012” | 21 |
| Team Support Grants | 23 |
| Continental and Regional Games – Athlete Preparation | 25 |
| Youth Olympic Games – Athlete Preparation | 26 |
| Coaches | 28 |
| Technical Courses for Coaches | 30 |
| Olympic Scholarships for Coaches | 32 |
| Development of National Sports Structure | 34 |
| NOC Management | 38 |
| NOC Administration Development | 40 |
| National Training Courses for Sports Administrators | 41 |
| International Executive Training Courses in Sports Management | 43 |
| NOC Exchange and Regional Forums | 44 |
| Promotion of Olympic Values | 46 |
| Sports Medicine | 48 |
| Sport and the Environment | 49 |
| Women and Sport | 50 |
| Sport for All | 51 |
| International Olympic Academy | 52 |
| Culture and Education | 53 |
| NOC Legacy | 54 |
| Subsidies and special assistance for the Olympic Games | 56 |
| Financial statements | 58 |
| Continental Programmes | 72 |
| Association of National Olympic Committees of Africa (ANOCA) | 74 |
| Pan-American Sports Organisation (PASO) | 82 |
| Olympic Council of Asia (OCA) | 86 |
| The European Olympic Committees (EOC) | 96 |
| Oceania National Olympic Committees (ONOC) | 102 |
| Abbreviations | 108 |



Message by Sheikh Ahmad Al-Fahad AL-SABAH



Results that make us keen to move forward

The final report you have in your hands presents the activities undertaken by Olympic Solidarity during the 2009–2012 quadrennial plan. You will find the results of the World and Continental Programmes, as well as the associated financial tables. These elements will allow you to evaluate the scope of Olympic Solidarity's activities, as well as the exceptional work accomplished by the National Olympic Committees (NOCs) over four years.

The end of a quadrennial plan is also an opportunity to assess and evaluate the impact of Olympic Solidarity's programmes on the functioning of the NOCs. This has been done on the basis of recommendations made by the Olympic Solidarity Commission. The aim of this evaluation was to analyse the results of the quadrennial plan in order to use them to help the Commission develop a new plan for the next four years. Indeed, it is essential to use past experience as a basis to study how to constantly improve the programmes offered to the NOCs and better respond to the needs of the athletes, coaches and sports leaders throughout the world, while respecting individual specificities.

During the 2009–2012 period, all the World and Continental Programmes were fully operational. For the first time, an individual scholarship programme was offered for the Olympic Winter Games in Vancouver, with conclusive results. The first Summer Youth Olympic Games in Singapore in 2010, and the Winter edition in Innsbruck in 2012, also benefited from a specific programme, whose objective was to identify, qualify and prepare young athletes for these competitions.

The XXI Olympic Winter Games in Vancouver in 2010 and the Games of the XXX Olympiad in London in 2012 gave us some unforgettable moments. They also allowed the Olympic scholarship holders to display their talents and, for some, to accomplish exceptional performances.



Opening Ceremony –
Games of the XXX Olympiad
in London
© Getty Images/Ezra Shaw

The regional forums gave the NOC representatives the opportunity to improve their knowledge of various themes, notably autonomy, good governance, and mediation and arbitration in sport. The NOCs also used the occasion to share their experiences and exchange their knowledge.

Finally, with higher quadrennial budgets allocated to each new plan, thanks to the increase in television rights, it is essential to maintain efficient management and full transparency in fund management, and to strengthen the measures for monitoring the use of the revenue allocated for financing the activities of the World and Continental Programmes.

I am proud of what Olympic Solidarity has accomplished over the past four years, and I should like to thank all the NOCs, continental associations, ANOC and the numerous partners who work on our programmes for their efficient support. Thanks also go to those who work within the Olympic Solidarity offices, in Lausanne and on all five continents, serving the interests of the NOCs in the best way possible.

Sheikh Ahmad Al-Fahad AL-SABAH
Chairman of the Olympic Solidarity Commission

Even better communication and sharing

Closing Ceremony –
1st Summer Youth Olympic
Games in Singapore
© Getty Images/Mark Dadswell



Opening Ceremony – XXI Olympic
Winter Games in Vancouver
© Getty Images/Cameron Spencer



During the four years of the plan, Olympic Solidarity put all its energy into helping the NOCs to gain maximum benefit from the programmes made available to them. The world programmes, which are constantly being improved, enabled the NOCs to help their athletes at all levels, in all the sports in the Olympic programme, by awarding them scholarships or subsidies for both the Olympic Summer and Winter Games. There was a particular focus on the youngest athletes, with a programme devoted to the Youth Olympic Games for the first time. As far as coaches, NOC management and the promotion of Olympic values are concerned, the NOCs were able to access a wide range of programmes in order to develop or enhance their skills in fields as diverse as financial management, the development of sports structures and the creation of opportunities for women within these structures.

The figures speak for themselves, with around 1,600 Olympic scholarships for athletes, 950 technical courses for coaches, 500 Sports Administrators Courses and Advanced Sports Management Courses, and 650 initiatives for the promotion of Olympic values.

The continental programmes also played their part by giving the NOCs assistance adapted to their specific needs and activities. The international office in Lausanne continued to cooperate with the continental offices in order to make their joint activities as effective as possible.

Communication is essential to the smooth running of the whole process. The forums that were held at the start of the plan gave the NOCs the impetus they needed to make the most of the Olympic Solidarity programmes. The programme guide, available as a binder or CD-Rom and on NOCnet, was an indispensable reference tool to help achieve this objective. NOCnet is an important platform for the NOCs, which can use it to monitor the progress of their activities on a daily basis by means of financial reports and find all the information they need about Olympic Solidarity.

Communication and information activities continued throughout the plan in an effort to achieve results that have now been well publicised. Visits by Olympic Solidarity staff to the numerous events that were held during these four years, such as Olympic, Continental and Regional Games, continental association and ANOC assemblies, world



Snowboard event –
1st Winter Youth Olympic
Games in Innsbruck
© Getty Images /IOC/Liao Yujie



Olympic Day in Aruba
© NOC of Aruba



Youth Olympic Camp organised
by the Algerian NOC
© NOC of Algeria

conferences linked to the promotion of the Olympic values, and visits to the NOCs, helped to strengthen bonds, promote exchange and meet all partners' expectations. At the end of the plan, an evaluation process was set up, resulting in practical, constructive proposals for the orientation, strategy and structure of the new quadrennial period.

Better management of activities, tailor-made training, appropriate supervision, suitable training conditions, stronger sports structures and access to sport for as many people as possible are the basic requirements to give all NOCs an equal chance of success. Olympic Solidarity did its best to meet the NOCs' expectations and to safeguard their interests. With more than 10,000 activity requests approved as part of the World and Olympic Subsidies programmes, excellent use of the available funds and total transparency in the financial management of all the activities carried out, Olympic Solidarity can therefore look back on a successful 2009–2012 quadrennial plan and rely on all its partners to contribute to a smooth transition into the new four-year period.

Olympic Solidarity Pursuing a great idea

The 60th IOC Session in 1962
© IOC



Mario Vázquez Raña's
speech at the Olympic Congress
in Baden-Baden in 1981
© IOC



In order to support a number of NOCs located in countries which had only recently become independent, the IOC decided at the beginning of the 1960s to organise its own methodical, comprehensive assistance programme to help the NOCs and, through them, the development of sport and the Olympic ideals. In 1962, Count Jean de Beaumont created the Committee for International Olympic Aid, which the IOC Executive Board adopted as an IOC Commission in 1968. When it merged with a similar body set up by the Permanent General Assembly of the NOCs, this Commission finally became, in 1971, the Committee for Olympic Solidarity.

Between 1973 and 1978, efforts continued with the aim of improving the assistance offered to the NOCs that needed it most, although the lack of funds meant that very little progress was made in this area. It is worth remembering that, during the 1960s and 1970s, more than 50 new NOCs were established in countries with very few resources, where assistance was therefore needed for the development of sport.

In 1979, at the constituent assembly of the Association of the National Olympic Committees (ANOC) in Puerto Rico, the IOC was asked to allocate NOCs 20% of the television rights earmarked for them. In 1981, at the Olympic Congress in Baden-Baden, the IOC President at the time, Juan Antonio Samaranch, and the ANOC President, Mario Vázquez Raña, decided to create the Olympic Solidarity Commission, which was meant to serve the interests and meet the needs of the NOCs. It was chaired by the IOC President.

Starting at the Games of the XXIII Olympiad in Los Angeles in 1984, the increase in revenue from television rights meant that help was offered no longer in the form of a general subsidy, but in accordance with an income management structure that met IOC criteria. Since 1985, the Olympic Solidarity Commission has enjoyed administrative independence in conformity with its remit, and its structure has enabled it to develop its activities on a quadrennial plan basis.

In 2001, the IOC President, Jacques Rogge, decided to strengthen the work of the Olympic Solidarity Commission and to create continental programmes to respond to the needs, priorities and interests of the NOCs and the particularities of their continents. To this end, he restructured the Commission and appointed Mario Vázquez Raña as its Chairman.

The Commission's work, in connection with the rise in Olympic Games TV rights income, has resulted in the launch of some major NOC assistance programmes during the past six quadrennial plans.

Olympic Solidarity Commission Giving vital impetus



Australian Olympic scholarship holder Torah Bright during the halfpipe event – XXI Olympic Winter Games in Vancouver
© Getty Images/Alex Livesey

The Olympic Solidarity Commission was created to accomplish the tasks entrusted to it according to the Olympic Charter, and it is composed of individual members designated by the IOC President. It is responsible for defining the main courses of action and managing the activities of Olympic Solidarity, for example by approving programmes and the related budgets and monitoring their implementation. In order to fulfil these tasks, the Commission enjoys financial, technical and administrative independence, and reports to the IOC Executive Board and President, keeping them regularly informed about its activities.

The Olympic Solidarity Commission relies on the Olympic Solidarity international office in Lausanne to implement, execute, monitor and coordinate all its decisions. This office is fully answerable to the Olympic Solidarity Commission.

Olympic Solidarity Commission at 31 December 2012

Chairman : Sheikh Ahmad Al-Fahad AL-SABAH
Members : Husain AL-MUSALLAM
Ricardo BLAS
Richard Kevan GOSPER
Patrick Joseph HICKEY
Gunilla LINDBERG
The Grand Duke of LUXEMBOURG
Julio César MAGLIONE
Robin E. MITCHELL
Raffaele PAGNOZZI
Intendant General Lassana PALENFO
Richard PETERKIN
Yumilka RUIZ LUACES
Jimena SALDAÑA
Khaled ZEIN EL DIN

The advantages of programmes for NOCs

Technical course for canoe coaches in Burundi
© NOC of Burundi



For the 2009–2012 quadrennial plan and in accordance with the text of the Olympic Charter, Olympic Solidarity continued to concentrate its efforts on providing assistance to all the NOCs, particularly those with the greatest needs. The help given to the NOCs for the development of their own structures enables them to fulfil the responsibilities which have been bestowed upon them by the Olympic Movement, particularly by assisting athletes and promoting the Olympic ideals. NOCs are therefore in a position to consolidate their place and role within the Olympic Movement in general and within their own national structures.

To help them fulfil these responsibilities during the quadrennial period, Olympic Solidarity offered the NOCs an efficient consulting service to assist them in gaining access to financial, technical and administrative assistance through :

- World Programmes, which covered and reinforced all the main areas of sports development ;
- Continental Programmes, designed to meet some of the specific needs of each continent ;
- Olympic Games Subsidies, which complemented the range of programmes and offered financial support to NOCs before, during and after the Games.

The key concept was based on autonomy between the World and Continental Programmes, but with complementary objectives and complete coordination in their management and implementation.



Greater autonomy for everyone



Argentina-Cuba match – 1st Summer Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell

Olympic Solidarity's general development strategy for the 2009–2012 quadrennial plan was based on the principles approved by the Olympic Solidarity Commission for the previous plan. The primary stakeholders have recognised the positive impact of the decentralisation policy based on the Continental Programmes, which is supplemented by the continued centralised management of the World Programmes by the Olympic Solidarity international office in Lausanne.

To take further steps in the same direction, the funds available for the Continental Programmes had been increased, and the continental associations had free choice when it comes to the distribution of these funds, within the total amount allocated. The Continental Programmes should address the specific needs and priorities of the NOCs on each continent whilst, at the same time, complementing but not duplicating the World Programmes. Regular technical and financial monitoring was provided in consultation with the Olympic Solidarity international office.

The World Programmes followed the same pattern as for the 2005–2008 quadrennial plan, but with increased support for the athletes' programmes, particularly the Olympic scholarships for the XXI Olympic Winter Games in Vancouver in 2010 and the Games of the XXX Olympiad in London in 2012, and assistance for youth development with a view to selection for the Youth Olympic Games. NOCs benefited from simplified administrative procedures for all programmes and a more individual advisory service. Finally, the level of direct financial assistance to the NOCs was higher than in the previous plan.

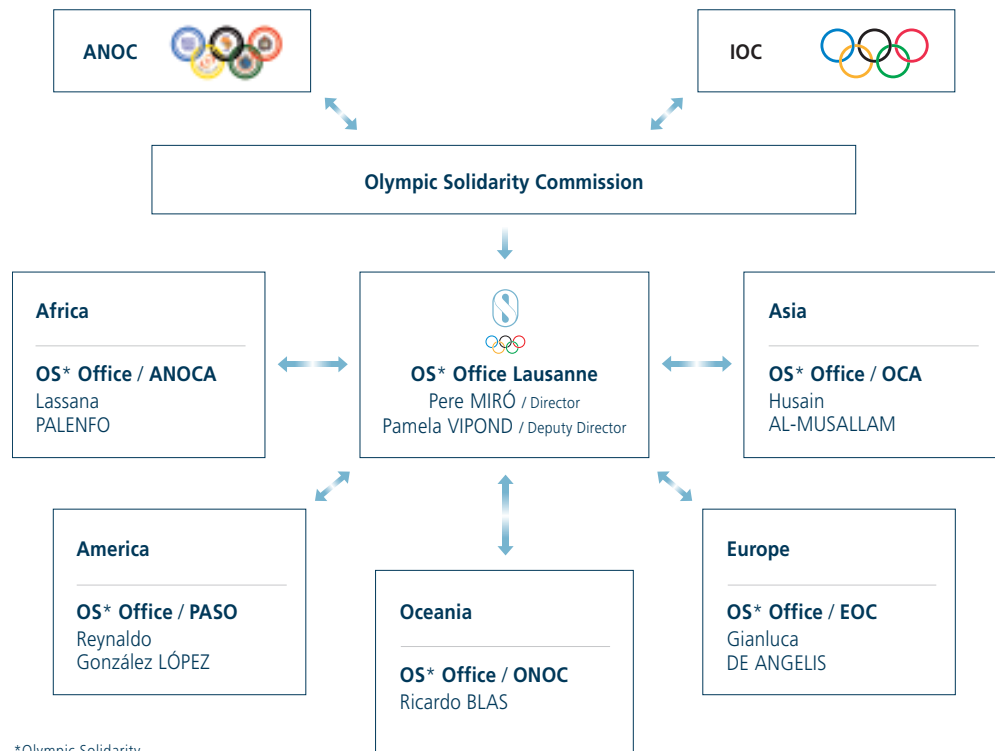
Olympic Solidarity structure and organisation

Technical course for tennis coaches in Yemen
© NOC of Yemen



Olympic Solidarity's structure (international office and five continental offices), introduced in 2001, and general organisation have developed during the last quadrennial period. They have adapted to new organisational realities, and the role of each of the partners (Olympic Solidarity Lausanne, ANOC and continental associations) has been strengthened. At the same time, coordination between the partners has also increased and improved. To ensure that this proposed strategy for the 2009–2012 quadrennial plan achieves its objectives, this structure had to be consolidated in order to improve coordination and synergies on the one hand, and on the other, to strengthen the common working procedures already established in certain areas, in particular the global analysis of results, impact for NOCs and overall financial control.

Each continent has its own structure to enable it to develop and implement the Olympic Solidarity programmes at continental level. This structure depends exclusively upon the continental associations, which are responsible for ensuring that their offices perform well and efficiently manage the funds and programmes allocated to them.



*Olympic Solidarity

Olympic Solidarity International Office in Lausanne

The Olympic Solidarity international office in Lausanne continued its efforts to increase and enhance the quality of its services to programme beneficiaries and to offer them more flexibility. At the same time, it closely monitored the control of NOC expenditure in order to guarantee proper utilisation of the funds and complete transparency in all transactions.

Olympic Solidarity international office in Lausanne

- Director Pere MIRÓ

Programmes for Coaches – Relations with Africa and Europe – Logistics and OS Commission – Human Resources

- Deputy Director and Section Manager Pamela VIPOND
- Project Manager Yassine YOUSFI
- Project Officer Carina DRAGOMIR
- Administrative Assistant Cynthia AMAMI
- Reception Supervisor Manuela BERTHOUD

Programmes for Athletes – Relations with Asia – Information Technology – Public Communications

- Section Manager Olivier NIAMKEY
- Project Manager Edward KENSINGTON
- Project Officer (60%) Silvia RAGAZZO-LUCCIARINI
- Administrative Assistant Astrid HASLER
- Administrative Assistant Paola BUENO CARVAJAL

NOC Management Programmes – Relations with America – Reports and Presentations

- Section Manager Joanna ZIPSER-GRAVES
- Project Manager Catherine LAVILLE
- Project Officer Angélica CASTRO
- Administrative Assistant (50%) Anne WUILLEMIN

Promotion of Olympic Values Programmes – Olympic Games Subsidies – Relations with Oceania – Finance – Institutional Communications

- Section Manager and Finance Manager Nicole GIRARD-SAVOY
- Project Officer Kathryn FORREST
- Project Officer (80%) Muriel MICHAUD KNOEPFEL
- Administrative Assistant Mélanie PILLER
- Accountant Florian CHAPALAY
- Accountant (80%) Silvia MORARD

At 31 December 2012

Yet more resources allocated

Olympic Solidarity manages the share of the television rights from the broadcasting of the Olympic Games which belongs to the NOCs, and redistributes these funds through programmes offered to all NOCs recognised by the IOC.

The initial development and assistance budget approved by the Olympic Solidarity Commission for the 2009–2012 quadrennial plan was USD 311 million. It was based on income from the sale of TV rights for the Games of the XXIX Olympiad in Beijing and the estimated revenue from the XXI Olympic Winter Games in Vancouver, plus interest from future investments. In comparison with the budget of the 2005–2008 quadrennial plan, of USD 244 million, the new development budget represented a global increase of USD 67 million, e.g. 27% (World Programmes +21% and Continental Programmes +36%).

During the 2009–2012 quadrennial plan, the initial budget was increased. A total amount of USD 380,000 was allocated to NOCs which participated in the Chefs de Mission meetings for the Youth Olympic Games in Singapore and Innsbruck in order to cover part of their expenses. Moreover, at their meeting of 5 September 2011, the members of the Olympic Solidarity Commission, in view of the difficult economic situation worldwide, decided to allocate special assistance of USD 100,000 per NOC, making a total of USD 20.4 million, to enable the NOCs to prepare for the Olympic Games in London. The final budget for the 2009–2012 quadrennial plan was therefore USD 331,780,000.

Breakdown of the 2009–2012 budget

| | |
|---------------------------------------|------------------------|
| • World Programmes | USD 134,000,000 |
| • Continental Programmes | USD 122,000,000 |
| • Olympic Games Subsidies* and Forums | USD 42,380,000 |
| • London Special Assistance | USD 20,400,000 |
| • Administration / Communication | USD 13,000,000 |
| | <u>USD 331,780,000</u> |

Breakdown of the "World Programmes" budget

| | |
|-------------------------------|------------------------|
| • Athletes | USD 61,000,000 |
| • Coaches | USD 26,000,000 |
| • NOC Management | USD 32,000,000 |
| • Promotion of Olympic Values | USD 15,000,000 |
| | <u>USD 134,000,000</u> |

Breakdown of the "Continental Programmes" budget

| | |
|---------------------|------------------------|
| • Africa – 53 NOCs | USD 26,671,000 |
| • America – 41 NOCs | USD 21,228,000 |
| • Asia – 44 NOCs | USD 22,257,000 |
| • Europe – 49 NOCs | USD 25,089,000 |
| • Oceania – 17 NOCs | USD 14,198,000 |
| • ANOC | USD 12,557,000 |
| | <u>USD 122,000,000</u> |

*Olympic Solidarity also allocated the NOCs a budget of USD 33 million for their participation in the Olympic Games in London. This budget, paid in 2012, is part of the budget construction of Olympic Solidarity's 2013–2016 quadrennial plan.

Partners working in synergy



Olympic scholarship holder Mavzuna Chorieva from Tajikistan (in blue) – Games of the XXX Olympiad in London
© Getty Images/Scott Heavey



Advanced sports management course in Brazil
© NOC of Brazil



Estonian Olympic scholarship holder Gerd Kanter – Games of the XXX Olympiad in London
© Getty Images/Alexander Hassenstein

During the four-year period between each edition of the Olympic Games, the main components of the Olympic Movement – the IOC, the IFs and the NOCs – as well as all other bodies with similar interests, are responsible for working together in order to contribute to the development of sport and the dissemination of the values conveyed by the fundamental principles of Olympism.

The global network of partners involved in setting up, implementing and monitoring Olympic Solidarity programmes, as well as providing technical expertise, makes up an essential action channel. Thanks to the contribution and support of the continental associations, ANOC, NOCs, IOC Commissions and International Federations (IFs), as well as the high-level training centres, universities and experts in various fields, Olympic Solidarity is able to continue its mission of assisting the NOCs in the best possible conditions.



EVOLVING HORIZONS







World Programmes



Sport and NOCs are the winners

The objectives of the 19 World Programmes proposed to the NOCs, covering the four areas of sports development considered essential for NOCs to accomplish the mission that has been entrusted to them by the Olympic Charter, were the same as during the previous plan. For the 2009–2012 quadrennial period, the priority was to reinforce the NOCs' structure, to increase support for athletes at all levels and for youngsters in particular, and to increase assistance for the preparation of athletes for Continental and Regional Games, as well as for the NOCs' preparation for and participation in the Olympic Games.



Nineteen programmes, four areas of action

Athletes

- Olympic Scholarships for Athletes “Vancouver 2010”
- Olympic Scholarships for Athletes “London 2012”
- Team Support Grants
- Continental and Regional Games – Athlete Preparation
- Youth Olympic Games – Athlete Preparation

Coaches

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

NOC Management

- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchange and Regional Forums

Promotion of Olympic Values

- Sports Medicine
- Sport and the Environment
- Women and Sport
- Sport for All
- International Olympic Academy
- Culture and Education
- NOC Legacy

The Olympic Solidarity international office in Lausanne manages the World Programmes in coordination with the respective continental associations, in order to take into account the specific needs of the different continents and regions. Olympic Solidarity also works closely with the International Olympic Sports Federations, IOC Commissions and various other Olympic Movement partners to develop and deliver high quality programmes to all NOCs, particularly those with the greatest needs.



World Programmes Athletes



BMX quarter-final – 1st Summer Youth
Olympic Games in Singapore
© Getty Images / Mark Dadswell

Very successful athletes' programmes



The pyramid approach adopted for the athletes' programmes continued to prove effective during the past four years. This structure made it easier to target and channel the assistance offered to athletes, while enhancing the interaction between the different levels.

The Olympic Scholarships "Vancouver 2010" programme was a successful new addition to the list of athletes' programmes. Aimed at NOCs with a strong winter sports tradition, the offer of assistance immediately attracted the desired response, with the result that the programme gave 60 NOCs the support they needed to prepare and attempt to qualify 325 athletes. It was a case of mission accomplished, since 227 of them participated in the XXI Olympic Winter Games in Vancouver.

The Games of the XXX Olympiad in London were the culmination of the Olympic Scholarships for Athletes "London 2012" programme, which enabled 657 scholarship-holding athletes to represent their country at the Olympic Games. It should be noted that the number of NOCs that participated in this programme significantly increased from 151 for Beijing to 165 for London.

The amendment of the Team Support Grants programme, which provided assistance for teams at different levels, rather than just Olympic level, was well received by the NOCs.



Olympic scholarship holder
Tionette Stoddard from
New Zealand – XXI Olympic
Winter Games in Vancouver
© Getty Images / Richard Heathcote

Olympic scholarship holder Paul Etia
Ndoumbe from Cameroon – Games
of the XXX Olympiad in London
© Getty Images/ Harry How

Thanks to the Continental and Regional Games Athlete Preparation programme, the NOCs were able to offer their athletes the best possible training conditions and the chance to participate in regional and continental competitions. These athletes were therefore more likely to achieve success at continental sports events, which are vitally important for many NOCs.

As the second new athletes' programme, the Youth Olympic Games Athlete Preparation programme offered the NOCs specific, targeted assistance that enabled them to select their young athletes with a view to their participation in the summer and winter editions of these Games. This first edition proved very successful, with 750 activities organised by 163 NOCs.

2009–2012 key figures

- 325 "Vancouver 2010" Olympic scholarships awarded
- 1,264 "London 2012" Olympic scholarships awarded
- 657 Olympic scholarship holders present in London
- 118 Team Support Grants awarded
- 750 activities organised to prepare athletes for the YOG
- 160 NOCs receiving a grant to prepare their athletes for Continental and Regional Games.

Olympic Scholarships for Athletes “Vancouver 2010”

Olympic scholarship holder Chih Hung Ma from Chinese Taipei – XXI Olympic Winter Games in Vancouver
© Getty Images/Shawn Botterill



Croatian Olympic scholarship holder Ivica Kostelic – XXI Olympic Winter Games in Vancouver
© Getty Images/Agence Zoom/Francis Bompard



325 scholarship holders, 227 qualified for the Games

Objective: to offer the NOCs a programme that provides scholarships to athletes preparing and attempting to qualify for the XXI Olympic Winter Games in Vancouver in 2010 in order to improve the competitiveness of the Olympic Winter Games rather than to expand artificially the universality of these Games.

2009–2012 Budget: USD 9,000,000

The main objective of the Olympic Scholarships for Athletes “Vancouver 2010” programme was to improve the competitiveness of the Olympic Winter Games by offering NOCs with a strong winter sports tradition the support they needed to prepare and attempt to qualify their athletes for Vancouver.

Two types of assistance were available to the NOCs: individual scholarships for NOCs that sent ten or fewer athletes to the Olympic Games in Turin in 2006, and so-called “à la carte” general grants for NOCs which had more than ten athletes at these Games. This assistance covered the five individual sports: bobsleigh, biathlon, luge, ice skating and skiing.

Of the 60 NOCs that benefited from the programme, 56 managed to qualify at least one scholarship holder. The delegations of 12 NOCs were composed entirely of Olympic scholarship holders, which demonstrates the impact of this programme on their preparations for Vancouver. Of a total of 325 scholarship holders, 227 qualified for the Games, i.e. almost 70%. This high number of qualified athletes is very encouraging and confirms the usefulness of this new programme among those available to the NOCs.

A brochure devoted entirely to the results of this programme is available online on the IOC website, www.olympic.org, under the heading “Documents”, and on the NOCnet, <http://extranet.olympic.org/nocnet>, in the Olympic Solidarity section.

Breakdown of Olympic scholarships

| Continent | NOCs that benefited | Individual scholarships granted | | | Total | “A la carte” assistance NOCs that benefited |
|--------------|---------------------|---------------------------------|------------|------------|----------|---|
| | | Men | Women | | | |
| Africa | 6 | 8 | – | 8 | – | |
| America | 7 | 21 | 10 | 31 | 1 | |
| Asia | 10 | 21 | 13 | 34 | 1 | |
| Europe | 35 | 134 | 98 | 232 | 7 | |
| Oceania | 2 | 9 | 11 | 20 | – | |
| Total | 60 | 193 | 132 | 325 | 9 | |



Olympic Scholarships for Athletes “London 2012”



Finnish Olympic scholarship holder
Tuuli Paulina Petaja – Games of
the XXX Olympiad in London
© Getty Images/Richard Langdon



Olympic scholarship holder Anthony
Obame from Gabon won a medal
in taekwondo – Games of the XXX
Olympiad in London
© Getty Images/Hannah Johnston

657 scholarship holders in London

The Olympic Scholarships for Athletes “London 2012” programme drew to a close at the end of the Games of the XXX Olympiad in London. Once again, the qualification and participation of Olympic scholarship holders in these Games was the principal objective of this programme, which clearly had to be repeated following the success achieved since the Sydney Games.

At the technical level, Olympic Solidarity continued to collaborate with the continental associations, NOCs, IFs and partner training centres in order to provide the 1,264 Olympic scholarship holders with training conditions appropriate for the demands of high-level sport.

A few days before the Games began, Olympic Solidarity proudly noted that 657 scholarship holders from 165 NOCs had obtained their ticket for the Games, either through the IF qualification system or at the invitation of the Tripartite Commission. Olympic scholarship holders played a significant role during the 16 days of competition, winning a total of 76 medals (23 gold, 23 silver and 30 bronze).

A brochure devoted entirely to the results of this programme is available online on the IOC website, www.olympic.org, under the heading “Documents”, and on the NOCnet, <http://extranet.olympic.org/nocnet>, in the Olympic Solidarity section.

Objective: to assist elite athletes nominated by their respective NOCs in their preparation and qualification for the Games of the XXX Olympiad, London 2012, with particular attention paid to athletes and NOCs with financial difficulties.

2009-2012 Budget: USD 19,000,000

Olympic scholarship holders

| Continent/NOC | Scholarship holders who benefited | | | | Scholarship holders who participated in the Games | | |
|--------------------|-----------------------------------|------------|------------|--------------|---|------------|------------|
| | NOC | Men | Women | Total | Men | Women | Total |
| Africa (53) | 49 | 172 | 79 | 251 | 77 | 44 | 121 |
| America (42) | 37 | 170 | 98 | 268 | 77 | 52 | 129 |
| Asia (44) | 34 | 175 | 81 | 256 | 80 | 47 | 127 |
| Europe (49) | 47 | 278 | 176 | 454 | 157 | 99 | 256 |
| Oceania (17) | 10 | 22 | 13 | 35 | 18 | 6 | 24 |
| Total (205) | 177 | 817 | 447 | 1,264 | 409 | 248 | 657 |



Malaysian Olympic scholarship holder Chong Wei Lee – Games of the XXX Olympiad in London
© Getty Images/Michael Regan



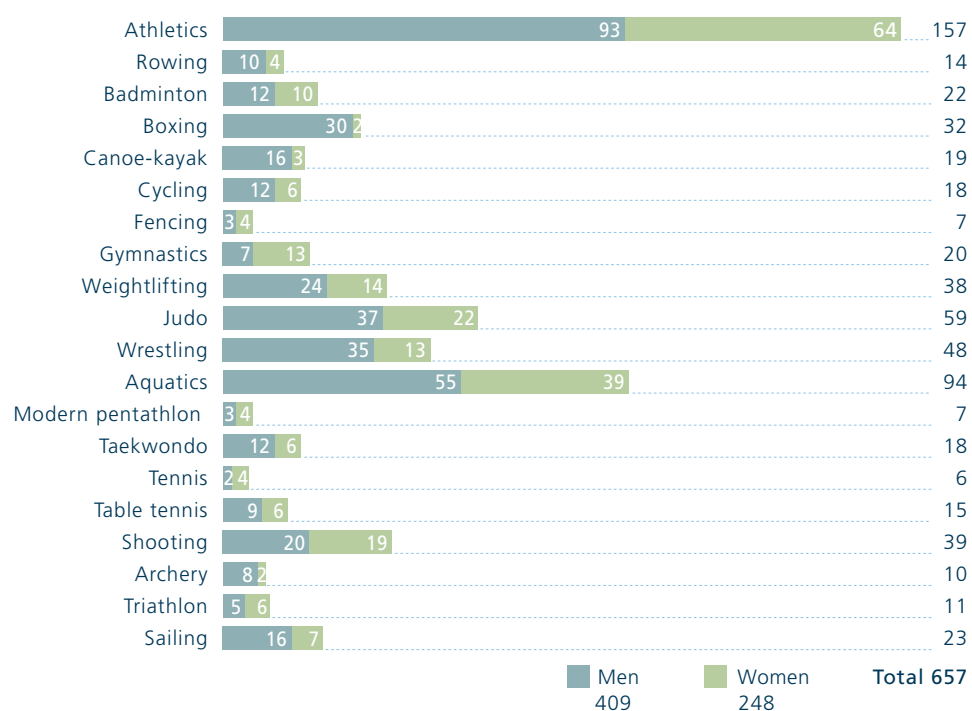
Brazilian Olympic scholarship holder Sarah Menezes (in blue) – Games of the XXX Olympiad in London
© Getty Images/Alexander Hassenstein



Medals won by scholarship holders

| Continent | Gold | Silver | Bronze | Total |
|--------------|-----------|-----------|-----------|-----------|
| Africa | 3 | 2 | 1 | 6 |
| America | 5 | 5 | 6 | 16 |
| Asia | 10 | 3 | 6 | 19 |
| Europe | 5 | 11 | 17 | 33 |
| Oceania | – | 2 | – | 2 |
| Total | 23 | 23 | 30 | 76 |

Male and female scholarship holders by sport who participated in the Games



Team Support Grants



The Kazakh team (blue swimming caps) versus the Australian team during a preliminary match – Games of the XXX Olympiad in London
© Getty Images/Streeter Lecka

Belarus ice hockey team – XXI Olympic Winter Games in Vancouver
© Getty Images/Bruce Bennett

More sports and countries concerned

Originally aimed only at teams in winter and summer sports likely to qualify for the Olympic Games, the format of this programme was reviewed in 2005 in order to also help teams of different levels in summer sports, to prepare for and participate in regional, continental or world competitions. This change was reinforced for the 2009–2012 plan.

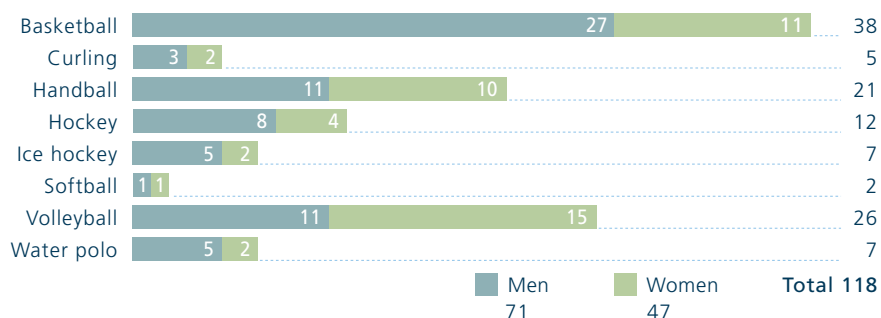
The funding awarded was used to organise training courses, to enable teams to participate in competitions and to cover the coaching costs of teams selected by their NOC. Olympic Solidarity worked closely with the IFs throughout the programme, consulting them with regard to every application that was received in order to evaluate the technical information and the standard of the team. The IFs' expertise was a key part of the award process.

With a total of 118 teams receiving a grant since the programme was launched in 2009, Olympic Solidarity can be pleased with the programme's reorientation. This broader vision meant that the programme benefited a wider range of sports and countries, as well as providing considerable new impetus to the programme, which appears very popular among the NOCs.

Objective: to offer financial assistance to one national team per NOC to prepare for and participate in regional, continental or world competitions with a view to attempting to qualify for the Olympic Games.

2009–2012 Budget: USD 9,000,000

Distribution of men's and women's teams by sport



The women's hockey team of New Zealand just equalising with Australia – XIX Commonwealth Games in New Delhi, India
 © Getty Images/Cameron Spencer



Men's handball team of Argentina
 © All rights reserved



Grants awarded by sport and by continent

| Sport | Teams that participated / qualified by continent | | | | | Total |
|--------------|--|---------------|---------------|---------------|--------------|-----------------|
| | Africa | America | Asia | Europe | Oceania | |
| Basketball | 8 / 1 | 10 | 9 | 7 | 4 | 38 / 1 |
| Curling | | | | 5 | | 5 |
| Handball | 5 / 1 | 6 / 2 | 1 | 9 / 4 | | 21 / 7 |
| Hockey | 4 / 1 | 3 | | 4 / 1 | 1 / 1 | 12 / 3 |
| Ice hockey | | | | 7 | | 7 |
| Softball | | 1 | | | 1 | 2 |
| Volleyball | 5 | 8 | 3 | 8 / 2 | 2 | 26 / 2 |
| Water polo | | 1 | 2 / 1 | 4 / 2 | | 7 / 3 |
| Total | 22 / 3 | 29 / 2 | 15 / 1 | 44 / 9 | 8 / 1 | 118 / 16 |

Continental and Regional Games Athlete Preparation



Team table tennis final –
XVI Pan-American Games
in Guadalajara
© Getty Images / Dennis Grombkowski



Opening Ceremony of
the 7th Winter Asian Games
in Astana-Almaty
© OCA

Emphasis on flexible use of funds

Athletes' preparation for and participation in Continental and Regional Games are important objectives for many NOCs and have a significant impact on their workload over each four-year period. Indeed, NOCs often send a larger delegation to these events than to the Olympic Games and, consequently, the results they achieve there are particularly important at national level. By leaving the programme's general orientation unchanged since the previous quadrennial plan, Olympic Solidarity hoped to emphasise the flexibility with which the available funds could be used so that each NOC could adapt its activities to its own needs and priorities. The programme continued to offer the NOCs technical and financial support for the preparation of athletes prior to their participation in multi-sport Games. The activities organised specifically concerned the training of these athletes during the final phase of their preparation for such events.

Objective: to offer financial assistance to NOCs for their athletes' preparations for multisport Games (Olympic, Continental and Regional Games).

2009–2012 Budget: USD 14,000,000

For the 2009–2012 quadrennial plan, the main Games concerned in each continent were:

Africa: XVI Mediterranean Games (2009), Francophone Games (2009), Commonwealth Games (2010), African Youth Games (2010), All-Africa Games (2011)

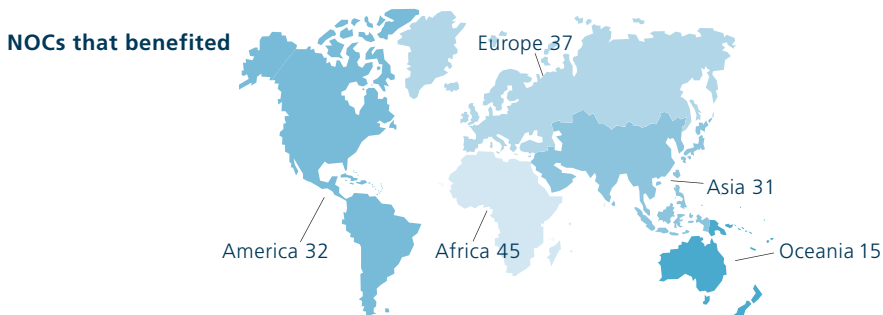
America: Pan-American Games (2011)

Asia: Regional Games (2009 and 2011) and Asian Games (2010 summer and 2011 winter editions)

Europe: European Youth Olympic Festival (summer and winter editions, 2009 and 2011), Games of the Small States of Europe (2009 and 2011)

Oceania: Mini-Games (2009), Commonwealth Games (2010) and Pacific Games (2011)

This programme once again proved very popular among the NOCs, which greatly appreciated the flexibility it gave them in preparing their delegations for continental sports events.



Youth Olympic Games Athlete Preparation

Sabre individual event –
1st Summer Youth Olympic
Games in Singapore
© IOC/Jason Evans



Short track speed skating –
1st Winter Youth Olympic
Games in Innsbruck
© IOC/Getty Images/Xu Liang



Three options for helping promising young athletes

Objective: to offer NOCs technical and financial assistance to identify, qualify and prepare young athletes with a view to their selection to participate in the Summer and Winter Youth Olympic Games.

2009–2012 Budget: USD 10,000,000

This new programme offered NOCs the technical and financial support they needed to identify talented young athletes and help them to qualify for the Youth Olympic Games in Singapore in 2010 and Innsbruck in 2012.

Three different options were available to the NOCs:

Option 1 (identification) was designed to support the identification and training of athletes with a view to their qualification for and participation in the YOG. It enabled athletes to take part in national talent identification or training camps, and to participate in non-qualifying competitions or activities organised by IFs.

Option 2 (qualification) covered the costs (transport, accommodation, entry fees, etc.) of participating in qualification competitions for the YOG only.

Option 3 (preparation) applied only to athletes who had already qualified or been offered a universality place at the YOG and was designed to help their final preparation for these Games. Applications were assessed on a case-by-case basis.

With a total of 750 separate activities organised during the 2009–2012 plan, Olympic Solidarity can be pleased with the interest shown by the NOCs in this new programme for young athletes. By 2012, many NOCs already had their eyes fixed on the next YOG in Nanjing in 2014 and had already carried out activities as part of this programme.

Activities by option (Singapore and Innsbruck)

| Continent | NOCs that benefited | Option 1 Identification | Option 2 Qualification | Option 3 Preparation | Total |
|--------------|---------------------|-------------------------|------------------------|----------------------|------------|
| Africa | 44 | 158 | 54 | 16 | 228 |
| America | 33 | 72 | 57 | 31 | 160 |
| Asia | 30 | 51 | 50 | 14 | 115 |
| Europe | 42 | 41 | 133 | 34 | 208 |
| Oceania | 14 | 14 | 15 | 10 | 39 |
| Total | 163 | 336 | 309 | 105 | 750 |



Syrian Olympic scholarship holder Bayan Jumah – Games of the XXX Olympiad in London
© Getty Images/Clive Rose



Sailing event – XIV Pacific Games in Noumea
© NC 2011



The Mali basketball team – Games of the XXIX Olympiad in Beijing
© Getty Images/Mark Dadswell



World Programmes Coaches



Archery apprenticeship in the framework of the ICECP training
© All rights reserved

Creating and developing structures – the main objective



During the 2009–2012 quadrennial plan, the NOCs made excellent use of the various programmes available in order to train their national coaches. To achieve this, many of them organised technical courses, individual training and medium- and long-term national sports structure development programmes. The NOCs have now fully understood the huge importance of coach education for athletes' performances. Without a good coach, athletes can find it very difficult to progress.

In accordance with the procedure, the IFs were systematically consulted in relation to the organisation and appointment of experts for the technical courses. Course quality improved significantly, with participants more carefully selected by their NOCs and national federations. Coaches were therefore able to follow a training course appropriate to their level of knowledge in the majority of Olympic sports.

The NOCs submitted numerous requests for support for their coaches as part of the Olympic Scholarships for Coaches programme. Candidates were proposed to Olympic Solidarity for one of two available options: training in sports sciences and sport-specific training. For the latter option, Olympic Solidarity worked closely with several IFs to offer "à la carte" courses, and some federations regularly organised training at their regional or world training centres, where numerous coaches were able to develop their skills in their own sport or discipline.



Technical course for football coaches in Saint Lucia
© NOC of Saint Lucia



Project run by the Greek NOC in fencing
© NOC of Greece

The NOCs' interest in the Development of National Sports Structure programme is steadily growing and the value of having a foreign expert visit a country to support an action plan linked to a particular sport is clear for all to see. The NOCs are now capable of analysing their needs in order to then create an appropriate development programme, the results of which can be measured in the long term. Finally, by spreading the international experts' visits over several short periods, it was possible to reduce costs while achieving significant results by giving greater responsibility to local coaches.

Although there are more and more links between the different programmes (technical courses, individual scholarships and Development of National Sports Structure), there is still room for improvement in this area.

2009–2012 key figures

- 934 technical courses organised for 157 NOCs
- 556 Olympic scholarships awarded to 154 NOCs
- 184 national sports structure development projects.

Technical Courses for Coaches

Technical course for gymnastics coaches in Estonia
© NOC of Estonia



Technical course for judo coaches in Kyrgyzstan
© NOC of Kyrgyzstan



A very popular programme among the NOCs

Objective: to provide basic training to coaches through courses led by an expert from another country, nominated by the respective IF.

2009–2012 Budget: USD 13,000,000

The Technical Courses for Coaches programme was one of the first assistance programmes offered to the NOCs by Olympic Solidarity. The NOCs are therefore completely familiar with the relevant procedures and submitted numerous requests throughout the quadrennial plan.

The basic level 1 and 2 courses are generally organised at national level, although coaches from neighbouring countries are sometimes invited to join the group. The higher-level courses (level 3), meanwhile, are often organised at regional level in order to ensure a sufficient number of participants who have already attended the lower-level courses. Where regional courses are concerned, Olympic Solidarity asks an NOC, following a proposal from an IF, to organise a course for several neighbouring NOCs. This method has proved very successful and will continue. During the 2009–2012 quadrennial plan, 157 NOCs organised 934 technical courses for coaches. Africa was again the continent that organised the largest number of courses (306), followed by America (265), Asia (236) and Europe (126). It should be noted that, due to the decentralisation of the programmes, Oceanian NOCs also organised courses with the help of their continental association. Olympic Solidarity nevertheless supported one regional course.

This programme remains very popular with the NOCs, since it enables them to offer high-quality basic training to coaches in most Olympic sports. Tennis, athletics and table tennis were the most common sports supported during the past four years, followed by basketball, judo and volleyball.

Technical courses organised

| Continent | Technical courses | Participating NOCs |
|--------------|-------------------|--------------------|
| Africa | 306 | 47 |
| America | 265 | 38 |
| Asia | 236 | 40 |
| Europe | 126 | 31 |
| Oceania* | 1 | 1 |
| Total | 934 | 157 |

*Regional course only, other courses were organised through the relevant continental programme

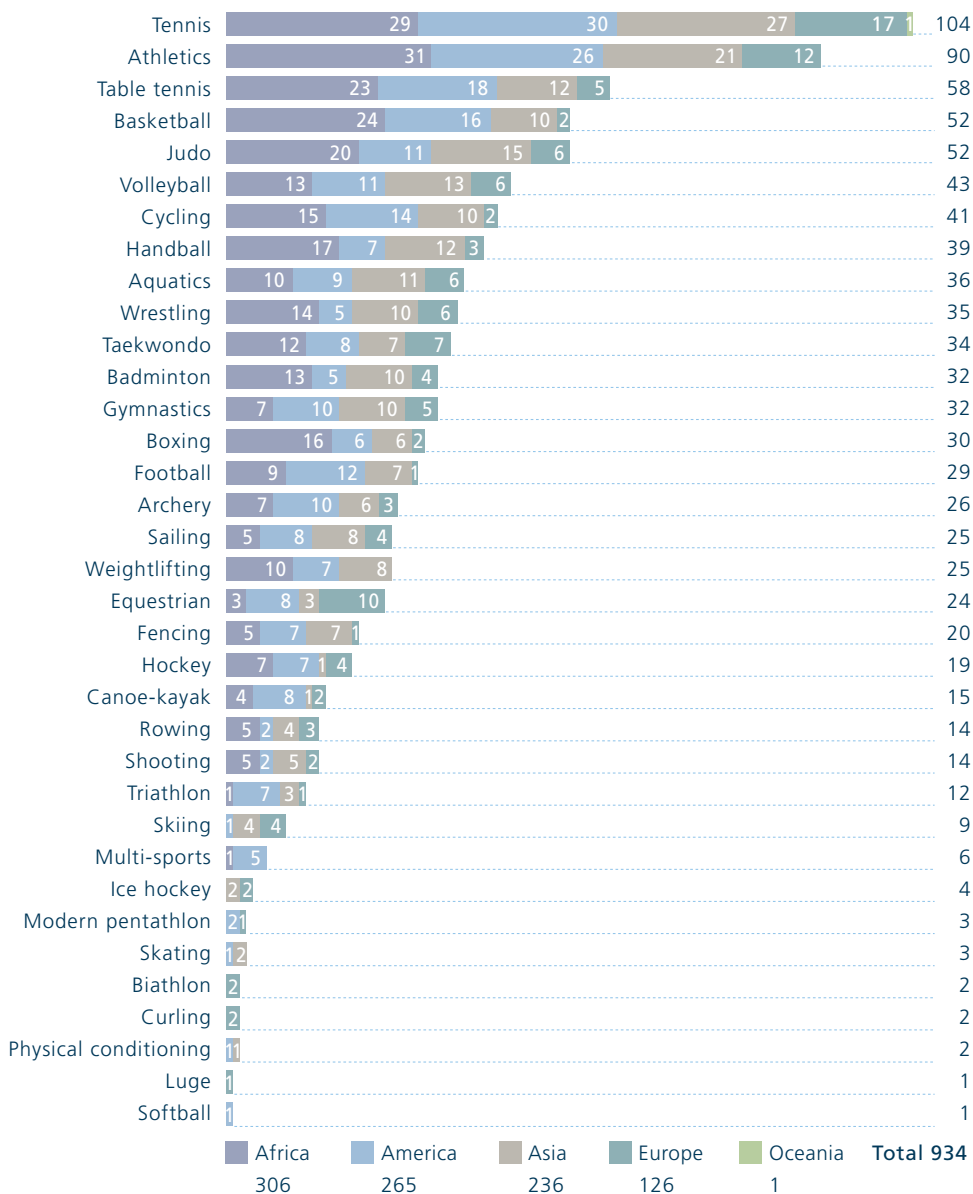


Technical course for cycling coaches in Ecuador
© NOC of Ecuador



Technical course for basketball coaches in Burundi
© NOC of Burundi

Distribution of technical courses by sport and by continent



Olympic Scholarships for Coaches

2011 PAISAC autumn session scholarship holders with the WADA education manager (second from right)
© All rights reserved



The scholarship holders of the 3E-European Education to Excellence programme in Lausanne
© All rights reserved



Training coaches – An essential aspect!

Objective: to offer coaches access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

2009–2012 Budget: USD 8,000,000

Since its launch in 1991, the Olympic Scholarships for Coaches programme has enabled a large number of coaches to receive training and broaden their experience in their particular sport. Two types of training were offered to the NOCs during this plan, i.e. sports science programmes in high-level centres or universities, and sport-specific training, which offers NOCs the chance to set up “à la carte” programmes (training in clubs or high-level centres) or to follow a specific programme offered by an IF at its world training centre or a regional centre (archery, cycling, tennis, sailing, etc.).

During the 2009–2012 period, 440 scholarships were allocated in sports science and 116 in sport-specific training, i.e. a total of 556 from 154 NOCs. Olympic Solidarity offered one scholarship to each NOC per year. However, it also continued its policy of flexibility by awarding additional scholarships to NOCs depending on the number of training requests received and on the total available budget. The centres were pleased with the results achieved and told Olympic Solidarity that the standard of the coaches participating in the training programmes continued to rise thanks to the rigorous selection process followed by the NOCs. Olympic Solidarity communicated regularly with the NOCs and IFs, systematically sending them copies of the individual results provided by the centres and of the research projects carried out by scholarship holders during their training.

More and more NOCs wished to support their scholarship holders on their return to their home country and used their work to submit a request to Olympic Solidarity as part of the Development of National Sports Structure programme. Olympic Solidarity continued to visit the different training centres and universities and also approached new centres and IFs in order to broaden the choice of training available.

Scholarships for coaches by continent

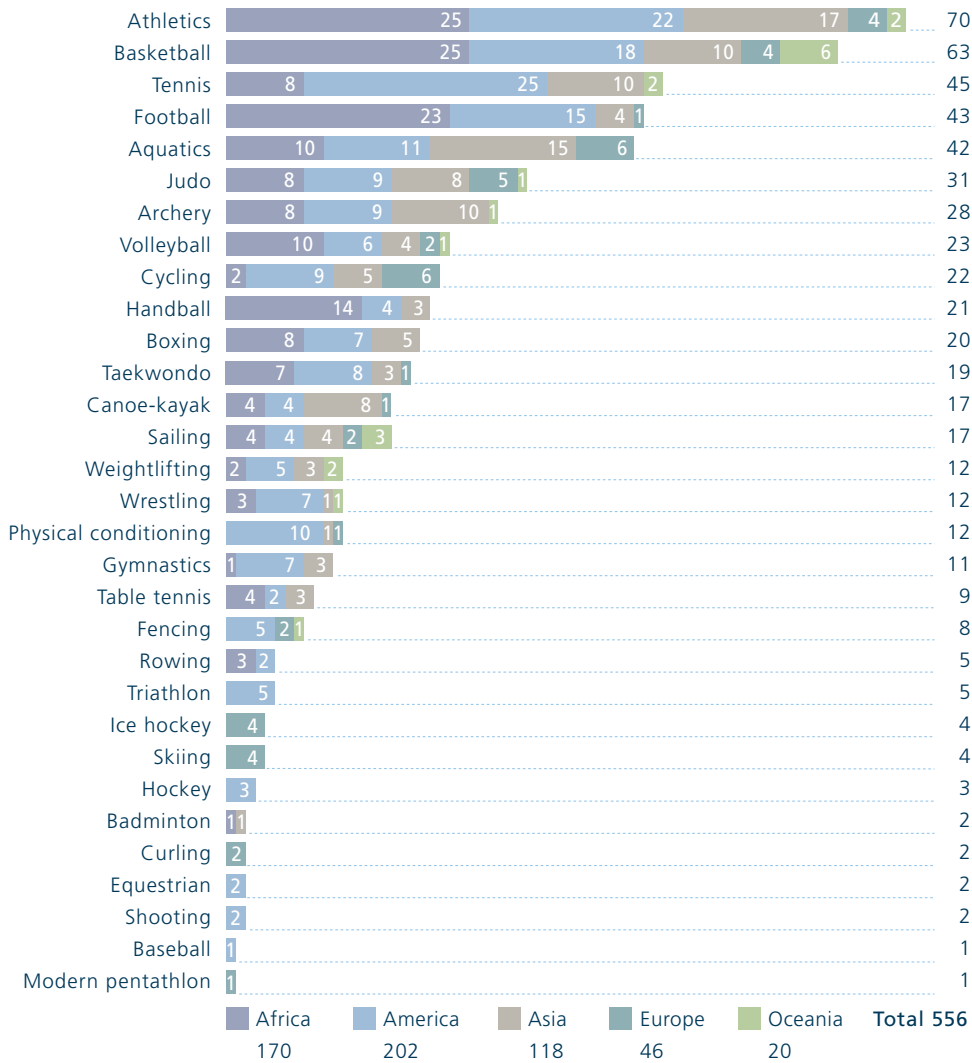
| Continent | Scholarships granted | | | | | | Total | NOCs |
|--------------|----------------------|-----------|------------|-------------------------|-----------|------------|------------|------------|
| | Sports sciences | | | Sport-specific training | | | | |
| | Men | Women | Total | Men | Women | Total | | |
| Africa | 135 | 13 | 148 | 18 | 4 | 22 | 170 | 51 |
| America | 116 | 46 | 162 | 33 | 7 | 40 | 202 | 36 |
| Asia | 69 | 16 | 85 | 30 | 3 | 33 | 118 | 36 |
| Europe | 27 | 5 | 32 | 10 | 4 | 14 | 46 | 20 |
| Oceania | 13 | – | 13 | 5 | 2 | 7 | 20 | 11 |
| Total | 360 | 80 | 440 | 96 | 20 | 116 | 556 | 154 |



The scholarship holders who took part in the training of the Centro de Alto Rendimiento (CAR) in Barcelona in 2010
© All rights reserved

The scholarship holders taking part in the 2012 autumn training session at Semmelweis University in Budapest, Hungary
© All rights reserved

Distribution of scholarships for coaches by sport and by continent



Development of National Sports Structure

Development of national equestrian sports structure in the Czech Republic
© NOC of Czech Republic



Project conducted by the NOC of the Federated States of Micronesia
© NOC of the Federated States of Micronesia



International experts and local coaches the key to success

Objective: to allow NOCs to develop their national sports structure by implementing a medium- to long-term (3 to 6 months) action plan for a specific sport under the guidance of an international expert.

2009–2012 Budget: USD 5,000,000

Interest in the Development of National Sports Structure programme increased further throughout the 2009–2012 quadrennial plan. The NOCs are now totally familiar with the procedures for analysing their needs, setting up projects and seeing them through to completion. Most NOCs no longer focus solely on coach education, but analyse the strengths and weaknesses of their current structure before putting in place an action plan that allows them to develop or strengthen that structure in a sustainable way, with the help of an international expert.

As mentioned in relation to the Olympic Scholarships for Coaches programme, in some cases the research projects carried out by coaches who had received scholarships during their time at a training centre served as the basis for an action plan. In addition, the former scholarship holders concerned are often called on to assist the expert during their visit and/or manage the project during the expert's absence.

Splitting the experts' visits into several periods seems to be the best solution because it makes it easier to find experts who are available, since their visits are shorter. The total cost can also be considerably reduced. Finally, this approach gives greater responsibility to local coaches and encourages them to continue the work while the expert is away and at the end of the action plan.

A total of 184 projects were approved during the quadrennial plan. Physical conditioning (25 projects), multi-sports (14), tennis (14) and aquatics (12) were among the most common project categories supported through this programme.

Projects accepted

| Continent | NOCs | Projects accepted |
|--------------|-----------|-------------------|
| Africa | 20 | 41 |
| America | 23 | 54 |
| Asia | 16 | 24 |
| Europe* | 23 | 48 |
| Oceania | 11 | 17 |
| Total | 93 | 184 |

*Europe: 22 NOCs and 1 IF

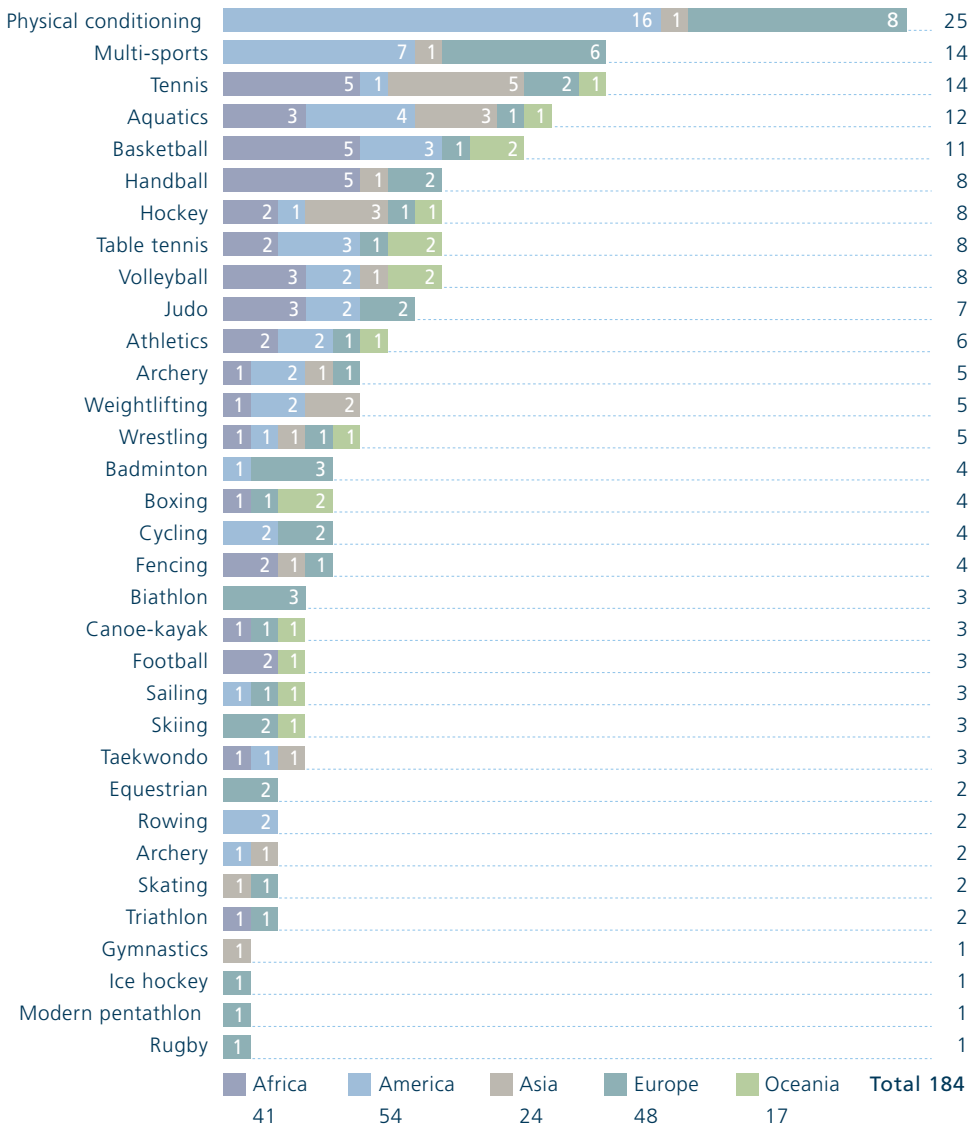


Participants in the project developed by the Cambodian NOC in hockey
© NOC of Cambodia



Participants in the project run by the NOC of Togo
© NOC of Togo

Distribution of projects by sport and by continent





STRIVING FORWARD





World Programmes NOC Management

Sports administrators course
in El Salvador
© NOC of El Salvador



Priority: Strengthening the NOCs' management structures



The objective of the NOC Management programmes is to help the NOCs to strengthen their administrative structures so that they can optimise their activities and provide the best possible service to their affiliated and partner organisations, and particularly to athletes. Olympic Solidarity's activities within the NOC Management area are divided into three areas: the granting of direct financial subsidies, particularly through the annual administrative subsidy of USD 30,000, the training of sports administrators and the exchange of experiences between NOCs.

For the 2009-2012 quadrennial, special emphasis within the realm of the NOC Management programmes was placed on improving NOCs' financial management. A distinct programme option dedicated to that end was created within the NOC Administration Development programme in order to provide NOCs with an opportunity to prepare for the new financial control system piloted with a group of NOCs throughout the quadrennial.

Training of sports administrators continued to play an important role within the NOC Management area. With Advanced Sports Management Courses piloted and introduced during the second half of the previous quadrennial, the NOCs started the 2009-2012 plan with the two training options available for the whole duration of the plan. Olympic Solidarity continued to closely monitor the programme's development and to modify training methods according to the feedback received.

Since some NOCs still recognise the need for the basic training provided by Sport Administrators Courses, Olympic Solidarity undertook a major revision of the Sport Administration Manual, on which these courses had been based since 2001.



MEMOS XIV group at
The Olympic Museum in Lausanne
© All rights reserved



Intern from Papua New Guinea
(2nd from left) with the NOC
of New Zealand team
© All rights reserved

With MEMOS (Executive Masters in Sports Organisation) in English entering its 13th year, the programme's popularity remained strong. Nonetheless, the importance of ensuring the programme remained relevant for sports managers around the world necessitated a review, which led to modifications of the content and structure.

Finally, NOC exchanges, which had started in the previous quadrennial as simple bilateral visits or meetings, spearheaded sophisticated initiatives aimed at helping NOCs grow in many different areas. This was possible thanks to the commitment of many NOCs which, by sharing their experiences, showed the true spirit of solidarity.

2009–2012 key figures

- 99 NOCs benefited from NOC Management Initiatives and Financial Management
- 406 Sports Administrators Courses
- 90 Advanced Sports Management Courses
- 201 MEMOS scholarships
- 109 NOCs benefited from Exchanges and Internships
(incl. Capacity Support Programme)
- 21 Regional Forums.

NOC Administration Development

The NOC of Bangladesh works with an expert to reinforce its marketing programme
© NOC of Bangladesh



Meeting of the Chilean NOC's regional delegates
© NOC of Chile



Communication and financial management optimised

Objective: to support the administrative structure of NOCs by contributing towards their general running costs and supporting NOCs' initiatives to improve specific aspects of their management, with special emphasis placed on financial management.

2009-2012 Budget: USD 26,000,000

The administrative subsidy, a component of the NOC Administration Development programme, provides NOCs with a regular annual subsidy towards the basic costs linked to managing their organisations. All NOCs took advantage of this opportunity, with the amount of USD 30,000 covering anything from a small percentage to all of their running costs.

NOC management initiatives enable NOCs to develop a priority project aimed at enhancing an aspect of their management. Many NOCs used this programme to upgrade their IT tools; others focused on communication by establishing or upgrading their websites, while some invested in their staff by providing training opportunities specific to their employees' functions. Several NOCs used this programme to ensure the proper induction of new Executive Board members, or to develop or review strategic or operational plans and administrative procedures.

Special emphasis was placed on improving NOCs' financial management during the 2009-2012 quadrennial. NOCs took advantage of this opportunity to introduce or upgrade accounting software, to train their accountants, finance managers or treasurers, or to completely revamp their accounting and financial management procedures.

Administrative Subsidy

| Continent | NOCs that benefited | | | |
|--------------|---------------------|------------|------------|------------|
| | 2009 | 2010 | 2011 | 2012 |
| Africa | 52 | 52 | 51 | 52 |
| America | 42 | 42 | 42 | 41 |
| Asia | 41 | 41 | 42 | 42 |
| Europe | 49 | 48 | 49 | 49 |
| Oceania | 17 | 17 | 17 | 17 |
| Total | 201 | 200 | 201 | 201 |

NOC Management Initiatives and Financial Management

| Continent | NOCs that benefited | |
|--------------|------------------------|----------------------|
| | Management Initiatives | Financial Management |
| Africa | 19 | 10 |
| America | 21 | 10 |
| Asia | 15 | 6 |
| Europe | 21 | 10 |
| Oceania | 4 | 6 |
| Total | 80 | 42 |

National Training Courses for Sports Administrators



Refresher course for the ASMC Programme Directors in Jongny, Switzerland
© All rights reserved

Sports administrators course in Lahore, Pakistan
© NOC of Pakistan

Very positive training and refresher courses

The 2009–2012 quadrennial plan saw a number of interesting developments in the National Training Courses for Sports Administrators programme.

The quadrennial started with the first training sessions for French- and Spanish-speaking Programme Directors, who are responsible for organising Advanced Sport Management Courses in their countries. These were followed by three more sessions in English, held throughout the quadrennial. As a result, a total of 77 Programme Directors were trained between 2009 and 2012.

In November 2011, all active Programme Directors were invited to a refresher course. This course served as an opportunity for Programme Directors to update their knowledge on the running of advanced courses and talk to other Programme Directors about the challenges they faced and proven solutions. The main findings of the refresher course were very encouraging, demonstrating that advanced courses can be implemented successfully in a diverse range of NOCs, while observing the requirements set by Olympic Solidarity. More importantly, Programme Directors shared their stories about how the advanced courses can and do impact positively on the performance of sports organisations.

Objective: to offer NOCs the possibility of training the sports administrators of their NOC and its constituents by organising courses on a national level. Sports Administrators Courses provide basic training over a short period. Advanced Sports Management Courses (ASMC) comprise several modules, with emphasis on the acquisition of the skills necessary for sports management.

2009–2012 Budget: USD 3,600,000

Advanced Sports Management Courses

| Continent | Courses | NOCs | Programme Directors trained | | | Refresher course participants | | |
|--------------|-----------|-----------|-----------------------------|-----------|-----------|-------------------------------|-----------|-----------|
| | | | Men | Women | Total | Men | Women | Total |
| Africa | 33 | 18 | 30 | 7 | 37 | 22 | 5 | 27 |
| America | 30 | 15 | 21 | 7 | 28 | 6 | 4 | 10 |
| Asia | 18 | 9 | 4 | 3 | 7 | 7 | 3 | 10 |
| Europe | 8 | 5 | 2 | 2 | 4 | 2 | 2 | 4 |
| Oceania | 1* | – | – | 1 | 1 | – | 1 | 1 |
| Total | 90 | 47 | 57 | 20 | 77 | 37 | 15 | 52 |

*Regional course organised through ONOC

Sports administrators course
in Quito, Ecuador
© NOC of Ecuador



Advanced sports management
course in Somalia
© NOC of Somalia



Numerous Sports Administrators Courses continued to be organised by NOCs across the continents. The NOCs were aided in their efforts by the Sport Administration Manual, which was revised in order to reflect developments in sports management, athlete support and the Olympic Movement.

Sports Administrators Courses

| Continent | Courses | NOCs | Participants | | |
|--------------|------------|-----------|--------------|--------------|---------------|
| | | | Men | Women | Total |
| Africa | 110 | 26 | 2,223 | 696 | 2,919 |
| America | 151 | 26 | 4,018 | 1,558 | 5,576 |
| Asia | 116 | 16 | 2,461 | 828 | 3,289 |
| Europe | 29 | 6 | 443 | 346 | 789 |
| Oceania* | ** | ** | ** | ** | ** |
| Total | 406 | 74 | 9,145 | 3,428 | 12,573 |

*Courses organised through ONOC's "Sports administration programme" (Continental Programme)

**Statistics not available

International Executive Training Courses in Sports Management



The participants in
the MEMOS IV in Spanish
© All rights reserved



Working group of the MEMOS IV
in French in Paris, France
© All rights reserved

MEMOS graduates – moving sports management forward

MEMOS provides NOCs with an opportunity to offer masters-level education to their own sports administrators, as well as those of their national federations and other key sports organisations, without requiring prolonged periods of absence from their professional and volunteer activities. The programme continues to grow in popularity and MEMOS graduates are now present in many sports organisations, influencing the development of sport throughout the world.

In 2011, MEMOS underwent an extensive programme review, based largely on feedback from MEMOS graduates. As a result, the MEMOS curriculum and format were modified to better respond to the needs of today's sports managers. Three new modules (project and event management, financial management and communication and new media) were added to the existing strategic management, marketing management and human resources management modules. Changes were made to all three language versions of the programme and the new format was tested in MEMOS XVI and MEMOS V in French.

In practical terms, the new format of MEMOS means longer sessions, which would have had a direct impact on the participants and their organisations, responsible for covering the cost of board and accommodation during the modules. However, thanks to surplus funds remaining in the programme budget towards the end of the quadrennial, Olympic Solidarity was able to extend the scope of the MEMOS scholarships for the participants in the new format of MEMOS.

Objective: to provide sports managers with access to masters-level training courses of international significance and contribute towards improvement in the management of their Olympic sports organisations.

2009-2012 Budget: USD 2,400,000

Scholarships granted

| Continent | Total NOCs | MEMOS in English (XIII, XIV, XV, XVI) | | MEMOS in Spanish (III, IV) | | MEMOS in French (III, IV) | | Total Scholarships |
|--------------|------------|---------------------------------------|-----------|----------------------------|-----------|---------------------------|-----------|--------------------|
| | | Men | Women | Men | Women | Men | Women | |
| Africa | 37 | 13 | 13 | 3 | – | 22 | 4 | 55 |
| America | 29 | 14 | 11 | 23 | 10 | 2 | 5 | 65 |
| Asia | 21 | 21 | 7 | 1 | – | 2 | – | 31 |
| Europe | 26 | 14 | 16 | 2 | 1 | 2 | 1 | 36 |
| Oceania | 10 | 5 | 9 | – | – | – | – | 14 |
| Total | 123 | 67 | 56 | 29 | 11 | 28 | 10 | 201 |

NOC Exchange and Regional Forums

Participants of the ONOC Regional Forum in London with Lord Sebastian Coe, Chairman of LOCOG
© All rights reserved

NOC of Brazil's School Games observer programme in Goiana
© NOC of Brazil



NOCs sharing the best of their experiences

Objective: to promote and facilitate the exchange of knowledge and experience between NOCs on an individual, regional and continental basis.

2009-2012 Budget: USD 4,000,000

In addition to bilateral exchanges between NOCs, Olympic Solidarity strived to develop exchanges among groups of NOCs sharing the same interests or priorities. In order to accomplish this, Olympic Solidarity partnered with a number of NOCs and other organisations in order to use their programmes as a starting point for an exchange on the same topic among NOCs.

Between 2010 and 2012, the NOC of Brazil hosted a group of different NOC representatives to observe their School Games. During the programme, for which Olympic Solidarity covered the cost of language services and participants' travel, the NOCs were able to understand the intricate details of staging this event and share their plans for the introduction of a similar initiative in their own countries. In 2012, the NOC of the United States invited all the American NOCs to a Best Practices Symposium, where the NOCs shared their experiences of implementing successful projects linked to management and sports performance. Olympic Solidarity contributed to the translation costs and covered one air ticket per NOC.

Finally, Olympic Solidarity partnered with the Commonwealth Games Federation and the Commonwealth Games Association of Canada for the delivery of the Capacity Support Programme, through which interns were placed in NOCs that were also Commonwealth Games Associations. After the success of this pilot project, the programme will gradually be extended to NOCs outside the Commonwealth in the next quadrennial.

NOC Exchange and Regional Forums

| Continent | NOCs that benefited from internships and exchanges | Regional Forums |
|--------------|--|-----------------|
| Africa | 16 | 8 |
| America | 36 | 3 |
| Asia | 19 | 4 |
| Europe | 29 | 3 |
| Oceania | 9 | 3 |
| Total | 109 | 21 |



Advanced sports management course in Albania
© NOC of Albania



Advanced sports management course in Senegal
© NOC of Senegal



MEMOS XIII group during the marketing module in Doha, Qatar
© All rights reserved



World Programmes Promotion of Olympic Values

Sport and Environment
awareness-raising seminar
in Bosnia Herzegovina
© NOC of Bosnia Herzegovina



Young people learning from the Olympic values



The educational aspect of Olympism and the Olympic values form the basis of the unique character of the Olympic Movement, as well as the key to its success. During the 2009–2012 quadrennial period, seven programmes linked to the Olympic ideals enabled the NOCs to play a fundamental role in society in general, particularly among the younger generations. Thanks to these programmes, the NOCs put friendship, respect and excellence at the heart of their mission and everyday activities, in accordance with the Olympic Charter.

The development of these programmes over the past four years has been generally positive, in terms of both the quantity and the quality of the requests submitted for NOC initiatives. The number of initiatives rose by almost 20% overall, with particular interest shown in the Culture and Education programme. Virtually all the funds available were distributed. At the same time, several NOCs showed a particular interest in these themes by making more strategic, long-term plans. A wide range of projects were therefore launched at national level, benefiting society as a whole, particularly the younger generations, while taking local contexts and needs into account.



Youth Camp organised by the NOC of Palau in the framework of the Culture and Education programme
© NOC of Palau

Women and sport activities in Congo
© NOC of Congo

The NOCs also enjoyed other opportunities to deepen their knowledge and share their experiences in fields linked to Olympism. Olympic Solidarity supported the NOCs' participation in the IOC world conferences and the annual sessions of the International Olympic Academy (IOA) in Olympia. The NOCs also continued to receive an annual subsidy to organise activities marking Olympic Day, which is now celebrated all over the world.

2009–2012 key figures

- 655 individual NOC initiatives and sports medicine courses, distributed across six programmes
- 1,265 NOCs delegates received financial support to attend an IOC world conference or seminar or an IOA session
- 140 subsidies (on average) granted to the NOCs each year for the organisation of Olympic Day activities.

Sports Medicine

IOC World Conference
in Monaco in 2011
© IOC/Daniel Stucki

Sports medicine course
in the Lao PDR
© NOC of PDR Lao



Athletes benefiting from scientific progress

Objective: to develop and disseminate scientific knowledge and techniques in sports medicine among NOCs and to reinforce education programmes related to the protection of the health of the athletes.

2009–2012 Budget: USD 2,800,000

In order to give elite athletes the best possible health protection, NOC medical staff need specific training on the latest developments in the field of sports medicine. Sports medicine courses, run under the auspices of the IOC Medical and Scientific Department, helped to disseminate knowledge and develop skills during the 2009–2012 quadrennial plan. Doctors, physiotherapists and coaches from 85 countries were therefore given exceptional support in their efforts to protect their athletes' health and prevent sports injuries and illnesses.

In parallel, the education programme complemented the offer, supporting the implementation of 29 specific initiatives at national level, including scholarships and exchanges. A growth in the number of requests received for this relatively new programme was noted. Scientific studies and innovative tools for athletes have therefore been developed, with potential long-term benefits for the medical community.

Finally, the sports medicine programme also provided subsidies for 28 delegates to participate in the IOC Advanced Team Physician Course in Corsica (France) and/or the IOC World Conference on Prevention of Injury and Illness in Monaco in 2011.

Courses and programmes/initiatives by continent

| Continent | Sports medicine courses | Education programmes/ NOC initiatives |
|--------------|-------------------------|---------------------------------------|
| Africa | 24 | 3 |
| America | 16 | 15 |
| Asia | 17 | 2 |
| Europe | 19 | 7 |
| Oceania | 9 | 2 |
| Total | 85 | 29 |

IOC World Conference

| Continent | Monaco 2011 NOCs that benefited |
|--------------|---------------------------------|
| Africa | 4 |
| America | 6 |
| Asia | 4 |
| Europe | 8 |
| Oceania | 6 |
| Total | 28 |

Sport and the Environment



Beach clean-up in Barbados
© NOC of Barbados



Sport and environment
activity in the Federated States
of Micronesia
© NOC of the Federated States of Micronesia

Environmental protection – Our responsibility too!

The theme of sustainable development is becoming increasingly important at international level and the world of sport is following this trend as it becomes more and more aware of its responsibility towards future generations. The sports movement, for example, can raise athletes' awareness and promote their role as ambassadors, launch public education campaigns linked to sports events, participate in clean-up operations at sports venues, or organise seminars and specific training.

More than a quarter of NOCs therefore used this programme to carry out activities in their respective countries. The growing interest in the third pillar of Olympism was reflected in the conclusion of 79 projects during the 2009–2012 period. The number of initiatives increased by 25% compared to the previous quadrennial period and the technical quality of the applications received improved.

At the same time, the NOCs continued to benefit, as in the past, from the information disseminated at conferences and seminars organised by the IOC Sport and Environment Commission. Thanks to this programme, 68 NOC delegates took part in the world conferences in Vancouver (2009) and Doha (2011), while 90 NOCs participated in continental seminars in Samoa (2009), Nairobi (2011) and Wroclaw (2012). These events particularly fostered the sharing of experiences and transfer of knowledge.

Objective: to encourage NOCs to implement environmental considerations into their policies as well as their wider activities and to assist them to undertake specific actions in this field, using sport as a tool for sustainable development.

2009–2012 Budget: USD 1,400,000

IOC World Conferences

| Continent | NOCs that benefited | |
|--------------|---------------------|-----------|
| | Vancouver 2009 | Doha 2011 |
| Africa | 8 | 8 |
| America | 9 | 9 |
| Asia | 6 | 4 |
| Europe | 10 | 6 |
| Oceania | 5 | 3 |
| Total | 38 | 30 |

Individual NOC initiatives

| Continent | Accepted |
|--------------|-----------|
| Africa | 16 |
| America | 21 |
| Asia | 4 |
| Europe | 26 |
| Oceania | 12 |
| Total | 79 |



Women and Sport

Race organised in the framework of the women and sport programme in Argentina
© NOC of Argentina



Women and sport seminar in Angola
© NOC of Angola



Women's competences valuable for management positions

Objective: to assist NOCs with the development and implementation of a specific action plan and/or initiatives aimed at promoting awareness of women in sport as well as gender equality at all levels including sports practice, management/administration and leadership positions.

2009–2012 Budget: USD 1,600,000

This programme grew during the 2009–2012 period, focusing on two main areas: NOC initiatives and participation in IOC conferences and seminars. During the quadrennial period, the presence of women in decision-making bodies was one of the priorities for the future at national and international level. At the same time, the requests received from some NOCs proved that there remained a genuine need to encourage women and girls to take part in sport in certain countries. Around 100 national projects were therefore approved for a wide variety of activities, such as leadership training, mentoring, research, awareness campaigns and seminars.

As regards the continental seminars organised by the IOC and its Women and Sport Commission, this programme was held on a different continent each year during the 2009–2012 period in order to promote the training of female leaders. In total, Olympic Solidarity covered the participation of one delegate from each of the 104 NOCs that took part in the seminars in Oceania (Guam, 2009), Africa (Luanda, 2010), Europe (Minsk, 2011) and America (Mexico City, 2012). The last seminar of the previous quadrennial plan had been held in Asia in 2008. Furthermore, in 2012, 40 NOCs selected by their continental associations also received help with sending a delegate to the 5th World Conference on Women and Sport in Los Angeles.

Individual NOC initiatives

| Continent | Accepted |
|--------------|------------|
| Africa | 33 |
| America | 28 |
| Asia | 11 |
| Europe | 18 |
| Oceania | 14 |
| Total | 104 |

IOC World Conference

| Continent | Los Angeles 2012 NOCs that benefited |
|--------------|--------------------------------------|
| Africa | 10 |
| America | 10 |
| Asia | 6 |
| Europe | 10 |
| Oceania | 4 |
| Total | 40 |

Sport for All



Sport for all activity
in Cambodia
© NOC of Cambodia



Olympic Day in Eritrea
© NOC of Eritrea

Move, Learn and Discover! – Our motto

Several options were offered to the NOCs during the 2009–2012 plan in order to help them in their efforts on the ground to promote the practice of sport as part of everyday life. Firstly, 64 NOC delegates deepened their knowledge during the IOC world conferences (Sport for All Commission) held in Finland (Jyväskylä) in 2010 and China (Beijing) in 2011. The new Olympic Day concept, “Move, Learn and Discover”, was quickly adopted by the NOCs in accordance with each NOC’s situation and priorities. On average, 140 NOCs submitted an Olympic Day report each year and received a subsidy towards their organisational costs.

Objective: to assist NOCs with the promotion of sport in general and the practice of physical activities throughout all levels of society.

2009–2012 Budget: USD 2,200,000

| Continent | Olympic Day – reports received | | | |
|--------------|--------------------------------|------------|------------|------------|
| | 2009 | 2010 | 2011 | 2012* |
| Africa | 36 | 31 | 36 | 30 |
| America | 30 | 29 | 33 | 27 |
| Asia | 28 | 29 | 30 | 27 |
| Europe | 38 | 35 | 41 | 32 |
| Oceania | 8 | 8 | 10 | 9 |
| Total | 140 | 132 | 150 | 125 |

*The 2012 figures are provisional, since the NOCs are still sending in their reports

The number of NOC initiatives completed (71) also increased, showing the level of interest in this area, particularly in sport as a tool for promoting healthier lifestyles by means of campaigns, training for event organisers, and Sport for All festivals and events.

IOC World Conferences – NOCs that benefited

| Continent | Jyväskylä 2010 | Beijing 2011 |
|--------------|----------------|--------------|
| Africa | 9 | 6 |
| America | 5 | 6 |
| Asia | 7 | 4 |
| Europe | 9 | 9 |
| Oceania | 5 | 4 |
| Total | 35 | 29 |

Individual NOC initiatives

| Continent | Accepted |
|--------------|-----------|
| Africa | 9 |
| America | 24 |
| Asia | 9 |
| Europe | 21 |
| Oceania | 8 |
| Total | 71 |

International Olympic Academy

International Session for
NOA Directors in 2011
© IOA



The IOA terminal at the Summer
Youth Olympic Games in Singapore
© IOC/Mine Kasapoglu

Keeping the sacred flame of the elite burning for 50 years

Objectives: to enable NOCs and National Olympic Academies (NOAs) to send participants to some International Olympic Academy (IOA) Sessions aimed at disseminating and teaching the educational and social principles of Olympism.

2009–2012 Budget: USD 2,200,000

During the 2009–2012 quadrennial plan, the IOA celebrated an important milestone in its history with the 50th anniversary of its session for young participants. The Academy has therefore been promoting the Olympic values among young people between the ages of 18 and 35 throughout the world for more than half a century. In addition, the IOA continued to organise two other sessions: the session for NOA directors and the joint session for NOA presidents or directors and NOC officials, organised alternately each year in Olympia. Sharing experiences and learning about Olympism were the key objectives of each of these sessions.

The long-standing partnership between Olympic Solidarity and the IOA continued, enabling more than 800 people to receive a grant so they could attend one of these gatherings. As in the past, Olympic Solidarity covered the cost of air travel for one participant per NOC in the sessions for directors and the joint sessions. For the young participants' sessions, it paid half the travel costs and the registration fee for one male and/or one female delegate. Olympic Solidarity also contributed to the translation/interpreting costs and the cost of transmitting the sessions on the internet, in accordance with its agreement with the IOA.

IOA annual sessions

| Continent | Session for NOA directors/ Joint session for NOA presidents directors and NOC officials | | | | Session for young participants | | | |
|---|---|-----------|-----------|-----------|--------------------------------|-----------|-----------|-----------|
| | 2009 | 2010 | 2011 | 2012 | 2009 | 2010 | 2011 | 2012 |
| NOCs that received assistance from Olympic Solidarity | | | | | | | | |
| Africa | 17 | 16 | 14 | 12 | 15 | 13 | 12 | 13 |
| America | 14 | 12 | 17 | 16 | 22 | 21 | 20 | 22 |
| Asia | 11 | 8 | 13 | 11 | 22 | 20 | 22 | 21 |
| Europe | 13 | 12 | 16 | 19 | 32 | 35 | 35 | 34 |
| Oceania | 1 | 2 | 2 | 1 | 1 | 3 | 2 | 3 |
| Total | 56 | 50 | 62 | 59 | 92 | 92 | 91 | 93 |

Culture and Education



Youth Olympic camp organised by the French NOC in the framework of the Culture and Education programme
© NOC of France



Olympic Sports and Literature Competition in Thimphu, Bhutan
© NOC of Bhutan

The Olympic values taught in schools

Educational and cultural programmes are increasingly becoming a strategic priority for NOCs, as demonstrated by the sharp rise in demand for NOC initiatives in the 2009–2012 period. Olympic education and the promotion of the Olympic values were therefore at the heart of the NOCs' mission. Many NOCs also worked with the relevant ministries and local authorities in order to involve them in educational programmes and launch projects in schools. Teacher training and the development of suitable teaching materials facilitated these activities on the ground. Innovative projects were also based on new technologies, particularly enabling schoolchildren to speak directly to their sporting heroes during the Olympic Games.

At the same time, some NOCs targeted young people, offering them training and camps during school holidays. Around half of the NOCs used the Culture and Education programme to organise activities such as NOA sessions and awareness campaigns, to develop teaching materials (publications, DVDs), to organise exhibitions and to fund academic research.

The NOCs were also able to request help with organising the national phase of international contests organised by the IOC (sport and literature in 2009, art and sport in 2012). Finally, more than 70 NOCs received support for their participation in the world conferences organised by the IOC Commission for Culture and Olympic Education in 2010 (Durban) and 2012 (Amsterdam).

Objective: to encourage NOCs and their National Olympic Academies (NOAs) to promote culture and Olympic education by assisting them to develop specific activities linking sport and culture in all its forms as well as by implementing Olympic education programmes.

2009–2012 Budget: USD 2,800,000

IOC World Conferences

| Continent | NOCs that benefited | |
|--------------|---------------------|----------------|
| | Durban 2010 | Amsterdam 2012 |
| Africa | 9 | 12 |
| America | 7 | 8 |
| Asia | 8 | 5 |
| Europe | 7 | 6 |
| Oceania | 4 | 5 |
| Total | 35 | 36 |

Individual NOC initiatives

| Continent | Accepted |
|--------------|------------|
| Africa | 35 |
| America | 34 |
| Asia | 26 |
| Europe | 73 |
| Oceania | 12 |
| Total | 180 |

NOC Legacy

Olympic Museum in
Kuala Lumpur, Malaysia
© NOC of Malaysia



Launch of the Olympic
commemorative book "London 2012"
of the Slovakian NOC
© NOC of Slovakia



Our exemplary history and our duty to pass it on

Objective: to assist NOCs with the preservation and promotion of their national Olympic and sporting history and heritage.

2009–2012 Budget: USD 2,000,000

During the 2009–2012 quadrennial plan, NOCs from all the continents were able to carry out more than 100 local activities aimed at promoting Olympic and sporting heritage in all its forms. Future generations will therefore be able to learn more about the history of their country's participation in the Olympic Games. The legendary exploits and achievements of national and international sporting heroes will, therefore, not be forgotten.

As part of this programme, new museums and facilities of all sizes opened their doors to the public during the past four years. Existing structures received assistance with staging exhibitions, preserving historical objects and organising educational activities. Libraries were also created to benefit the national sports movement, including sports federations and researchers. Publications were compiled in order to collate statistics and retrace the history of several NOCs that celebrated important anniversaries, including some marking their centenary. Meanwhile, historical archives were digitised, optimising the protection of documents, and technical training was provided to facilitate the work of the staff of numerous NOCs.

Individual NOC initiatives

| Continent | Accepted |
|--------------|------------|
| Africa | 15 |
| America | 25 |
| Asia | 11 |
| Europe | 47 |
| Oceania | 9 |
| Total | 107 |



Olympic Day Run in the British Virgin Islands
© NOC of the British Virgin Islands



Women and sport seminar in Guam
© NOC of Guam



Culture and education activity in Armenia
© NOC of Armenia



Subsidies and special assistance for the Olympic Games



Richmond Speed Skating Oval –
XXI Olympic Winter Games
in Vancouver
© Getty Images/Jasper Juinen

Global enthusiasm

The Olympic Games Subsidies programme is intended to help the NOCs to participate in the Olympic Winter and Summer Games. The financial assistance provided has two quite different yet complementary objectives: firstly, to help foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs, and secondly, to give additional support to NOCs which contribute to the development and success of the Games.

This financial assistance is therefore given in three phases: before, during and after the Games. Before the Games, Olympic Solidarity covers the travel expenses for one delegate from each NOC to attend the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG). During the Games, the NOCs are reimbursed the travel expenses of a number of athletes and officials. They also receive subsidies towards logistical expenses and towards the transport and accommodation costs of their President and Secretary General. Finally, after the Games, each NOC is awarded a subsidy for its participation in and contribution to the success of the Games.

During the 2009–2012 quadrennial plan, the NOCs received subsidies for their participation in the 2010 Olympic Winter Games in Vancouver and the Games of the XXX Olympiad in London in 2012.

In addition, given the difficult global economic context, the Olympic Solidarity Commission decided to allocate in 2012 a special one-off assistance of USD 100,000 to each of the 204 NOCs, making a total of USD 20,400,000. This sum was to help the NOCs prepare their teams and their athletes for the Olympic Games in London.



Opening Ceremony – Games of the XXX Olympiad in London
© Getty Images/Jamie Squire



Swimming event – Games of the XXX Olympiad in London
© Getty Images/Clive Rose

Before the Vancouver and London Games, the NOCs therefore received assistance to cover the travel expenses for one delegate to attend the meeting of the Chefs de Mission. This seminar is organised by the Organising Committee one year before the Games in order to assist the delegations with their preparations. In addition, for the London Games, it was decided, exceptionally, to also cover the accommodation costs of one delegate, following an agreement between the IOC President and the ANOC and Olympic Solidarity President.

During the Games, the NOCs were reimbursed the travel expenses of a maximum of three athletes and one official for Vancouver and six athletes and two officials for London. A subsidy towards logistical expenses and the transport and accommodation costs of NOC Presidents and Secretaries General was also granted.

Finally, after these two memorable editions of the Games, a subsidy was granted to the NOCs, calculated on the basis of the number of athletes who participated in the competitions, according to the official figures. This subsidy is linked to the NOCs' contribution to the success of the Games.

NOCs / Athletes who participated in the Olympic Games

| Continent | XXI Olympic Winter Games Vancouver 2010 | | Games of the XXX Olympiad London 2012 | |
|--------------|---|--------------|---------------------------------------|---------------|
| | NOCs | Athletes | NOCs | Athletes |
| Africa | 6 | 7 | 53 | 898 |
| America | 11 | 439 | 41 | 2,008 |
| Asia | 16 | 286 | 44 | 1,757 |
| Europe | 47 | 1,779 | 49 | 5,230 |
| Oceania | 2 | 56 | 17 | 670 |
| Total | 82 | 2,567 | 204 | 10,563 |



Financial statements 2009–2012

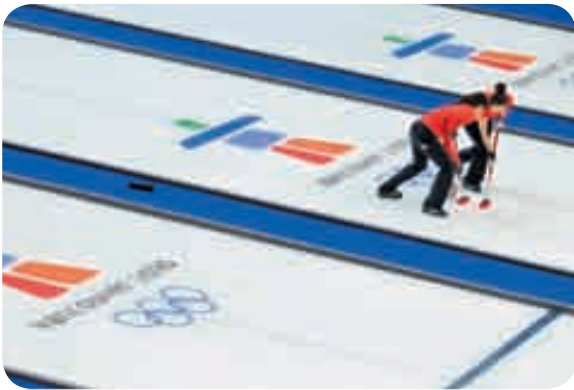
Beach volleyball – Games of the
XXX Olympiad in London
© Getty Images/Ryan Pierse



World programmes, subsidies and special assistance for the Olympic Games

In the previous sections, you will have got an idea of the results in terms of numbers of athletes, coaches and leaders who have benefited from the Olympic Solidarity assistance and training programmes, as well as the number of activities undertaken by the NOCs during the course of the 2009–2012 quadrennial plan, namely a total of more than 10,000 different requests approved.

These excellent results are repeated in financial terms, thanks to strict budget management of the funds available to Olympic Solidarity to allow it to implement its programmes. Indeed, the difficult economic climate at the end of 2008 led Olympic Solidarity to take a cautious approach on the financial markets, which prevented it from achieving its hoped-for investment prospects. This financial crisis also affected the NOCs' other financial partners, leading the NOCs to turn increasingly to Olympic Solidarity, which was nonetheless able to respect its undertakings and enable the NOCs to access funding for all the world programmes and the Olympic Games subsidies.



Women's curling – XXI Olympic Winter Games in Vancouver
© Getty Images/Jamie Squire



Tennis men's singles – 1st Summer Youth Olympic Games in Singapore
© IOC/Mine Kasapoglu

Overall, almost 95 per cent of the 2009–2012 quadrennial budget was used. For analysis purposes, the breakdown of the funds allocated to the world programmes, the subsidies and the special assistance for the Olympic Games is presented in detail by continent and by NOC in the financial statements (pp. 60 to 69). These financial results are based on the funds allocated as at May 2013. The figures do not take into consideration all the indirect costs (not charged to the NOCs) linked to developing the world programmes, which total almost USD 6 million. These indirect costs include those for the experts who led the technical courses for coaches (USD 2.4 million); the costs of organising the continental forums (USD 2.8 million); the costs of publishing and translating the manuals (such as the one for sports leaders); and the group training costs.

Once all the accounts and activities from the 2009–2012 plan have been finally closed, which will happen by the end of 2013, any balance of funds indicated in the final audit report will be carried over and invested in developing the programmes of the 2013–2016 quadrennial plan.

Lastly, there was one important innovation during the 2009–2012 plan: the online access via NOCnet on the NOC Extranet, which enabled the NOCs to check on the financial and budget situation linked to their activities at any time.

Funds allocated by NOC and by programme (in USD)

| NOC | Athletes | | | | | Coaches | | | NOC | |
|---------------|--|---|---------------------|--|---|-------------------------------|----------------------------------|--|--------------------------------|---|
| | Olympic Scholarships for Athletes "Vancouver 2010" | Olympic Scholarships for Athletes "London 2012" | Team Support Grants | Continental and Regional Games – Athlete Preparation | Youth Olympic Games – Athlete Preparation | Technical Courses for Coaches | Olympic Scholarships for Coaches | Development of National Sports Structure | NOC Administration Development | National Training Courses for Sports Administrators |
| Africa | | | | | | | | | | |
| ALG | 24,000 | 28,800 | | | 74,851 | 70,390 | 2,831 | | 120,000 | |
| ANG | | 24,000 | | 33,400 | 2,929 | 11,550 | 23,896 | 30,000 | 30,000 | 35,916 |
| BDI | | 63,048 | | 80,000 | 92,000 | 99,906 | 105,002 | 60,000 | 152,000 | 24,815 |
| BEN | | 95,304 | | 3,000 | 70,065 | 68,521 | 66,282 | 25,730 | 120,000 | 11,074 |
| BOT | | 71,234 | 22,072 | 72,634 | 24,892 | 51,959 | 51,711 | 30,000 | 121,163 | 28,828 |
| BUR | | 146,498 | 60,000 | 111,584 | 54,991 | 79,109 | 160,851 | 139,164 | 127,500 | 57,544 |
| CAF | | 111,200 | 113,000 | 23,873 | 5,385 | 61,675 | 11,000 | | 120,000 | |
| CGO | | 46,007 | 60,000 | 50,000 | 50,000 | 19,979 | 96,529 | | 122,500 | 16,370 |
| CHA | | 102,686 | | | 5,385 | 80,000 | 92,008 | 29,676 | 125,000 | 43,177 |
| CIV | | 115,719 | 40,000 | 6,016 | 41,091 | 61,898 | 59,387 | | 130,000 | 6,329 |
| CMR | | 158,367 | 100,000 | 5,000 | 17,642 | 46,571 | 75,661 | | 131,500 | 42,862 |
| COD | | | | 10,266 | 11,385 | 60,000 | 52,850 | 30,000 | 120,000 | |
| COM | | 39,588 | | 66,082 | | 43,898 | 108,319 | | 120,000 | |
| CPV | | 59,000 | 80,000 | 40,000 | | | | | 90,000 | |
| DJI | | 44,915 | | 94,264 | 3,961 | 47,892 | 74,981 | | 127,900 | |
| EGY | | 125,600 | 60,000 | 74,000 | 117,792 | 47,825 | 60,274 | | 120,000 | 7,251 |
| ERI | | 78,750 | | 90,930 | 14,756 | 75,607 | 12,300 | | 120,000 | 4,145 |
| ETH | | 140,000 | | 80,000 | | 75,289 | 44,118 | | 120,000 | 26,415 |
| GAB | | 27,350 | | 23,500 | | | 25,124 | | 90,000 | |
| GAM | | 61,820 | | 93,214 | | 58,039 | 44,014 | | 120,000 | 15,000 |
| GBS | | 84,819 | | 94,444 | 22,077 | 20,000 | 27,018 | 22,500 | 120,000 | |
| GEQ | | | | 51,320 | | | 22,936 | | 100,500 | |
| GHA | 12,000 | | | 155,884 | 53,000 | | 27,201 | | 120,000 | |
| GUI | | 49,108 | | | 5,385 | 73,055 | 134,935 | | 120,000 | 6,263 |
| KEN | 18,000 | 105,388 | 98,302 | 77,168 | 33,885 | 65,601 | 29,251 | | 120,000 | |
| LBA | | 28,851 | | | 48,430 | 30,650 | 15,000 | | 120,000 | |
| LBR | | 60,000 | | 79,200 | 148,000 | 68,400 | 20,590 | | 127,000 | |
| LES | | 22,815 | | 56,000 | 44,485 | 79,692 | 22,358 | 23,332 | 132,800 | 21,000 |
| MAD | | 46,611 | 40,000 | 80,000 | 46,439 | 80,000 | 60,334 | 60,000 | 120,000 | 24,000 |
| MAR | 3,950 | 33,000 | 42,000 | 4,608 | 58,875 | 38,990 | 43,078 | | 120,000 | |
| MAW | | 23,696 | 60,000 | 92,461 | 108,767 | 115,013 | 22,460 | 120,037 | 165,360 | 72,007 |
| MLI | | 113,767 | 100,000 | 89,546 | | 50,000 | 50,784 | 119,758 | 140,000 | 55,544 |
| MOZ | | 72,000 | 60,000 | 65,696 | 51,975 | 21,676 | 30,883 | | 120,000 | |
| MRI | | 115,235 | | 94,198 | 76,007 | 97,135 | 105,460 | 17,252 | 129,000 | 38,674 |
| MTN | | | | | 3,000 | 60,487 | 47,899 | | 120,000 | |
| NAM | | 125,357 | | | 47,241 | | 39,984 | | 120,000 | 7,514 |
| NGR | | 140,000 | 69,000 | 17,497 | 36,500 | 81,250 | 22,977 | | 123,500 | 34,713 |
| NIG | | 150,620 | | 63,474 | 63,264 | 29,591 | 107,428 | 60,000 | 122,500 | 3,512 |
| RSA | 40,813 | 207,145 | 100,000 | 40,000 | 122,699 | 111,807 | 51,450 | | 120,000 | |
| RWA | | 112,111 | 60,000 | 52,000 | 80,082 | 105,900 | 80,192 | 59,700 | 142,500 | 37,680 |
| SEN | 13,203 | 208,286 | | 55,800 | 61,929 | 14,768 | 132,094 | | 120,000 | 70,389 |
| SEY | | 120,023 | 48,691 | 83,555 | 22,202 | 47,707 | 78,064 | 92,115 | 120,000 | 29,388 |
| SLE | | 23,883 | | | | 108,198 | 42,635 | 90,676 | 133,000 | |
| SOM | | | 40,000 | 64,365 | 4,709 | 77,992 | 31,010 | | 120,000 | 24,966 |
| STP | | 71,248 | | 80,000 | | 5,293 | | | 120,000 | |
| SUD | | 124,632 | | 12,818 | 8,814 | 77,235 | 10,200 | | 120,000 | 9,000 |
| SWZ | | 27,000 | | 51,103 | 33,400 | | 10,363 | | 130,000 | 31,995 |
| TAN | | | | 57,106 | 62,000 | 90,263 | 32,626 | | 120,000 | 18,697 |

| Management | | Promotion of Olympic Values | | | | | | | Olympic Games Subsidies* | Special Assistance | Total |
|---|----------------------------------|-----------------------------|-----------------------|-----------------|---------------|-------------------------------|-----------------------|------------|--------------------------|--------------------|-----------|
| International Executive Training Courses in Sports Management | NOC Exchange and Regional Forums | Sports Medicine | Sport and Environment | Women and Sport | Sport for All | International Olympic Academy | Culture and Education | NOC Legacy | | | |
| 18,469 | | 25,200 | 3,578 | 4,689 | 5,000 | 1,109 | 30,453 | 20,000 | 141,911 | 100,000 | 671,281 |
| 11,000 | | | | 5,605 | 7,500 | 1,231 | | | 98,000 | 100,000 | 415,027 |
| | | 10,000 | 10,673 | 32,018 | 17,000 | 4,542 | 22,155 | 25,343 | 59,502 | 100,000 | 958,002 |
| 5,469 | | 10,000 | 4,016 | 9,225 | 12,891 | 3,485 | 3,255 | | 61,349 | 100,000 | 669,668 |
| 29,709 | 13,700 | 4,430 | 200 | 2,163 | 5,000 | | 113 | | 40,000 | 100,000 | 669,808 |
| 23,452 | | 25,000 | 20,200 | 27,156 | 30,500 | 3,928 | 22,705 | 19,500 | 66,701 | 100,000 | 1,276,382 |
| 11,232 | | | 22,780 | 20,306 | 8,992 | 4,927 | | | 48,421 | 100,000 | 662,791 |
| 22,237 | | | 4,202 | 6,960 | 8,000 | | | | 70,695 | 100,000 | 673,479 |
| | | | | 6,000 | 6,266 | 8,967 | 21,208 | 8,000 | 46,119 | 100,000 | 674,493 |
| 9,001 | | 56,060 | 200 | 4,610 | 10,311 | 1,907 | 453 | | 52,895 | 100,000 | 695,876 |
| 46,643 | | | 200 | 5,245 | 10,635 | | | | 98,000 | 100,000 | 838,326 |
| | | | 1,360 | 1,791 | 5,310 | | | | 40,000 | 100,000 | 432,961 |
| 13,000 | | 10,000 | | 7,500 | | 3,892 | 5,540 | 2,000 | 45,166 | 100,000 | 564,986 |
| 12,219 | | 10,000 | 200 | | | | | | 38,000 | 10,000 | 339,419 |
| 13,000 | | | 771 | | 5,000 | | 1,544 | | 57,364 | 100,000 | 571,593 |
| 8,936 | | | | 21,929 | 30,839 | 9,157 | 10,453 | 20,000 | 265,049 | 100,000 | 1,079,105 |
| | | 4,898 | 7,100 | 8,000 | 7,500 | | | 11,000 | 56,000 | 100,000 | 590,986 |
| | | 8,700 | 7,628 | 15,186 | 14,500 | | | 6,000 | 130,322 | 100,000 | 768,158 |
| 13,000 | | 24,587 | 200 | 2,712 | 5,000 | | 453 | | 91,498 | 100,000 | 403,424 |
| | 4,627 | 11,140 | 3,662 | 34,025 | 20,000 | | | | 38,015 | 100,000 | 603,555 |
| 25,340 | | 10,000 | 3,351 | | | | | | 43,027 | 100,000 | 572,577 |
| | 3,226 | | 200 | | | | | | 39,415 | 100,000 | 317,597 |
| | | 35,000 | 200 | 4,647 | 2,500 | 2,433 | | | 59,700 | 100,000 | 572,565 |
| | | | 200 | 3,794 | 5,000 | 2,152 | | | 43,222 | 100,000 | 543,113 |
| 10,369 | | 24,563 | 1,801 | 5,000 | 9,530 | 2,325 | 3,023 | | 128,906 | 100,000 | 833,112 |
| 17,000 | | | 200 | 383 | | 3,261 | 20,000 | | 41,347 | 100,000 | 425,121 |
| | | 10,000 | 10,200 | 23,167 | 12,500 | | 12,500 | | 38,000 | 100,000 | 709,558 |
| 24,647 | 17,044 | | 7,000 | 3,000 | 10,000 | 3,092 | 12,747 | | 43,926 | 100,000 | 623,938 |
| | | 35,000 | 1,002 | 2,867 | 6,374 | | | | 49,453 | 100,000 | 752,079 |
| 27,618 | | | | 1,087 | 2,899 | | 1,216 | | 204,001 | 100,000 | 681,322 |
| 13,464 | 32,387 | 11,867 | 19,142 | 23,157 | 10,000 | 10,019 | 11,409 | | 41,580 | 100,000 | 1,052,825 |
| 22,404 | | 19,997 | 14,678 | | 20,000 | 16,174 | 5,000 | | 44,000 | 100,000 | 961,653 |
| 17,000 | 3,000 | | 5,175 | 2,336 | 7,500 | 1,231 | | | 57,091 | 100,000 | 615,564 |
| 21,697 | | | 4,867 | 12,990 | 12,720 | 12,227 | 18,391 | 10,000 | 56,420 | 100,000 | 922,273 |
| | | | 200 | 5,510 | 2,500 | | | | 45,440 | 100,000 | 385,036 |
| 11,275 | 12,813 | | 200 | | 10,000 | 1,861 | | | 51,372 | 100,000 | 527,616 |
| 10,747 | 6,340 | | 200 | 2,599 | 16,000 | 5,001 | 30,000 | 20,000 | 130,000 | 100,000 | 846,324 |
| 13,000 | 18,913 | 5,400 | 2,800 | 4,054 | 7,500 | 4,546 | | | 47,330 | 100,000 | 803,932 |
| 17,000 | 3,715 | | 1,295 | 2,587 | | 6,658 | | | 319,729 | 100,000 | 1,244,897 |
| 22,786 | | | 3,595 | 13,687 | 2,500 | 5,351 | 10,000 | | 48,927 | 100,000 | 937,010 |
| 15,466 | | 5,353 | 200 | 7,420 | 5,000 | 4,774 | | | 140,359 | 100,000 | 955,041 |
| | 15,385 | 18,750 | 1,750 | 5,060 | 24,552 | 18,071 | 3,162 | | 54,742 | 100,000 | 883,216 |
| 12,913 | 8,338 | | | 13,395 | 10,828 | | 5,000 | 19,297 | 45,361 | 100,000 | 613,523 |
| 10,115 | | | 2,696 | 3,943 | 5,000 | | 19,865 | | 36,920 | 100,000 | 541,581 |
| | | | 5,736 | | 13,641 | 6,169 | 2,134 | | 44,791 | 100,000 | 449,011 |
| 25,052 | | | 822 | | 11,500 | 6,833 | 340 | | 53,212 | 100,000 | 560,457 |
| 17,000 | 18,556 | | 1,181 | 2,232 | 12,450 | 12,411 | | | 49,399 | 100,000 | 497,090 |
| | | 7,688 | 200 | 3,289 | 10,000 | 4,986 | 12,000 | | 47,002 | 100,000 | 565,857 |

*Chefs de Mission Meetings and Olympic Games' Participation Vancouver 2010 and London 2012

Funds allocated by NOC and by programme (in USD)

| NOC | Athletes | | | | | Coaches | | | NOC | |
|----------------|--|---|---------------------|--|---|-------------------------------|----------------------------------|--|--------------------------------|---|
| | Olympic Scholarships for Athletes "Vancouver 2010" | Olympic Scholarships for Athletes "London 2012" | Team Support Grants | Continental and Regional Games – Athlete Preparation | Youth Olympic Games – Athlete Preparation | Technical Courses for Coaches | Olympic Scholarships for Coaches | Development of National Sports Structure | NOC Administration Development | National Training Courses for Sports Administrators |
| Africa | | | | | | | | | | |
| TOG | | 81,886 | | | 47,980 | 61,800 | 131,101 | 90,000 | 135,500 | |
| TUN | | 168,000 | 53,526 | 20,000 | 16,788 | 57,422 | 31,262 | | 120,000 | 37,307 |
| UGA | | 80,102 | 7,500 | 40,000 | 88,785 | 63,419 | 51,194 | | 130,000 | 27,151 |
| ZAM | | 72,138 | | 74,846 | 37,725 | 43,465 | 72,106 | 23,982 | 135,000 | 3,000 |
| ZIM | | 192,000 | 42,922 | 88,601 | 213,282 | 95,460 | 51,135 | 25,000 | 154,700 | 94,693 |
| America | | | | | | | | | | |
| AHO | | 23,902 | 46,660 | 126,071 | 67,981 | 28,029 | 8,859 | | 97,723 | 23,068 |
| ANT | | 97,288 | 40,000 | 26,815 | | 61,141 | 66,864 | | 135,735 | 14,198 |
| ARG | 232,112 | 136,806 | 151,250 | 78,690 | 129,372 | 83,756 | 85,045 | 72,754 | 130,695 | 45,136 |
| ARU | | 46,000 | | 4,059 | 36,085 | 4,480 | 33,837 | 11,548 | 123,000 | 3,000 |
| BAH | | 155,000 | 60,000 | 53,647 | 12,122 | 62,644 | 31,750 | | 142,000 | |
| BAR | | 139,000 | 42,000 | 88,137 | 137,255 | 74,840 | 62,094 | 55,697 | 135,000 | 26,260 |
| BER | | 112,000 | | | 60,818 | | | | 120,000 | |
| BIZ | | | 42,000 | | | 20,000 | 9,188 | | 120,000 | |
| BOL | | 103,000 | 22,400 | 62,537 | 29,011 | 83,526 | | | 90,000 | |
| BRA | 248,620 | 121,000 | 100,000 | 80,000 | 147,536 | 140,000 | 38,314 | 60,000 | 120,000 | 108,054 |
| CAN | 100,000 | | | | | | | | 120,000 | |
| CAY | | 120,000 | 46,047 | 69,004 | 18,280 | 21,305 | 10,300 | 24,310 | 120,000 | 8,203 |
| CHI | 152,588 | 136,800 | 59,980 | 18,000 | 35,234 | 123,175 | 115,190 | 119,217 | 167,695 | 92,053 |
| COL | | 36,000 | | 99,129 | 35,675 | 80,700 | 99,137 | 30,000 | 135,000 | 13,273 |
| CRC | | 152,000 | 30,000 | 89,054 | 133,667 | 72,289 | 171,334 | 50,909 | 161,825 | 54,016 |
| CUB | | 159,500 | 70,682 | 99,000 | 180,926 | 80,040 | 98,292 | 28,287 | 120,000 | 15,777 |
| DMA | | 44,000 | | 5,000 | | 61,748 | 42,294 | | 120,000 | 1,988 |
| DOM | | 92,000 | 36,000 | | 58,603 | 84,603 | 81,145 | 26,700 | 124,000 | 34,850 |
| ECU | | 207,486 | 60,000 | 80,000 | 42,134 | 83,960 | 79,080 | 120,000 | 153,000 | 65,671 |
| ESA | | 132,000 | 54,597 | 78,000 | 50,020 | 97,300 | 66,778 | 18,750 | 137,827 | 37,500 |
| GRN | | 168,000 | | 79,824 | 63,648 | 29,642 | 37,543 | 14,000 | 120,000 | |
| GUA | | 90,596 | 53,145 | 74,182 | 13,902 | 67,594 | 197,004 | 90,879 | 156,400 | 81,732 |
| GUY | | 56,000 | 60,000 | 7,606 | | 12,997 | 25,864 | | 120,000 | 12,000 |
| HAI | | 164,160 | | 119,373 | 160,627 | 69,284 | 138,989 | 30,000 | 130,000 | 29,525 |
| HON | | 128,511 | 60,000 | 54,740 | 37,500 | 12,000 | 32,116 | 83,336 | 148,282 | 18,000 |
| ISV | 24,000 | 141,000 | 51,926 | 85,022 | 38,078 | 16,363 | | | 120,000 | |
| IVB | | 48,000 | 42,000 | 86,289 | 100,320 | | | | 124,000 | 5,284 |
| JAM | 44,250 | 140,000 | | 24,000 | 20,000 | 14,723 | 5,730 | | 120,000 | 6,798 |
| LCA | | 97,208 | | 81,402 | 145,862 | 41,831 | 24,504 | 80,097 | 131,750 | 3,844 |
| MEX | | | | | 7,548 | 12,000 | 69,515 | | 120,000 | 20,265 |
| NCA | | | | | 7,929 | 54,361 | 96,621 | | 130,000 | |
| PAN | | 38,886 | 60,000 | 91,336 | 66,504 | 132,269 | 37,641 | 60,000 | 130,000 | 16,707 |
| PAR | | 147,200 | 60,000 | 128,363 | 108,118 | 93,735 | 125,932 | 31,448 | 136,000 | 77,179 |
| PER | 28,867 | 132,610 | 60,000 | 80,000 | 150,277 | 108,704 | 229,564 | 120,000 | 191,000 | 68,222 |
| PUR | | 120,000 | 27,000 | 52,832 | 162,405 | 48,361 | 38,900 | 82,813 | 130,000 | 15,995 |
| SKN | | 96,000 | | 72,872 | | 102,538 | 62,269 | | 120,000 | |
| SUR | | 76,000 | | 40,000 | | 14,786 | 16,839 | | 120,000 | 4,549 |
| TRI | | 158,103 | 60,000 | 14,562 | 66,000 | 44,004 | 56,852 | | 124,284 | 36,000 |
| URU | | 188,000 | 77,748 | 97,643 | 139,661 | 65,129 | 57,994 | 124,328 | 124,842 | 12,000 |
| USA | | | | | | | | | 120,000 | |
| VEN | 37,561 | 54,000 | | | 12,000 | 18,030 | 8,600 | | 120,000 | 4,954 |
| VIN | | 48,000 | 30,924 | 80,000 | 71,733 | 71,398 | 65,520 | 78,546 | 120,000 | 6,757 |

| Management | | Promotion of Olympic Values | | | | | | | Olympic Games Subsidies* | Special Assistance | Total |
|---|----------------------------------|-----------------------------|-----------------------|-----------------|---------------|-------------------------------|-----------------------|------------|--------------------------|--------------------|-----------|
| International Executive Training Courses in Sports Management | NOC Exchange and Regional Forums | Sports Medicine | Sport and Environment | Women and Sport | Sport for All | International Olympic Academy | Culture and Education | NOC Legacy | | | |
| 13,000 | | 10,000 | 6,385 | 13,423 | 10,000 | 3,175 | 21,164 | | 47,171 | 100,000 | 772,584 |
| 20,303 | | | 1,370 | 10,000 | 12,892 | 9,693 | | | 202,048 | 100,000 | 860,611 |
| 20,283 | 15,385 | | 2,685 | 5,000 | 16,025 | 3,727 | 25,681 | | 72,689 | 100,000 | 749,625 |
| 37,227 | 15,519 | 28,018 | 980 | 5,935 | 10,000 | 10,175 | | | 49,587 | 100,000 | 719,703 |
| 13,133 | 4,320 | 15,226 | 7,957 | 11,095 | 18,184 | 13,029 | 29,500 | 100,000 | 64,064 | 100,000 | 1,334,300 |
| | | | 3,823 | 4,965 | | 3,949 | | | 43,984 | | 479,014 |
| 41,098 | 18,237 | | 2,681 | 3,964 | 7,500 | 9,966 | 7,760 | | 49,228 | 100,000 | 682,475 |
| 33,877 | 3,654 | | | 21,085 | 7,500 | 21,976 | 8,000 | 6,460 | 373,641 | 100,000 | 1,721,807 |
| 21,612 | 2,067 | 24,701 | 2,037 | 4,838 | 5,000 | 11,016 | 7,450 | | 41,633 | 100,000 | 482,363 |
| 5,914 | 16,452 | | 18,756 | 1,773 | 45,000 | | 2,612 | | 91,883 | 100,000 | 799,552 |
| 12,705 | 6,766 | 20,000 | 9,632 | 16,552 | 10,000 | 17,125 | 23,749 | 30,000 | 47,331 | 100,000 | 1,054,144 |
| | 16,452 | | | | 5,000 | | | | 77,700 | 100,000 | 491,970 |
| 11,163 | 2,067 | 15,000 | 12,810 | 9,175 | 10,248 | 4,694 | 8,247 | 15,775 | 51,135 | 100,000 | 431,502 |
| 10,887 | 2,067 | | | | 5,000 | 7,044 | | | 59,120 | 100,000 | 574,592 |
| 60,427 | 19,105 | 59,505 | 75,000 | 2,732 | 16,000 | 10,646 | | 6,712 | 587,624 | 100,000 | 2,101,275 |
| 17,000 | 1,067 | | 3,062 | | 2,500 | 19,256 | | | 962,412 | 100,000 | 1,325,297 |
| 10,215 | 16,452 | 6,303 | | | 7,500 | | | 25,000 | 87,410 | 100,000 | 690,329 |
| 33,736 | 3,922 | | 21,755 | 41,576 | 23,732 | 2,325 | 453 | 22,751 | 138,782 | 100,000 | 1,408,964 |
| 27,808 | 3,134 | 30,125 | 3,649 | 2,199 | 11,500 | 7,052 | | | 265,700 | 100,000 | 980,081 |
| 9,262 | 10,667 | 26,226 | 45,000 | 14,372 | 16,148 | 19,022 | 18,204 | 25,447 | 57,224 | 100,000 | 1,256,667 |
| 5,888 | 2,067 | 20,000 | | | 26,805 | | | | 250,000 | 100,000 | 1,257,264 |
| | 19,741 | | | 2,117 | 13,000 | 6,821 | 14,000 | | 43,972 | 100,000 | 474,681 |
| 18,815 | 5,067 | 34,725 | 6,223 | 3,753 | 13,941 | | 453 | | 98,000 | 100,000 | 818,878 |
| 17,367 | 20,367 | 39,920 | | 12,143 | 97,242 | 19,926 | 40,000 | 30,000 | 127,718 | 100,000 | 1,396,013 |
| 43,053 | 3,794 | 2,000 | 15,000 | 1,707 | 31,000 | 16,720 | 21,078 | 25,000 | 69,160 | 100,000 | 1,001,284 |
| | 15,385 | 2,000 | 3,398 | 2,744 | 47,500 | 1,231 | 30,510 | | 69,161 | 100,000 | 784,587 |
| 55,182 | 18,801 | | 3,894 | 3,040 | 16,622 | 12,463 | 3,006 | 12,500 | 89,772 | 100,000 | 1,140,715 |
| | 16,452 | 5,900 | 3,757 | 3,056 | 10,000 | | 3,279 | | 46,800 | 100,000 | 483,710 |
| 26,200 | 4,123 | 2,000 | | 21,999 | 30,000 | 12,917 | 30,000 | 20,000 | 56,907 | 100,000 | 1,146,105 |
| | 2,067 | | 15,837 | 1,613 | 4,261 | | | | 104,322 | 100,000 | 802,584 |
| 10,251 | 1,067 | | 3,812 | 1,870 | 10,567 | 8,469 | | | 59,852 | 100,000 | 672,276 |
| | 2,767 | | | 2,093 | 10,000 | | 643 | 2,324 | 37,372 | 100,000 | 561,092 |
| | 1,067 | | | 1,142 | | | 5,453 | | 164,126 | 100,000 | 647,289 |
| | 15,018 | | 3,054 | 4,335 | 14,298 | 7,785 | 655 | | 49,415 | 100,000 | 801,058 |
| 18,828 | 3,888 | 52,000 | 3,008 | 35,911 | 10,000 | 20,515 | 10,258 | | 269,518 | 100,000 | 753,252 |
| | 1,000 | | | 1,142 | 7,500 | | | | 47,095 | 100,000 | 445,649 |
| 5,888 | 1,100 | 53,875 | | | 5,000 | | | | 51,608 | 100,000 | 850,815 |
| 11,000 | 3,254 | 20,000 | 6,001 | 12,417 | 25,000 | 14,617 | 8,000 | 9,790 | 68,402 | 100,000 | 1,186,456 |
| 47,518 | 6,180 | 32,000 | 55,231 | 47,049 | 95,115 | 21,436 | 27,800 | 50,000 | 102,129 | 100,000 | 1,753,702 |
| 44,746 | 3,314 | 39,322 | 10,000 | 10,576 | 14,918 | 11,543 | 47,625 | 15,000 | 84,680 | 100,000 | 1,060,030 |
| | 1,067 | 2,000 | | 2,244 | 13,402 | 1,637 | 3,465 | | 57,214 | 100,000 | 634,709 |
| 17,000 | 1,067 | | | | | | | | 43,372 | 100,000 | 433,613 |
| 35,979 | 14,912 | | | 1,934 | 60,000 | 13,304 | 30,761 | | 93,529 | 100,000 | 910,224 |
| 8,967 | 2,067 | | | | 10,000 | 22,689 | 8,585 | 16,535 | 111,068 | 100,000 | 1,167,257 |
| | 1,000 | 40,000 | | 2,411 | 16,864 | 15,834 | | | 1,506,966 | 100,000 | 1,803,075 |
| 17,438 | 2,084 | | | 2,840 | 30,000 | 1,076 | 50,000 | 15,000 | 172,954 | 100,000 | 646,538 |
| 11,000 | 18,495 | | 32,339 | 32,140 | 21,978 | 14,907 | 39,488 | 22,350 | 48,542 | 100,000 | 914,115 |

*Chefs de Mission Meetings and Olympic Games' Participation Vancouver 2010 and London 2012

Funds allocated by NOC and by programme (in USD)

| NOC | Athletes | | | | | Coaches | | | NOC | |
|-------------|--|---|---------------------|--|---|-------------------------------|----------------------------------|--|--------------------------------|---|
| | Olympic Scholarships for Athletes "Vancouver 2010" | Olympic Scholarships for Athletes "London 2012" | Team Support Grants | Continental and Regional Games – Athlete Preparation | Youth Olympic Games – Athlete Preparation | Technical Courses for Coaches | Olympic Scholarships for Coaches | Development of National Sports Structure | NOC Administration Development | National Training Courses for Sports Administrators |
| Asia | | | | | | | | | | |
| AFG | | | | | | | | | 30,000 | 8,610 |
| BAN | | 3,431 | | | 7,280 | 50,593 | 58,830 | 30,000 | 128,531 | 34,936 |
| BHU | | 47,650 | | 80,000 | | 11,172 | 36,763 | | 127,979 | |
| BRN | | 8,000 | | 80,000 | 41,539 | 12,637 | 4,000 | 55,883 | 135,000 | |
| BRU | | 24,000 | | | | 4,636 | | | 120,000 | |
| CAM | | 65,000 | 40,000 | 89,248 | 108,902 | 92,717 | 7,500 | 53,900 | 144,550 | 33,000 |
| CHN | 100,000 | | | | | 36,000 | 9,600 | | 120,000 | |
| HKG | | 152,295 | | 3,409 | 6,219 | | | | 121,716 | |
| INA | | 124,800 | 40,000 | 97,755 | 157,274 | 119,820 | 63,972 | 87,521 | 150,000 | 27,532 |
| IND | 43,983 | 73,600 | | 14,000 | | 39,552 | 53,991 | 30,000 | 120,000 | |
| IRI | 13,420 | | | 12,000 | 2,326 | 78,739 | 36,109 | | 120,000 | 58,048 |
| IRQ | 40,000 | 3,190 | | | 8,443 | 60,000 | 3,704 | | 120,000 | 2,000 |
| JOR | | 116,000 | 40,000 | 80,000 | 39,140 | 10,000 | 10,000 | | 90,000 | |
| JPN | 75,288 | | | | | | 7,920 | | 120,000 | |
| KAZ | | 172,640 | 99,154 | | | 23,968 | | | 120,000 | |
| KGZ | 36,000 | 106,600 | | 105,845 | 86,733 | 41,966 | 7,500 | | 120,000 | |
| KOR | 143,740 | 122,400 | 100,000 | 72,307 | 10,829 | 20,150 | 26,073 | | 120,000 | |
| KSA | | | 60,000 | 80,000 | | 61,400 | 20,224 | | 130,000 | |
| KUW | | | | | | | | | 7,500 | |
| LAO | | 20,400 | | 80,000 | 3,000 | 70,625 | 16,222 | 20,000 | 129,000 | 33,000 |
| LIB | | 70,000 | 100,000 | 88,890 | 45,779 | 10,640 | | | 135,000 | |
| MAS | | 120,000 | | 5,000 | | 53,432 | 45,311 | | 122,500 | 77,205 |
| MDV | | | | 79,925 | 87,740 | 58,359 | 77,381 | | 136,719 | 11,729 |
| MGL | 58,000 | 153,600 | 79,650 | 80,000 | 150,852 | 79,780 | 44,001 | 28,693 | 120,000 | |
| MYA | | 1,440 | | 40,000 | 13,200 | 40,000 | | | 120,000 | 36,878 |
| NEP | 24,000 | | | 41,140 | 43,270 | 80,312 | 10,770 | | 136,426 | |
| OMA | | 28,800 | 55,240 | | | 56,803 | 76,677 | | 120,000 | 16,150 |
| PAK | | | | | 54,201 | 48,000 | 59,644 | 30,000 | 120,000 | 9,000 |
| PHI | | 128,250 | 30,000 | 80,000 | 92,493 | 93,024 | 56,168 | 30,000 | 120,000 | 14,019 |
| PLE | | 84,717 | | 56,477 | 50,234 | 27,400 | 22,515 | | 100,000 | |
| PRK | 78,240 | 104,300 | 60,000 | 88,400 | 8,000 | 80,000 | 51,764 | 60,000 | 120,000 | |
| QAT | | | | 80,000 | | 12,000 | 19,803 | 30,000 | 120,000 | 34,747 |
| SIN | | 82,000 | | | 21,883 | 4,318 | 12,261 | | 120,000 | 6,000 |
| SRI | | 83,252 | | 95,596 | 104,600 | 47,627 | 61,603 | 60,000 | 161,500 | 60,753 |
| SYR | | 166,087 | 40,000 | 80,000 | 43,449 | 66,000 | 43,918 | | 135,000 | 34,361 |
| THA | | 168,000 | | 62,633 | 22,000 | 77,808 | 41,882 | 90,000 | 120,000 | 35,453 |
| TJK | 40,205 | 176,000 | 60,000 | 80,000 | 100,000 | 72,573 | 58,798 | 30,000 | 178,000 | 69,000 |
| TKM | | 159,000 | 30,000 | 59,485 | 77,265 | 66,769 | 12,865 | | 135,000 | |
| TLS | | | | | | 12,000 | | | 37,500 | |
| TPE | 47,000 | 40,000 | | 76,000 | 99,969 | 12,000 | 36,494 | | 120,000 | 16,195 |
| UAE | | 89,000 | | 80,000 | | 70,498 | 28,772 | | 123,562 | |
| UZB | 107,134 | 206,400 | 70,000 | 79,445 | 105,070 | 80,604 | 6,022 | 25,956 | 132,000 | |
| VIE | | 117,600 | | | 5,429 | 105,453 | 23,831 | | 120,000 | 36,000 |
| YEM | | 112,000 | | 79,746 | 14,567 | 68,225 | 21,351 | 30,000 | 120,000 | |

| Management | | Promotion of Olympic Values | | | | | | | Olympic Games Subsidies* | Special Assistance | Total |
|---|----------------------------------|-----------------------------|-----------------------|-----------------|---------------|-------------------------------|-----------------------|------------|--------------------------|--------------------|-----------|
| International Executive Training Courses in Sports Management | NOC Exchange and Regional Forums | Sports Medicine | Sport and Environment | Women and Sport | Sport for All | International Olympic Academy | Culture and Education | NOC Legacy | | | |
| | | | | | 2,500 | | | | 44,000 | | 85,110 |
| | 3,000 | | 14,262 | | 50,500 | 3,831 | 453 | | 50,591 | 100,000 | 536,238 |
| 31,000 | 2,110 | | 4,250 | 778 | 7,500 | 2,433 | 3,653 | | 38,887 | 100,000 | 494,175 |
| | | 19,750 | | | 5,000 | | | | 56,000 | 100,000 | 517,809 |
| | | 25,000 | | | 11,500 | | | | 38,000 | 100,000 | 323,136 |
| | 4,707 | 25,000 | 5,000 | 7,000 | 53,085 | 3,893 | 45,000 | 30,000 | 62,400 | 100,000 | 970,902 |
| 17,000 | 21,529 | 12,000 | | 2,098 | 14,500 | 14,879 | 9,189 | 15,000 | 962,270 | 100,000 | 1,434,065 |
| 10,746 | | 15,031 | 2,163 | | 14,500 | 7,487 | 30,000 | | 163,550 | 100,000 | 627,116 |
| 5,797 | 14,610 | 30,810 | 19,333 | | 27,500 | 13,017 | 20,000 | 20,000 | 74,907 | 100,000 | 1,194,648 |
| 8,191 | | | | | 19,159 | 9,147 | 14,500 | | 230,660 | 100,000 | 756,783 |
| 25,749 | 3,085 | | | | 14,500 | 3,811 | | | 173,685 | 100,000 | 641,473 |
| 29,337 | | | | | | | | | 48,000 | | 314,674 |
| 10,473 | | | | | 2,500 | 3,829 | 6,000 | | 51,673 | 100,000 | 559,615 |
| | 1,935 | | | | 16,000 | 23,879 | | | 826,854 | 100,000 | 1,171,876 |
| | 3,590 | | | | 16,000 | | | | 380,819 | | 816,171 |
| | 1,900 | 25,000 | 547 | | | | 29,444 | 15,000 | 101,514 | 100,000 | 778,049 |
| 42,567 | | | 3,158 | | 10,000 | 24,945 | 3,300 | | 662,361 | 100,000 | 1,461,831 |
| | | | 547 | | | 2,293 | | 20,029 | 68,000 | 100,000 | 542,493 |
| | | | | | 2,500 | | | | 64,440 | | 74,440 |
| 8,740 | | 24,870 | | 2,224 | | | 2,661 | | 55,198 | 100,000 | 565,940 |
| 49,169 | | | | | 5,000 | 2,448 | | 6,717 | 88,060 | 100,000 | 701,704 |
| 11,734 | 2,842 | | | | 14,500 | 16,957 | 2,522 | | 93,071 | 100,000 | 665,073 |
| | | 31,372 | 5,245 | 5,092 | 19,966 | 12,013 | 18,509 | | 49,950 | 100,000 | 694,001 |
| | 9,030 | 20,460 | | 20,171 | 15,239 | 25,311 | 4,000 | | 134,497 | 100,000 | 1,123,284 |
| | | 30,000 | 3,374 | | 12,000 | | | | 45,600 | 100,000 | 442,492 |
| | | 20,000 | | 7,419 | 6,500 | 6,393 | | | 64,635 | 100,000 | 540,865 |
| 17,000 | | 3,500 | | 20,000 | 13,000 | 3,557 | | | 40,561 | 100,000 | 551,287 |
| | 4,000 | 25,000 | | | 7,731 | | | | 109,439 | 100,000 | 567,016 |
| | | 5,179 | 16,027 | 2,735 | 15,000 | 6,324 | 2,635 | | 57,332 | 100,000 | 849,185 |
| | | 10,000 | | 2,200 | 5,000 | | 2,238 | | 44,408 | | 405,189 |
| | | 10,000 | | 10,000 | 7,910 | | 2,958 | | 163,621 | 100,000 | 945,193 |
| 16,147 | 4,827 | | | | | 4,633 | | | 56,000 | 100,000 | 478,158 |
| | 7,740 | | | | 11,150 | 17,419 | | | 98,566 | | 381,337 |
| 17,000 | 41,155 | 23,475 | 3,295 | | 10,000 | 16,018 | 55,461 | 20,000 | 48,653 | 100,000 | 1,009,987 |
| 19,727 | | | 335 | | 5,000 | 6,155 | 1,886 | | 32,000 | 100,000 | 773,918 |
| | | | | | 16,000 | 16,794 | | | 124,331 | 100,000 | 874,901 |
| 8,240 | 3,590 | 10,000 | | 45,000 | 16,000 | 15,127 | 65,891 | 20,000 | 112,802 | 100,000 | 1,261,225 |
| | 1,900 | | | | 7,745 | | | | 54,364 | | 604,393 |
| | | | | | | | | | 35,513 | 100,000 | 185,013 |
| 23,980 | | | | | 8,947 | 18,384 | 20,161 | 20,000 | 163,976 | 100,000 | 803,106 |
| 5,914 | 3,227 | | | | 2,500 | 2,620 | | | 86,000 | 100,000 | 592,092 |
| 9,131 | 3,581 | | | 218 | 10,000 | 7,735 | | 10,000 | 180,542 | 100,000 | 1,133,837 |
| 17,000 | | 11,000 | | | 33,185 | 5,932 | 4,593 | | 71,441 | 100,000 | 651,464 |
| | | | | | 7,500 | | | | 40,000 | 100,000 | 593,389 |

*Chefs de Mission Meetings and Olympic Games' Participation Vancouver 2010 and London 2012

Funds allocated by NOC and by programme (in USD)

| NOC | Athletes | | | | | Coaches | | | NOC | |
|---------------|--|---|---------------------|--|---|-------------------------------|----------------------------------|--|--------------------------------|---|
| | Olympic Scholarships for Athletes "Vancouver 2010" | Olympic Scholarships for Athletes "London 2012" | Team Support Grants | Continental and Regional Games – Athlete Preparation | Youth Olympic Games – Athlete Preparation | Technical Courses for Coaches | Olympic Scholarships for Coaches | Development of National Sports Structure | NOC Administration Development | National Training Courses for Sports Administrators |
| Europe | | | | | | | | | | |
| ALB | 24,452 | 101,600 | | 7,106 | | 39,412 | | | 120,000 | 42,138 |
| AND | 75,053 | 80,000 | 30,000 | 91,843 | 40,005 | | | | 134,848 | |
| ARM | 132,000 | 192,000 | | 60,000 | 49,344 | 95,399 | | 60,000 | 120,000 | |
| AUT | | 100,800 | 100,000 | 11,226 | 100,000 | | 21,467 | | 120,000 | |
| AZE | 14,221 | 163,100 | 20,000 | 59,487 | 16,820 | 12,000 | | | 144,764 | |
| BEL | 42,863 | 95,200 | 100,000 | 81,753 | 150,000 | | | | 145,000 | 10,000 |
| BIH | 84,000 | 129,623 | 40,000 | 76,327 | 75,000 | 22,000 | 16,335 | | 145,300 | |
| BLR | 177,629 | 123,597 | 141,530 | 59,063 | 76,478 | 80,000 | | 15,000 | 120,000 | |
| BUL | 162,000 | 168,700 | 60,000 | 76,200 | 99,807 | 35,100 | | 30,000 | 122,000 | |
| CRO | 200,903 | 143,650 | 100,000 | | 93,953 | 8,475 | 4,578 | | 120,000 | 33,748 |
| CYP | 30,000 | 150,800 | | | 14,184 | 37,489 | 18,888 | | 130,000 | 3,446 |
| CZE | 106,334 | 176,400 | 160,000 | 60,000 | 150,000 | 71,063 | 19,214 | 53,854 | 120,000 | |
| DEN | 90,847 | 79,000 | 60,000 | 60,671 | 90,975 | | | | 120,000 | |
| ESP | 18,000 | | | | | 9,252 | 4,669 | | 120,000 | |
| EST | 285,467 | 188,800 | 100,000 | 60,000 | 150,631 | 21,711 | 11,550 | 120,000 | 137,500 | 49,347 |
| FIN | 150,000 | 100,800 | 160,000 | 83,187 | 163,394 | 34,000 | | | 150,000 | |
| FRA | 100,000 | 24,000 | 160,000 | | | 24,000 | | | 120,000 | |
| GBR | 275,144 | 95,568 | 160,000 | | 50,000 | | 12,733 | | 135,000 | |
| GEO | 66,000 | 164,000 | 50,760 | 80,000 | 138,426 | 86,253 | 9,535 | 60,467 | 136,000 | 15,300 |
| GER | 100,000 | | 120,000 | 10,200 | 112,140 | | | | 136,000 | |
| GRE | 128,007 | 228,000 | 100,000 | 31,128 | 49,192 | 19,968 | 11,204 | 23,269 | 120,000 | |
| HUN | 186,657 | 120,000 | | | 10,000 | | | | 120,000 | |
| IRL | 102,000 | 76,800 | 123,350 | 68,619 | 59,427 | 13,300 | | 30,000 | 127,500 | |
| ISL | 125,014 | 164,000 | 180,000 | 35,000 | 28,292 | 9,055 | 30,522 | 25,205 | 135,000 | |
| ISR | 103,911 | 168,000 | | 5,000 | 108,000 | 46,418 | 4,338 | | 120,000 | |
| ITA | | 28,000 | | | 17,210 | | | | 120,000 | |
| LAT | 287,944 | 141,600 | 160,000 | 60,000 | 115,521 | 68,547 | 9,391 | 60,000 | 126,000 | |
| LIE | 124,000 | 40,000 | | 87,846 | | | | | 120,000 | |
| LTU | 168,000 | 209,200 | 101,125 | 85,200 | 147,739 | 10,130 | | | 120,000 | |
| LUX | | 139,500 | | | 13,430 | | | | 130,000 | |
| MDA | 168,000 | 187,550 | 59,803 | 59,944 | 107,475 | 64,375 | | 89,595 | 127,000 | 15,013 |
| MKD | 87,000 | 153,900 | 90,000 | 60,000 | 139,640 | 75,829 | 77,162 | 77,468 | 120,000 | 8,000 |
| MLT | | 92,000 | | | 39,612 | 20,484 | 7,500 | 90,000 | 120,000 | |
| MNE | 29,000 | 150,300 | 100,000 | 80,000 | 42,822 | | | | 120,000 | |
| MON | 29,000 | 24,000 | | 5,000 | | | | | 120,000 | |
| NED | | 13,000 | | 49,679 | 64,736 | 10,000 | | 9,532 | 125,000 | |
| NOR | 100,000 | 93,000 | 160,000 | 65,107 | 70,586 | | | 52,241 | 150,000 | |
| POL | 206,690 | 164,550 | 100,000 | 60,000 | 76,810 | 17,190 | | 82,133 | 169,000 | |
| POR | 12,000 | 90,825 | | | 22,550 | 12,000 | 11,479 | | 120,000 | |
| ROU | 254,166 | 159,700 | 100,001 | 60,000 | 20,000 | | 7,500 | 100,000 | 121,160 | |
| RUS | | 40,000 | | | | 15,000 | | | 90,000 | |
| SLO | 323,204 | 175,000 | 80,000 | 99,145 | 123,207 | 19,117 | 39,342 | 53,400 | 135,000 | 34,914 |
| SMR | | 94,000 | | 101,320 | 58,400 | | | | 128,000 | 4,027 |
| SRB | 195,805 | 179,000 | 150,000 | 60,000 | 50,000 | 56,898 | 35,056 | 114,985 | 135,000 | |
| SUI | | 91,200 | 40,200 | 16,470 | 57,524 | | | 30,000 | 140,000 | |
| SVK | 234,995 | 189,752 | 53,115 | 45,600 | 76,121 | | | | 135,000 | |
| SWE | 100,000 | 72,000 | 100,000 | | | | | | 130,000 | |
| TUR | 138,000 | 184,000 | 150,000 | 60,000 | 97,047 | 93,361 | 19,544 | 25,000 | 120,000 | |
| UKR | 160,000 | 163,800 | 30,400 | 60,000 | 50,000 | 55,500 | | 30,000 | 120,000 | |

| Management | | Promotion of Olympic Values | | | | | | | Olympic Games Subsidies* | Special Assistance | Total |
|---|----------------------------------|-----------------------------|-----------------------|-----------------|---------------|-------------------------------|-----------------------|------------|--------------------------|--------------------|-----------|
| International Executive Training Courses in Sports Management | NOC Exchange and Regional Forums | Sports Medicine | Sport and Environment | Women and Sport | Sport for All | International Olympic Academy | Culture and Education | NOC Legacy | | | |
| 8,189 | 3,238 | | 1,643 | | 16,000 | 7,361 | 1,840 | | 89,784 | 100,000 | 562,762 |
| | | | | | 10,000 | | 15,000 | 20,000 | 96,757 | 100,000 | 693,506 |
| | 2,650 | | 13,825 | 14,900 | 26,000 | 5,407 | 26,447 | 25,000 | 131,810 | 100,000 | 1,054,782 |
| 7,404 | | | 2,857 | | 7,500 | 8,635 | 1,025 | 8,000 | 345,791 | 100,000 | 934,705 |
| | | | 2,037 | 32,174 | 13,000 | 1,076 | | 25,000 | 174,445 | 100,000 | 778,124 |
| | | | | 1,842 | 12,000 | 1,457 | | | 310,913 | 100,000 | 1,051,029 |
| 9,264 | 1,775 | | 11,421 | 2,645 | 7,500 | | 2,500 | 13,000 | 84,298 | 100,000 | 820,988 |
| 10,107 | 4,502 | | 1,107 | 683 | 16,982 | 2,397 | 79,800 | 20,000 | 473,075 | 100,000 | 1,501,951 |
| 7,874 | | | | | 9,000 | 10,508 | 4,000 | 19,000 | 225,250 | 100,000 | 1,129,439 |
| 7,677 | 4,301 | 42,827 | 29,307 | | 14,240 | 9,211 | 100,000 | | 322,105 | 100,000 | 1,334,974 |
| | | 15,000 | 1,948 | 2,345 | 10,000 | 9,285 | 1,060 | | 102,881 | 100,000 | 627,325 |
| 7,779 | 3,924 | | 2,573 | | 18,197 | 11,909 | 91,400 | 24,500 | 485,317 | 100,000 | 1,662,463 |
| | | 62,500 | 5,490 | | 2,500 | 8,790 | | | 325,913 | 100,000 | 1,006,686 |
| 15,629 | | 15,000 | | 2,173 | 55,000 | 13,641 | | 20,000 | 670,317 | 100,000 | 1,043,682 |
| 7,871 | 2,812 | 24,300 | 62,943 | 51,500 | 51,286 | 12,894 | 80,000 | 40,000 | 194,707 | 100,000 | 1,753,319 |
| 15,275 | 5,000 | | 20,000 | | 7,500 | 10,481 | 50,000 | 25,000 | 350,819 | 100,000 | 1,425,456 |
| 19,265 | | 30,000 | 1,313 | | 11,734 | 10,884 | 120,000 | 82,900 | 903,342 | 100,000 | 1,707,438 |
| 7,280 | 3,577 | 3,959 | | 2,794 | 9,970 | 8,034 | | | 1,226,513 | 100,000 | 2,090,572 |
| 8,878 | 7,156 | 15,000 | 11,683 | 20,000 | 9,000 | 8,546 | 15,000 | 89,800 | 157,170 | 100,000 | 1,248,974 |
| 7,234 | 1,805 | 20,000 | 1,350 | 2,085 | 52,006 | 10,804 | 102,000 | | 1,093,248 | 93,344 | 1,862,216 |
| 17,000 | 1,726 | | 17,955 | 4,007 | 11,500 | | 6,850 | 6,800 | 275,900 | 100,000 | 1,152,505 |
| | 1,726 | | | 735 | | 10,385 | | | 389,500 | 100,000 | 939,002 |
| 7,216 | | 10,000 | 17,470 | 1,591 | 2,500 | | | 60,000 | 201,854 | 100,000 | 1,001,628 |
| | | 8,720 | 17,390 | 21,087 | 30,000 | 12,569 | | 75,000 | 127,524 | 100,000 | 1,124,379 |
| 25,002 | | | | | | 8,224 | | 15,000 | 141,260 | 100,000 | 845,154 |
| | | | | 2,208 | 21,175 | 9,806 | 27,212 | 20,000 | 819,643 | 100,000 | 1,165,254 |
| 24,854 | 22,594 | 23,877 | 40,000 | 1,383 | 37,029 | 12,978 | 52,000 | 15,000 | 256,088 | 100,000 | 1,614,806 |
| | | | | 2,558 | 10,000 | | 1,328 | | 80,599 | 100,000 | 566,331 |
| 25,275 | 3,590 | 9,100 | 48,697 | | 51,000 | 9,380 | 78,000 | 78,375 | 205,787 | 100,000 | 1,450,599 |
| | | 30,000 | | | 7,500 | 2,463 | 1,613 | 45,000 | 50,000 | 100,000 | 519,505 |
| | 9,526 | | 9,713 | 17,951 | 18,488 | 1,367 | 16,000 | 12,000 | 120,821 | 100,000 | 1,184,621 |
| 7,721 | 12,314 | 5,000 | 20,647 | 6,583 | 24,500 | | 58,900 | | 85,359 | 100,000 | 1,210,023 |
| 8,131 | | | 1,594 | 5,328 | 7,500 | 9,925 | 50,000 | | 43,885 | 100,000 | 595,959 |
| | 1,726 | | 22,573 | 20,000 | | | 70,798 | | 140,021 | 100,000 | 877,240 |
| | | | | | 10,000 | 4,515 | 3,736 | | 89,675 | 100,000 | 385,925 |
| 7,791 | 12,000 | | 1,215 | 20,367 | 20,464 | 1,109 | | 46,316 | 462,870 | 100,000 | 944,079 |
| | | 30,016 | 1,468 | 1,653 | 1,062 | 7,393 | 45,340 | 9,000 | 359,885 | 100,000 | 1,246,749 |
| | 2,638 | | 2,945 | 6,485 | 56,798 | 12,399 | 42,986 | 40,000 | 568,223 | 100,000 | 1,708,847 |
| 32,346 | 2,257 | | 647 | 2,000 | 10,000 | 3,893 | | | 217,784 | 100,000 | 637,781 |
| 23,786 | | 1,450 | 1,252 | 1,880 | 16,000 | 8,483 | 20,700 | | 326,350 | 100,000 | 1,322,428 |
| 8,440 | 5,517 | | 3,795 | 652 | 16,000 | 8,190 | | | 1,229,456 | 100,000 | 1,517,049 |
| | 8,254 | 15,000 | 23,689 | 2,589 | 10,000 | 8,530 | 33,845 | 25,000 | 285,616 | 100,000 | 1,594,852 |
| | | | | 2,337 | | | 21,075 | | 73,726 | 100,000 | 582,885 |
| 15,241 | 28,546 | 26,471 | 44,003 | 16,991 | 22,500 | 5,193 | 60,000 | 100,000 | 322,200 | 100,000 | 1,717,890 |
| | | 43,650 | 63,474 | 40,000 | 7,500 | 9,897 | | | 511,237 | 100,000 | 1,151,152 |
| | 10,221 | | 3,542 | | 36,828 | 6,546 | 41,000 | 40,000 | 294,502 | 100,000 | 1,267,221 |
| | 3,632 | 25,000 | 583 | | 9,000 | 9,949 | 30,000 | | 521,840 | 100,000 | 1,102,004 |
| | 1,775 | 15,000 | 4,122 | 1,718 | 14,908 | 11,928 | 90,000 | | 296,729 | 100,000 | 1,423,131 |
| | 8,548 | 15,000 | 4,572 | 1,485 | 12,000 | 7,643 | | | 596,500 | 100,000 | 1,415,448 |

*Chefs de Mission Meetings and Olympic Games' Participation Vancouver 2010 and London 2012

Funds allocated by NOC and by programme (in USD)

| NOC | Athletes | | | | | Coaches | | | NOC | |
|----------------|--|---|---------------------|--|---|-------------------------------|----------------------------------|--|--------------------------------|---|
| | Olympic Scholarships for Athletes "Vancouver 2010" | Olympic Scholarships for Athletes "London 2012" | Team Support Grants | Continental and Regional Games – Athlete Preparation | Youth Olympic Games – Athlete Preparation | Technical Courses for Coaches | Olympic Scholarships for Coaches | Development of National Sports Structure | NOC Administration Development | National Training Courses for Sports Administrators |
| Oceania | | | | | | | | | | |
| ASA | | | 60,000 | 50,000 | 20,298 | | 17,486 | 55,792 | 120,000 | |
| AUS | 289,448 | | | | 200,000 | | 10,500 | 30,000 | 120,000 | |
| COK | | 133,200 | | 73,652 | 50,000 | | 31,449 | 60,000 | 138,000 | |
| FIJ | | 115,200 | 58,852 | 80,026 | 51,286 | 9,013 | 69,650 | 27,100 | 121,585 | |
| FSM | | 86,400 | 50,379 | 60,487 | 64,178 | | 14,452 | 118,739 | 120,000 | |
| GUM | | | 30,000 | | | | 19,883 | | 120,000 | 4,456 |
| KIR | | | | 16,875 | | | 7,500 | 29,925 | 125,250 | |
| MHL | | | 50,000 | 50,000 | 39,045 | | | | 123,000 | |
| NRU | | 45,140 | | 54,731 | 36,730 | | | 41,550 | 135,042 | |
| NZL | 286,976 | 172,800 | 100,000 | 21,759 | 144,154 | | | 28,757 | 122,840 | |
| PLW | | 76,800 | 59,862 | 50,000 | 50,148 | | | 20,000 | 123,000 | |
| PNG | | 139,200 | | 64,400 | 24,919 | | 21,627 | | 120,000 | |
| SAM | | 112,200 | | 46,198 | 31,186 | | | | 120,000 | |
| SOL | | | | 22,007 | 13,302 | | 4,600 | | 120,000 | |
| TGA | | | | 21,984 | 51,224 | | 5,313 | 12,356 | 127,500 | |
| TUV | | 42,640 | | 5,000 | | | | | 120,000 | |
| VAN | | 26,000 | 71,250 | 42,000 | 34,787 | | 13,799 | 24,520 | 120,000 | |

| Management | | Promotion of Olympic Values | | | | | | | Olympic Games Subsidies* | Special Assistance | Total |
|---|----------------------------------|-----------------------------|-----------------------|-----------------|---------------|-------------------------------|-----------------------|------------|--------------------------|--------------------|-----------|
| International Executive Training Courses in Sports Management | NOC Exchange and Regional Forums | Sports Medicine | Sport and Environment | Women and Sport | Sport for All | International Olympic Academy | Culture and Education | NOC Legacy | | | |
| 15,423 | | | 20,906 | 3,873 | 28,398 | | 1,064 | | 59,891 | 100,000 | 553,131 |
| 20,000 | 10,970 | 23,435 | | 3,943 | 7,500 | 15,277 | 107,000 | 30,000 | 988,640 | 100,000 | 1,956,713 |
| | 10,532 | 28,000 | 40,872 | 29,406 | 17,909 | 8,846 | 29,636 | 20,000 | 75,758 | 100,000 | 847,259 |
| 16,428 | 18,694 | 24,938 | 1,780 | 10,872 | 16,862 | | 10,238 | 6,330 | 55,022 | 100,000 | 793,875 |
| | | 41,577 | 38,714 | 14,223 | 64,547 | | 49,210 | 20,000 | 85,757 | 100,000 | 928,664 |
| 44,162 | | 25,000 | 2,902 | 480 | 5,336 | | 5,571 | | 48,000 | 100,000 | 405,790 |
| | 720 | | 2,734 | 13,475 | | | 6,808 | | 39,097 | 100,000 | 342,383 |
| 20,000 | | 29,151 | 4,088 | 5,214 | 15,000 | | 619 | | 67,035 | 100,000 | 503,152 |
| 22,024 | 3,760 | 9,180 | 4,633 | 15,009 | 10,000 | | | | 41,388 | 100,000 | 519,187 |
| 27,244 | 8,534 | | 1,994 | 63,816 | 11,500 | 24,624 | 100,000 | 100,000 | 488,953 | 100,000 | 1,803,950 |
| | | 28,130 | 19,125 | 4,285 | 18,012 | | 5,000 | 10,000 | 45,445 | 100,000 | 609,807 |
| 29,025 | 6,700 | 26,881 | 29,238 | 8,144 | 17,888 | | | | 53,914 | 100,000 | 641,936 |
| | 15,385 | | 2,949 | 4,942 | 2,500 | | 4,329 | 20,000 | 77,496 | 100,000 | 537,184 |
| | | 22,000 | 2,783 | 4,163 | | | | | 45,256 | 100,000 | 334,111 |
| 30,000 | 21,047 | | 7,483 | 5,673 | 13,166 | | 8,092 | 20,000 | 59,823 | 100,000 | 483,661 |
| | | | | 7,641 | 2,500 | | | | 38,000 | 61,071 | 276,852 |
| 16,873 | | | 14,404 | 16,840 | 20,417 | 1,076 | 8,489 | | 46,630 | 100,000 | 557,085 |

*Chefs de Mission Meetings and Olympic Games' Participation Vancouver 2010 and London 2012





GLOBAL VILLAGE





Continental Programmes



Adapted to each continent's specific needs and priorities

The Continental Programmes offer the NOCs access to technical, financial and administrative assistance which addresses their specific needs and priorities in that continent. These programmes complement those offered at world level. For the 2009–2012 quadrennial plan, Olympic Solidarity cooperated with the continental associations which could choose which continental programmes to implement and how to distribute the relevant funds. However, certain basic elements should have been covered, such as



ANOCA
Association of National Olympic Committees of Africa
President : Intendant General Lassana PALENFO
Secretary General : Khaled ZEIN EL DIN
www.africaolympic.org



PASO
Pan-American Sports Organisation
President : Mario Vázquez RAÑA
Secretary General : Jimena SALDAÑA
www.paso-odepa.org



OCA
Olympic Council of Asia
President : Sheikh Ahmad Al-Fahad AL-SABAH
Secretary General : Raja Randhir SINGH
www.ocasia.org



EOC
The European Olympic Committees
President : Patrick Joseph HICKEY
Secretary General : Raffaele PAGNOZZI
www.eurolympic.org



ONOC
Oceania National Olympic Committees
President : Robin E. MITCHELL
Secretary General : Ricardo BLAS
www.oceaniasport.com/onoc

the running costs of the association (if they were not covered by other sources); assistance towards the organisation of the association's statutory meetings (General Assemblies, Secretaries General meetings, etc.); and the payment of individual subsidies to NOCs for the development of their own programme of national activities. The NOCs could thus improve their operational efficiency by choosing activities that take the current local context and the realities on the ground into account.



Continental Programmes

Association of National Olympic Committees of Africa



African Village in London during the Olympic Games
© ANOCA

Olympafrica: the ever-popular continental programme



During the 2009–2012 quadrennial plan, the NOCs became increasingly professional in the way that they managed their projects. The funds made available to them through the continental programmes, in addition to those provided through the world programmes, were extremely useful. The NOC activities programme constitutes a significant source of funding that should however be more focused on athlete development as stipulated by the guidelines circulated to all member NOCs. Efforts were made to get the NOCs to link this programme with Olympic Solidarity world programmes when formulating and implementing development plans and strategies.

The African Youth Games enabled young athletes to prepare for the Youth Olympic Games in 2010 in Singapore, while the All-Africa Games in Maputo (Mozambique) in 2011 provided an opportunity for athletes to ready themselves for the Olympic Games in London.

Olympafrica remains the most popular continental programme, not only because of its focus on young people, but also on account of its positive impact on different communities.

The visibility and relevance of ANOCA was promoted and enhanced not only through the different activities which impacted on different stakeholders but also through the ANOCA Update and Magazine, which kept members and stakeholders informed on developments at different levels of the Olympic Movement.

The major highlights during the period under review include the elective General Assembly in 2009, which ushered in an Executive Board with a fresh mandate, the inaugural African Youth Games in 2010, the 30th Anniversary celebrations in 2011 and the Africa Village project during the London 2012 Olympic Games.

ANOCA



Participants at the ANOCA General Assembly in 2011 in Maputo, Mozambique
© ANOCA



Shippongo women's athletics championships, Tanzania
© ANOCA

During the 2009–2012 quadrennial plan, ANOCA continued to manage some of the Olympic Solidarity continental programmes for Africa, with a total budget of **USD 26,671,000**.

Administration – 2009–2012 Budget: USD 2,753,800

This programme covered the day-to-day running costs of the ANOCA offices and general administration to enable ANOCA to function effectively and fulfil its organisational and statutory obligations. To strengthen the administration and develop organisational capacity, ANOCA recruited an Accountant in June 2010 while the Technical Director joined the organisation in January 2011. The current ANOCA offices were spacious enough and reasonably well equipped for effective operations of the relatively small staff contingent in Abuja. The new Headquarters building (funded by the Nigerian government) is likely to be completed in the 2013–2016 quadrennial.

Meetings – 2009–2012 Budget: USD 3,200,000

This programme covered the cost of organising the statutory meetings and seminars/forums as well as assisting and supporting the NOC representatives to attend them. Fifteen ANOCA meetings were held during the 2009–2012 period: General Assemblies (every two years), Executive Committee meetings and Seminars for the Secretaries General of all the African NOCs (annually). Special General Assemblies were held on the occasion of ANOC General Assemblies and a Special General Assembly to consider amendments to the ANOCA constitution was held during the London 2012 Olympic Games. Meetings were also organised specifically for the Athletes as well as Women and Sport Commissions both of which were quite active during the period under review. ANOCA was strongly represented at IOC-sponsored conferences, seminars, forums, ANOC General Assemblies and Olympic Solidarity Commission meetings.

It should be noted however, that the costs of organising ANOCA meetings and seminars continued to escalate mainly because of increased travel costs with most delegates not being able to access direct flights to meeting venues. This situation is unlikely to change given the transport network on the continent of Africa.

ANOCA

X All-Africa Games Opening Ceremony in Maputo
© ANOCA/Jean Tchaffo



1st African Youth Games in Rabat, Morocco
© ANOCA



African Youth Games (formerly Games of the Zones) – 2009–2012 Budget: USD 2,138,409

This programme covered organisation and participation costs for the first edition of the African Youth Games organised by ANOCA. Held in Rabat (Morocco) in 2010, these Games saw about 1,500 athletes from 43 countries participate in 16 Olympic sports disciplines as part of preparations for the inaugural Youth Olympic Games in Singapore. The Government of Morocco provided most of the funding for hosting the Games. Although some challenges were encountered because of a limited organisational time-frame, the Games were nevertheless considered to be a success as the set objectives were achieved to a large extent. Lessons were also learnt and this should impact positively on future editions. Some good performances were achieved by the athletes and the Games certainly helped the young athletes to prepare for the inaugural Youth Olympic Games in Singapore where they went on to post some impressive performances (quite a number of finalists and a few medallists). The second edition is scheduled for Gaborone, Botswana in May 2014.

Olympafrica – 2009–2012 Budget: USD 1,500,000

This programme enables the Olympafrica Foundation to implement projects which relate to sports, cultural, business, educational and training activities through a network of Olympafrica centres in collaboration with different partners such as IFs and corporates. The youth are at the centre of most Olympafrica activities, and Olympafrica also promotes social development and empowerment of the youth and disadvantaged communities. Samsung came on board as a new partner supporting Olympafrica Games (new initiative) and other sports development activities. The programme continued to be vibrant with year-round activities at and around the centres, while its positive impact was felt by the various stakeholders, particularly the targeted communities. During the quadrennial plan, new projects were implemented through the existing centres and seven new centres (Chad, Malawi, Mauritius, Namibia, Sierra Leone, Somalia and a special project for Togo).

ANOCA



Training course for Olympafrica
Centre directors
© All rights reserved



Olympafrica Centre
in Nyanza, Rwanda
© All rights reserved

All Africa Games (organisation and participation) – 2009–2012 Budget: USD 1,940,000

This programme covered costs relating to the All-Africa Games held in Maputo in 2011. ANOCA granted funding of USD 10,000 to each of the 53 African NOCs in order to help them prepare for and participate in these Games. ANOCA also covered the costs of its own delegation (Executive Board members and staff) attending the Games. As usual, ANOCA granted a substantial subsidy (USD 250,000) to the Organising Committee of the Games and USD 50,000 to the host NOC for the hospitality shown to the members of the Olympic family. A total of 46 countries took part in the Games, which helped athletes to prepare for the London 2012 Olympic Games.

Special projects – 2009–2012 Budget: USD 907,591

Through this programme, ANOCA is able to fund activities linked to its social responsibility policy. During the 2009–2012 quadrennial plan, ANOCA granted a substantial subsidy to the NOC of Somalia for the fight against famine in the country. The NOCs of Senegal, Seychelles and Swaziland also received varying amounts in support for their special projects.

For the first time ever, ANOCA introduced the Africa Village as a special concept and project during the London 2012 Olympic Games. This proved to be a rallying and convergence point for Africa with a number of displays and cultural activities (such as music and dance) at several NOC stands on a daily basis. Apart from culture, the village concept also served to promote tourism and investment in Africa, hence the involvement and support of relevant governmental bodies in the various participating countries. Athletes who excelled in the London Games were also honoured and celebrated at the village. The village, which was open to all (free entry), attracted many prominent personalities and thousands of ordinary visitors daily, particularly Africans, in the diaspora. The village was indeed also an effective strategy to unite the diverse African family with the establishment of what could be described as a home away from home.

ANOCA

Working group in the framework of the African Forum on "Preparation of an Olympic delegation" in 2009 in Nairobi, Kenya
© All rights reserved



Activities organised in N'Djamena by the Chadian NOC for talented young athletes
© All rights reserved



Missions – 2009–2012 Budget: USD 451,200

This programme covers the expenses of ANOCA delegates assigned to attend or represent the organisation at various events within Africa and abroad. The missions included attending ANOC General Assemblies, IOC-organised meetings and forums, the London 2012 Olympic Games, assignments related to the African Youth Games and other events deemed significant and useful by ANOCA.

NOC activities – 2009–2012 Budget: USD 13,780,000

The funds dedicated to this programme are managed in partnership with Olympic Solidarity and represent the largest chunk of ANOCA's quadrennial budget. They are used to cover the cost of implementing NOC activities promoting the development of sport on the national level as well as activities which can strengthen the profile and responsibilities of the NOC at national level. The programme is also supposed to supplement the support available to NOCs through the Olympic Solidarity world programmes but in line with the different national priorities. Unfortunately, despite receiving reminders from ANOCA, a number of NOCs did not request the annual sum of USD 65,000 available to fund their activities, and a few NOCs failed to properly account for funds released to them in the previous year. In the 2009–2012 quadrennial, 52 of the 53 NOCs benefited from this programme, but with a significant number of the benefiting NOCs not claiming their full entitlement (USD 260,000 over four years). This is an unfortunate situation given that clear guidelines were in place and had been circulated to NOCs and the application process was very simple. Moreover, most of the NOCs in question desperately needed the funds. Fortunately with the new policy approved by the Olympic Solidarity Commission in 2012, all the NOCs can still benefit from these 'carried over' funds in the new quadrennial; this will ensure that athletes who are supposed to be the major beneficiaries of this programme are not deprived of this much needed support simply because of shortcomings on the part of some officials administering the NOCs.

ANOCA



Youth identification in cycling in Togo in the framework of the NOC activities programme
© All rights reserved



Activities for 13-15 year olds at the Olympafrica Centre in Burundi
© ANOCA

2009–2012 expenditure by NOC in USD for the following continental programmes*

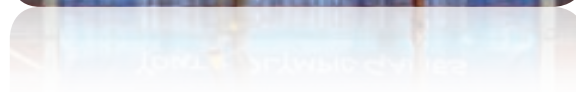
| NOC | NOC activities | Olympafrica** | All Africa Games | Special projects | African Youth Games | Total |
|-----|----------------|---------------|------------------|------------------|---------------------|---------|
| ALG | | | 10,000 | | 16,000 | 26,000 |
| ANG | 246,822 | | 10,000 | | 8,400 | 265,222 |
| BDI | 260,000 | 32,500 | 10,000 | | | 302,500 |
| BEN | 260,000 | 65,300 | 10,000 | | 6,500 | 341,800 |
| BOT | 260,000 | | 10,000 | | 12,600 | 282,600 |
| BUR | 260,000 | 29,255 | 10,000 | | 3,500 | 302,755 |
| CAF | 260,000 | 2,500 | 10,000 | | 9,885 | 282,385 |
| CGO | 260,000 | 6,500 | 10,000 | | 4,800 | 281,300 |
| CHA | 260,000 | 50,000 | 10,000 | | 21,600 | 341,600 |
| CIV | 215,000 | 26,000 | 10,000 | | 8,500 | 259,500 |
| CMR | 260,000 | 5,000 | 10,000 | | 10,200 | 285,200 |
| COD | 195,000 | | 10,000 | | 13,200 | 218,200 |
| COM | 260,000 | 39,000 | 10,000 | | 8,011 | 317,011 |
| CPV | 130,000 | | 10,000 | | | 140,000 |
| DJI | 260,000 | | 10,000 | | 15,063 | 285,063 |
| EGY | 260,000 | | 10,000 | | 28,200 | 298,200 |
| ERI | 130,000 | 50,000 | 10,000 | | | 190,000 |
| ETH | 260,000 | 25,000 | 10,000 | | 9,800 | 304,800 |
| GAB | 65,000 | | 10,000 | | | 75,000 |
| GAM | 260,000 | 7,000 | 10,000 | | 3,600 | 280,600 |
| GBS | 260,000 | 2,500 | 10,000 | | 3,600 | 276,100 |
| GEQ | 195,000 | | 10,000 | | | 205,000 |
| GHA | 260,000 | | 10,000 | | | 270,000 |
| GUI | 65,000 | | 10,000 | | | 75,000 |
| KEN | 181,594 | | 10,000 | | 19,600 | 211,194 |
| LBA | 260,000 | | 10,000 | | 12,000 | 282,000 |
| LBR | 260,000 | 10,500.00 | 10,000 | | 4,500 | 285,000 |
| LES | 260,000 | 6,900.00 | 10,000 | | | 276,900 |
| MAD | 260,000 | | 10,000 | | 9,800 | 279,800 |

ANOCA

Virginia Nyambura (Kenya – at the left bottom) and Tsehynesh Tsenga (Ethiopia – at the right bottom) during the 2000m steeplechase – 1st Summer Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell



Olympic scholarship holder Delphine Atangana (left) of Cameroon during the 100m heats – 13th IAAF World Athletics Championships in Daegu
© Getty Images/Mark Dadswell



| NOC | NOC activities | Olympafrica** | All Africa Games | Special projects | African Youth Games | Total |
|--------------|-------------------|------------------|------------------|------------------|---------------------|-------------------|
| MAR | 260,000 | | 10,000 | | | 270,000 |
| MAW | 260,000 | 50,000 | 10,000 | | | 320,000 |
| MLI | 260,000 | 7,300 | 10,000 | | 17,500 | 294,800 |
| MOZ | 260,000 | 2,500 | 60,000 | | 4,900 | 327,400 |
| MRI | 260,000 | 135,000 | 10,000 | | 9,800 | 414,800 |
| MTN | 260,000 | | 10,000 | | | 270,000 |
| NAM | 195,000 | 50,000 | 10,000 | | 2,100 | 257,100 |
| NGR | 195,000 | | 10,000 | | 11,500 | 216,500 |
| NIG | 260,000 | 1,850 | 10,000 | | 7,000 | 278,850 |
| RSA | 260,000 | | 10,000 | | | 270,000 |
| RWA | 260,000 | 42,000 | 10,000 | | | 312,000 |
| SEN | 260,000 | 400 | 10,000 | 20,000 | 3,000 | 293,400 |
| SEY | 260,000 | 75,000 | 10,000 | 10,000 | 9,100 | 364,100 |
| SLE | 260,000 | 90,000 | 10,000 | | | 360,000 |
| SOM | 260,000 | 120,000 | 10,000 | 100,000 | 2,800 | 492,800 |
| STP | 260,000 | 467 | 10,000 | | 6,600 | 277,067 |
| SUD | 195,000 | 18,750 | 10,000 | | 12,000 | 235,750 |
| SWZ | 260,000 | | 10,000 | 5,000 | 4,900 | 279,900 |
| TAN | 260,000 | 25,000 | 10,000 | | 4,900 | 299,900 |
| TOG | 260,000 | 225,568 | 10,000 | | 6,000 | 501,568 |
| TUN | 260,000 | | 10,000 | | 24,000 | 294,000 |
| UGA | 260,000 | | 10,000 | | 11,200 | 281,200 |
| ZAM | 260,000 | | 10,000 | | 13,557 | 283,557 |
| ZIM | 260,000 | 8,500 | 10,000 | | 2,800 | 281,300 |
| Total | 12,408,416 | 1,210,290 | 580,000 | 135,000 | 383,016 | 14,716,722 |

* at 31 December 2012.

** The remainder of the 2009–2012 budget for Olympafrica projects has been paid through the Foundation to cover such items as network meetings and projects, follow-up visits to centres, the General Assembly and meetings of the bureau and so on.

ANOCA



The Tunisian handball team celebrates its victory over Turkey after the bronze medal match – XIV Mediterranean Games in Pescara, Italy
© Getty Images



Olympic Day at the Olympafira Centre in Boane, Mozambique
© All rights reserved



First stones of the ANOCA headquarters laid in 2009 in Abuja (Nigeria) in the presence of the IOC President
© All rights reserved

Report by Intendant
General Lassana Palenfo,
President



Continental Programmes

Pan-American Sports Organisation

Opening Ceremony of
the XVI Pan-American Games
in Guadalajara, Mexico
© Getty Images/Dennis Grombkowski



Rational use and better control of the resources allocated



PASO considers that the objectives of the Olympic Solidarity world and continental programmes implemented during the 2009–2012 quadrennial period have been satisfactorily fulfilled and have helped to improve Olympic sport in the Americas. It also believes that it has become more efficient in its operations, with more rational use and greater control of the financial resources allocated to PASO's member NOCs. The results, better than in the previous quadrennial, confirm a positive trend, while the serious, responsible efforts of the American NOCs to gain maximum benefit from the many options offered by Olympic Solidarity should be highlighted.

In general, the recently concluded quadrennial shows significant progress for PASO in comparison with the previous one. Thanks to coordinated action and mutual collaboration between the Olympic Solidarity office in Lausanne and the PASO office, all their jointly run activities have been organised efficiently, increasing the benefits received by the NOCs through the world and continental programmes.

The American NOCs recognised and welcomed the Olympic Solidarity Commission's decisions for the 2009–2012 quadrennial, especially the increase in financial support for the NOCs and the plans for athlete preparation. This period was much more successful than the previous ones in terms of the quantity, quality and diversity of the initiatives carried out. The American NOCs' participation and the results achieved by their athletes at the XVI Pan-American Games in Guadalajara in 2011 and the 2012 London Olympic Games reflect important progress that confirms the efficiency of the strategy applied by PASO with the help of Pan-American Olympic Solidarity.

PASO



200m final – XVI Pan-American Games in Guadalajara
© Getty Images/Mike Ehrmann



PASO Executive Committee meeting in 2012 in Miami, United States
© PASO

As a fundamental part of the continental programmes, PASO allocated USD 300,000 to each NOC from its own resources, to be used exclusively for the preparation of athletes for the Guadalajara Pan-American Games and the London Olympic Games. Pan-American Olympic Solidarity today provides fundamental support for the work of PASO's member NOCs, especially those with very limited financial resources.

PASO, using its own resources generated by the success of the Pan-American Games, implemented a special programme to help the NOCs prepare their athletes for the Guadalajara Pan-American Games and London Olympic Games. During the quadrennial, a total of USD 12,400,000 was allocated to this programme, benefiting a high number of athletes and teams from the 41 member NOCs; of this sum, USD 4,100,000 was delivered in 2012, in order to conclude the final stage of preparations for the London Games. The results achieved by American athletes in both Guadalajara and London confirm the fairness and usefulness of the decision taken, the main focus of which was to support the athletes and raise the technical level of coaches.

At the 2012 London Olympic Games, PASO's member NOCs won 11 more gold and two more bronze medals than in Beijing and 15 of the 41 NOCs earned a place in the final medal table.

In the Americas, PASO has worked to find new ways of collaborating and fostering mutual support among its members. The systematic exchange of information with the PASO office has helped to improve coordination and, as a consequence, the NOCs of the continent are benefiting more from the Pan-American Olympic Solidarity programmes.

During the 2009–2012 quadrennial, three continental forums were organised in Mexico jointly with the Olympic Solidarity Lausanne office. The first one, held on 17 and 18 August 2009, was dedicated to the 2009–2012 Olympic Solidarity quadrennial plan and Youth Olympic Games. The second, held from 6 to 9 September 2010, was on the topics of good governance, autonomy, mediation and arbitration. The last one, held on 13 and 14 December 2011, was dedicated to the American NOCs' preparations for the London Olympic Games.

PASO

48th General Assembly
in Merida, Mexico
© PASO



Gymnastics technical course
© PASO



In April 2012, the PASO office hosted the pre-registration meeting for the American NOCs' London Olympic Games delegations, a very successful event that represented the last step before the Games themselves.

Over the last four years, PASO selected an average of 10 NOCs to receive Olympic Solidarity support to participate in IOC conferences and world congresses. In 2012, as in the whole quadrennial, PASO stepped up its efforts to improve its methods and procedures in order to guarantee the most rigorous, efficient and transparent control over the resources allocated by Pan-American Olympic Solidarity. PASO managed all the Olympic Solidarity continental programmes and their funding, which amounted to **USD 21,228,000** for the 2009–2012 quadrennial plan.

Administration – 2009–2012 Budget: USD 1,200,000

Meetings – 2009–2012 Budget: USD 1,600,000

Continental activities – 2009–2012 Budget: USD 7,508,000

The programmes regarding the administration of the continental association, continental meetings and continental activities were correctly implemented, with control and evaluation measures taken as required by PASO. Total expenditure during this quadrennial was USD 4,542,803.

NOC activities – 2009–2012 Budget: USD 10,920,000

In the last four years, the support provided to the NOCs and their activities has been a priority for the PASO President, Executive Committee and General Assemblies held during the period. Financial resources were used responsibly, subject to rigorous, permanent controls. The NOC activities programme was carried out according to the rules established by PASO. When each NOC submitted its report on the use of the financial resources received, the corresponding sum of USD 65,000 was transferred to its account. The NOCs received a total of USD 9,587,500 for this programme.

PASO



Women and Sport
Continental Seminar in 2009
in Guayaquil, Ecuador
© PASO



Handball technical course
in Mexico City
© PASO

2009–2012 expenditure by NOC in USD for the NOC activities programme*

| NOC | NOC activities | NOC | NOC activities (cont.) |
|--------------|----------------|--------------|------------------------|
| AHO | 162,500 | GUA | 260,000 |
| ANT | 260,000 | GUY | 227,500 |
| ARG | 260,000 | HAI | 260,000 |
| ARU | 260,000 | HON | 162,500 |
| BAH | 65,000 | ISV | 260,000 |
| BAR | 260,000 | IVB | 260,000 |
| BER | 260,000 | JAM | 227,500 |
| BIZ | 32,500 | LCA | 260,000 |
| BOL | 195,000 | MEX | 260,000 |
| BRA | 260,000 | NCA | 227,500 |
| CAN | 227,500 | PAN | 260,000 |
| CAY | 260,000 | PAR | 260,000 |
| CHI | 260,000 | PER | 260,000 |
| COL | 260,000 | PUR | 162,500 |
| CRC | 260,000 | SKN | 260,000 |
| CUB | 130,000 | SUR | 130,000 |
| DMA | 260,000 | TRI | 260,000 |
| DOM | 195,000 | URU | 260,000 |
| ECU | 260,000 | USA | 227,500 |
| ESA | 260,000 | VEN | 260,000 |
| GRN | 227,500 | VIN | 227,500 |
| Total | | Total | 9,587,500 |

*at 31 December 2012

Report by
Jimena Saldaña,
Secretary General



Continental Programmes

Olympic Council of Asia

Opening Ceremony of the 16th Asian Games in Guangzhou
© OCA



Four years packed full of sporting events



The 2009–2012 Olympic quadrennial was the busiest on record for the OCA, not only because of the seven multi-sport Games organised during these four years, but also with regional forums, youth development camps, Asian Games Fun Run and Fun Learn events, technical courses and other activities.

Several NOCs have been affected by war and natural disasters, yet they have still been able to fulfill their commitment to the Olympic Movement by attending OCA Games and other events. It is a remarkable tribute to their courage and pursuit of the Olympic ideals that they remain active members of the OCA family, despite the hardships and uncertainty they are facing in their daily lives. Thanks to Olympic Solidarity assistance in the form of scholarships for training and competition, athletes from these war-affected countries and regions can still embrace sport in their life and dream of the Olympic Games.

In addition to the Olympic Solidarity continental programmes, the OCA has been involved in several projects. In conjunction with Daimler, it launched the Daimler Street Football project in 2011 to help NOCs to promote grassroots sport and friendly competition among young people. The events, which were held alongside the Incheon Asian Games Fun Run series, took place in Bhutan, Timor Leste, Turkmenistan, Palestine and Laos from April to July.



62nd OCA Executive Board meeting in Macau
© OCA



OCA Athletes' Committee meeting in Haiyang, China
© OCA

A series of OS/OCA regional forums were also organised. The 2009 forum focused on the new Olympic Solidarity programmes for the 2009–2012 quadrennial plan and on various OCA events, particularly the 16th Asian Games held in Guangzhou (China). In 2010, the themes were autonomy, good governance and mediation and arbitration in sport. In 2011, the focus was on preparations for the London Games. In 2012, the forums provided the latest updates from London 2012 and gave the NOCs the opportunity to take part in pre-delegation registration meetings with representatives of the Olympic Games Organising Committee's NOC Services team.

There are five Regional Anti-Doping Organisations (RADOs) in Asia: Gulf States and Yemen, Central Asia, South East Asia, West Asia and South. The OCA Doping Control Department played a crucial role in developing and assisting these RADOs. They each held an annual board meeting, sometimes associated with workshops, which were attended by the Doping Control Department manager. The aim of the board meetings is to discuss the further development of the RADOs.

The OCA manages all the Olympic Solidarity continental programmes and their funding, which amounted to **USD 22,257,000** for the 2009–2012 quadrennial plan.

OCA

3rd Asian Beach Games
in Haiyang
© OCA



Judo event during the 1st
Asian Martial Arts Games
in Bangkok
© OCA



NOC activities – 2009–2012 Budget: USD 11,440,000

This budget was used to provide each NOC with an annual activities budget of USD 65,000 to be used by the NOC at its discretion. NOCs used these funds to purchase office and sports equipment, conduct technical courses and seminars, attend various competitions and meetings, pay salaries and rent, etc.

Administration – 2009–2012 Budget: USD 2,160,000

The allocated budget was used to cover the running expenses of the OCA headquarters in Kuwait, such as staff salaries, office supplies, OCA website upgrading and maintenance, publications, vehicle purchase and maintenance. The administration budget was directly instrumental in improvements to communication and the recruitment of more qualified staff.

Asian youth development project – 2009–2012 Budget: USD 400,000

The OCA organised three youth camps from 2009 to 2011, each focusing on a sport in which Asian athletes are strong and in which young athletes can maintain this trend. The venue each year was the Sports Authority of Thailand (SAT) complex on the outskirts of Bangkok, which was chosen for a number of reasons: easy access from all five Asian zones due to the international airport and transport network; excellent cooperation with the NOC of Thailand and the SAT; good facilities; and a hotel within easy walking distance.

The OCA invited one male and one female athlete, along with one coach, from each of the Asian NOCs to attend the 14-day camps. An average of 70 athletes and coaches attended each camp. With the cooperation of the Asian federations, the OCA was able to attract international experts to conduct the courses, which specialised in shooting (10m air rifle, 2009), judo (2010) and fencing (epee, 2011).



Cross country skiing – 7th Winter Asian Games in Astana-Almaty
© OCA



Opening Ceremony of the 3rd Indoor Asian Games in Hanoi
© OCA

Continental and Regional Games – participation subsidies –

2009–2012 Budget: USD 3,460,000

The budget was used to provide support and assistance to the NOCs for the following Continental and Regional Games held in 2009-2012. In addition to this general subsidy, the OCA subsidised air travel for some disadvantaged NOCs.

| Date | Games | Venue | Sports | Athletes |
|------|------------------------------|---------------------------|--------|----------|
| 2009 | 1st Asian Youth Games | Singapore | 9 | 1,237 |
| | 1st Asian Martial Arts Games | Bangkok, Thailand | 9 | 892 |
| | 3rd Asian Indoor Games | Hanoi, Vietnam | 24 | 2,456 |
| 2010 | 16th Asian Games | Guangzhou, China | 42 | 9,704 |
| | 2nd Asian Beach Games | Muscat, Oman | 14 | 1,131 |
| 2011 | 7th Asian Winter Games | Astana-Almaty, Kazakhstan | 11 | 843 |
| 2012 | 3rd Asian Beach Games | Haiyang, China | 13 | 1,338 |

Olympasia projects – 2009–2012 Budget: USD 1,600,000

Funding from this programme is entirely reserved for Olympasia projects. The Olympasia programme mainly aims to create simple, economical and functional sports facilities in the rural or underprivileged areas of developing countries in Asia. During 2009–2012, 15 projects carried out by the following 12 NOCs benefited from these funds.

| | Projects | 2009 | 2010 | 2011 | 2012 |
|-----------------|-----------|----------|----------|----------|----------|
| West Asia | 3 | | BRN, SYR | IRI | |
| Central Asia | 1 | | | | TJK |
| South Asia | 5 | BHU | AFG | BHU | AFG, MDV |
| South East Asia | 4 | LAO, MAS | THA | | CAM |
| East Asia | 2 | PRK | | | PRK |
| Total | 15 | 4 | 4 | 2 | 5 |

OCA

"Fun Run" in 2011 in Palestine
© OCA



OS/OCA forum in 2010 in Oman
© All rights reserved



Asian Games Fun Run – 2009–2012 Budget: USD 398,500

In order to promote the Asian Games among the young people of Asia, the OCA expanded the format of the traditional Fun Run in 2012 to incorporate two new elements: the Asian Games Youth Reporter Project and the Asian Games Fun Learn quiz.

The Asian Games Youth Reporter Project is a grassroots educational programme to promote the Asian Games among young people and target under-16s in Asia. The OCA encourages the Asian NOCs to organise an Asian Games writing contest in their local language and in English in as many schools as possible. In addition, the OCA and the NOCs jointly conduct a one-day Asian Games English-writing workshop for the outstanding writers from the previous stage. An English-writing mentor and learning materials are also provided by the OCA.

The workshop targets young English-speaking writers interested in a career in sports media. It provides an insight into a sports reporter's typical working day at a major event such as the Asian Games, including research and preparation, reporting and interviewing. After a two-hour workshop, students are provided with basic material typically provided by a Games Information Service, from which they must write their own article on a gold medal-winning athlete. The best entry is invited to join the OCA media team at the 17th Asian Games in Incheon, Korea, in 2014.

Fun Learn gives Asian young people the opportunity to increase their knowledge of sports, the Asian Games and Asian history through a quiz. The Fun Learn winner from each country will be invited to Incheon for the final round and the overall Fun Learn winner will attend the 17th Asian Games in Incheon accompanied by one person of his/her choice. The package tour provided for the winner will cover all expenses including the economy class airfare for two people, full board accommodation for two weeks and domestic transport.

| Fun Runs Year | Organising NOCs | Country |
|------------------|-----------------|--|
| 2009 | 2 | KAZ, UAE |
| 2011 | 8 | BHU, KOR, LAO, TLS, TKM, PLE, UAE, THA |
| 2012 | 9 | CHN (2), IRI, MAS, MGL, OMA, SRI, TPE, UZB |



OCA General Assembly
in 2011 in Tokyo, Japan
© OCA



Sports centre in Bangladesh
© Olympic Solidarity

OCA special projects – 2009–2012: USD 398,500

The OCA supported in 2009 the NOC of Bangladesh for the organisation of a national football tournament; in 2010 the NOC of Laos for the organisation of the 25th SEA Games and the NOC of Pakistan to help renovate the sports infrastructure affected by the floods in August; in 2011 the NOC of Palestine to support the development of sports infrastructure and the NOC of Japan to aid the recovery from the tsunami disaster; and in 2012 the NOC of the Maldives for athletes' participation in the 3rd Asian Beach Games. In order to encourage the NOCs to participate in the 5th Children of Asia Sports Games held in Yakutia (Russia) from 4 to 16 July 2012, the OCA covered air tickets for Bhutan, Cambodia, Maldives and Nepal.

OCA meetings and OCA Standing Committee activities – 2009–2012 Budget: USD 2,400,000

During the 2009–2012 quadrennial, the OCA organised and/or participated in numerous meetings and events, such as General Assemblies, meetings of the Executive Board and various OCA committees (athletes, culture and education, women, sport and environment, finance, etc.).

2009–2012 expenditure by NOC in USD for the following continental programmes*

| NOCs | NOC activities | Fun Run | Continental and regional Games | Olympasia projects | Special projects | Total |
|------|----------------|---------|--------------------------------|--------------------|------------------|---------|
| AFG | 260,000 | | 50,000 | | | 310,000 |
| BAN | 260,000 | | 45,000 | | 50,000 | 355,000 |
| BHU | 260,000 | 3,000 | 45,000 | 100,000 | 16,500 | 424,500 |
| BRN | 260,000 | | 55,000 | 50,000 | | 365,000 |
| BRU | 260,000 | | 45,000 | | | 305,000 |
| CAM | 260,000 | | 45,000 | 75,000 | 10,975 | 390,975 |
| CHN | 260,000 | | 55,000 | | | 315,000 |
| HKG | 260,000 | | 55,000 | | | 315,000 |
| INA | 260,000 | | 65,000 | | | 325,000 |
| IND | 260,000 | | 55,000 | | | 315,000 |
| IRI | 260,000 | 3,000 | 50,000 | 100,000 | | 413,000 |
| IRQ | 260,000 | | 45,000 | | | 305,000 |
| JOR | 260,000 | | 55,000 | | | 315,000 |

OCA

Ice hockey team of Kazakhstan –
7th Winter Asian Games
in Astana-Almaty
© OCA



Olympic scholarship holder
Ulyana Trofimova from Uzbekistan –
Games of the XXX Olympiad
in London
© Getty Images/Ezra Shaw



| NOCs | NOC activities | Fun Run | Continental and regional Games | Olympasia projects | Special projects | Total |
|--------------|-------------------|---------------|--------------------------------|--------------------|------------------|-------------------|
| JPN | 195,000 | | 55,000 | | 150,000 | 400,000 |
| KAZ | 260,000 | | 55,000 | | | 315,000 |
| KGZ | 260,000 | | 50,000 | | | 310,000 |
| KOR | 260,000 | | 55,000 | | | 315,000 |
| KSA | 260,000 | | 15,000 | | | 275,000 |
| KUW | 260,000 | | 50,000 | | | 310,000 |
| LAO | 260,000 | 1,500 | 45,000 | | 50,000 | 356,500 |
| LIB | 260,000 | | 55,000 | | | 315,000 |
| MAS | 260,000 | 3,000 | 55,000 | 100,000 | | 418,000 |
| MDV | 260,000 | | 45,000 | | 19,084 | 324,084 |
| MGL | 260,000 | 3,000 | 55,000 | | | 318,000 |
| MYA | 260,000 | | 45,000 | | | 305,000 |
| NEP | 260,000 | | 55,000 | | 12,500 | 327,500 |
| OMA | 260,000 | 3,000 | 45,000 | | | 308,000 |
| PAK | 260,000 | | 40,000 | | 100,000 | 400,000 |
| PHI | 260,000 | | 55,000 | | | 315,000 |
| PLE | 195,000 | 1,500 | 55,000 | | 134,060 | 385,560 |
| PRK | 260,000 | | 35,000 | 50,000 | | 345,000 |
| QAT | 260,000 | | 55,000 | | | 315,000 |
| SIN | 260,000 | | 55,000 | | | 315,000 |
| SRI | 260,000 | 3,000 | 45,000 | | | 308,000 |
| SYR | 195,000 | | 45,000 | 100,000 | | 340,000 |
| THA | 260,000 | | 55,000 | 100,000 | | 415,000 |
| TJK | 260,000 | | 50,000 | 50,000 | | 360,000 |
| TKM | 195,000 | 1,500 | 45,000 | | | 241,500 |
| TLS | 260,000 | 1,500 | 30,000 | | | 291,500 |
| TPE | 260,000 | 3,000 | 55,000 | | | 318,000 |
| UAE | 260,000 | | 50,000 | | | 310,000 |
| UZB | 260,000 | 3,000 | 55,000 | | | 318,000 |
| VIE | 260,000 | | 45,000 | | | 305,000 |
| YEM | 260,000 | | 45,000 | | | 305,000 |
| Total | 11,180,000 | 30,000 | 2,160,000 | 725,000 | 543,119 | 14,638,119 |

*at 31 December 2012



Athletes' village – 16th Asian Games in Guangzhou
© All rights reserved



Japan's Yuka Sato, first gold medalist (triathlon) of the 1st Summer Youth Olympic Games in Singapore
© Getty Images/Adam Pretty



Chefs de Mission meeting in 2009 for the 1st Asian Youth Games in Singapore
© OCA

Report by
Husain Al Musallam,
Director General





DON'T GIVE GROUND



Continental Programmes

The European Olympic Committees



Winter EYOF Closing Ceremony
in Tampere
© Finnish Olympic Committee/Pirjo Puskala

Success despite the economic and financial crisis



The EOC has been concentrating on channelling as many of its resources as possible to help the NOCs in this difficult financial time for Europe. During this period of severe financial crisis that has affected so many NOCs, the EOC is very grateful to have Olympic Solidarity funds available to assist and support them in their time of need.

In answer to the IOC's call, at the beginning of the 2009–2012 quadrennial, the EOC set itself the target of consolidating its own good governance and that of its member NOCs. To this end, every effort has been made to streamline management practice, with particular attention paid to the simplification of procedures in order to ease the European NOCs' workload and reduce the amount of bureaucracy involved in managing the programmes that they run in conjunction with the EOC, and to make the two pillars of good governance – transparency and accountability – standard practice.

To this end, a set of guidelines for NOC activities has been drawn up, meetings have been organised, the European Youth Olympic Festivals (EYOF) have been staged and all related forms and modules have been fine-tuned and will continue to be improved as and when necessary. The work carried out in cooperation with the Lausanne office to standardise financial reports has also proved very effective, with the result that the European NOCs have found the task of reporting much easier. The decision not to ask NOCs to attach backup documentation to their report has been much appreciated but random checks will be carried out in order to ensure transparency and accountability.

EOC



41st EOC General Assembly
in Rome, Italy
© EOC



Olympic scholarship holder Pavlos
Kontides from Cyprus – Games of
the XXX Olympiad in London
© Getty Images/Laurence Griffiths

Within the scope of financial controls, the need for NOCs to have their accounts professionally audited (in particular as regards revenue from Olympic Solidarity) generates an additional cost that some European NOCs have noted. An important piece of feedback the EOC has received from NOCs is a growing need for the development of IT and new technologies in general, with the objective of improving communication and increasing productivity, and this is something we will certainly continue to address in the coming quadrennial.

The quadrennial has been a success despite the financial and economic crisis, but the EOC will continue to work along the same lines in the future. For the 2009–2012 quadrennial period, the EOC managed all of the continental programmes and their budgets with a total amount of **USD 25,089,000**.

EOC

Handball team and coach –
Summer EYOF in Trabzon
© 2011 Trabzon EYOF Organising Committee



EOC Seminar in 2011
in Portoroz, Slovenia
© EOC

Administration – 2009–2012 Budget: USD 3,603,000

The EOC has the advantage that it is partially sponsored by the Italian Olympic Committee (CONI), which helps the EOC to make savings throughout the whole administration.

Meetings – 2009–2012 Budget: USD 1,650,000

The EOC General Assembly and Seminar are the two institutional meetings that the EOC holds every year. The EOC has also developed closer ties with the Olympic Solidarity office in Lausanne by hosting the Olympic Solidarity Forum in conjunction with the EOC Seminar, the format of which was revised in 2008 and which has undergone continuous development since then, the purpose being to involve the participants as much as possible through the use of interactive workshops. The EOC also contributed to the organisational costs with a subsidy rising from USD 60,000 in 2009 to USD 80,000 in the second half of the quadrennial.

Continental activities – 2009–2012 Budget: USD 3,193,000

The EOC's activities are overseen by the Executive Committee, which holds four meetings a year, and its Commissions, which were restructured and improved at the beginning of the quadrennial so as to better suit the association's needs. The Commissions meet on a regular basis and their work is reported to the Executive Committee and General Assembly.

An important project that has been worked on during this period is a European Games feasibility study, a decision on which was taken at the 2012 General Assembly in Rome, when the European NOCs voted to go ahead with the project and the inaugural Baku 2015 European Games in Azerbaijan. The aim of the European Games is to raise the profile of European sport and promote the Olympic values and ideals in the continent. The EOC's European Union (EU) office, which is partly financed by the EOC, performs the important task of monitoring EU activities and keeping the association and its members duly informed about EU policy and decisions that impact European sport.

Every other year, the EOC also organises a European Athletes' Forum and, at the beginning of each quadrennial, an Athletes' Assembly at which European athletes choose their representatives for the four-year term. In 2009, the Forum and Assembly were organised jointly and hosted by the NOC of Russia. The 2011 Forum was hosted by the NOC of Italy.



Cross-country skiing mixed relay podium – Winter EYOF in Liberec
© EYOWF2011



Youth Olympic Festival in Albena, Bulgaria
© EOC

Continental and Regional Games – 2009–2012 Budget: USD 2,330,000

The EOC attaches great importance to its Continental Games and invests considerable funds and effort in these events. Historically, the EYOFs have been coordinated and monitored by the EOC's EYOF Commission on a totally voluntary basis but, given the huge increase in workload caused by the outstanding success of these unique Games for the youth of Europe, which have now been adopted on a worldwide scale in the shape of the YOG, it became necessary to appoint a full-time EYOF manager, who started work two years ago.

The Games of the Small States of Europe (GSSE) are also very important as they give the smaller members, i.e. those from nations with fewer than one million inhabitants, the opportunity to enjoy Games at which their athletes can be competitive.

The following financial contributions were granted to the NOCs that hosted the EYOF: USD 140,000 for the 2009 Slask-Beskidy (Poland) and 2011 Liberec (Czech Republic) winter editions, and USD 240,000 for the 2009 Tampere (Finland) and 2011 Trabzon (Turkey) summer editions. All participating European NOCs received a grant for each participating athlete, with a total budget of USD 125,000 for each winter edition and USD 250,000 for each summer edition.

The following financial contributions were granted to the NOCs that hosted the GSSE: USD 175,000 for the 2009 Cyprus GSSE and USD 230,000 for the 2011 Liechtenstein GSSE. All participating NOCs received a grant of USD 10,000, making totals of USD 70,000 for the 2009 edition and USD 80,000 for the 2011 edition (the NOC of Montenegro joined the GSSE in 2011).

NOC activities – 2009–2012 Budget: USD 14,313,000

During this quadrennial, the programmes for the European NOCs were increased, with the lump sum paid annually to each NOC rising from USD 50,000 to USD 75,000, and the annual Special Activities budget increasing sharply from USD 735,000 to USD 1,100,000.

The eclectic nature of the Special Activities programme is particularly appreciated by the European NOCs because its flexibility means that it can be used to cover a broad range of needs that cannot be dealt with under other programmes. The number of projects supported from 2009 to date is 144 (34 in 2009, 34 in 2010, 39 in 2011, 37 in 2012).

EOC

400m hurdles podium (Stina Troest, Denmark, Aurélie Chaboudez, France, and Olenya Kolesnychenko, Ukraine) – 1st Summer Youth Olympic Games in Singapore

© Getty Images/Mark Dadswell



Opening of the EOC/EU office in 2009 in Brussels, Belgium

© EOC



2009–2012 expenditure in USD by NOC for the following continental programmes*

| NOC | NOC activities | NOC special activities | Continental and regional Games | Total |
|-----|----------------|------------------------|--------------------------------|---------|
| ALB | 235,000 | 66,000 | 7,438 | 308,438 |
| AND | 235,000 | 15,000 | 20,902 | 270,902 |
| ARM | 235,000 | 36,000 | 16,913 | 287,913 |
| AUT | 235,000 | 40,000 | 11,570 | 286,570 |
| AZE | 235,000 | 20,000 | 15,774 | 270,774 |
| BEL | 235,000 | 45,000 | 9,596 | 289,596 |
| BIH | 235,000 | 200,000 | 15,248 | 450,248 |
| BLR | 235,000 | 40,000 | 36,355 | 311,355 |
| BUL | 235,000 | 80,000 | 28,629 | 343,629 |
| CRO | 235,000 | 65,000 | 25,045 | 325,045 |
| CYP | 235,000 | 105,000 | 197,548 | 537,548 |
| CZE | 235,000 | 38,500 | 152,489 | 425,989 |
| DEN | 235,000 | 55,000 | 8,067 | 298,067 |
| ESP | 235,000 | 70,000 | 8,228 | 313,228 |
| EST | 235,000 | 40,000 | 28,468 | 303,468 |
| FIN | 235,000 | 35,000 | 254,917 | 524,917 |
| FRA | 235,000 | 60,000 | 16,368 | 311,368 |
| GBR | 235,000 | 45,000 | 8,811 | 288,811 |
| GEO | 235,000 | 113,845 | 13,758 | 362,603 |
| GER | 235,000 | 40,000 | 13,085 | 288,085 |
| GRE | 235,000 | 95,000 | 13,412 | 343,412 |
| HUN | 235,000 | 80,000 | 5,084 | 320,084 |
| IRL | 235,000 | 125,000 | 14,263 | 374,263 |
| ISL | 235,000 | 100,000 | 38,438 | 373,438 |
| ISR | 235,000 | 60,000 | 2,442 | 297,442 |
| ITA | 235,000 | 95,000 | 14,148 | 344,148 |
| LAT | 235,000 | 75,000 | 33,644 | 343,644 |
| LIE | 235,000 | 32,500 | 240,877 | 508,377 |
| LTU | 235,000 | 95,000 | 27,565 | 357,565 |
| LUX | 235,000 | 40,000 | 21,493 | 296,493 |

EOC



The Executive Committee members during their meeting in 2010 in Berlin, Germany
© EOC



Olympic Flame Relay organised by the Slovakian NOC
© NOC of Slovakia

| NOC | NOC activities | NOC special activities | Continental and regional Games | Total |
|--------------|-------------------|------------------------|--------------------------------|-------------------|
| MDA | 235,000 | 200,000 | 10,381 | 445,381 |
| MKD | 235,000 | 117,000 | 7,463 | 359,463 |
| MLT | 235,000 | 115,000 | 24,222 | 374,222 |
| MNE | 235,000 | 140,000 | 22,820 | 397,820 |
| MON | 235,000 | 10,000 | 20,358 | 265,358 |
| NED | 235,000 | 35,000 | 8,894 | 278,894 |
| NOR | 235,000 | 45,000 | 6,436 | 286,436 |
| POL | 235,000 | 65,000 | 152,413 | 452,413 |
| POR | 235,000 | 93,000 | 1,998 | 329,998 |
| ROU | 235,000 | 123,650 | 26,408 | 385,058 |
| RUS | 235,000 | 20,000 | 20,975 | 275,975 |
| SLO | 235,000 | 60,000 | 31,260 | 326,260 |
| SMR | 235,000 | 65,000 | 27,055 | 327,055 |
| SRB | 235,000 | 107,600 | 31,805 | 374,405 |
| SUI | 235,000 | 30,000 | 15,239 | 280,239 |
| SVK | 235,000 | 55,500 | 39,572 | 330,072 |
| SWE | 235,000 | 20,000 | 7,432 | 262,432 |
| TUR | 235,000 | 55,000 | 259,509 | 549,509 |
| UKR | 235,000 | 35,905 | 37,878 | 308,783 |
| Total | 11,515,000 | 3,399,500 | 2,052,693 | 16,967,193 |

*at 31 December 2012

Report by
Patrick J. Hickey,
President



Continental Programmes

Oceania National Olympic Committees



Table tennis course
in the Solomon Islands
© ONOC

Re-organisation based on better communications and good working relationships



The NOCs' overall use of continental programme funds was satisfactory, although they frequently failed to submit reports on time. During the 2009–2012 quadrennial, ONOC trialled the idea of providing the majority of the Oceanian NOCs with 100% upfront funding for their national activity programmes. This was reviewed, based on the NOCs' efficiency at submitting reports and cash flow implications for ONOC, before the end of the quadrennial period. Management of the Olympic Solidarity funds by the two ONOC offices (Fiji and Guam) for the concept and programme funding for the continent also need to be better coordinated.

ONOC members were given the opportunity to comment on ONOC's continental programmes for the 2009–2012 quadrennial and nine NOCs replied. In general, the feedback received was positive, reflecting good communications and working relationships between staff in Suva and Guam and NOC executives and staff in the region. All NOCs that responded commented that funding received through the continental programmes was used to support their own priorities and those of their national federations.

ONOC



ONOC General Assembly
in 2010 in Fiji
© ONOC



Fijian athlete Leslie Copeland,
javelin thrower, during the training
camp before the London Games
in Preston, Great Britain
© The Reporters Academy

Some of the issues or requests that were mentioned for future consideration included continued training for NOC executives and staff, more visits to NOCs by ONOC Executive Committee members and staff, better use of IT tools such as oceaniaisport.com and the Readiness Assessment Tool (RAT), and broad support for the Oceania Sport Education Programme and STOP HIV programme.

NOC visits were carried out by Nicole Girard-Savoy from the Olympic Solidarity office in Lausanne and Dennis Miller in Kiribati, Marshall Islands, Nauru, New Zealand and Tuvalu during the quadrennial. Following the visits, the NOCs were provided with a comprehensive report on the outcomes of the discussions, along with recommendations for future action.

ONOC managed all the continental programmes and the related funds with a budget of **USD 14,198,000** as well as the Regional Forums and NOC Administration Development World Programmes. ONOC was also actively involved in the implementation of the Olympic Scholarships for Athletes "London 2012" World Programme.

ONOC

Basketball course
in the Marshall Islands
© ONOC



Badminton course
in Tonga
© ONOC



Administration and meetings – 2009–2012 Budget: USD 2,800,000

The funds allocated to this programme were earmarked for the general running and maintenance of the ONOC offices in Guam and Fiji as well as the cost of organising annual General Assemblies, Secretaries General meetings, Executive Committee meetings and other meetings considered necessary for the proper administration of ONOC.

Oceania Sports Information Centre (OSIC) – 2009–2012 Budget: USD 260,000

Based at the University of the South Pacific in Suva since 1997, OSIC essentially acts as an information and archive centre for the Pacific Games. OSIC also provides information on sports on request to ONOC and other stakeholders in the region. The funds allocated to it through this programme are used for the development and running of its operations.

Olympoceanica – 2009–2012 Budget: USD 750,000

The purpose of this programme is to help the NOCs to obtain permanent headquarters and establish income-generating programmes that enable them to assign some of these funds to the establishment of appropriate sports development structures. NOCs whose projects have been approved by ONOC may receive an additional USD 30,000 from Daimler Chrysler. The maximum available to each NOC is USD 195,000. The most serious obstacle to the launch of projects in NOCs is the difficulty of obtaining approval to purchase or lease land. NOCs with programmes currently under consideration or approved include the Cook Islands and Federated States of Micronesia.

Regional Projects – 2009–2012 Budget: USD 3,270,000

Collaboration with regional sports federations: ONOC has budgeted for support grants to IFs/members of the Olympic Sports Federation of Oceania to assist with their development activities in the region and the running of regional training centres. To be eligible for these grants from ONOC, IFs have to provide their four-year development plan as well as financially contribute to their programmes. ONOC collaborated with the archery, badminton, baseball, basketball, hockey, rugby, swimming, table tennis, tennis, weightlifting and wrestling federations.

ONOC



Palau swimming team at the Oceanian championships in 2010
© ONOC



Elson Brechtefeld from Nauru during the 56 kg cat. final – XIX Commonwealth Games in Delhi
© ONOC

Oceania Sport Education Programme (OSEP): OSEP is seen by ONOC as the basis of sports development throughout the region. OSEP is a key part of ONOC's strategy to raise the standard of sports education. The objectives are to train personnel to deliver sports administration and sports science programmes to ONOC's stakeholders; to monitor the organisation and effectiveness of these programmes and, finally, to report regularly to the ONOC executive. To be effective, OSEP closely collaborates with ONOC, the Olympic Sports Federation of Oceania (OSFO), the Australian Sports Commission (ASC), NOCs, Pacific Island Forum countries and the University of the South Pacific. ONOC has endorsed the creation of a sports development pathway for sports development officers from national federations and NOCs to help the OSEP coordinator to effectively deliver an expanding range of programmes. Apart from the OSEP programme, ONOC has maintained a budget for NOCs to conduct sports administration programmes and courses not currently delivered through OSEP. These include team management training courses, strategic planning seminars and training for Pacific Games Organising Committees.

Sporting Pulse: The annual support grant to Sporting Pulse, a Melbourne-based company, is for the ongoing development of the oceaniasport.com web portal, NOC and national federation websites, and competition and Games management software. Future plans include the use of the portal to deliver the Oceania Sport Education Programme.

IF/NOC technical experts: On the basis of experts' reports and claims submitted by the relevant IFs, reimbursements are made for course experts' travel and per diems. Official project-related travel and per diem costs for ONOC staff are also covered by this budget.

Athletes' Commission – 2009–2012 Budget: USD 119,500

Projects submitted by the NOCs and endorsed by the ONOC Athletes' Commission, as well as the Commission's meetings and activities, received financial support through this programme. This programme also funds the Voices of the Athletes programme staged jointly by the ONOC Athletes' Commission, the Oceania Regional Anti-Doping Organisation (ORADO) and the STOP HIV programme at multi-sport events and IF championships held in the region.

ONOC

Women's taekwondo – XIV Pacific Games in Noumea
© NC 2011



Fijian relay team swimmers – XIV Pacific Games in Noumea
© ONOC



Women in Sport Commission – 2009–2012 Budget: USD 90,000

Projects submitted by the NOCs and endorsed by the ONOC Women in Sport Commission, as well as the Commission's meetings and activities, received financial support through this programme.

Continental, regional, sub-regional and national Games –

2009–2012 Budget: USD 1,149,500

A support grant of USD 25,000 was paid annually to the Organising Committees of the Pacific Games and the Pacific Mini Games during this quadrennial. In addition, an annual grant of USD 100,000 was given to the Australian NOC to assist in the hosting of the Australian Youth Olympic Festival. This programme provided funding of USD 40,000 to NOCs for the organisation of national Games during the Olympiad. Assistance was also provided for sub-regional Games such as the Micronesian Games. Finally, ONOC provided support services to member NOCs and the organising committees of regional and international multi-sport events.

Regional Development – 2009–2012 Budget: USD 1,339,000

This programme is designed to help NOCs to recruit development and administration officers, pay equipment grants, employ sub-regional development officers and assist with specific projects at the request of the NOCs. Funding from this programme also provided assistance to NOCs that wanted to send their athletes for training in north-west England in preparation for the 2012 London Games and helped to assist the new USA scholarship programme jointly supported by ONOC and the Melbourne-based Oceania Foundation.

NOC national activity programmes – 2009–2012 Budget: USD 4,420,000

Each NOC in Oceania can apply for an annual grant of USD 65,000 in order to develop its own projects and other activities, such as technical courses for coaches and athletes. The 17 NOCs in Oceania used their national activity budgets to implement 138 programmes in 2009, 119 in 2010, 170 in 2011 and 108 in 2012. The drop in the number of activities in 2012 reflected a focus by many NOCs on Olympic Games preparations in a limited number of sports.



National sports structure development project in basketball in American Samoa
© ONOC



Opening Ceremony of the Australian Youth Olympic Festival in 2009 in Sydney
© All rights reserved

2009–2012 expenditure by NOC in USD for the following continental programmes*

| NOC | NOC activities | Regional development | Regional and national Games | Olympoceanica | Total |
|--------------|------------------|----------------------|-----------------------------|----------------|------------------|
| ASA | 217,500 | 60,600 | 40,000 | | 318,500 |
| AUS | 260,000 | 20,000 | 200,000 | | 480,000 |
| COK | 260,000 | 77,500 | 45,000 | 110,000 | 492,500 |
| FIJ | 260,000 | 89,510 | 22,200 | | 371,710 |
| FSM | 260,000 | 95,000 | | 145,000 | 500,000 |
| GUM | 260,000 | 20,000 | | | 280,000 |
| KIR | 254,400 | 91,291 | 20,000 | | 365,691 |
| MHL | 246,200 | 81,500 | 30,000 | | 357,700 |
| NRU | 260,000 | 75,825 | 30,000 | 165,000 | 530,825 |
| NZL | 260,000 | 20,000 | 90,000 | 50,000 | 420,000 |
| PLW | 260,000 | 80,000 | 52,000 | 60,000 | 452,000 |
| PNG | 260,000 | 90,800 | 40,000 | | 390,800 |
| SAM | 254,300 | 20,000 | | | 274,300 |
| SOL | 229,250 | 32,005 | | | 261,255 |
| TGA | 258,700 | 80,000 | 40,000 | 50,000 | 428,700 |
| TUV | 118,510 | 10,050 | 20,000 | 50,000 | 198,560 |
| VAN | 248,040 | 108,000 | 40,000 | 65,000 | 461,040 |
| Total | 4,166,900 | 1,052,081 | 669,200 | 695,000 | 6,583,581 |

*at 31 December 2012

Report by
Dennis Miller,
Executive Director

Abbreviations

NOC Associations

| | |
|-------|--|
| ANOC | Association of National Olympic Committees |
| ANOCA | Association of National Olympic Committees of Africa |
| PASO | Pan-American Sports Organisation |
| OCA | Olympic Council of Asia |
| EOC | The European Olympic Committees |
| ONOC | Oceania National Olympic Committees |

International Federations

Sports on the programme of the XXI Olympic Winter Games in Vancouver in 2010

| | | |
|------------|------|--|
| Biathlon | IBU | International Biathlon Union |
| Bobsleigh | FIBT | Fédération Internationale de Bobsleigh et de Tobogganing |
| Curling | WCF | World Curling Federation |
| Ice Hockey | IIHF | International Ice Hockey Federation |
| Luge | FIL | International Luge Federation |
| Skating | ISU | International Skating Union |
| Skiing | FIS | International Ski Federation |

Sports on the programme of the Games of the XXX Olympiad in London in 2012

| | | |
|-------------------|------|---|
| Aquatics | FINA | Fédération Internationale de Natation |
| Archery | WA | World Archery Federation |
| Athletics | IAAF | International Association of Athletics Federations |
| Badminton | BWF | Badminton World Federation |
| Basketball | FIBA | International Basketball Federation |
| Boxing | AIBA | International Boxing Association |
| Canoeing | ICF | International Canoe Federation |
| Cycling | UCI | International Cycling Union |
| Equestrian | FEI | Fédération Équestre Internationale |
| Fencing | FIE | Fédération Internationale d'Escrime |
| Football | FIFA | Fédération Internationale de Football Association |
| Gymnastics | FIG | International Gymnastics Federation |
| Handball | IHF | International Handball Federation |
| Hockey | FIH | International Hockey Federation |
| Judo | IJF | International Judo Federation |
| Modern Pentathlon | UIPM | Union Internationale de Pentathlon Moderne |
| Rowing | FISA | International Rowing Federation |
| Sailing | ISAF | International Sailing Federation |
| Shooting | ISSF | International Shooting Sport Federation |
| Table tennis | ITTF | The International Table Tennis Federation |
| Taekwondo | WTF | World Taekwondo Federation |
| Tennis | ITF | International Tennis Federation |
| Triathlon | ITU | International Triathlon Union |
| Volleyball | FIVB | International Volleyball Federation |
| Weightlifting | IWF | International Weightlifting Federation |
| Wrestling | FILA | International Federation of Associated Wrestling Styles |

Abbreviations

National Olympic Committees

Africa (53 NOCs)

| | |
|-----|----------------------------------|
| RSA | South Africa |
| ALG | Algeria |
| ANG | Angola |
| BEN | Benin |
| BOT | Botswana |
| BUR | Burkina Faso |
| BDI | Burundi |
| CMR | Cameroon |
| CPV | Cape Verde |
| CAF | Central African Republic |
| COM | Comoros |
| CGO | Congo |
| COD | Democratic Republic of the Congo |
| CIV | Côte d'Ivoire |
| DJI | Djibouti |
| EGY | Egypt |
| ERI | Eritrea |
| ETH | Ethiopia |
| GAB | Gabon |
| GAM | Gambia |
| GHA | Ghana |
| GUI | Guinea |
| GBS | Guinea-Bissau |
| GEQ | Equatorial Guinea |
| KEN | Kenya |
| LES | Lesotho |
| LBR | Liberia |
| LBA | Libya |
| MAD | Madagascar |
| MAW | Malawi |
| MLI | Mali |
| MAR | Morocco |
| MRI | Mauritius |
| MTN | Mauritania |
| MOZ | Mozambique |
| NAM | Namibia |
| NIG | Niger |
| NGR | Nigeria |
| UGA | Uganda |
| RWA | Rwanda |
| STP | Sao Tome and Principe |
| SEN | Senegal |
| SEY | Seychelles |
| SLE | Sierra Leone |
| SOM | Somalia |
| SUD | Sudan |
| SWZ | Swaziland |
| TAN | United Republic of Tanzania |
| CHA | Chad |
| TOG | Togo |
| TUN | Tunisia |
| ZAM | Zambia |
| ZIM | Zimbabwe |

America (41 NOCs)*

| | |
|-----|----------------------------------|
| ANT | Antigua and Barbuda |
| ARG | Argentina |
| ARU | Aruba |
| BAH | Bahamas |
| BAR | Barbados |
| BIZ | Belize |
| BER | Bermuda |
| BOL | Bolivia |
| BRA | Brazil |
| CAY | Cayman Islands |
| CAN | Canada |
| CHI | Chile |
| COL | Colombia |
| CRC | Costa Rica |
| CUB | Cuba |
| DOM | Dominican Republic |
| DMA | Dominica |
| ESA | El Salvador |
| ECU | Ecuador |
| USA | United States of America |
| GRN | Grenada |
| GUA | Guatemala |
| GUY | Guyana |
| HAI | Haiti |
| HON | Honduras |
| JAM | Jamaica |
| MEX | Mexico |
| NCA | Nicaragua |
| PAN | Panama |
| PAR | Paraguay |
| PER | Peru |
| PUR | Puerto Rico |
| SKN | Saint Kitts and Nevis |
| LCA | Saint Lucia |
| VIN | Saint Vincent and the Grenadines |
| SUR | Suriname |
| TRI | Trinidad and Tobago |
| URU | Uruguay |
| VEN | Venezuela |
| IVB | Virgin Islands, British |
| ISV | Virgin Islands, US |

Asia (44 NOCs)

| | |
|-----|-----------------------------|
| AFG | Afghanistan |
| KSA | Saudi Arabia |
| BRN | Bahrain |
| BAN | Bangladesh |
| BHU | Bhutan |
| BRU | Brunei Darussalam |
| CAM | Cambodia |
| CHN | Peoples's Republic of China |
| KOR | Republic of Korea |
| UAE | United Arab Emirates |

*The NOC of Netherlands Antilles (AHO) was dissolved in July 2011. Before this date, there were 42 NOCs in America.

HKG Hong Kong, China
 IND India
 INA Indonesia
 IRI Islamic Republic of Iran
 IRQ Iraq
 JPN Japan
 JOR Jordan
 KAZ Kazakhstan
 KGZ Kyrgyzstan
 KUW Kuwait
 LAO Lao People's Democratic Republic
 LIB Lebanon
 MAS Malaysia
 MDV Maldives
 MGL Mongolia
 MYA Myanmar
 NEP Nepal
 OMA Oman
 UZB Uzbekistan
 PAK Pakistan
 PLE Palestine
 PHI Philippines
 QAT Qatar
 PRK Democratic People's Republic of Korea
 SIN Singapore
 SRI Sri Lanka
 SYR Syrian Arab Republic
 TJK Tajikistan
 TPE Chinese Taipei
 THA Thailand
 TLS Democratic Republic of Timor-Leste
 TKM Turkmenistan
 VIE Vietnam
 YEM Yemen

Europe (49 NOCs)

ALB Albania
 GER Germany
 AND Andorra
 ARM Armenia
 AUT Austria
 AZE Azerbaijan
 BLR Belarus
 BEL Belgium
 BIH Bosnia and Herzegovina
 BUL Bulgaria
 CYP Cyprus
 CRO Croatia
 DEN Denmark
 ESP Spain
 EST Estonia
 MKD The Former Yugoslav Republic
 of Macedonia
 FIN Finland

FRA France
 GEO Georgia
 GBR Great Britain
 GRE Greece
 HUN Hungary
 IRL Ireland
 ISL Iceland
 ISR Israel
 ITA Italy
 LAT Latvia
 LIE Liechtenstein
 LTU Lithuania
 LUX Luxembourg
 MLT Malta
 MDA Republic of Moldova
 MON Monaco
 MNE Montenegro
 NOR Norway
 NED Netherlands
 POL Poland
 POR Portugal
 ROU Romania
 RUS Russian Federation
 SMR San Marino
 SRB Serbia
 SVK Slovakia
 SLO Slovenia
 SWE Sweden
 SUI Switzerland
 CZE Czech Republic
 TUR Turkey
 UKR Ukraine

Oceania (17 NOCs)

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

204 National Olympic Committees
are recognised by the IOC



Listening to you!

The Mon-Repos Villa
© IOC / Locatelli



For further information:
Olympic Solidarity
International Olympic Committee
Villa Mon-Repos
Parc Mon-Repos 1
C. P. 1374
CH-1005 Lausanne (Switzerland)
Tel. +41 (0)21 621 69 00
Fax +41 (0)21 621 63 63
solidarity@olympic.org
www.olympic.org

Published by Olympic Solidarity

Picture credits:

Cover – Men's Laser event at the Weymouth and Portland Venue – Games of the XXX Olympiad in London © Getty Images/Clive Mason

Pages 14-15 – Basketball qualifying match between Mongolia and Turkmenistan – 16th Asian Games in Guangzhou, China © Getty Images/Mark Dadswell

Pages 36-37 – The young Ethiopian Genzebe Dibaba (3rd from right) runs to victory during the junior event of the 36th IAAF Cross Country World Championships in Edinburgh, Great Britain © Getty Images/Michael Steele

Pages 70-71 – Opening Ceremony – Games of the XXX Olympiad in London © Getty Images/Ryan Pierce

Pages 94-95 – 500 m short track event – XXI Olympic Winter Games in Vancouver © Getty Images/Jamie Squire

Illustrations: Olympic Solidarity, IOC

Graphic ideas and production: Créatique, Alexandre Piccand, CH-1004 Lausanne

Photolithography and printing: Courvoisier Arts graphiques SA, CH-2501 Bienne

Printed in Switzerland ISBN: 978-92-9149-153-7





OLYMPIC
SOLIDARITY