

2001 - 2004 Quadrennial Plan

A challenge met!



Final Report

Olympic Solidarity



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Vital progress

Message by Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

> The results of the work of Olympic Solidarity during the 2001–2004 quadrennial show major advances in the different areas covered by the World Programmes, and in particular represented a key means of support for the activity of the National Olympic Committees (NOCs), in many cases ensuring their livelihood and, as a result, their autonomy and independence.



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Olympic Solidarity has continued to develop, all the while creating new initiatives and consolidating its actions with a view to increasing the benefits which the athletes, coaches and NOCs receive as a result. This report, which covers the 2001–2004 period, summarises, with figures that speak for themselves, the advances made during this time, creating the solid basis on which to build the actions for the quadrennial that we have recently begun.

For me, one of the most outstanding aspects of the period covered by the report is **the successful application of the process to decentralise** funding and key decision-making to the Continental Associations, which has enabled attention to be focused as quickly as possible on the problems and needs of each region, as well as strengthening the management of the Continental Associations, thereby making them a key component of the Olympic Solidarity system at international level. In addition to this, there is **the creation of nine new World Programmes** compared with the 1997–2000 quadrennial; an increase in the funding used to provide annual subsidies to the NOCs; the expanded scope and ongoing fine-tuning of the World Programmes; **the implementation, with excellent results, of the Continental Programmes**; and, as a result of these efforts, a significant increase in the number of athletes from the 202 NOCs around the world which benefited from direct assistance from Olympic Solidarity.

It is interesting to see, encapsulated in a single document, **the results of the selfless hard work over four years** by so many people connected with Olympic Solidarity. This has made possible the achievements which stand proudly before us today. To all of you, our deepest thanks, as well as the hope for further and greater successes.

Special mention and thanks must go to the Olympic Solidarity team in Lausanne, led by their Director Pere Miró, who, with sensitivity and a great awareness of their responsibility, have efficiently coordinated such a vast, complex and important task.

I am certain that the information here will be useful to all those who work for the Olympic Movement.



Best regards



The delegations at the Closing Ceremony of the Games of the XXVIII Olympiad in Athens © Getty Images/Stuart Franklin

Meeting new challenges

Analysis by Pere MIRÓ i SELLARES
Director of Olympic Solidarity

Decentralisation benefits everyone

➤ The 2001–2004 quadrennial plan was characterised by some major changes in terms of the management of the programmes and therefore presented a considerable challenge for Olympic Solidarity as it continued to develop its programmes and budget. The Olympic Solidarity Commission had expressed **a desire to decentralise some of the programmes towards the five Continental Associations of NOCs** in order to give them greater autonomy in the implementation of the programmes and the launch of activities specific to each continent, always in full cooperation with Olympic Solidarity in Lausanne.



For its part, **Olympic Solidarity developed 21 world programmes** – nine more than in the previous quadrennial plan – for the National Olympic Committees (NOCs). The creation of the 2001–2004 quadrennial plan, marked by an increase in the number of programmes and the decentralisation process, required Olympic Solidarity and the Continental Associations to embark on a major information campaign so that the NOCs could gain maximum benefit from the programmes available.

Tennis player Marcos Baghdatis (Cyprus) benefited from Olympic Solidarity's Youth Development Programme, and succeeded in qualifying for the Games of the XXVIII Olympiad in Athens

© Getty Images/Clive Brunskill

Fruitful solidarity

➤ These efforts were clearly rewarded, since all 202 NOCs benefited in one way or another from the Olympic Solidarity programmes during the four years of the plan in accordance with the principle of solidarity, where support is given to the poorest NOCs, and depending on the level of activity of each NOC. All the world programmes were very popular, with more than **14,000 applications received** and excellent usage of the **total budget of US\$ 209,484,000** approved for this plan, a significantly higher proportion than for the previous plan. The large number of applications and projects carried out by the NOCs, as well as the greater flexibility given to each NOC in the way they could use the funding, also demonstrate the success of the plan.

In order that these objectives could be met, **the Olympic Solidarity budget was increased by more than 70%** for the 2001–2004 period compared to the 1997–2000 plan. All the programmes that had been included in the previous plan were reviewed technically, administratively and financially, and the nine new world programmes introduced in other areas meant that the NOCs' requests could be met on an individual basis. The continental programmes, which were managed by the Continental Associations and run in accordance with the specific needs of each continent, complemented the world programmes perfectly. Their success is largely based on the autonomy given to each association in managing the programmes, and on the coordination carried out by Olympic Solidarity as the umbrella organisation.

Thanks to our partners

➤ However, this success would have been impossible without **this policy founded on full coordination with the Continental Associations** and without the help of the main partners: ANOC, the International Olympic Sports Federations (IFs), the highly developed NOCs, high-level training centres, universities and experts.

Four main fields of activity

➤ **Olympic Solidarity's flagship programmes are still undoubtedly those aimed at athletes**, who are the main beneficiaries. The creation of two new programmes for this plan, one for the preparation of teams competing in the Games of the Olympiad in Athens and the other for the preparation of NOCs for Regional and Continental Games, supplemented the programmes previously offered and meant that all levels of preparation were covered, from the identification of talented young athletes to the world elite. A total of 939 Olympic scholarships for athletes "Athens 2004" were awarded over a two-year period, 300 more than for the Sydney programme. **The number of scholarship-holders competing in the Games also increased**, with 583 participating in Athens and achieving excellent results: 57 medals and 105 diplomas.

In order to improve coach education, Olympic Solidarity focused on **the development of national coaching structures**, which became a programme in its own right for the 2001–2004 quadrennial period. The NOCs and national federations realised that many advantages could be gained from inviting an expert to their country for a fixed period of time to help them with the preparation of their national teams and with the development of talent identification programmes. During this plan, 141 such projects were approved.

Experience had shown that the uptake of these programmes also depended on the administrative structure of each NOC. For this reason, efforts were made to improve this structure in order to enable the NOCs to function as effectively as possible. **High-level international training programmes aimed at young sports administrators** were organised as part of this plan and experts provided tailor-made assistance to help the NOCs develop the various aspects of their management and administration. Communication and training were also a priority, ensuring that all NOCs would have appropriate access to information. To this end, Olympic Solidarity encouraged the NOCs to equip themselves with suitable computer technology and to participate in various forums dealing with subjects that merited particular attention.

In order to help the NOCs fulfil their role in **promoting and disseminating Olympic values and ideals**, two new programmes on culture and education and on the preservation of national sports legacies were offered.

A highly promising 6th quadrennial plan

➤ With this new range of world programmes covering all the main areas linked to sports development and through the continental programmes based on the specific needs of each NOC, **the 2001–2004 quadrennial plan was designed to be more effective, progressive and transparent** in order to better serve the interests of the NOCs and their athletes.

Thanks to the analysis and evaluation work carried out with the Continental Associations and NOCs during the final year of this plan, we were able to set out the general direction, structure and objectives for the sixth quadrennial plan 2005–2008. This new phase will enable Olympic Solidarity to consolidate its policy of decentralisation towards the Continental Associations, to increase the technical and financial assistance given to the NOCs and to strengthen procedures in order to ensure total coordination and complete transparency in all its dealings.

Thanks

➤ Finally, I would sincerely like to thank the Chairman of the Olympic Solidarity Commission, Mario Vázquez Raña, for his support and trust, and the Commission members, most of whom are also leaders of the Continental Associations, for their invaluable collaboration and contribution. I am also grateful to all our partners, the NOCs, IFs, the IOC Commissions and departments involved in some of our programmes, external experts and, of course, all of my colleagues, without whom it would have been impossible to provide the help and support needed for the development of our programmes.



The young Michalis Patsatzis in his boat crossing the Olympic Stadium during the Opening Ceremony of the Games of the XXVIII Olympiad in Athens

© Getty Images/Jamie Squire

Olympic Solidarity Commission

> Still mainly composed of representatives of the Continental Associations, ANOC and athletes, the Commission 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.

During 2004, **its members played an active part in the analysis and evaluation of the activities carried out** throughout the 2001–2004 quadrennial period. Once this analysis was complete, **the Commission met on 22 November 2004 in Lausanne in order to present its conclusions** and approve the strategy and budgets for the forthcoming 2005–2008 quadrennial plan. It was hoped that the next plan would offer a more personalised service to the NOCs and greater autonomy to the Continental Associations.

At the end of the 2001–2004 quadrennial, the Commission was composed as follows:

Chairman:	Mario VÁZQUEZ RAÑA
Vice-Chairman:	Richard Kevan GOSPER
Members:	Sheikh Ahmad Al-Fahad AL-SABAH Hussain AL-MUSALLAM Alpha Ibrahim DIALLO Patrick J. HICKEY Raymond IBATA Gunilla LINDBERG Mireya LUÍS HERNÁNDEZ The Grand Duke of LUXEMBOURG Julio César MAGLIONE Robin E. MITCHELL Felipe MUÑOZ KAPAMAS Mario PESCANTE



The Children of Light entering the Olympic Stadium during the Closing Ceremony of the XIX Olympic Winter Games in Salt Lake City © Getty Images/Elsa

Decentralisation and coordination, a key combination

> After being restructured at the beginning of the 2001–2004 quadrennial plan, and through the work accomplished during that period, the **Olympic Solidarity administrative staff have built up a clear understanding of the needs of the Olympic Movement**, particularly those of the NOCs and Continental Associations, with which they are working and collaborating on a daily basis. In particular, however, Olympic Solidarity has been preparing to take a very important step by strengthening different aspects linked to the increasing decentralisation of funds and programmes. The end of this quadrennial period was therefore the culmination of the plan for the administrative construction of an Olympic Solidarity diverse in its universality, but unchanging in its basic principles. **Six offices (one for each Continental Association and one in Lausanne) are the indispensable key factor** for the achievement of the objectives of the 2005–2008 quadrennial plan.

Heads of the Olympic Solidarity offices of the Continental Associations

ANOCA: Raymond IBATA	EOC: Gianluca DE ANGELIS
PASO: Reynaldo GONZÁLEZ LÓPEZ	ONOC: Robin MITCHELL
OCA: Hussain AL-MUSALLAM	

Olympic Solidarity Administrative Structure in Lausanne

Director Pere MIRÓ i SELLARES

Programmes for Coaches – Youth Development Programme – Relations with Africa and Europe – Relations with International Federations – General Secretariat of the Director – Office Logistics and Reports

Deputy Director and Project Manager	Pamela VIPOND
Project Officer	Yassine YOUSFI
Project Officer	Jean-Laurent BOURQUIN (until May 2004)
Telephonist – receptionist	Vanessa FARRONATO

NOC Management Programmes – Relations with America

Project Manager	Carolina BAYÓN
Project Officer	Joanna ZIPSER-GRAVES
Administrative Assistant	Catherine LAVILLE

Programmes for Athletes – Relations with Asia – I.T.

Project Manager	James MACLEOD
Project Officer	Olivier NIAMKEY
Administrative Assistant	Silvia LUCCIARINI

Special Fields Programmes – Relations with Oceania – Communication and Finance

Head of Section, Project Manager, Head of Finance	Nicole GIRARD-SAVOY
Administrative Assistant	Claire BROOKBANK MODOUX
Accounts Secretary	Silvia MORARD
Secretary	Nadia BELTEMPO

Mastery of the



© Getty Images/Mike Hewitt

freedom

body

*Anna Bessonova (Ukraine), Olympic scholarship holder, bronze medallist
in rhythmic gymnastics at the Games of the XXVIII Olympiad in Athens*



of movement

World Programmes

Enormous potential for NOC action

➤ Launched at the start of the 2001–2004 quadrennial plan, **the 21 world programmes, divided into four specific areas** – athletes, coaches, NOC management and special fields – proved popular with the NOCs. The programmes were widely used by the NOCs, particularly those aimed at preparing athletes to compete in the Olympic Games and/or continental competitions. These key programmes are the basic ingredients that help NOCs to function well and achieve their primary objective: to qualify athletes for the Olympic Games.

In the areas covered by the other programmes, the NOCs grasped perfectly the value and importance of training coaches, the growing need to improve NOC management and the need to promote the values and ideals of the Olympic Movement. Managed from the Olympic Solidarity headquarters in Lausanne, the world programmes produced excellent results and showed that they had enormous potential. However, it appears that they need to be improved further so that they can be fully exploited in the next quadrennial plan and effectively meet the specific needs of each NOC.



Athletes

Five programmes covering all stages of an athlete's development, from identification of talented youngsters to the world elite.

Coaches

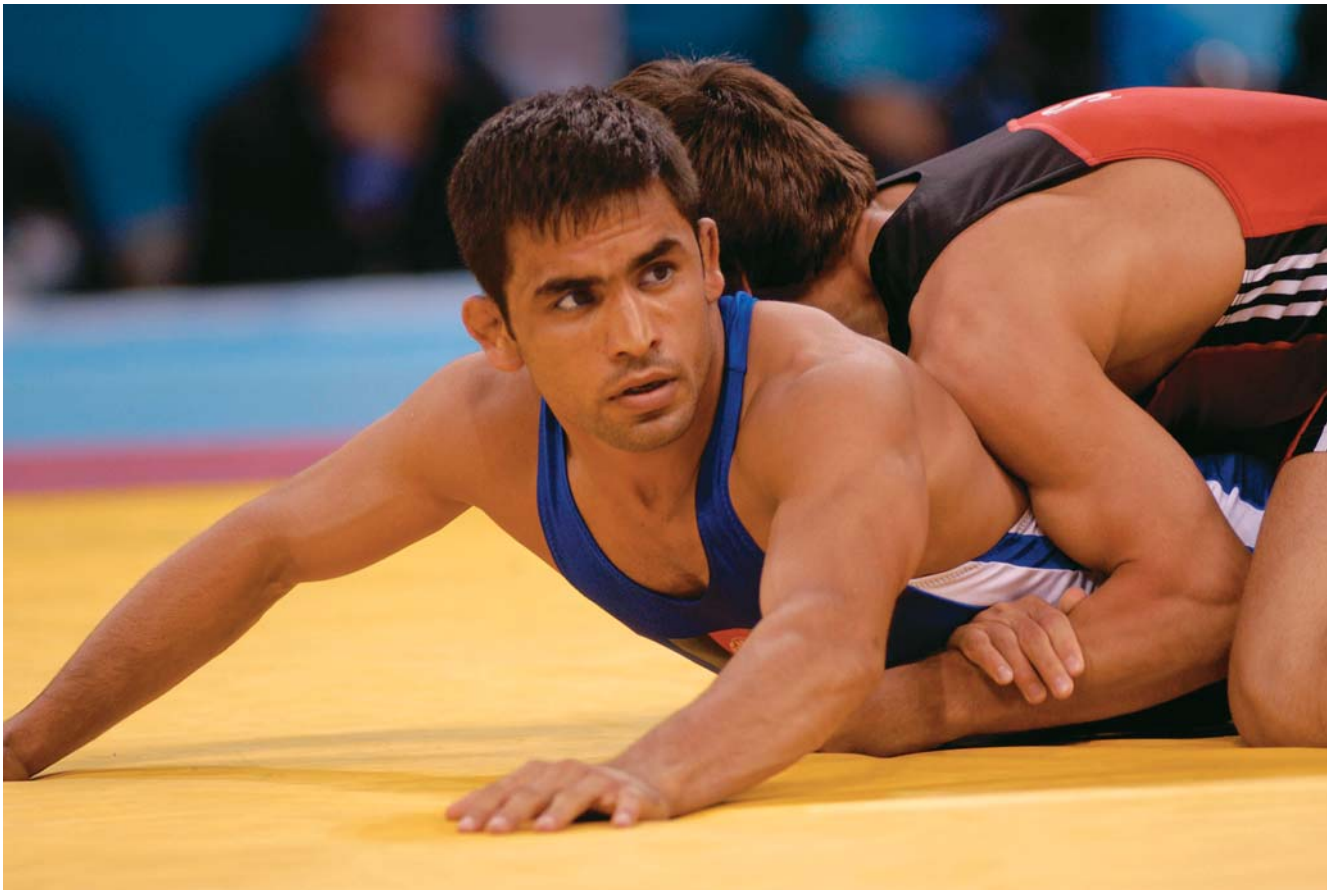
Three programmes offering training suitable for all ability levels in order to meet current training needs.

NOC Management

Five programmes to improve the administrative structure of NOCs and optimise their management at all stages of their development.

Special Fields

Eight programmes to help the NOCs carry out activities linked to the values conveyed by the fundamental principles of Olympism.



*Afghan wrestler Bashir Ahmad Rahmati, Olympic scholarship holder,
at the Games of the XXVIII Olympiad in Athens © IOC/Yo Nagaya*

Unprecedented assistance for athletes

➤ During the 2001–2004 quadrennial, Olympic Solidarity, the Continental Associations, the NOCs and the IFs made an unparalleled effort to implement the various programmes in favour of athlete development throughout the world.

The evaluation of the programmes offered to the NOCs during the 1997–2000 quadrennial revealed three principal conclusions that were addressed during the 2001–2004 quadrennial and which formed the primary rationale behind the objectives of the athlete programmes. First of all, **athlete development and preparation** is the primary task of the NOCs. For this reason, the Olympic Solidarity Commission decided to invest an unprecedented US\$ 43,500,000 in the five programmes for athletes that Olympic Solidarity offered to the NOCs. Secondly, the results from Atlanta and Sydney showed that **the Olympic scholarships for athletes programme had a real impact** on the participation figures of the smaller NOCs and went some way to guaranteeing the universality of the Olympic Games. Additional funds were therefore allocated to the Athens edition of the scholarship programme, allowing Olympic Solidarity to increase the opportunities available to the NOCs and athletes in their specific preparation for the Olympic qualification competitions and the Games themselves. Finally, the NOCs had clearly identified **the need for Olympic Solidarity to offer assistance to their continental level elite athletes, their teams preparing for the Olympic Games and with the implementation of talent identification programmes**. The Olympic Solidarity Commission took these suggestions into account and consequently offered new programmes to the NOCs in all these areas.

At the end of the 2001–2004 quadrennial, Olympic Solidarity can be satisfied with the way in which the traditional and new athlete programmes have been implemented by the NOCs. **The success of the scholarship holders and teams** that received Olympic Solidarity grants at the Athens Games is **the most visible proof of the successful implementation of these programmes**. Furthermore, it should be stressed that the NOCs appreciated the assistance that over 94% of them received for the preparation of their athletes and teams for their respective Continental and Regional Games. The widespread use of the Olympic Solidarity programmes for athletes clearly shows that the conclusions drawn from the 1997–2000 quadrennial were accurate and that their subsequent translation into practical activities and projects throughout the world helped to reaffirm the Olympic Movement's commitment to athlete development.

Salt Lake City 2002 – NOC Preparation Programme

The advantages of “à la carte” assistance



Men's double luge event
in Salt Lake City in 2002
© Getty Images/Harry Hows

As part of Olympic Solidarity's commitment to supporting athletes, this specific assistance programme, launched during the year prior to the Games, enabled NOCs to supplement and optimise the preparation of their individual athletes and teams for the XIX Olympic Winter Games in Salt Lake City. However, it was not a conventional programme of long-term scholarships for athletes, focusing on the training of individual athletes, but rather **it offered an “à la carte” approach** under which NOCs were able to choose their priorities and use the funds they were allocated accordingly. This flexibility had a very positive impact, as demonstrated by the huge diversity of applications submitted by the NOCs: training camps were organised, for example, while travel to competition venues and coaching fees were also subsidised.

One of Olympic Solidarity's objectives was to help athletes from smaller NOCs to qualify for the Games. The funds allocated to these NOCs were often their main source of income for athlete preparation. For the NOCs that traditionally send a large delegation to the Winter Games, the programme gave athletes who had already qualified a final boost before the Games and a chance of targeting an Olympic diploma or even a place on the podium. For many NOCs, the money they received supplemented their overall budget for the preparation of their team. **The results show without doubt that this programme brought vital assistance to the NOCs** in the final phase of their preparations for the Games.

Thanks to an additional budget of US\$ 800,000, Olympic Solidarity was able to assist an additional 17 NOCs and 344 athletes in comparison with the equivalent programme offered for the Nagano Olympic Winter Games in 1998.

2001–2004 expenditure
US\$ 1,800,000



Salt Lake City 2002

- 59 NOCs, 690 individual athletes and 4 ice hockey teams benefited from this programme (see detailed list in the “2001 Olympic Solidarity report”).
- 402 (58.3%) athletes from 56 different NOCs qualified and took part in 72 (92.3%) of the 78 events in 6 of the 7 sports featured on the Olympic programme.
- 17% of all the athletes and 73% of the NOCs that participated in the Games received Olympic Solidarity assistance through this programme.
- 28 medals (6 gold, 8 silver and 14 bronze) and 60 diplomas were awarded.

Olympic Scholarships for Athletes "Athens 2004" Greater support for athletes' Games preparation

The Olympic Scholarships for Athletes "Athens 2004" programme ended with the Games of the XXVIII Olympiad in Athens. **Qualification and participation of the scholarship holders in these Games was the main objective** of the programme which, after the success of Atlanta and Sydney, deserved to be repeated so as to continue to support the athletes most in need.

During the 2001–2004 quadrennial, **Olympic Solidarity worked closely with the Continental Associations, NOCs, IFs, the Organising Committee for the Athens Games (ATHOC) and the high-level training centres** in order to manage this programme successfully. The 939 scholarships awarded over two years were divided into two types according to the characteristics and needs of each region. Some NOCs offered scholarships to athletes from their country likely to qualify for the Olympic Games and placed them in specialised training centres abroad. The others preferred to train a greater number of athletes on their national territory, so that the best athletes qualified for the Games. This system enabled these NOCs to train more athletes, which meant that the programme benefited more people than the previous one. **Olympic Solidarity's main objective was to increase the number of scholarship holders present at the Games** by targeting the athletes whose qualification would have an impact on the universality of the Games, an objective easily reached as 583 scholarship holders from 141 NOCs took part. They won 57 medals, 17 of them gold, and 105 diplomas.

For 23 NOCs, over 50 per cent of their delegation was composed of Olympic scholarship holders, and five of them were represented solely by athletes with Olympic scholarships. The representation of these NOCs at the Games might therefore have been influenced by the Olympic Scholarships for Athletes "Athens 2004" programme. Thirty NOCs more than in Sydney benefited from this programme.



Boxer Najah Ali (Iraq), Olympic scholarship holder, talking to journalists at the Games of the XXVIII Olympiad in Athens
© IOC

Olympic Scholarship holders by continent

Continent	Scholarship holders			Athletes who participated in the Games		
	Men	Women	Total	Men	Women	Total
Africa	107	50	157	56	39	95
America	115	61	176	67	45	112
Asia	172	60	232	109	43	152
Europe	251	110	361	144	72	216
Oceania	7	6	13	3	5	8
Total	652	287	939	379	204	583

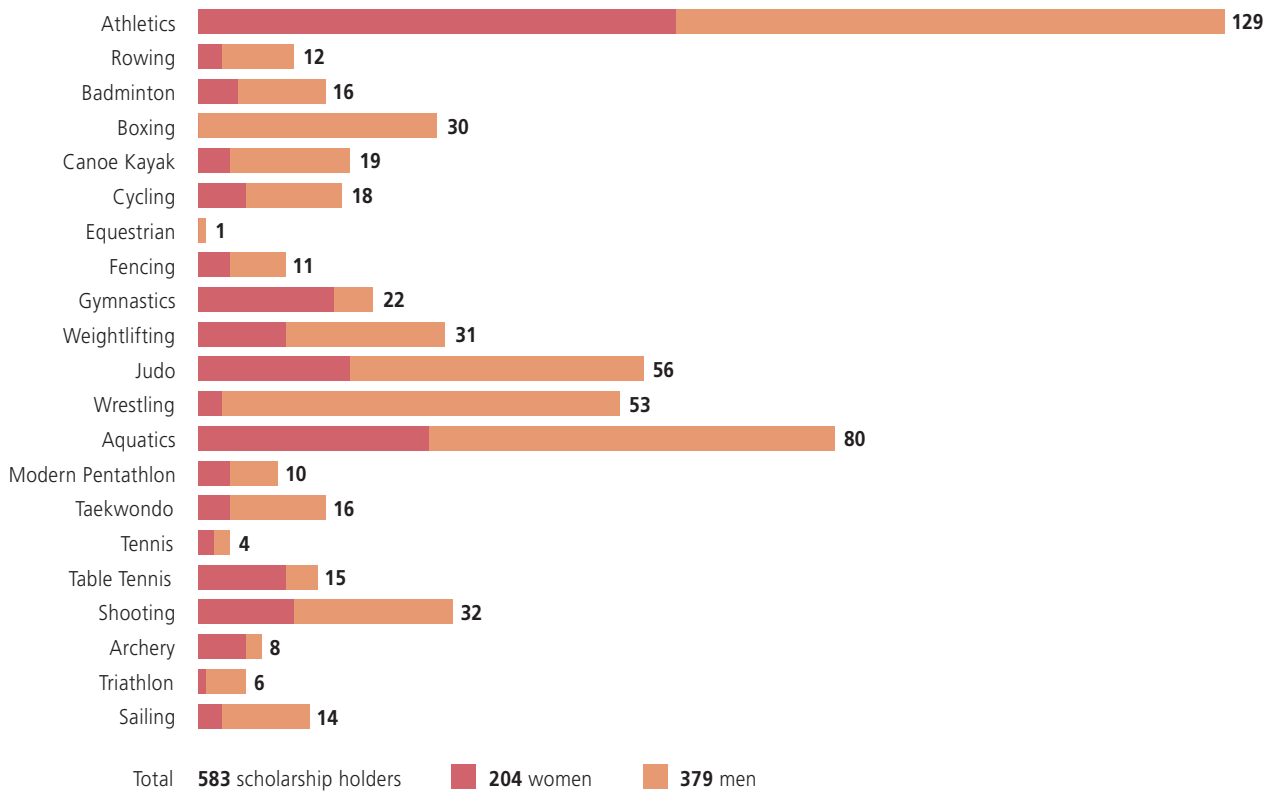


See detailed results contained in the "Olympic Scholarships for Athletes 'Athens 2004' – Results brochure"

Analysis of the participation and results of the athletes who benefited from an Olympic scholarship at the Athens Games shows that the objectives fixed by the Olympic Solidarity Commission were reached, notably concerning the number of scholarship holders who qualified, the number of NOCs that benefited and the number of diplomas obtained. However, much effort still needs to be made to rebalance participation levels between countries and the universality of the Games. Olympic Solidarity, like the athletes, **NOCs, IFs and all the other partners, considers this programme as a success and a source of motivation** for all athletes who dream of one day becoming Olympians.

2001–2004 expenditure
US\$ 13,800,000

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



Mathis Ntawulikura (Rwanda), Olympic scholarship holder, entering the Olympic Stadium at the end of the marathon event at the Games of the XXVIII Olympiad in Athens
© Getty Images/Andy Lyons

Athens 2004 – Team Sports Support Grants

Support rewarded with 28 teams qualifying

Following the Sydney Games and at the request of the NOCs, the Olympic Solidarity Commission approved the creation of a subsidy programme for team sports, with the aim of **enabling NOCs to help teams qualify for the Olympic Games**. This financial assistance covered the cost of training camps, participation in competitions and coaching fees for teams designated by their NOC.

The Athens 2004 team sports support grants programme was designed to help already established national teams that did not have sufficient resources to pay for their Olympic preparation. **Olympic Solidarity worked closely with the IFs**, which were consulted about each application received as part of the evaluation of the technical content and the standard of the team. Their expertise was a key element in the process of allocating the grants and helped to maximise the rate of qualification for the Games. The first so-called “qualification” phase was operational from the beginning of the quadrennial until the final qualification competitions for the Games. Most of these competitions were held in 2003, when numerous teams received assistance from Olympic Solidarity to help them qualify for the Games in Athens. The second “preparation” phase involved only the teams that had qualified for the Games, which received an additional grant to help them with their own Olympic preparations. A total of 59 grants were awarded during the two phases.

This programme was regularly monitored during the Games and **the results of the 28 teams that qualified indicated some excellent performances**. The teams concerned won six medals: two gold, two silver and two bronze. However, it should be noted that the money received by these teams often formed part of a general overall budget in countries which already had certain funds in place, while for some NOCs it represented their main source of income.

It is difficult to ensure the balanced representation of all the continents in the Olympic Games, especially in team sports. However, this programme enabled some teams to qualify and others to perform better in Athens. **The participating NOCs’ satisfaction with this programme proves that it was a success**, although the technical requirements of the Olympic Games qualification systems were an obstacle for many NOCs. The aim for the 2005–2008 quadrennial plan will be to open up this programme to cover preparation for lower level competitions so that a larger number of NOCs can benefit.



The Russian basketball team celebrating their win over Brazil at the Games of the XXVIII Olympiad in Athens

© Getty Images/Jamie Squire

2001–2004 expenditure
US\$ 5,400,000

Grants awarded by sport and participation in the Games of the XXVIII Olympiad in Athens

Sport	Grants awarded		Participation in the Athens Games	Medals
	Continent	NOC		
Baseball 	Africa	NGR		
	America	PAN		
	Europe	FRA		
	Oceania	ASA		
Basketball 	Africa	ANG	Yes	
		CAF		
		MOZ*		
		SEN*		
	America	CUB*		
		PUR	Yes	
	Asia	LIB		
	Europe	EST		
		CZE*	Yes	
		LAT		
		LTU**	Yes	
		RUS*	Yes	● Bronze
Football 	Africa	TUR		
		GHA	Yes	
Handball 	Africa	MLI	Yes	
		ALG		
		ANG*	Yes	
		EGY	Yes	
		TUN		
	America	ARG		
		BRA*	Yes	
	Asia	URU**		
	Europe	KOR*	Yes	● Silver
		AUT		
		CRO	Yes	● Gold
		ISL	Yes	
NOR*				
Hockey 	Africa	SLO	Yes	
		UKR* (1)	Yes	● Bronze
	America	EGY	Yes	
		RSA*	Yes	
Asia	TRI			
	IND	Yes		
	Europe	BEL		
Softball 	Europe	IRL*		
		POL		
	Oceania	NZL	Yes	
	America	VEN*		
Volleyball 	Asia	TPE*	Yes	
		GBR*		
	Oceania	AUS*	Yes	● Silver
Water Polo 	Africa	CMR		
		KEN*	Yes	
		SEY*		
	America	DOM (1)	Yes	
		PER*		
	Europe	AZE*		
		FIN		
		SCG	Yes	
Water Polo	Asia	KAZ	Yes	
		CRO	Yes	
	Europe	HUN* (1)	Yes	
		ITA* (1)	Yes	● Gold
		SVK		

* women's team ** men's and women's teams (1) 1st participation in the Olympic Games

Regional and Continental Games – NOC Preparation Programme

Crucial link between talented youngsters and the world elite

For many NOCs, their athletes' preparation for and subsequent participation in Continental and Regional Games forms an integral part of their objectives and represents a significant impact on their quadrennial workload. Indeed, the NOCs are often represented at these Games by a larger delegation than during the Olympic Games, and consequently their results attract significant national interest. **Following the evaluation of the 1997–2000 programmes, Olympic Solidarity recognised the importance given to these Games by the NOCs** and therefore instigated an athlete development programme more clearly focused on assisting the continental elite.

In implementing this programme, Olympic Solidarity relied on the recommendations of the five Continental Associations as to which Games should be focused on and the method of budget distribution. **By the end of 2004, 94% of the NOCs had received assistance from Olympic Solidarity** within the scope of this new programme. This high participation rate clearly demonstrated the need for this kind of programme, whose flexibility was appreciated by the NOCs because it allowed them to prioritise the organisation of the activities that they deemed the most important for the preparation of their athletes and teams for their specific Continental Games.

The athlete profile for this programme was well understood by the NOCs and represented that crucial link between young promising athletes and the world elite who could benefit from the Olympic scholarship programme. Indeed, Olympic Solidarity encouraged the NOCs to use the results at the various Continental and Regional Games as an indication as to whether the athlete should be nominated for an Olympic scholarship. There was one slight exception with respect to the athlete profile for the European NOCs, as the majority of the activities that were organised focused on preparations for the European Youth Olympic Festival (Summer and Winter). Olympic Solidarity's assistance was therefore invested primarily in young promising athletes who hoped to participate in **the 2006 Olympic Winter Games in Turin or the 2008 Olympic Games in Beijing.**



Opening Ceremony of the winter edition of the EYOF in Vuokatti, Finland, in 2001

2001–2004 expenditure
US\$ 8,530,000

Participating NOCs by continent

Continent	Competitions	Participating NOCs	
Africa	All Africa Games, Abuja (NGR) 2003	50	94 %
America	Pan American Games, Santo Domingo (DOM) 2003	42	100 %
Asia	Asian Games, Busan (KOR) 2002	37	84 %
Europe	European Youth Olympic Festival: 2001 Murcia (ESP), 2001 Vuokatti (FIN), 2003 Paris (FRA), 2003 Bled (SLO) Games of the Small States of Europe: 2001 San Marino (SMR), 2003 Valetta (MLT)	47	98 %
Oceania	South Pacific Games, Fiji (FIJ) 2003	13	87 %
Total		189	94 %

Youth Development Programme

Early talent identification, optimal supervision



Identifying talented youngsters in Dominica

The Youth Development Programme helped NOCs, throughout the quadrennial plan, **to set up or improve their systems for identifying young talented athletes**. It also enabled a number of particularly promising athletes who had not previously been awarded Olympic scholarships to train in high-level centres recognised by the IFs or, in exceptional cases, to receive financial assistance for a specific training programme.

In total, 155 talent identification projects for 78 NOCs were approved by Olympic Solidarity. By means of these projects, which became increasingly sophisticated over the four years, the NOCs carried out high-quality national talent identification programmes. **In all, 48 NOCs also benefited from 87 individual assistance projects**, and the results obtained by the athletes in the different competitions (world youth championships, regional, continental and/or international competitions) show that the standards are steadily improving, which augurs well for the future. Finally, **278 athletes from 67 NOCs took part in individual training** in high-level training camps organised in collaboration with the IFs.

The results of this programme are hard to quantify because its primary objective extends beyond a single four-year period and aims to identify talented young athletes where they are and to supervise their development within their own cultural and family environment. Finally, it is necessary to decide which elements should be included in the scholarship programmes for athletes at the Beijing Games in 2008 and even the 2012 Games.

2001–2004 expenditure
US\$ 6,400,000

Projects / Training for young athletes

Continent	Talent identification		Individual assistance		Individual training (IF centre)		Total no. of participating NOCs
	Projects	NOCs	Projects	NOCs	Athletes	NOCs	
Africa	35	23	14	8	95	29	41
America	32	18	20	12	63	14	29
Asia	18	10	15	10	51	7	21
Europe	21	12	38	18	68	16	34
Oceania	49	15	managed by ONOC		1	1	15
Total	155	78	87	48	278	67	140

Olympic scholarship holders tell their story

Tashi Peljor and Tshering Chhoden obtained invitation places for the archery competition in Athens. They both scored archery's biggest first-round upsets. Chhoden beat the 11th seed and reigning Asian Champion in the women's draw and Peljor out shot the number 13 seed from France in the men's. Both lost the next round but Chhoden said:

« I couldn't have made it here without the scholarship. »

Tashi Peljor et Tshering Chhoden, "Athens 2004" Olympic scholarship holder in archery, Bhutan



Tshering Chhoden during the individual eliminations event at the Athens Games © Getty Images/Jamie Squire

« Churandy Martina qualified with a magnificent A-time for the Olympic Games. Without the Olympic scholarship this would not have been possible. It is the first time in history that our country participated in an athletics event, based on an A-qualification! »

Netherlands Antilles NOC



Churandy Martina (left) and his opponents during the second heat of the 100m at the Athens Games © Getty Images/Ian Waldie

Soaring to



© Getty Images/Michael Steel

the

Françoise Mbango-Etone (Cameroon), Olympic scholarship holder, triple jump gold medallist at the Games of the XXVIII Olympiad in Athens



highest level



Archery coaching course in Dominica directed by the Mexican expert Miguel Flores

National coaches: growing success for training programmes

➤ Taking into account the evaluation of the previous plan and the opinion of its different partners, Olympic Solidarity improved the quality of the programmes for coaches offered to the NOCs as part of the 2001–2004 quadrennial plan. In particular, **technical courses were organised at different levels** with the agreement of the IFs concerned, enabling coaches to receive training appropriate to their level of knowledge. The IFs continued to cooperate closely by appointing experts to run the technical courses and helping to evaluate candidates for scholarships.

In the scholarships programme, the specific sports training option, which enables coaches to receive technical training specific to their own sport, was used by several NOCs, demonstrating **the growing interest among NOCs for this type of training**, even though it requires additional effort on their part.

Generally speaking, the NOCs made best use of the programmes designed to help them train their national coaches. They understood the importance of this type of training at all levels. Without this assistance, NOCs do not have the means to coach their athletes in order to help them progress and become part of the national elite or even participate in the Olympic Games. **Olympic Solidarity can be satisfied with these results**, but will continue its efforts to make these programmes more accessible and improve them further for the 2005–2008 quadrennial plan.

Technical Courses

Real training needs met



Teacher and pupil at a technical course for boxing coaches in Brazzaville, Congo

The Technical Courses for Coaches programme, which is particularly designed to provide basic (level 1 and 2) training for coaches in Olympic sports, was one of the first assistance programmes offered to the NOCs. The training is organised in close collaboration with the IFs, who appoint experts to run the courses. **Level 1 courses are usually organised at national level, while levels 2 and 3 courses may be regional in nature**, involving participants from several neighbouring NOCs and thus giving them the chance to receive higher-level training.

Between 2001 and 2004, 138 NOCs organised a total of 1,040 technical courses. Africa remains the continent which has benefited the most from this programme (384 courses), followed by Asia (364) and America (280). Following the decentralisation of these programmes, Olympic Solidarity has not been involved in organising technical courses in Europe and Oceania, where they have been planned and implemented by the NOCs with the support of their Continental Association. For both continents, Olympic Solidarity only organised the regional courses.

Although the annual number of courses dropped slightly in 2004 because of the Athens Games, **the NOCs' interest in this programme remains strong**, since it meets a real need in terms of training. Athletics, boxing, basketball, taekwondo, table tennis and volleyball were the most common sports. Olympic Solidarity would like to continue in this vein and hopes **to enhance further the planning of training courses and follow-up of participants**. Therefore, for the 2005–2008 quadrennial plan, the NOCs will be required to draw up a calendar of training courses and submit a summary of the content of each course, a list of participants and a detailed breakdown of the budget for the activities they are planning. Cooperation with the IFs will have to be stepped up through the implementation of a proper development plan, improvement in the quality of training, a study of the standards of course content and better follow-up of participants.

2001–2004 expenditure
US\$ 10,000,000

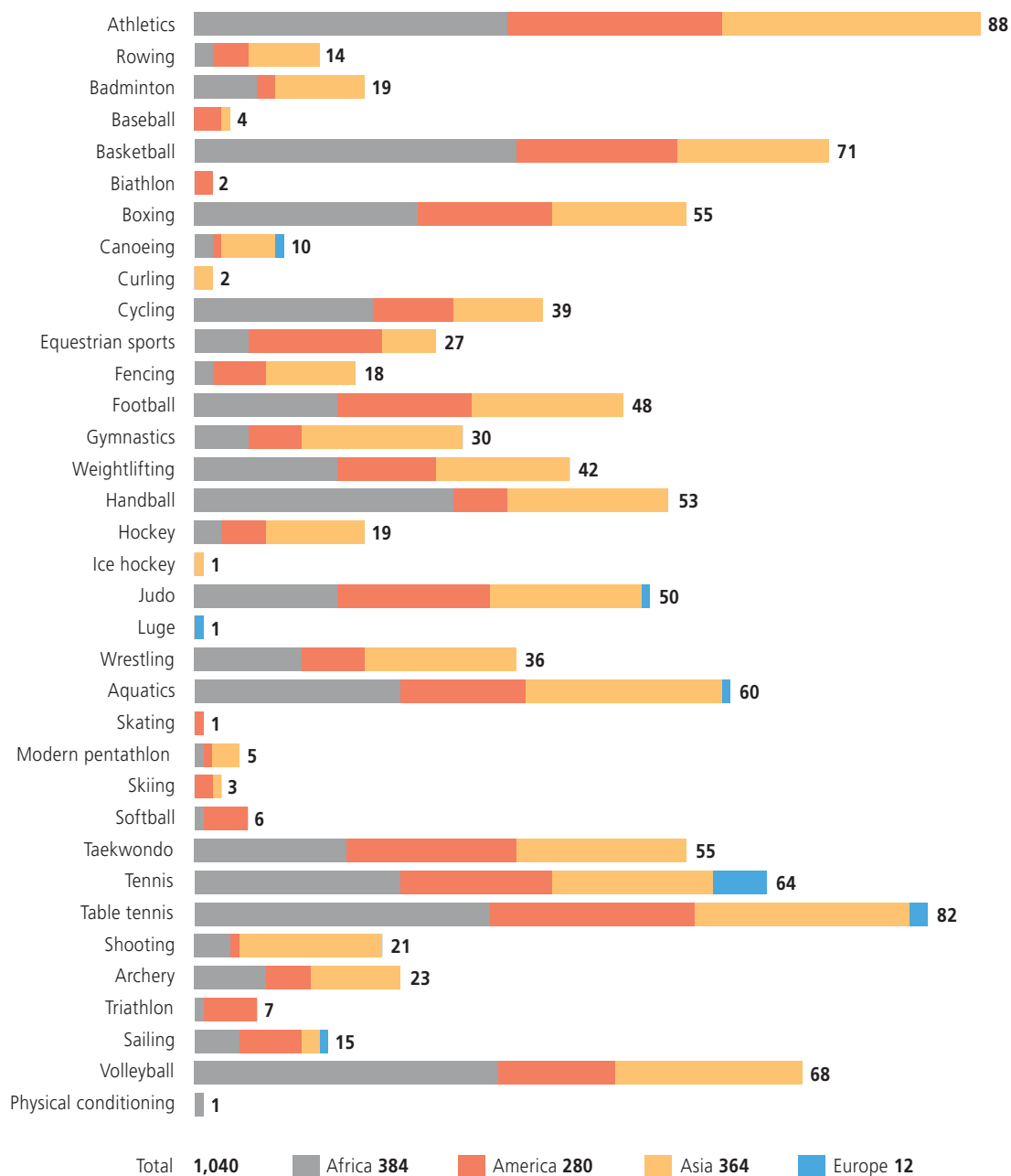
Technical courses organised

Continent	Courses organised	NOCs
Africa	384	52
America	280	36
Asia	364	39
Europe	12*	11*
Oceania	**	**
Total	1,040	138

* Regional courses only. The other courses were organised through EOC Continental programme "NOC Activities"

** Courses organised through ONOC Continental programme "NOC Activities"

Distribution of technical courses by sport and by continent



Technical course for coaches
in Santiago, Chile

Scholarships for Coaches

Two types of training for sports coaches



Germain Ndzana with Hicham Montasser, Director of the CISèL, and Hamey Amadou, scholarship holder in 2003 (from left to right)

Launched in 1991, the Scholarships for Coaches programme has enabled a large number of sports coaches to receive training and gain new experience in their particular discipline so that they can transmit and use their knowledge in their own country. **For the 2001–2004 quadrennial plan, Olympic Solidarity continued to offer the NOCs two types of training:** “sciences applied to sport training”, which takes place in either a high-level training centre or a university, and “specific sports training”, which enables NOCs to set up an “à la carte” programme for coaches, possibly in a club and specific to a particular sport. The high number of projects carried out during this quadrennial period has demonstrated the value of this programme (354 for “sciences applied to sport training” and 63 for “specific sports training”). The latter type is becoming more popular amongst the NOCs in spite of the additional preparatory work it requires them to carry out. The IFs have been closely involved in many of these projects.

As far as “sciences applied to sport training” is concerned, collaboration with the training centres and universities continues to go from strength to strength. Scholarship holders have been welcomed by several new centres. Indeed, discussions between Olympic Solidarity and training directors have resulted in the creation of two programmes for French-speaking coaches, one at the Centre National Suisse du Sport de Macolin (SISOM: Stage International Swiss Olympic Macolin, since renamed CISèL – Centre International du Sport élite Lausanne) and the other at the National Multisport Center in Montreal, Quebec, Canada (PAISAC: International Support Programme for African and Caribbean Sport). In addition to these courses, other programmes are run each year in French, English and Spanish.

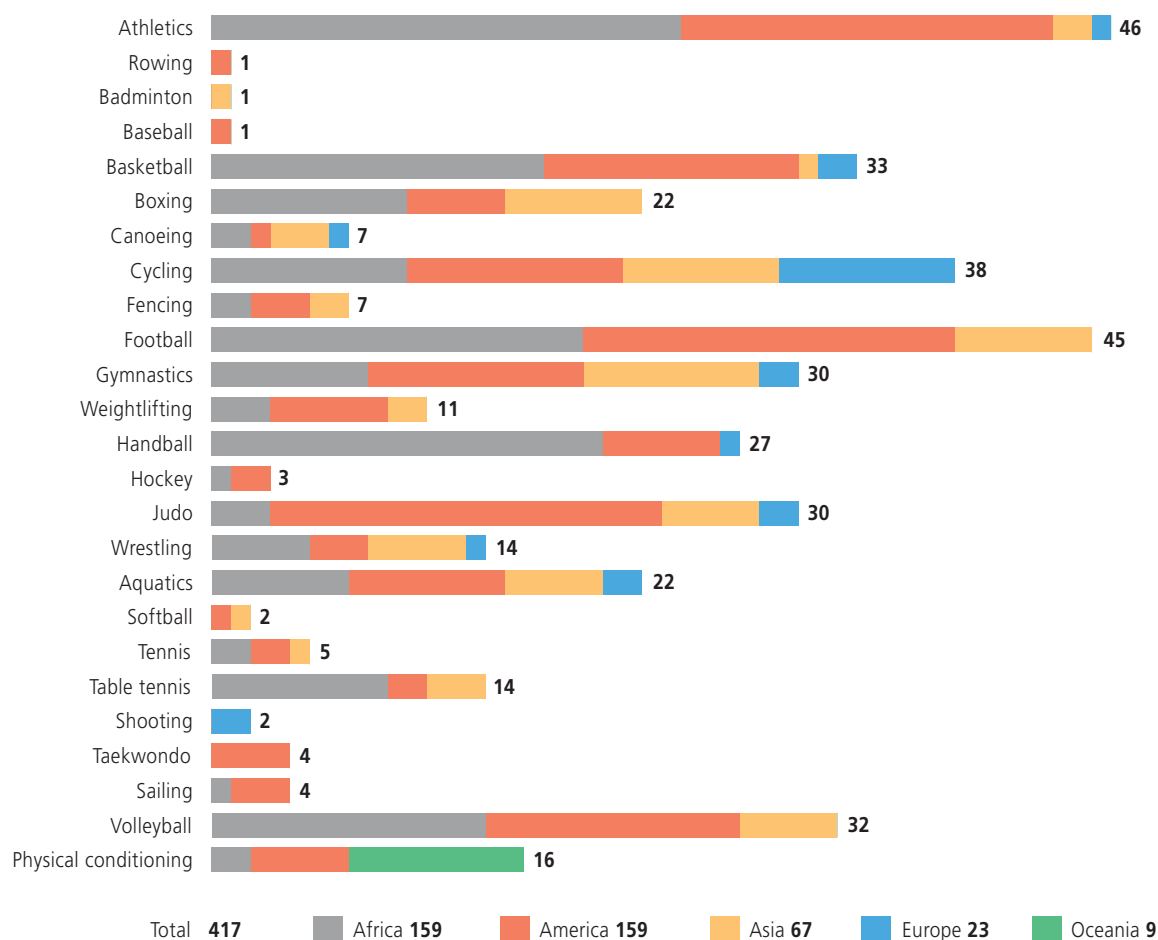
Olympic Solidarity is pleased with the results achieved through this programme, which has enabled participants to receive high-quality further training, with some, such as Cameroon’s Germain Ndzana, even accompanying their athletes at the Games of the XXVIII Olympiad in Athens. After three months of training at CISèL, Ndzana joined his country’s delegation in Athens as an athletics coach (the athletes included two quarter-finalists, two semi-finalists and an Olympic triple jump champion).

2001–2004 expenditure
US\$ 3,700,000

Scholarships awarded to coaches

Continent	Scholarship holders						Participating NOCs	
	Sciences applied to sport training			Specific sports training				Total
	Men	Women	Total	Men	Women	Total		
Africa	128	15	143	14	2	16	159	47
America	141	4	145	11	3	14	159	35
Asia	51	6	57	8	2	10	67	27
Europe	2	6	8	14	1	15	23	14
Oceania	1	–	1	8	–	8	9	7
Total	323	31	354	55	8	63	417	130

Distribution of scholarships for coaches by sport and by continent



« The CISÉL spirit is an innovation in the field of training. Its extension to Africa, its multidisciplinary approach and the relevance of its teaching all add to its prestige. What a boon for those who train there! »

Germain Ndzana, national athletics coach, Cameroon, trained at CISÉL

« The CISÉL inspires me with rigour, solidarity, efficiency and excellence in my active life. It's a real framework for learning, openings and exchanges. »

Moyengar Allaissem, national wrestling coach, Chad, trained at CISÉL

Development of National Coaching Structure Support from international experts



Saraphan Thapornpesee (Thailand) leads the team from the Lao People's Democratic Republic during the national coaching structure development programme

Throughout the 2001–2004 quadrennial plan, **NOCs' interest in the Development of National Coaching Structure programme grew steadily** as they became more familiar with how it worked. Although setting up an initial project requires particular effort on the part of the NOCs, they were very quick to submit new requests to Olympic Solidarity for continued support the following year or to carry out a similar project for a different sport.

Olympic Solidarity has carried out several programmes, most of them successful, at national level, including training for national coaches. However, the NOCs and national federations have realised that there are numerous advantages to inviting an international expert to stay in their country for a period of between three and six months, and consequently benefited also from his/her presence to help prepare their national teams or set up a talent identification programme. **A total of 141 projects were approved during the quadrennial plan.**

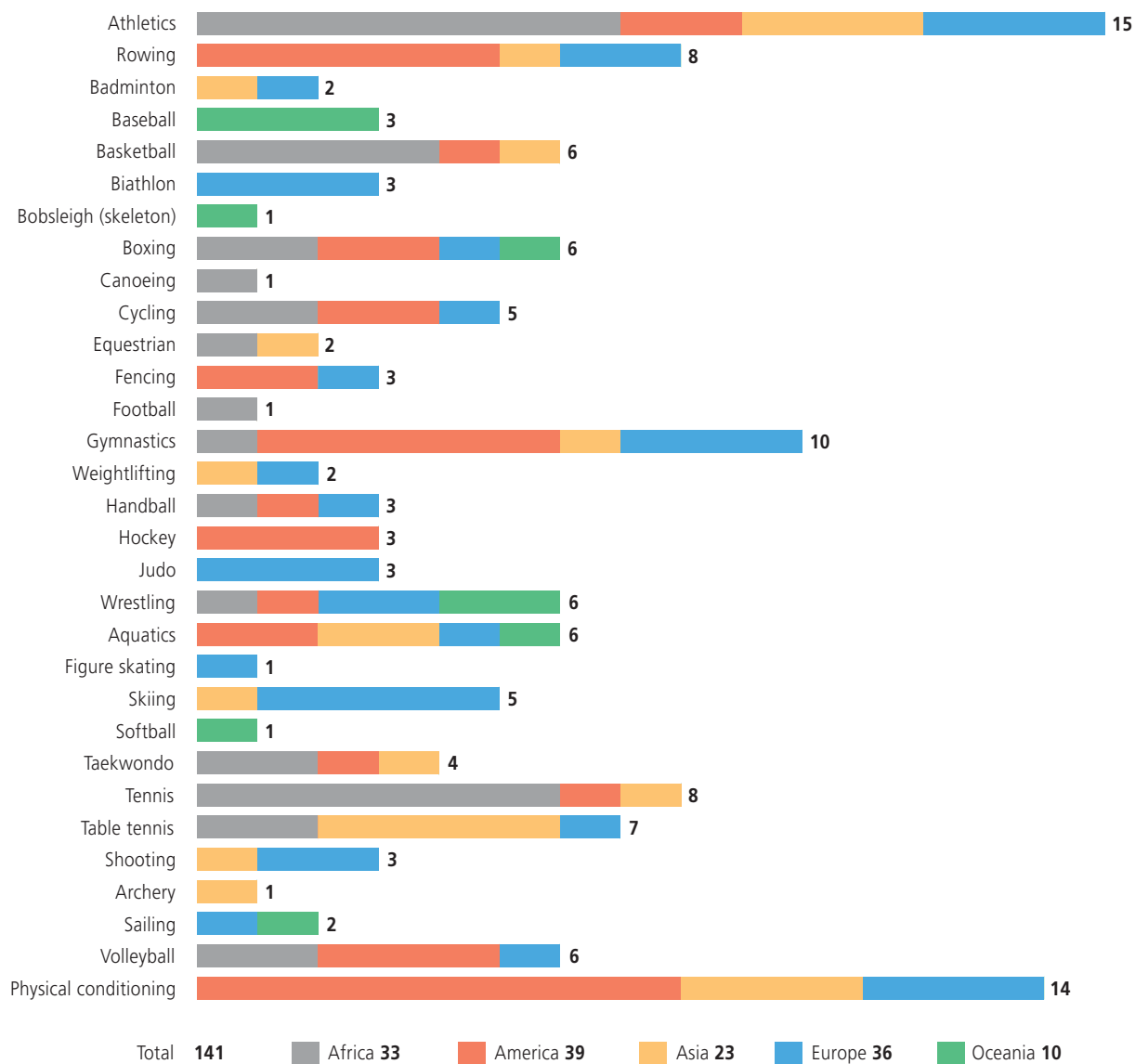
Following the evaluation carried out in 2004, both internally and among the NOCs, Olympic Solidarity decided to slightly amend the objectives of this programme for the next quadrennial period. It will offer support to NOCs with projects aimed at developing their national sports structure, but which are not directly linked to the training of national coaches, and, in parallel, help them carry out a talent identification project, for example.

2001–2004 expenditure
US\$ 2,600,000

Development programmes

Continent	Projects approved	Participating NOCs
Africa	33	21
America	39	19
Asia	23	12
Europe	36	16
Oceania	10	7
Total	141	75

Distribution of development programmes by sport and by continent



« We learned to share values from different sports disciplines, make meaningful links between all the disciplines, and different cultures of experience and knowledge, for a passion for excellence. »

Watil Fred Poda, national judo coach, Burkina Faso, trained at CISÉL

Working



© Allsport/Mike Hewitt

together

A team in action during the Games of the XXVII Olympiad in Sydney



to win

« The MEMOS has provided me with a whole new dimension of skills in several areas including Strategic Management, which in my position with US Taekwondo, I have used to guide me in re-building this organisation. Sport Marketing and Human Resource Development have been equally beneficial in developing and leveraging new programmes and sponsorships for the Taekwondo Union. »

Bob Gambardella - MEMOS VII graduate



MEMOS VIII module at the IOC headquarters in Lausanne, Switzerland © Jan Kossen

NOCs: effective management, greater competitiveness

➤ During the 2001–2004 quadrennial, it became widely recognised by NOCs that **effective management gives athletes a competitive advantage**. NOCs with a professional approach to their management have been able to take full advantage of the funding sources available to them, including Olympic Solidarity world and continental programmes, to enable them to run programmes to educate coaches and support athletes.

The need to support NOCs with programmes dedicated to helping them improve their management became evident when the 2001–2004 quadrennial plan was drawn up on the basis of the analysis of the results of the previous plan and the views of Olympic Solidarity's various partners. **One of the main priorities was to make available programmes of assistance for NOCs to help them optimise their management**. The areas identified as needing to be prioritised within the analysis conducted included increasing the subsidies to NOCs for the running costs as well as for the development of their Information Technology; supporting the training of sports administrators at different levels, including through high level education opportunities; providing individualised assistance to NOCs through management consultancy; and offering NOCs the possibility to meet in small groups to address issues of relevance to the continent and region. As a result, the Olympic Solidarity Commission decided four years ago to devote five programmes to these objectives, covering key areas of NOC development.

NOC Infrastructure

All online thanks to electronic communication

From the start of the quadrennial, Olympic Solidarity distributed an annual subsidy of US\$ 20,000 to the NOCs as a contribution towards their general running costs, such as office rent, staff salaries, telecommunications and meeting costs. In order to receive the funding, NOCs had to certify that the previous year's funds had been used for the purposes set out in their application form and specify their intentions for how the grant was to be used.

The objective of the IT Development sub-programme was to ensure that **all NOCs were equipped with suitable computer technology**, and if necessary, that their staff were trained to use it. In 2001, NOCs that did not meet the specified IT minimum requirements were prioritised in the distribution of funding, and in 2002 NOCs received funding to enhance their existing IT infrastructure. The balance of the funds was allocated to 152 NOCs in 2003. In the questionnaire provided to the NOCs requesting funding, the majority of NOCs listed electronic communication as the most important mode of communication (rather than fax or telephone). Olympic Solidarity is satisfied that, in comparison to the start of the quadrennial, **many more NOCs are submitting most of their correspondence and applications for Olympic Solidarity programmes by email**. At the end of 2004, all but two NOCs had an email address enabling them to receive information from Olympic Solidarity, OCOGs, the IOC, other NOCs, etc. In total, 178 NOCs benefited from the IT Development Programme during the 2001–2004 quadrennial.

2001–2004 expenditure
US\$ 17,300,000



IT serves as an essential component for the sports administrators' courses

Administrative assistance

Continent	Participating NOCs			
	2001	2002	2003	2004
Africa	53	52	53	53
America	42	42	42	42
Asia	42	42	44	44
Europe	48	47	48	48
Oceania	14	13	14	15
Total	199	196	201	202

IT Development

Continent	Requests from NOCs
Africa	52
America	36
Asia	37
Europe	39
Oceania	14
Total	178

Sports Administrators Programme

685 courses demonstrate programme's success

The Sports Administrators Programme was introduced in 1984 with the objective of improving the professional level of sports administrators. Originally known as the "Itinerant School of Administration", the courses have evolved over the past 20 years to their current structure, **whereby more than 100 NOCs have certified National Course Directors (NCDs)** who are actively training sports administrators, from grassroots level in provincial areas of their country to new administrators operating at national level.

In support of the IOC's policy to encourage NOCs to increase the number of women in administrative and management positions, Olympic Solidarity included in the programme guidelines a provision for NOCs to **promote the training of top female sport leaders** through the participation of women in the courses and the certification of female NCDs. Since the start of the quadrennial, NOCs have provided increasing opportunities for women through their inclusion in the sports administrators' courses. However, Olympic Solidarity hopes that more women will be certified as NCDs in the coming quadrennial.



The participants' satisfaction after the sports administration course in Paro, Bhutan

2001–2004 expenditure
US\$ 1,950,000

Certified NCDs by continent in 2001–2004

Continent	NOCs that certified NCDs	Certified NCDs		
		Men	Women	Total
Africa	19	56	15	71
America	17	58	16	74
Asia	14	53	5	58
Europe	4	15	4	19
Oceania	–	–	–	–
Total	54	182	40	222

Courses organised by continent

Continent	Courses organised	Participating NOCs	Participants		
			Men	Women	Total
Africa	191	36	3,261	1,143	4,404
America	189	30	3,777	1,668	5,445
Asia	240	25	3,803	1,258	5,061
Europe	44	8	704	231	935
Oceania	21*	12*	**	**	**
Total	685	111	11,545	4,300	15,845

* Courses organised through ONOC Continental programme "Continental activities"

** Statistics not available

High Level Education for Sports Administrators Access to masters' level courses



Participants after graduation, with their teachers, at the end of their DESS training programme outside the INSEP in Paris, France

The High Level Education for Sports Administrators programme provided those operating at a senior level in NOCs (and National Federations) with opportunities for training at a strategic level through the **MEMOS (Executive Masters in Sports Organisation Management) and DESS (Diplôme d'Etudes Supérieures Spécialisées) programmes**. It also gave less experienced but nevertheless highly promising sports administrators an "à la carte" scholarship to take part in a masters level course in sports management or a related field either abroad or via distance learning in their home country.

The MEMOS programme, which was offered initially only to the European NOCs, began to attract NOCs from other continents and, following several discussions with the MEMOS Steering Committee, it was decided that the programme would be adapted for global participation from 2003. As a result, **115 managers and executives from 94 NOCs covering all five continents were awarded scholarships** to participate in the MEMOS programme. Of those, 71 have completed their degrees and 33 are currently enrolled in the 8th edition of the MEMOS programme. The DESS programme, offered in French to all NOCs as well, filled the need to provide opportunities for management education at a strategic level in the other official language of the Olympic Movement. Of the 19 participants accepted on the programme, 16 have received their degrees.

MEMOS and DESS participants were required to undertake a personal project, whereby they received the support of an expert tutor in their selected field. Each project was carried out by the participant with the consent and support of their NOC, and with the objective that it should help improve the management of the respective organisation. Consequently, other NOCs have taken interest in the results of some of the projects and have used some of the information to improve their own work.

The "à la carte" scholarships enabled 28 sports administrators to take part in a masters level degree in sport management or a related field at a university of their choice, thanks to an Olympic Solidarity scholarship of up to US\$ 12,000. To date, 27 participants have completed their degrees and one is still enrolled.

2001–2004 expenditure
US\$ 1,300,000

Scholarships granted by continent

Continent	MEMOS/DESS scholarships		"A la carte" scholarships		Participating NOCs
	Men	Women	Men	Women	
Africa	34	1	8	–	36
America	22	3	1	2	21
Asia	28	3	9	2	29
Europe	25	13	5	–	27
Oceania	4	1	1	–	6
Total	113	21	24	4	119

NOC Management Consultancy

Tailor-made responses to a diversity of needs

The NOC Management Consultancy programme provided “à la carte” support to NOCs wishing to improve an aspect of their management by seeking the support of an external consultant. As the programme came to fruition, the diversity of the needs of NOCs became clear, although certain areas were particularly prevalent among the requests received. **NOCs seemed most interested in developing their organisational structures through strategic plans** and operational audits, as well as in diversifying their sources of funding through marketing. In order to support NOCs with the development of their marketing structures, Olympic Solidarity and the IOC Marketing Department identified a group of marketing specialists who could respond to NOCs’ requests for assistance in their area of expertise.

A new option within the NOC Management Consultancy programme, NOC Exchange, was launched in cooperation with the IOC’s NOC Relations Department in 2004. The main objective was to foster and further promote the sharing of experiences among NOCs, in order that NOCs which are more developed in certain management fields can support their fellow NOCs. Although a new programme, **it was well received by NOCs,** with 10 exchanges successfully completed. Exchanges among NOCs were conducted in a wide variety of areas, including: media relations, organisation of regional games, national sport system structure, IT transfer of knowledge among regional games organising committees, leadership for women coaches, sports medicine and sports science, and national coaching policy.

During the 2001–2004 quadrennial plan, a total of 76 projects were conducted through this programme.

2001–2004 expenditure
US\$ 375,000

Projects conducted by continent

Continent	Projects conducted	Participating NOCs
Africa	18	15
America	27	18
Asia	8	7
Europe	11	6
Oceania	12	7
Total	76	53



Participants in the coaching seminar organised by the USOC in Colorado Springs, United States

Regional Forums

Exchange and expertise working together

The Regional Forums programme provided NOCs with the opportunity to meet in small groups in order to address issues of relevance to their continent and region. Throughout the 2001–2004 quadrennial, each of the Continental Associations, in coordination with Olympic Solidarity, decided upon the programme of forums for each year and addressed areas that needed special attention. **In 2001 and 2003, Olympic Solidarity was responsible for the subject matter of the forums**, respectively the presentation of the 2001–2004 Olympic Solidarity programmes and, in the lead up to the Athens Games, preparing a delegation for the Olympic Games. In 2002 and 2004, each Continental Association conducted forums on topics most relevant to their region. **In 2003, the European Olympic Committees (EOC) and the Olympic Council of Asia (OCA) teamed up with Olympic Solidarity** to organise a forum on management and marketing for NOCs from the former Soviet Union.

2001–2004 expenditure
US\$ 1,400,000

Regional forums organised by continent

Continent	Year	Forum Topic	Host NOCs	Host City
Africa	2001	Olympic Solidarity 2001–2004 Quadrennial Plan	RWA	Kigali
			ZAM	Lusaka
	2002	ANOCA's and Olympic Solidarity's Sport Development Programmes and Communication (Zone 4) Regional Activities and Sport Development in the Region (Zone 5)	RSA	Johannesburg
			KEN	Mombasa
	2003	Preparing a delegation for the Olympic Games and Regional Games	CHA	Moursal
MAW			Blantyre	
2004	Delegation Registration Meetings for NOCs in preparation for the Athens Olympic Games, conducted in collaboration with ATHOC *	TUN TOG ETH ZIM	Tunis Lome Addis Abeba Victoria Falls	
America	2001	Olympic Solidarity 2001–2004 Quadrennial Plan	MAR	Casablanca
			RSA	Johannesburg
	2002	Olympic Solidarity World and Continental Programmes	LCA	Castries
			ARU	Oranjestad
	2003	Preparing a delegation for the Olympic Games and Regional Games	TRI	Port-of-Spain
MEX/PASO			Mexico City	
2004	Delegation Registration Meetings for the NOCs in preparation for the Athens Olympic Games, conducted in collaboration with ATHOC *	MEX/PASO	Mexico City	

* Conducted using the "NOC Activities" Continental Programme

(cont.)

Continent	Year	Forum Topic	Host NOCs	Host City
Asia	2001	Olympic Solidarity 2001–2004 Quadrennial Plan	MDV OCA CAM KOR	Malé Kuwait City Phnom Penh Busan
		2002	Sport and the Olympic Movement in Asia	OCA
	Talent Identification		UAE	Dubai
	Women and Sport		UAE	Dubai
	2003	Preparing a delegation for the Olympic Games and Regional Games	UAE THA KOR	Dubai Bangkok Seoul
		Management and Marketing (for European and Asian NOCs of the former Soviet Union)	ARM	Tsaghkadzor
	2004	Asian Indoor Games and Crisis Management during the Olympic Games	KAZ THA CHN QAT PAK	Almaty Bangkok Beijing Doha Islamabad
Europe	2001	Olympic Solidarity 2001–2004 Quadrennial Plan	ITA	Rome
		1st Assembly of European Athletes	ITA	Rome
		III EOC Technical Seminar on talent identification	GER	Berlin
	2003	Management and Marketing (for European and Asian NOCs of the former Soviet Union)	ARM	Tsaghkadzor
		II Forum on European Athletes	EST	Tallinn
		IV EOC Technical Seminar on Constructing an Olympic Team and the Preparation of a Delegation for the Olympic Games	BEL	Brussels
2004	V EOC Technical Seminar on “Both sides of the medal – how to create win-to-win models in sport”	POL	Warsaw	
Oceania	2001	Olympic Solidarity 2001–2004 Quadrennial Plan	FIJ	Suva
	2002	Development of an NOC Management Database	FIJ	Suva
	2003	Preparing a delegation for the Olympic Games and Regional Games	FIJ	Suva
	2004	NOC Legacy and Olympic Education	PLW	Koror

V Technical Seminar in Warsaw (Poland) in the presence of Juan Antonio Samaranch, IOC Honorary President for Life, Gunilla Lindberg (left) and Irena Szewinska (right), IOC members



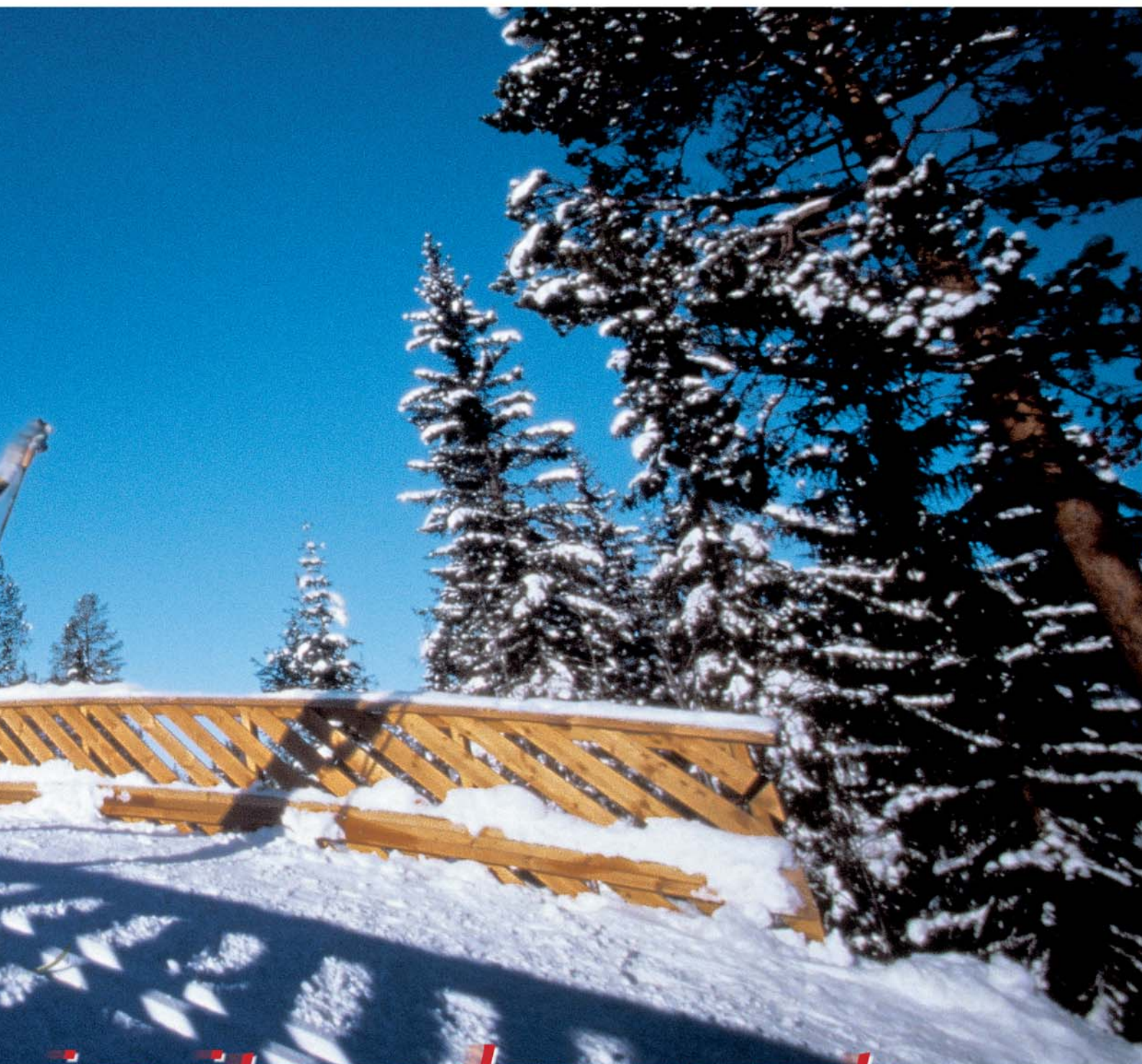
Nature preserved



© Allsport/Rondeau

sport

Cross-country skiing event in Birkebeineren at the XVII Olympic Winter Games in Lillehammer



in its element



The Cypriot pianist Martino Tirimo carrying the Olympic torch on the threshold of Kourion Stadium when the Athens Olympic Torch Relay passed through Nicosia, Cyprus © Getty Images/Todd Warshaw

Special Fields: fiercely defending Olympic values

➤ The “special fields” programmes, which were created specifically to meet the NOCs’ needs, are all designed to foster **education and respect for human values through sport**, with the aim of helping the NOCs to promote the basic principles and values of Olympism. The NOCs explained to Olympic Solidarity the importance of being able to develop areas in which it is more difficult to obtain assistance from outside partners.

Based on the general analysis of NOCs’ participation in these eight programmes, carried out at the end of the 2001–2004 quadrennial period, Olympic Solidarity noted a clear increase in the number of requests received compared to the previous quadrennial plan and the excellent quality of the proposed projects. This shows that the NOCs understood the objectives of each programme and strengthened their structures in order to be able to create effective action plans, broaden their activities in the various fields concerned and fulfil their mission as members of the Olympic Movement. **All the NOCs benefited from at least one of these programmes**, some of them on more than one occasion. The new “NOC Legacy” and “Culture and Olympic Education” programmes, launched at the beginning of 2001 following the evaluation of the results of the previous plan, cover fields that had never previously been tackled. The enormous interest shown in them by the NOCs confirmed the relevance of these programmes and the need to retain them.

In parallel with the activities carried out by the NOCs in their respective countries, **the IOC organised various world conferences and regional seminars** on women and sport, sport and the environment, culture and Olympic education, and sport for all. These were attended by NOC representatives, partly thanks to financial assistance from Olympic Solidarity. The knowledge acquired at these events and the chance to exchange opinions and create networks have certainly benefited the NOCs and helped them to determine their own plans. The sports medicine courses were also very successful and individual training in this field is now available.

Nevertheless, **the XIX Olympic Winter Games in Salt Lake City and the Games of the XXVIII Olympiad in Athens will remain the key events** of this quadrennial. For 20 years now, Olympic Solidarity has been giving financial assistance to every NOC to cover some of the costs linked to their participation in the Games, to reward them and to contribute to their future development and success.

Sports Medicine

New approaches and knowledge sharing

The sports medicine courses organised under the auspices of the IOC Medical Commission as part of this programme, which has existed for many years, remain very popular with the NOCs. These courses enable the participants, sports administrators and sports doctors, to discover new approaches and the answers to numerous practical questions. They are therefore better prepared **to meet the needs and solve the problems of athletes, and to support them in their sporting careers**. This educational programme covers a whole host of topics, such as nutrition, biomechanics, physiology, psychology, doping and even medical assistance during the organisation of competitions and games. During the 2001–2004 quadrennial plan, 97 courses were run with the invaluable collaboration of the Medical Commission's five continental representatives, who coordinate, plan and monitor the smooth organisation of the courses. In order to cover part of the administrative costs linked to these courses, **Olympic Solidarity paid US\$ 10,000 per year to each continent**.

In addition to these courses, a new individualised training option was created and will be reviewed for the 2005–2008 period. This helped a number of young doctors and physiotherapists to attend a course or seminar at which they could deepen their knowledge of sports medicine.

The constant advances in sports medicine mean that teaching material needs to be kept up-to-date in order to ensure that participants receive the very latest knowledge of medical care and the specific medical problems of persons involved in physical activities. This programme makes it possible to purchase and distribute this educational material, as well as high-quality books and specialist publications in this field, selected by the IOC Medical and Scientific Department.

2001–2004 expenditure
US\$ 1,750,000



The Russian wrestler Khadjimourat Gatsalov being treated in front of his rival, the American Daniel Cormier, at the Games of the XXVIII Olympiad in Athens

© Getty Images/Robert Laberge

Sports medicine courses

Continent	Courses organised
Africa	20
America	18
Asia	14
Europe	36
Oceania	9
Total	97

Sport and Environment

Everyone working for a sustainable environment

In order to help the NOCs to encourage people involved in sport to play a significant part **in protecting the environment and sustainable development**, Olympic Solidarity set up this programme during the previous plan. It revolved around two main types of activity.

The first involved helping NOC delegates to attend the world conferences and regional seminars organised by the IOC. The IOC laid down various objectives, not only for the organisation of environment-friendly Olympic Games, but also to broaden its educational and awareness-raising campaign among the members of the Olympic Movement. The NOCs were therefore able to extend their knowledge in order to **identify the environmental problems linked to sport** and to take meaningful measures using their own resources to contribute to the protection of the planet and the well-being of humanity.

Two world conferences were held during the quadrennial. The IV World Conference in Nagano in 2001, on the theme "Give the planet a sporting chance" resulted in the adoption of a resolution urging all the members of the Olympic Movement, all participants in sport and enterprises associated with sport to continue and intensify their efforts in implementing environmental, economic and social sustainability in all of their policies and activities. The V World Conference in Turin in 2003 on "Partnerships for Sustainable Development" looked at the possible action plans that the Olympic Movement and its partners were proposing in order to implement Agenda 21.

Several regional seminars were also held. The first took place in Beijing (People's Republic of China) in November 2002, when the IOC invited the NOCs from East and South-East Asia, 13 of which received financial help from Olympic Solidarity to cover the travel costs of one of their delegates. Seminars were also held in Lomé (Togo) and in Cuba in November 2004 in order to review the initiatives and projects launched by the NOCs since the World Conference in Turin. Olympic Solidarity covered the travel and accommodation costs as well as the participation fees for delegates from 12 African and 16 American NOCs.



Armenian NOC initiative in the framework of the sport and environment programme "Cleaning up the Hazdan and Lake Sevan complexes"

World conferences

Continent	Nagano	Turin
	NOCs which benefited from Olympic Solidarity support	
Africa	8	11
America	13	10
Asia	6	10
Europe	14	10
Oceania	4	4
Total	45	45

The second type of activity was aimed at helping with the initiatives set up by the NOCs in their respective countries. **Some NOCs have created their own sport and environment committee** with responsibility for studying and developing action plans based on a genuine policy in this field. The NOCs also cooperate with governmental and non-governmental organisations in their countries in order to draw up basic principles for environmental protection within their sporting community and to contribute to education to ensure that all sports events include an ecological element.

During the 2001–2004 quadrennial plan, 46 NOCs received help from this Olympic Solidarity programme for their national activities, which included the organisation of seminars, awareness-raising campaigns and site rehabilitation programmes run jointly with governments.

2001–2004 expenditure
US\$ 675,000



Participants in the "Our children, Olympism and Nature" programme in Romania

Individual NOC initiatives

Continent	Initiatives accepted
Africa	13
America	9
Asia	4
Europe	19
Oceania	1
Total	46

Women and Sport

Greater involvement for women in sport

In view of the importance attached to the Women and Sport programme during the 1997–2000 quadrennial plan, Olympic Solidarity had no choice but to continue with this programme by drawing up some firm recommendations for the NOCs at the beginning of 2001: **to propose an equal number of men and women as candidates for the athletes' programmes**, to increase the participation of women in the courses for sports administrators, to encourage women to attend training courses for coaches and to involve as many women as possible in all the other existing programmes. The Women and Sport programme helps to steadily enhance the results already obtained and gives the NOCs the resources they need to implement a number of national projects aimed at promoting women's participation in sport and sports administration. Between 2001 and 2004, 75 NOCs received help with **various projects to promote and encourage women's involvement in sport**.

This programme also enabled the NOCs to attend the IOC's regional seminars. Eleven seminars were organised across the five continents: Africa (Kenya, Senegal), America (Bolivia, Trinidad & Tobago), Asia (Bahrain, Lebanon, Thailand), Europe (Italy, Poland, Switzerland) and Oceania (Cook Islands). A total of 177 NOCs participated. After describing the situation in their own countries, the delegates attended various presentations and obtained relevant information about developments in this field at continental and global levels. They also participated in working groups and more individualised activities aimed at drawing up action plans, shared their experiences and created an activity network. **The end of the plan was marked by the IOC World Conference on Women and Sport, held in Marrakech (Morocco) in March 2004** on the theme "New strategies, new commitments". The discussions showed that a number of strategies need to be followed and certain conditions have to be met in order that the number of women practising sport or acting as sports administrators should continue to rise. To this end, Olympic Solidarity covered the participation costs of 54 delegates from the five continents. Olympic Solidarity also funded the study conducted by the IOC and Loughborough University on the situation of women in the Olympic Movement, particularly within the NOCs.



Participants in a seminar on Women and Sport in Niger

2001–2004 expenditure
US\$ 1,000,000

Individual NOC initiatives

Continent	Initiatives accepted
Africa	28
America	14
Asia	10
Europe	15
Oceania	8
Total	75

World Conference in Marrakech

Continent	Participating NOCs
Africa	13
America	12
Asia	13
Europe	11
Oceania	5
Total	54

International Olympic Academy Spreading the Olympic ideals



Students at the 44th Session for Young Participants organised by the IOA at Olympia, Greece

For many years, Olympic Solidarity has been supporting the International Olympic Academy (IOA) programme aimed at NOCs and National Olympic Academies (NOAs). The IOA, defined as the supreme school of Olympism, is responsible for studying and teaching the history of the Olympic Games and for spreading the values and ideals of Olympism. Each year, numerous sessions, as well as congresses and training courses, are held in Olympia for participants including young students, NOC and NOA members and representatives of academic institutions. At the end of each year, the IOA publishes a programme of its activities for the following year, containing all the relevant information concerning conditions of participation and registration deadlines. For some of these sessions, Olympic Solidarity offers assistance to NOCs and NOAs wishing to send participants who, once they are back in their home country, are **charged with spreading the principles of Olympism** and highlighting its various philosophical, educational, sociological and sporting aspects.

During the 2001–2004 quadrennial plan, Olympic Solidarity contributed financially to the costs of the NOC delegates who attended the annual sessions for young participants, the sessions for NOC officials and NOA presidents or directors and the sessions for NOA directors. It also covered the cost of transmitting these sessions on the Internet, some of the Academy's operating costs and the cost of new publications.

2001–2004 expenditure
US\$ 990,000

IOA annual sessions

Continent	Annual sessions for young participants							
	2001		2002		2003		2004	
	NOCs	Participants	NOCs	Participants	NOCs	Participants	NOCs	Participants
	which benefited from Olympic Solidarity support							
Africa	15	23	17	24	20	32	11	17
America	16	25	18	29	22	31	15	26
Asia	14	25	14	29	17	25	15	26
Europe	36	78	38	78	36	64	34	68
Oceania	2	3	2	4	2	4	2	5
Total	83	154	89	164	97	156	77	142

Continent	Sessions for NOA directors				Sessions for NOC officials and NOA presidents or directors			
	2001		2003		2002		2004	
	NOCs	Participants	NOCs	Participants	NOCs	Participants	NOCs	Participants
	which benefited from Olympic Solidarity support							
Africa	15	18	20	20	15	17	19	23
America	17	17	16	16	17	17	17	18
Asia	8	8	11	11	8	9	8	13
Europe	23	28	24	24	21	25	25	32
Oceania	1	2	1	1	1	1	1	2
Total	64	73	72	72	62	69	70	88

Sport for All The need to protect a universal right

According to the fundamental principles of Olympism, **practising sport is a human right** and every individual should be able to do so without any discrimination. In order to encourage all the NOCs to celebrate Olympic Day, the IOC Sport for All Commission launched the Olympic Day Run. Organised for the first time in 1987, this now traditional event is attracting more and more runners each year and gives the NOCs an opportunity to hold other sporting and cultural activities alongside it, as well as various awareness-raising campaigns. Olympic Solidarity allocates financial assistance to the organising NOCs on presentation of a report, and pays for the printing of participants' certificates.



Olympic Day Run in Tonga
© IOC

Olympic Day Run

Continent	NOCs which submitted a report and received financial assistance			
	2001	2002	2003	2004
Africa	47	49	42	37
America	35	37	33	32
Asia	40	37	37	33
Europe	40	38	40	37
Oceania	8	9	10	11
Total	170	170	162	150

The NOCs play an important role in the development of Sport for All, which helps to promote health and social development, and are responsible for drawing the attention of their public authorities to the need to fund its expansion. This programme helps the NOCs in this process by giving them access to financial support for activities carried out at national level. During the 2001–2004 quadrennial plan, 65 NOCs benefited from this programme. Two World Sport for All Congresses, organised by the IOC and its partners, were held respectively in Arnhem (Netherlands) in 2002 on the theme “Sport for all and elite sport: rivals or partners?” and in Rome (Italy) in 2004 on the theme “Sport for All as a tool for education and development”. A number of NOCs received assistance from Olympic Solidarity to participate. The NOCs therefore had a one-off opportunity **to exchange ideas and experiences in the Sport for All field at international level** and to learn about the various global organisations' objectives in the fields of health, education and sport.

2001–2004 expenditure
US\$ 2,400,000

Individual NOC initiatives

Continent	Initiatives accepted
Africa	14
America	15
Asia	5
Europe	25
Oceania	6
Total	65

World Congresses

Continent	Arnhem	Rome
	Participating NOCs	
Africa	11	10
America	11	10
Asia	7	10
Europe	10	11
Oceania	4	5
Total	43	46

Culture and Education

Encouraging appreciation of a cultural treasure



Year 8 pupils in Pohnpei (Federated States of Micronesia) with the new NOC brochure on promoting the Olympic Movement

Launched at the start of this quadrennial plan, **this programme proved popular with the NOCs** and complements the IOA programme, since only a very small proportion of people interested in Olympism are actually able to travel to Olympia. It helps the NOCs and their NOAs to spread the ideas of Olympism in their respective countries. Having realised in recent years the importance of the sport/culture/education alliance as an integral part of the Olympic Movement, many NOCs have created an organisational structure to develop and carry out programmes and activities at national level. This enables them to raise awareness of Olympism in their respective countries through various forms of educational and promotional activities aimed at all levels of society.

During this quadrennial plan, **70 NOCs received financial or technical support through this programme**. Technical support was provided thanks to cooperation with the Olympic Museum and Olympic Studies Centre in Lausanne (Switzerland) in response to certain specific requests from NOCs, such as studies on the IOC's historical archives, access to the library and picture library collections and research projects. Olympic Solidarity received numerous individual requests from NOCs concerning projects such as the creation of NOAs, Olympic education courses for schools, training courses, publications on the Olympic Movement and painting, sculpture or photographic competitions.

In parallel with the financial support allocated to individual initiatives, Olympic Solidarity contributed to the participation costs of NOC delegates at the **world forums organised by the IOC in Wiesbaden in 2002 and in Barcelona in 2004**.

2001–2004 expenditure
US\$ 1,400,000

Specific NOC activities

Continent	Initiatives accepted
Africa	17
America	15
Asia	11
Europe	20
Oceania	7
Total	70

World Forums

Continent	Wiesbaden	Barcelona
	Participating NOCs	
Africa	48	41
America	29	27
Asia	30	33
Europe	37	31
Oceania	8	8
Total	152	140

NOC Legacy

Memories to be passed on to future generations

This programme, essential for NOCs' ongoing historical record, was created for the 2001–2004 quadrennial plan, with the aim of helping the NOCs **to preserve their national Olympic and sporting heritage**. The number of requests received shows that it achieved this aim. An increasing number of NOCs with no suitable structure in place have expressed a desire to set up educational facilities, preserve documents and objects forming part of their heritage, carry out research on their heritage or publish books on the history of sport in their country, of their NOC and of their participation in the Olympic Games. **The Olympic Museum and Olympic Studies Centre in Lausanne have helped** to meet more specific requests from NOCs for training and professional assistance in the fields of museology and research. Some NOCs have even been able to send one or two members to Lausanne to receive specialised, individual training.

Other NOCs have used this programme to create databases and archiving systems, to restore old films or photos, to purchase specialist equipment or display cases, to buy or publish books or to establish exhibition halls and libraries open to the public. **All of the activities carried out by the NOCs will thus help to preserve the values of the Olympic Movement** and to bequeath to future generations the history of Olympism and of the main developmental stages of sport in individual countries.

2001–2004 expenditure
US\$ 940,000

Individual NOC requests

Continent	Requests accepted
Africa	17
America	23
Asia	8
Europe	20
Oceania	6
Total	74



The Dutch NOC used this programme to finance part of the renovation work on the tower of the Olympic Stadium in which the Olympic flame burned when it passed through Amsterdam on 23 June 2004 in the presence of the Prince of Orange and Olympic swimming champion Inge de Bruijn

Olympic Games Participation NOCs' largest gathering



Fireworks light up the Sydney Opera House to bring the Closing Ceremony of the Games of the XXVII Olympiad to an end
© Getty Images/Matt Turner

All the efforts of the IOC and Olympic Solidarity to promote and develop sport are ultimately aimed at ensuring **the success of the world's greatest youth sports festival**, the Olympic Games. According to the mission and role given to the NOCs in the Olympic Charter, the NOCs have the exclusive right to represent their countries at the Olympic Games and every NOC is obliged to participate in the Games of the Olympiad by sending a team of athletes. The assistance programme designed to help the NOCs participate in the Games has existed for 20 years, and is still based on two fairly different yet complementary aims: **to help foster the universal spirit of the Olympic Games** by guaranteeing the participation of all NOCs and to give additional support to NOCs which contribute proportionally to the development and success of the Games.

The tables containing the financial results that appear on pages 60 to 73 show the overall amount paid to each NOC for its participation in the Games of the XXVII Olympiad in Sydney in 2000, the XIX Olympic Winter Games in Salt Lake City in 2002 and the meetings of the Chefs de Mission in Salt Lake City in 2001 and Athens in 2003. Although the subsidies for NOCs' participation in the Games of the XXVII Olympiad in Sydney were paid in the year of the Games (2000), the relevant budget is included under the 2001–2004 quadrennial plan because it is funded through **income from TV rights to the Sydney and Salt Lake City Games** which was earmarked for the development of the 2001–2004 quadrennial plan. That is why the tables refer to the NOCs' participation in the Sydney Games rather than those held in Athens, which will be mentioned in the next quadrennial plan.

Olympic Solidarity financial assistance is given in three phases:

- Before the Games: travel expenses for one person per NOC to attend the meeting between the Chefs de Mission and the Organising Committee of the Olympic Games;
- During the Games: travel expenses for a certain number of athletes and officials, subsidy for logistical expenses and subsidy towards the transport and accommodation of NOC Presidents and Secretaries General;
- After the Games: subsidy to the NOCs for their participation in and contribution to the success of the Games.

2001–2004 expenditure
US\$ 23,600,000

NOCs / Athletes who participated in the Olympic Games

Continent	Games of the XXVII Olympiad Sydney 2000		XIX Olympic Winter Games Salt Lake City 2002	
	NOCs	Athletes	NOCs	Athletes
Africa	53	868	3	3
America	42	2,009	12	401
Asia	42	1,684	15	293
Europe	48	5,276	44	1,666
Oceania	14	814	3	36
Total	199	10,651	77	2,399



The Olympic flagbearers representing America (John Glenn), Europe (Lech Walesa), Africa (Archbishop Desmond Tutu), Asia (Kazuyoshi Funaki), Oceania (Cathy Freeman), Sport (Jean-Claude Killy), Culture (Steven Spielberg) and the Environment (Jean-Michel Cousteau) during the Opening Ceremony of the XIX Olympic Winter Games in Salt Lake City © Getty Images/Mike Powell

Financial statement

An even larger budget...

➤ In order to cover the cost of the programmes contained in the 2001–2004 quadrennial plan, **a total budget of US\$ 209,484,000** (including US\$ 131,040,000 for the world programmes) had been presented and approved by the Olympic Solidarity Commission at the end of 2000. This budget, 70% higher than the US\$ 121,900,000 set aside for the previous quadrennial plan, provided an ideal framework for the development of the new plan, bearing in mind the increase in the number of world programmes to be applied in an individual way to all NOCs and the decentralisation of funds towards the continental associations for the implementation of programmes specific to each continent. This budget was based on the funds carried over from the 1997–2000 quadrennial plan, **revenue from the TV broadcasting rights for the Games of the XXVII Olympiad in Sydney and the XIX Olympic Winter Games in Salt Lake City** (share allocated to NOCs), and the estimated interest accruing on the funds during the 2001–2004 period.



Athletes in the middle of the stadium during the Closing Ceremony of the Games of the XXVII Olympiad in Sydney © IOC/Yo Nagaya

... producing excellent results!

The financial results relating to expenditure up to March 2005, when this summary report was prepared, confirm the figures for activities carried out during the whole plan and its programmes. **The NOCs drew maximum benefit from the funds available**, since virtually all of the approved budget was spent. For the previous plan, when the budget was 70% lower, the final uptake was 87%. Once all the activities for 2001–2004 have been completed and financial commitments met, the balance of funds allocated to the world and continental programmes, which will be detailed in the final audit report, will be carried forward and reinvested in the development of programmes in the next quadrennial plan.

From an analytical point of view, **the detailed distribution of the different costs linked exclusively to the world programmes is presented by NOC and by continent on pages 60 to 73**. These figures do not take into account all the indirect costs (not allocated individually) linked to world programme development, such as costs linked to the production of publications or the costs of experts who ran technical courses for coaches. It is also to be noted that expenditure linked to the “Regional Forums” programme was allocated to the continents, and not distributed amongst the NOCs, because the budgets were managed by each continental association. These figures therefore do not appear in the tables on the following pages.

Amounts allocated by NOC and by programme, in US\$

NOC	Athletes					Coaches			NOC	
	Salt Lake City 2002 - NOC Preparation	Olympic Scholarships for Athletes Athens 2004	Athens 2004 - Team Sports Support Grants	Regional and Continental Games - Preparation	Youth Development Programme	Technical Courses	Scholarships for Coaches	Development of National Structure	NOC Infrastructure	Sports Administrators Programme
AFRICA										
ALG		130,646	100,000	50,000	92,977	50,643		40,000	84,000	
ANG			150,000	23,037	19,433	28,316	38,907	20,000	83,750	8,644
BDI		96,798		75,000	73,731	82,394	46,725	21,497	84,950	16,974
BEN		85,586		51,500	113,344	93,627	27,821	60,000	84,750	17,016
BOT				30,000	23,000	39,647	8,136		88,250	6,800
BUR		108,442		75,000	38,578	98,646	87,443	19,290	89,750	20,900
CAF		72,433	90,000	50,500	35,000	71,151	48,793		85,000	9,500
CGO		13,235		50,000	24,000	64,476	41,854		81,980	9,682
CHA		90,800		20,000	33,000	58,633	30,902		83,210	
CIV		153,990		70,000	40,042	38,184	20,453		87,500	7,016
CMR		153,136	35,000	71,000	49,540	83,687	38,738		85,000	13,567
COD		3,000		56,250		89,420	17,471	25,000	85,000	
COM		22,590				12,160			64,750	
CPV		22,750		14,500		19,996	57,547		85,000	
DJI				71,250		15,365			88,250	5,319
EGY		145,800	190,000	75,000	76,721	74,642	40,641		90,000	
ERI				49,000	60,000	42,015			89,250	18,070
ETH		105,000		50,000	9,090	76,981	17,194	11,250	87,660	30,253
GAB		23,494		37,500			24,627		91,950	
GAM				59,760		62,829	35,319	55,800	85,508	19,551
GBS				30,000	35,000	51,982	38,611		92,050	18,124
GEQ				46,750		40,340	20,777		89,520	13,710
GHA		39,241	80,000	75,000	63,264	46,402	41,374	14,882	90,450	21,226
GUI				30,000	35,868	85,309	28,503		91,938	5,700
KEN		29,844	160,000	40,000	110,000	70,000	49,702		85,000	
LBA		66,000		59,982	15,000	56,981	16,285	37,771	88,750	9,295
LBR		37,834		10,000		12,375	22,727		85,000	
LES				25,000		22,866	14,678	15,000	88,450	18,392
MAD		153,870		75,000	12,000	92,525	41,998	36,988	84,750	10,194
MAR		87,246			60,000	64,424	39,439		85,000	
MAW		31,890		75,000	35,000	78,250	33,986	20,000	85,487	27,053
MLI		111,665	80,000	75,000	60,000	85,986	29,201	20,000	89,750	3,245
MOZ		14,400	80,000	48,000	5,000	21,666	17,021	20,000	89,000	13,300
MRI		179,430		55,000	49,525	79,934	10,550		85,833	11,777
MTN				49,861	19,912	60,000			85,500	

* Olympic Games participation Sydney 2000 & Salt Lake City 2002 + meetings of the Chefs de mission Salt Lake City 2002 & Athens 2004

Management		Special Fields								Total
High Level Education for Sports Administrators	NOC Management Consultancy	Sports Medicine	Sport and Environment	Women and Sport	International Olympic Academy	Sport for All	Culture and Education	NOC Legacy	Olympic Games Participation*	
9,554			11,961	4,552	4,495	15,000	2,329		86,820	682,977
5,830	2,882			2,453	850	10,472	932		68,191	463,697
5,353			12,517	22,219	7,549	5,028	29,642		43,358	623,735
12,019		7,000	718	10,552	4,347	16,105	4,694		43,637	632,716
				1,773		10,000	2,105		37,460	247,171
			16,469	7,009		10,000	4,100		43,902	619,529
5,401			8,859	1,043	4,429	10,000	9,342		41,456	542,907
		14,952		9,845		9,605	2,258		45,089	366,976
				8,874		8,160	2,924		37,116	373,619
10,580	2,665	54,794	2,197	7,163	1,323	10,000	2,458		52,630	560,995
15,534		14,710		5,883	6,206	9,151	14,200	3,000	107,821	706,173
			10,000	4,000	4,484	16,326	2,471	9,352	35,833	358,607
				4,115		7,500	2,668		31,414	145,197
12,103		11,250		3,064	6,747	9,895	2,558		35,473	280,883
				5,213		10,003	5,050		33,004	233,454
4,426	442		4,434	1,687	2,416	11,826	1,754		135,133	854,922
6,105				1,305		7,500	1,516		34,147	308,908
6,554			1,969	1,334	1,970	5,000	2,751	10,000	67,227	484,233
18,052						8,147			36,803	240,573
12,011	6,375			7,892	1,501	10,000	2,069	10,000	36,603	405,218
				2,346		11,491	5,237		40,391	325,232
4,334			1,159	10,236	4,731	5,000	12,120		45,179	293,856
7,014			1,875	7,435		17,500	4,733	3,750	65,684	579,830
		14,187	2,610	6,372		7,500	1,946		51,216	361,149
5,428			2,700	720	1,183	12,000	1,920	22,500	117,934	708,931
	1,894			5,683	850	5,000	858	4,500	33,355	402,204
			6,500	9,379	1,783	7,500	2,773		47,969	243,840
13,765			6,544	6,418	4,459	10,000	6,208		36,352	268,132
	14,864		4,862	11,254	11,654	12,852	8,426	7,500	47,409	626,146
		36,996	1,271	2,176	1,180	3,822	827		106,156	488,537
12,605	7,155			9,098	5,639	12,313	5,392	15,000	28,946	482,814
5,519		12,749	22,538	1,224	4,995	16,810	5,631		39,787	664,099
8,179				11,374	3,979	7,500	3,834		31,743	374,996
6,692			4,750	3,988	48,933	14,287	4,666	1,745	51,996	609,106
				1,177		5,000	3,853		33,005	258,308

Amounts allocated by NOC and by programme, in US\$

NOC	Athletes					Coaches			NOC	
	Salt Lake City 2002 - NOC Preparation	Olympic Scholarships for Athletes Athens 2004	Athens 2004 - Team Sports Support Grants	Regional and Continental Games - Preparation	Youth Development Programme	Technical Courses	Scholarships for Coaches	Development of National Structure	NOC Infrastructure	Sports Administrators Programme
AFRICA	<i>(cont.)</i>									
NAM		58,725		75,000	4,000	15,501	6,585	33,500	84,000	9,500
NGR		127,825	70,000	75,000	34,621	81,172	41,623		89,000	4,631
NIG		89,071		68,000	60,000	50,000	64,931	41,210	89,750	12,940
RSA	35,000	84,796	130,000	75,000	171,206	94,565	14,803		88,250	16,753
RWA		30,000		75,000	55,350	47,500	42,675		88,750	
SEN		254,203	100,000	70,000	69,812	65,000	37,273	68,250	89,000	
SEY		208,851	50,000	75,000	18,721	53,372	33,509		87,952	3,959
SLE				40,000	23,000	74,018	27,025		85,000	
SOM		15,000		34,500		46,718	14,315		89,670	7,056
STP				50,000	25,000	36,072	16,909	20,000	89,000	
SUD		60,990		59,573	75,000	89,560	46,034		81,858	
SWZ		6,359		27,050		64,179		55,635	87,725	24,992
TAN				46,216		82,753	49,927		85,000	18,698
TOG		28,231			87,037	68,351	47,251		89,700	
TUN		114,000	68,500	75,000	59,432	82,666	32,817	25,000	80,000	1,900
UGA				21,000	13,121	75,939	9,073		89,750	4,162
ZAM		11,932		70,000	9,121	83,539	47,843		89,000	7,600
ZIM		54,322		75,000	86,752	86,030	56,888		89,000	16,952

AMERICA

AHO		24,000		46,000	30,693		3,818	13,000	88,750	10,735
ANT		14,400		61,500	35,000	52,111	51,447		88,492	2,893
ARG	35,000	141,335	90,000	61,500	20,000	66,540	37,942	48,120	90,356	32,300
ARU				46,000		6,350	12,164	12,000	80,000	7,107
BAH		105,000		61,500	20,000	15,000			80,000	13,380
BAR		182,994		61,500	59,032	77,992	79,488	25,000	88,750	8,418
BER		60,000		61,400	10,000				81,858	
BIZ				5,640		37,487		20,000	80,000	4,876
BOL	3,750	56,160		46,000		62,187	33,897	18,135	87,500	
BRA	35,000	127,500	172,300	61,500	80,182	77,017	42,403	110,000	88,880	7,388
CAN				61,500		62,268	6,960		83,750	
CAY				61,500	5,000	14,625			85,000	
CHI	35,000	167,947		61,500	42,000	96,871	16,562	15,000	88,250	31,866
COL		79,740		61,200	153,175	60,450	56,721		95,205	22,473

* Olympic Games participation Sydney 2000 & Salt Lake City 2002 + meetings of the Chefs de mission Salt Lake City 2002 & Athens 2004

Management		Special Fields								Total
High Level Education for Sports Administrators	NOC Management Consultancy	Sports Medicine	Sport and Environment	Women and Sport	International Olympic Academy	Sport for All	Culture and Education	NOC Legacy	Olympic Games Participation*	
8,438		11,348	1,000	1,785		10,000	1,280		41,462	362,124
7,889		35,000		1,981	16,406	17,866	8,476	20,000	137,586	769,076
5,615	17,901	7,000	4,158	12,134	11,516	17,990	10,280	8,281	42,850	613,627
3,373		35,000	1,744	4,625	8,139	10,000	18,223	20,000	204,561	1,016,038
5,347	7,733	13,280	3,045	5,201	5,354	7,700	14,292		39,207	440,434
12,629			11,062	480	2,561	20,000	2,283	5,775	70,522	878,850
7,099	7,858	7,000	1,167	2,932	17,739	18,000	10,111	18,000	44,427	665,697
12,917		7,000		2,480		10,347	5,510		48,543	335,840
6,006			5,000	5,390		12,500	5,191		33,917	275,263
5,590	6,640	20,000		2,383	11,085	10,000	4,294		31,221	328,194
5,922		6,738		3,484	9,417	12,196	4,899		30,059	485,730
19,778	7,750		2,567	9,337	9,861	10,000	4,242		34,968	364,443
6,350		15,000		7,672	1,436	23,000	20,360		32,362	388,774
			11,564	8,461		10,000	4,143	7,500	37,443	399,681
			1,179		1,296	10,000	2,303		88,112	642,205
				7,881		10,000	6,575		50,714	288,215
	6,000			8,465	6,110	12,436	7,423		42,173	401,642
7,105	11,100			2,773	4,810	11,500	7,337		49,531	559,100
	5,300			1,422		11,116			47,512	282,346
7,906				1,033	1,612	10,000	1,775		35,376	363,545
13,862		10,000	9,346	12,528	14,731	17,000	4,434	25,000	243,345	973,339
		17,716		5,508	1,389	7,500			41,314	237,048
7,370			450	1,814		13,989	2,620		63,941	385,064
8,576	12,630		6,375	7,007	1,540	10,000	3,235	3,968	59,738	696,243
	793								62,510	276,561
	6,182			4,994		10,000	11,703	14,626	30,296	225,804
			1,411	11,683	2,705	10,000	4,897		40,518	378,843
		15,386	1,569	954	7,867	11,500	2,166	20,000	302,127	1,163,739
		15,000	2,251	2,354	14,576		21,783		589,047	859,489
	2,280			1,752		2,500	795		34,552	208,004
6,894	8,000	13,222	30,223	745	5,360	18,750	31,478	17,500	124,847	812,015
14,876	6,452	20,000	837	1,396	8,139	10,000	4,995	15,000	89,200	699,859

Amounts allocated by NOC and by programme, in US\$

NOC	Athletes					Coaches			NOC	
	Salt Lake City 2002 - NOC Preparation	Olympic Scholarships for Athletes Athens 2004	Athens 2004 - Team Sports Support Grants	Regional and Continental Games - Preparation	Youth Development Programme	Technical Courses	Scholarships for Coaches	Development of National Structure	NOC Infrastructure	Sports Administrators Programme
AMERICA	<i>(cont.)</i>									
CRC		36,000		50,876		84,680	56,023		88,750	37,570
CUB		126,880	134,800	61,500	52,752	93,102	52,268		89,087	11,297
DMA		6,000		46,000	35,000	66,092	12,489	40,000	88,300	3,366
DOM		16,943	100,000	61,500		31,827	46,132		84,750	
ECU		84,600		61,500	40,320	86,764	41,334	34,800	99,369	19,876
ESA		191,234		61,100	42,600	99,952	74,356		89,000	29,736
GRN		39,600		46,000	57,364	10,750	4,685	19,725	88,250	5,169
GUA		203,534		61,500	50,032	49,746	83,118	25,000	84,000	29,226
GUY		6,000		61,500	20,000	70,772	51,102		87,315	9,331
HAI		273,240		61,500	35,000	91,973	98,445	55,000	90,095	18,965
HON		5,400		61,500	98,000	39,053	6,538	112,000	89,000	26,600
ISV	35,000	49,500		46,000					84,969	
IVB				22,500			6,050		80,000	
JAM	26,250	155,009		46,000	41,532	33,442	33,880		84,000	782
LCA		39,227		46,000	40,958	24,585		20,000	88,201	3,735
MEX		160,575		61,500	15,000		15,921		89,044	12,656
NCA		22,800		48,139		70,153	28,917		80,000	13,300
PAN		79,200		46,000		18,666	16,250		88,750	
PAR		127,975		61,500	40,000	85,581	84,523	45,074	94,150	25,866
PER		200,815	87,000	46,000	57,685	38,362	71,103	41,846	88,700	26,179
PUR	35,000	148,800	175,000	61,500	40,000	57,357	30,526	15,000	88,750	
SKN		6,317		29,210		54,870	22,837		88,750	
SUR		10,800		46,000	40,465	9,355			85,000	9,023
TRI		56,240	34,000	61,500	42,682	31,050	25,990		88,017	6,713
URU		241,930	45,000	61,500	70,164	64,517	59,959	62,700	89,000	9,136
USA				61,500			6,800		80,000	
VEN	35,000	9,600	30,000	43,000		40,529	8,822		84,750	
VIN		18,000		46,000	19,700	71,863	20,607	40,000	88,250	6,471

* Olympic Games participation Sydney 2000 & Salt Lake City 2002 + meetings of the Chefs de mission Salt Lake City 2002 & Athens 2004

Management		Special Fields								Total
High Level Education for Sports Administrators	NOC Management Consultancy	Sports Medicine	Sport and Environment	Women and Sport	International Olympic Academy	Sport for All	Culture and Education	NOC Legacy	Olympic Games Participation*	
7,326	4,200		4,895	3,094	15,876	5,000	4,925		67,033	466,248
12,000				1,294	1,912	34,508	8,750	4,368	314,944	999,462
				3,182	4,425	15,000	11,849		38,298	370,001
	6,571	40,000		1,896		7,500	1,617	4,200	52,356	455,292
5,568	8,429	10,000	15,266	3,710	8,850	32,057	22,807	15,000	51,210	641,460
18,899	8,638	20,000	12,272	15,279	9,652	11,500	13,901	3,367	47,243	748,729
			1,814	770	6,788	23,392	4,117		36,077	344,501
6,969		11,278	5,938	1,525	17,829	11,897	5,752	5,000	54,596	706,940
6,656	5,483			3,500		10,000	5,737	4,000	41,760	383,156
12,687	4,138	15,499	1,804	4,909	7,094	34,805	4,534	1,500	40,887	852,075
			953	1,660		9,742	13,064	15,000	62,733	541,243
	7,622			1,490	2,550	10,000	1,786		79,260	318,177
						5,000	3,364		25,768	142,682
2,989		19,720	1,385	3,368		11,456	2,809		115,517	578,139
	7,500		2,776	941	2,601	15,211	4,013	7,500	43,363	346,611
6,499			2,029	9,017	8,518	2,500	4,406	1,500	150,733	539,898
6,005			904			7,500	9,000	4,500	39,504	330,722
		17,039	937	1,112	1,366	10,000	4,083		42,104	325,507
	16,379	15,000	9,766	2,092	8,929	14,276	10,845	22,250	38,501	702,707
			1,037	2,836	28,567	18,486	589	20,000	64,586	793,791
7,883		20,000		8,804	2,490	2,500	15,403	25,000	87,535	821,548
			1,768	5,999	3,872	10,961			33,615	258,199
7,993	7,246	11,250		5,290		2,500			40,097	275,019
7,431	9,954			720	11,813	21,975	20,373		82,032	500,490
		40,000	4,176	4,219	13,868	12,998	28,149	19,930	47,324	874,570
17,405			1,545	2,624	9,444	7,500	2,968	20,000	1,003,786	1,213,572
				1,399					108,384	361,484
14,818		15,000		7,712	6,183	10,347	14,265	7,500	37,638	424,354

Amounts allocated by NOC and by programme, in US\$

NOC	Athletes					Coaches			NOC	
	Salt Lake City 2002 - NOC Preparation	Olympic Scholarships for Athletes Athens 2004	Athens 2004 - Team Sports Support Grants	Regional and Continental Games - Preparation	Youth Development Programme	Technical Courses	Scholarships for Coaches	Development of National Structure	NOC Infrastructure	Sports Administrators Programme
ASIA										
AFG		100,894		3,064				54,000	40,000	
BAN		12,000		50,000		51,750			83,400	27,099
BHU		90,102		52,500	71,100	88,764	28,632	62,723	90,325	23,149
BRN				29,791	70,000	73,310		31,360	84,250	17,578
BRU						20,000			80,000	
CAM		14,000		41,750		73,243	6,569		89,257	28,201
CHN		35,760			120,670	99,639	13,520		84,201	
HKG		162,200		33,500		24,640	4,400		88,250	5,783
INA		105,400		70,000	20,000	88,602	13,691		84,750	12,246
IND	26,250	167,232	150,000	29,500	31,500	39,000	41,203		89,200	28,250
IRI	35,000	138,580		54,000	32,260	75,352	50,503		89,000	42,637
IRQ		75,578		10,000					90,015	
JOR		57,000		70,000	9,000	68,346	22,541		80,000	
JPN		19,920		50,000	17,440		7,200		80,000	
KAZ	26,250	175,500	115,140	70,000	60,000	46,500			88,750	7,052
KGZ	35,000	123,900		53,875	55,600	76,502		39,600	90,452	15,656
KOR		26,107	140,000	40,000	13,789	81,379	9,129		83,685	
KSA				70,000	40,000	82,735			84,000	
KUW				70,000					84,000	
LAO		14,820		23,016		80,659		72,165	89,750	32,688
LIB	35,000	53,100	50,000	70,000	70,000	83,178	9,710	35,385	88,550	12,826
MAS		205,081		55,000		42,951	9,901		83,750	25,302
MDV						19,988	54,553	15,100	84,000	
MGL	35,000	138,169		70,000	40,000	82,470	10,949		89,250	36,622
MYA				30,000		78,674			86,009	27,462
NEP		10,774		12,000	35,000	23,504			80,000	
OMA						81,908	9,955		85,000	8,830
PAK						64,845	4,400		85,000	12,204
PHI		30,000		70,000		40,760	25,352		88,750	4,351
PLE		90,192		43,500		14,200	8,746	20,979	80,000	
PRK	35,000	72,000		62,000		96,996	57,372	20,250	94,027	
QAT						69,123	17,031		84,000	
SIN		24,000		70,000		38,123	26,904		92,705	11,553
SRI		37,200		36,000	18,000	61,794	25,591		84,279	30,031
SYR				70,000		86,552	7,583		88,750	

* Olympic Games participation Sydney 2000 & Salt Lake City 2002 + meetings of the Chefs de mission Salt Lake City 2002 & Athens 2004

Management		Special Fields								Total
High Level Education for Sports Administrators	NOC Management Consultancy	Sports Medicine	Sport and Environment	Women and Sport	International Olympic Academy	Sport for All	Culture and Education	NOC Legacy	Olympic Games Participation*	
									1,420	199,378
4,279		13,000	10,000	6,342		16,000	123		34,045	308,038
		25,000		3,553		15,392			28,980	580,220
		8,208		1,193		7,500			31,102	354,292
			2,980	950		10,000	2,868		25,490	142,288
6,884	1,650		762	1,022		11,933	8,473		32,196	315,940
18,468			30,000	1,091	6,274	16,000	2,427		464,783	892,833
			386	2,786	6,150	14,469	3,786		85,459	431,809
3,276			809	1,103	15,907	10,000	6,055		83,185	515,024
	159			2,185	4,040	17,467	6,015		124,859	756,860
12,747		25,000	7,500	13,734	2,707	14,476	10,479		91,688	695,663
12,480						2,500	2,487		30,012	223,072
6,821	745	10,000	2,471	3,502	3,321	10,392	9,080		40,098	393,317
12,000			941	1,415	17,149	16,000	5,689		504,087	731,841
11,195	6,047			113		16,000	3,354		274,112	900,013
18,725					1,115	16,000	13,295		123,026	662,746
14,023			2,624		14,734	5,000	14,439		442,099	887,008
5,426		10,000	1,000		2,028	10,000	1,866		51,444	358,499
8,044									67,112	229,156
8,202			1,798	4,100	3,168	12,096	7,444	20,000	28,740	398,646
3,665	6,187			9,803		10,000	2,847	20,166	63,486	623,903
7,665	5,574		5,593	701	18,822	10,000	4,498		73,552	548,390
				2,775	1,700	16,392			29,079	223,587
			6,405	11,850	19,357	19,072	28,157	13,388	96,840	697,529
		25,000	673	1,713		14,500	4,186		34,141	302,358
16,893		25,000			1,427	5,000	13,472	7,500	56,684	287,254
16,737		18,750	1,137	4,665		10,000	5,980		37,937	280,899
		25,000	3,344	1,287		2,500	2,800		64,137	265,517
4,760		15,000	942	1,031	10,614	13,267	27,047		54,050	385,924
17,451						7,500			25,352	307,920
				7,866		8,000	2,411		69,017	524,939
4,795				1,435	1,700	8,282	2,127		51,561	240,054
				9,230	19,867	10,000	4,832		41,724	348,938
6,244				6,172	9,984	12,792	10,049		51,267	389,403
18,000				6,681	6,771	10,000	1,499		38,413	334,249

Amounts allocated by NOC and by programme, in US\$

NOC	Athletes					Coaches			NOC	
	Salt Lake City 2002 - NOC Preparation	Olympic Scholarships for Athletes Athens 2004	Athens 2004 - Team Sports Support Grants	Regional and Continental Games - Preparation	Youth Development Programme	Technical Courses	Scholarships for Coaches	Development of National Structure	NOC Infrastructure	Sports Administrators Programme
ASIA	<i>(cont.)</i>									
THA		207,204		22,000	50,000	101,606	4,400		88,250	21,563
TJK		100,675		70,000		82,985	32,127		84,250	18,297
TUR		148,300		70,000	60,000	81,512			87,000	
TLS									40,000	
TPE	35,000	7,000	100,000	70,000	10,906	65,019			88,750	
UAE				60,000		85,271	18,966		84,250	
UZB	34,000	147,600		70,000	40,000	91,340			89,750	24,700
VIE		142,800		30,000		76,547			91,795	38,254
YEM		51,000		70,000		85,004	24,352	59,892	89,250	9,433

EUROPE										
ALB		71,860		27,900	75,000		5,599	71,936	90,900	16,611
AND	34,000	82,590		20,000	40,000				84,000	
ARM	34,000	189,300		35,000	60,000				93,721	28,255
AUT	9,750	4,047	50,000	20,000					83,750	
AZE	7,500	145,800	60,000	35,000					89,220	
BEL	34,000		50,000	31,000					83,750	
BIH	34,000	57,000		20,000	8,071	10,000			85,000	
BLR	25,500	123,459		24,900	71,120	10,000	4,400		64,750	4,310
BUL	34,000	197,400		31,000	119,214	7,500			88,750	
CRO		36,000	180,000	20,000	21,901		6,480		84,250	
CYP	31,000	132,600		40,000	63,000		4,400	60,000	85,000	
CZE	31,000	105,940	90,000	20,000	14,122		3,760	40,000	84,250	
DEN				17,888					84,000	
ESP	30,000	18,000		70,000				36,596	88,250	
EST	34,000	181,900	20,000	27,000	61,760			40,000	88,750	21,800
FIN		64,750	35,500	14,700	60,000				88,250	
FRA	34,000	32,583	100,000	20,000	41,520				80,000	
GBR		28,800	100,000	15,000	58,625				85,000	
GEO	34,000	170,880		29,500	60,000	16,127		15,000	88,997	
GER				15,000		8,000			80,000	
GRE	34,000	21,000		20,000	22,355			40,000	84,250	
HUN	34,000	90,000	180,000	38,500	19,000		4,400		85,000	
IRL	25,500	24,000	150,000	2,740		50,000	4,400		80,000	

* Olympic Games participation Sydney 2000 & Salt Lake City 2002 + meetings of the Chefs de mission Salt Lake City 2002 & Athens 2004

Management		Special Fields								Total
High Level Education for Sports Administrators	NOC Management Consultancy	Sports Medicine	Sport and Environment	Women and Sport	International Olympic Academy	Sport for All	Culture and Education	NOC Legacy	Olympic Games Participation*	
12,001		25,000	2,008	9,197	6,203	12,275	4,555		88,905	655,167
6,627		7,000		2,411	4,285	11,500	3,405		62,380	485,942
5,745				6,668	1,263	7,500	3,944		44,750	516,682
				1,509						41,509
			1,474	2,684	8,735	20,000	4,366	10,000	115,437	539,371
		10,000		3,529		7,500	1,874		30,038	301,428
7,685			9,968	8,666		11,750	11,599	8,500	149,163	704,721
7,352			676	696	4,513	24,365	8,804	15,750	36,768	478,320
				15,282		11,716			28,220	444,149

8,594	2,702	4,600		1,797	6,857	12,658	2,273		36,459	435,746
						5,000	443		58,398	324,431
			4,061	7,693	7,318	20,747	6,670	8,732	102,399	597,896
2,700					6,190		358		270,571	447,366
			15,000	2,359		17,500	11,700	10,000	101,973	496,052
		5,000		8,108	2,686	11,500	20,207		141,921	388,172
7,126						958		20,000	60,756	302,911
5,097		3,750		2,601	5,805	18,806	2,551		221,011	588,060
3,000		15,000	10,000	1,145	7,800	21,000	11,710	19,966	188,399	755,884
5,060			1,195	1,348		10,000	2,656		172,297	541,187
12,000			709		4,963	11,672	4,554	15,837	81,008	546,743
3,760		15,000	558	7,355	9,496	17,446	6,517		289,581	738,785
		5,000	2,035	1,022	7,225	20,000	31,151		182,088	350,409
		5,000		1,107	9,489	17,530	4,483	10,000	450,803	741,258
		5,000	15,000	1,500	10,943	10,791	9,831		115,242	643,517
3,717		15,000	3,383	1,407	9,432	11,433	2,867		263,043	573,482
7,717			20,000	10,409	9,750	5,000	40,436	38,000	593,499	1,032,914
10,078		5,000	5,807	1,294	6,384	10,000	765		481,722	808,475
		15,000		2,799	6,569	13,141	2,569	10,000	112,022	576,604
3,730		10,000	12,312		9,863	10,000	186		746,166	895,257
6,057			5,318	1,499	3,400	2,500			229,495	469,874
10,395		3,750	4,522	1,860	7,555	17,614	902		293,288	790,786
		3,750		2,236	1,700	1,428	20,727		137,000	503,481

Amounts allocated by NOC and by programme, in US\$

NOC	Athletes					Coaches			NOC	
	Salt Lake City 2002 - NOC Preparation	Olympic Scholarships for Athletes Athens 2004	Athens 2004 - Team Sports Support Grants	Regional and Continental Games - Preparation	Youth Development Programme	Technical Courses	Scholarships for Coaches	Development of National Structure	NOC Infrastructure	Sports Administrators Programme
EUROPE	<i>(cont.)</i>									
ISL	34,000	205,291	200,000	32,000	40,000			20,000	84,000	4,806
ISR	34,000	111,340		45,000	21,500		4,400	7,125	88,750	
ITA	34,000	28,800	150,000	45,000					83,250	
LAT	34,000	149,622	65,000	41,000	40,000	25,135			84,000	
LIE	34,000			41,340					80,000	
LTU	34,000	182,200	190,000	43,000	134,680	15,584			86,750	
LUX		48,000		45,000					85,000	
MDA	34,000	180,600		20,000	57,000			14,022	89,930	
MKD	34,000	189,496		28,000	20,000				84,241	
MLT		73,645		75,000	68,300	10,000	35,008	38,800	88,750	
MON					10,000				80,000	
NED	34,000			26,250					80,000	
NOR	34,000		26,000	31,650	44,600				85,000	
POL	34,000	172,800	80,000	30,000	96,622			16,893	89,000	
POR				35,000	35,500				88,000	
ROM	34,000	172,950		40,430	129,574			43,100	93,638	17,338
RUS		19,920	30,000	20,000			7,200		80,000	
SCG	34,000	176,410	130,000	45,000	68,890		16,272	56,344	93,188	1,900
SLO	34,000	158,358	85,000	20,000	4,365		7,040		88,250	
SMR		58,000		20,000					88,165	2,950
SUI	25,000	19,920		45,000	39,360				80,000	
SVK	34,000	172,390	68,000	31,600	65,122		883		88,250	
SWE	34,000			33,010	40,000				80,000	
TUR	34,000	174,100	67,500	33,000	40,000	10,000	23,931	60,000	88,750	
UKR	30,000	167,400	142,000	15,000	55,000	12,500		15,000	93,250	

*Olympic Games participation Sydney 2000 & Salt Lake City 2002 + meetings of the Chefs de mission Salt Lake City 2002 & Athens 2004

Management		Special Fields								
High Level Education for Sports Administrators	NOC Management Consultancy	Sports Medicine	Sport and Environment	Women and Sport	International Olympic Academy	Sport for All	Culture and Education	NOC Legacy	Olympic Games Participation*	Total
		9,932	3,041	1,505	10,667	21,000	1,174	16,000	88,479	771,895
2,364		5,000	1,613	8,568	6,760	11,624	15,760	10,000	108,789	482,593
2,700		15,000	13,232	5,263	7,116	13,000	1,454		617,897	1,016,712
			12,897	1,304	10,489	7,500	9,098	16,000	173,001	669,046
3,701						20,000			56,626	235,667
5,591		5,000	1,667	7,895	6,307	19,000	17,618	5,000	139,894	894,186
		3,750			1,977	10,000	379		43,099	237,205
		5,000		5,300	1,146	17,288	2,856		101,660	528,802
	8,622			1,280	3,836	31,660	32,578	31,500	76,692	541,905
15,715	6,093	5,000	558	20,257	8,474	10,000	2,439	15,000	37,554	510,593
					4,112				78,797	172,909
5,122	15,002		779	3,227	5,670	11,500	1,193		365,262	548,005
3,917				13,847	7,517	5,000	10,316	20,000	262,437	544,284
	1,613	4,297	1,164	2,100	9,035	10,000	2,150		308,198	857,872
13,208		3,750	1,570	6,848	5,322	10,000	1,894		104,322	305,414
10,752		15,000	22,500	7,768	8,627	27,168	2,128		252,990	877,963
		3,750	757	1,307	4,139	16,392	2,268		743,747	929,480
11,990		15,000	11,000		4,425	10,886	6,394	10,000	200,274	891,973
15,374		5,000		1,361	6,050	19,413	1,441		186,213	631,865
				1,907		5,800		20,000	52,853	249,675
12,000		15,000		245	8,814	15,000	1,297		304,486	566,122
3,600	4,719	19,776	10,362	1,778	8,821	20,846	16,850	17,000	236,813	800,810
		15,000	1,432	983	9,219	7,500	834		365,516	587,494
		15,000	14,149	2,859	5,919	10,000	17,320	15,000	124,168	735,696
		5,000	4,785	6,003	3,222	17,508	27,221	10,000	419,400	1,023,289

Amounts allocated by NOC and by programme, in US\$

NOC	Athletes					Coaches			NOC	
	Salt Lake City 2002 - NOC Preparation	Olympic Scholarships for Athletes Athens 2004	Athens 2004 - Team Sports Support Grants	Regional and Continental Games - Preparation	Youth Development Programme	Technical Courses	Scholarships for Coaches	Development of National Structure	NOC Infrastructure	Sports Administrators Programme
OCEANIA						**				***
ASA	10,000	40,800	50,000	24,000	40,500		16,500		85,000	
AUS			126,000		20,000			20,000	88,250	
COK				30,446	35,026		19,900	7,000	88,250	
FIJ	10,000	48,600		25,228	32,474		22,500	29,000	94,226	
FSM		18,000		26,769	34,400		18,780	57,000	88,750	
GUM				8,408	7,500				84,000	
KIR					18,856		7,614		47,495	
NRU		23,840		21,651	20,000		12,500		40,000	
NZL	35,000	49,500	153,000	2,370	55,120			19,450	88,510	
PLW				24,000	22,500		2,400	20,000	88,665	
PNG		36,900		34,646	37,500		19,366		89,000	
SAM				22,653	33,025				91,396	
SOL				27,200	37,300		9,633		85,000	
TGA		16,800		11,845	28,300		1,061		88,850	
VAN				21,500	30,000		17,170	25,000	84,250	

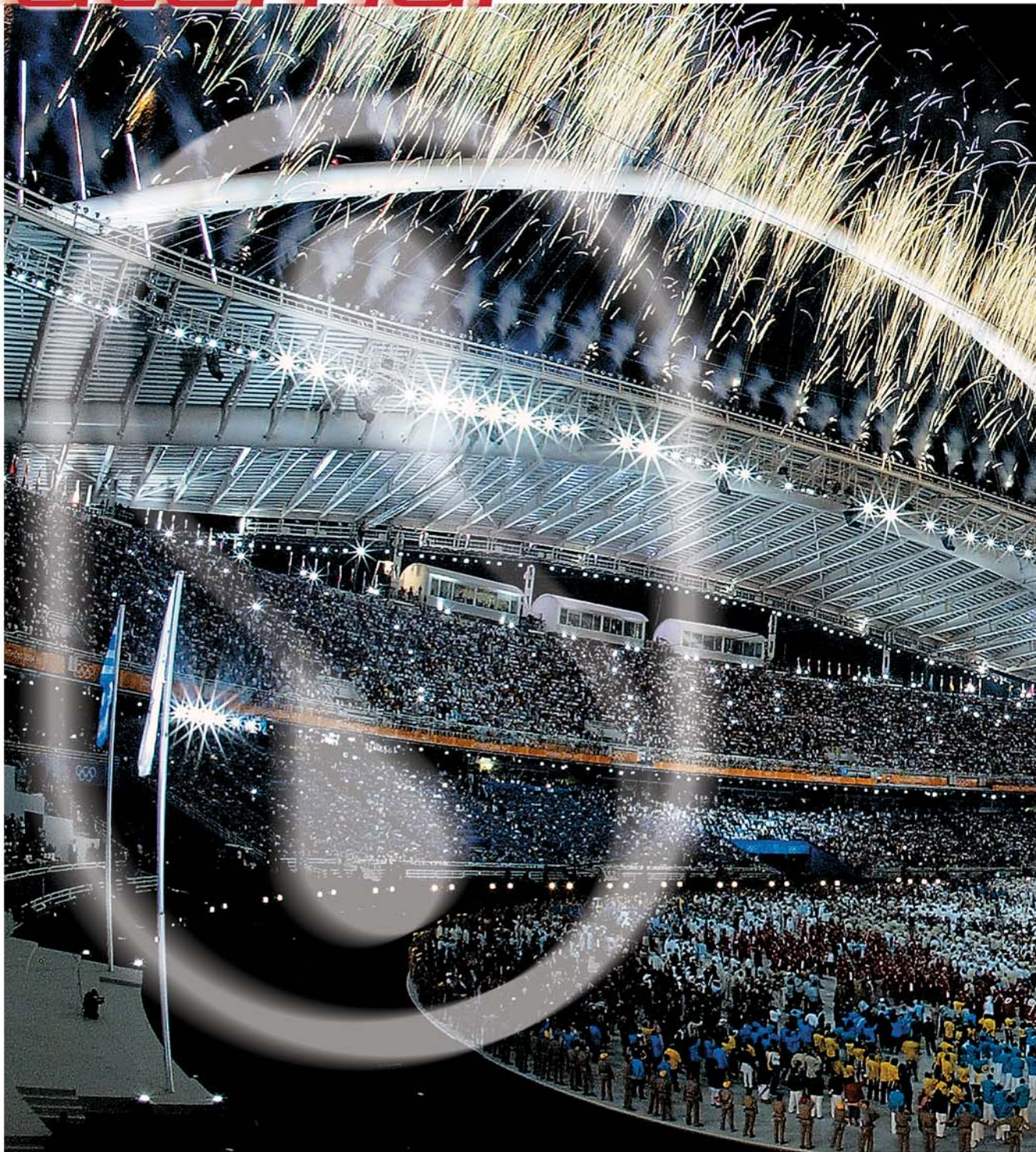
* Olympic Games participation Sydney 2000 & Salt Lake City 2002 + meetings of the Chefs de mission Salt Lake City 2002 & Athens 2004

** Programme financed through ONOC continental programme "NOC Activities"

*** Programme financed through ONOC continental programme "Continental Activities"

Management		Special Fields								
High Level Education for Sports Administrators	NOC Management Consultancy	Sports Medicine	Sport and Environment	Women and Sport	International Olympic Academy	Sport for All	Culture and Education	NOC Legacy	Olympic Games Participation*	Total
				2,411		14,678	2,758		33,466	322,620
12,000		6,938	4,543	8,296	14,810	10,000	8,149	20,000	799,424	1,142,105
		20,826		24,624		17,500	3,152	5,400	26,436	285,033
	5,100	44,367	12,276	8,132		14,000	3,766	15,000	50,080	427,806
11,133	17,989	38,584		18,801		30,000	17,540	15,000	36,196	435,543
						2,847	6,789		42,567	153,363
									3,550	77,515
				3,048		5,375	3,565		32,448	163,771
8,433	9,000		4,311	15,755	31,806	26,896	69,210	24,750	237,197	831,242
10,310	6,430	16,875		4,425		13,328			38,845	263,854
	6,010	18,750		6,798		4,572		276	32,370	295,158
10,614	4,370			2,607		5,782	296		22,128	194,576
				2,156		13,321			23,132	204,429
13,559	10,690	8,719		2,769		10,745	3,130		28,710	227,742
				1,990		10,000	8,746		28,172	229,558

Fraternal



© Getty Images/Nick Laham

Opening Ceremony of the Games of the XXVIII Olympiad in Athens



solidarity

Continental Programmes

Continental Associations make the most of their dynamism

➤ The main innovation of the 2001–2004 quadrennial plan was the **Olympic Solidarity Commission's decision to transfer responsibility for managing some of the funds** to the continental associations of NOCs and to create programmes that meet the specific needs of each continent and region, in accordance with the unique model of Olympic Solidarity, a global organisation with continental branches acting autonomously but in a fully coordinated way.

As a result of this new decentralisation policy, **the continental associations became more involved in the management of programmes on their territory** and there was greater flexibility of choice for the NOCs. At the beginning of this plan, depending on their structural capacity, the continental associations signed individual agreements amongst themselves and with Olympic Solidarity in Lausanne, defining the distribution of management responsibilities.





Five continental programmes, identical for each association, were created for the 2001–2004 quadrennial plan

Continental Association administration: This programme enabled the continental associations to develop and maintain a solid internal administrative structure and to function satisfactorily.

Continental Association meetings: This programme covered the cost of organising association meetings, such as general assemblies and seminars for secretaries general, or even committee meetings.

Continental Association activities: This programme enabled the development of specific activities considered priorities for the continent and covering areas other than those dealt with by the world programmes.

Continental and Regional Games: This programme supported the organisation of Continental and/or Regional Games in the continent.

NOC activities: This programme provided each NOC with a fixed subsidy each year to enable them to develop their own most important and specific activities.

Reports on each of the Continental Associations are included in the following pages and summarise the activities carried out during the 2001–2004 quadrennial, taking into account the specific needs of each continent.

Association of National Olympic Committees of Africa (ANOCA)



Following the Games of the XXVII Olympiad in Sydney, and after analysing the financial management of the 2001–2004 quadrennial plan, Olympic Solidarity and the continental associations of NOCs decided to decentralise the management of the existing programmes. As requested, ANOCA therefore managed all the budgets in the fields of administration, meetings and regional and continental games. At ANOCA's request, Olympic Solidarity took charge of the continental and NOC activities budgets.

While implementing this plan, ANOCA experienced some problems trying to manage the programmes for Africa, largely due to the fall in the value of the dollar. Significant losses were recorded and some of the budgeted expenditure, even for the administration programme, was withheld in order to avoid creating an overall budget deficit. For some NOCs, this situation resulted, through lack of funds, in poor organisational and working conditions during the courses and seminars, as most of the money was spent on bringing in an expert. However, some NOCs were unable to make the most of the possibilities on offer and did not use all of the budget available to them. The administrative management of the NOCs must now be improved.

It is important that the decentralisation process towards the associations should continue and be extended so that ANOCA has greater control over the distribution of funds to the NOCs. For the 2001–2004 period, the total budget allocated for the ANOCA programmes was **US\$ 15,290,000**.

Administration

The budget allocated, managed by ANOCA, was spread equally across the four years of the plan. All of the money was used, mainly to cover ANOCA's development and operating costs, such as staff salaries, office expenditure (furniture, electrical equipment), computer technology and communication.

2001–2004 Budget: US\$ 1,840,000

Meetings

The funds allocated to this programme were also spent in full. All of the meetings, i.e. Executive Committee meetings (4), General Assemblies (2), continental seminars for NOC Secretaries General (4) and technical committee meetings (5), were held to everybody's satisfaction.

2001–2004 Budget: US\$ 1,880,000

Continental activities

Devoted entirely to the Olympafrica International Foundation, this budget was used mainly to build, develop and staff the Olympafrica centres. Twelve projects were planned for this quadrennial period, although not all were completed and credits totalling US\$ 790,372 have had to be carried forward to the next quadrennial plan.

2001–2004 Budget: US\$ 1,500,000

Regional and Continental Games (organisation)

Of the funds earmarked for the organisation of the All Africa Games and the inaugural Afro-Asian Games, which took place in Abuja (Nigeria) and Hyderabad (India) respectively, around US\$ 216,696 was left over. Most of this sum will be spent on the holding of meetings concerning the organisation of regional and continental games. The budget for this programme was released in instalments at ANOCA's request.

2001–2004 Budget: US\$ 1,590,000

NOC activities

For reasons of convenience and speed, ANOCA asked Olympic Solidarity to manage this budget for NOCs' specific activities. The budget was not fully used, with around US\$ 900,000 left over.

2001–2004 Budget: US\$ 8,480,000



*Summary of the report by
Mr Alpha Ibrahim Diallo, President, and
Mr Raymond Ibata, Secretary General*

Pan American Sports Organisation (PASO)



PASO considers the results achieved in the application of the world and continental programmes in America during the 2001–2004 period to be both positive and significant, not only in terms of the volume and quality of the activities carried out, but also because these activities resulted in greater commitment among NOCs and a genuine awareness of the need to use more rationally the financial resources allocated to each approved activity. The collaboration between the Olympic Solidarity office in Lausanne and the Pan American Olympic Solidarity programme coordination office made it possible to organise each activity more effectively and thereby increase the benefits for the NOCs. For the vast majority of PASO's member NOCs, participation in the 21 world programmes during these four years produced much more impressive results than those achieved in the previous plan, in both quantitative and qualitative terms.

The process of decentralising funds towards the continental associations, together with the activities and programmes run by PASO at the initiative of President Mario Vázquez Raña, were essential for ensuring that the Olympic Solidarity programmes were conducted in a real spirit of solidarity, encompassing every one of PASO's 42 member NOCs. Olympic Solidarity was a major theme at every Executive Committee meeting and General Assembly held during this period. The description of the programmes and the appropriate use of available funding form a commitment and an obligation assumed in full by all the members of the Pan American Olympic family.

In 2004, for the third time, PASO paid to its 42 member NOCs the administrative grant that was previously allocated by Olympic Solidarity in Lausanne. For this programme, the budget of US\$ 3,360,000 granted for the four-year period was used in full. Each NOC received its proper share and was required to send reports to PASO, showing how the money had been spent. This system was applied very strictly and duly monitored.

On the whole, the programmes relating to the administration of the continental association, continental meetings and continental activity programmes were successfully implemented in accordance with the annual budget approved for each programme. The different projects carried out were regularly monitored, with favourable results every time.

For the 2001–2004 period, PASO managed all the continental programmes and their funding, with a total budget of **US\$ 12,170,000**.

Administration

During the 2001–2004 period, PASO continued to offer financial support to the NOCs, enabling them to implement and improve their IT programmes and subsidising the recruitment of specialist technical staff working in this field for each NOC. During each year of the quadrennial period, 65% of the total budget set aside for the programme was earmarked for this purpose. The remaining funds were used for activities such as staff remuneration, basic services necessary for the running of the PASO office and other administrative activities.

2001–2004 Budget: US\$ 1,800,000

Meetings

The Executive Committee meetings and PASO General Assemblies held during the period covered by this report were mainly concerned with the preparation, organisation and running of the XIV Pan American Games in 2003, the election of the host city of the XV Pan American Games in 2007 and preparing the American NOCs for their participation in the Games of the XXVIII Olympiad in Athens. The annual PASO General Assemblies and at least two Executive Committee meetings, which are also held every year, are funded by this programme. As the financial accounts show, this budget has been kept at a reasonable level.

2001–2004 Budget: US\$ 1,140,000

Continental activities

The continental activities programme had a budget of **US\$ 2,510,000** for the four years. This was used in full since PASO decided that, along with the funds generated by the organisation itself, it should be used to finance the programme of courses and seminars organised in America during the 2001–2004 period.

At the proposal of the Pan American Olympic Solidarity Commission, the PASO Executive Committee approved the programme of courses and seminars for the 2002–2003 period, deeming it to be one of the continent's largest programmes in terms of human resources. During the period in question, 154 continental and regional courses were organised, involving a total of 3,115 participants. In 2004, due to the Athens Games, a smaller programme was run, with a total of 35 activities, including five seminars and 30 high-level technical courses. All were continental in nature and 800 technical experts took part. During these three years, PASO organised more than 185 high-level courses and seminars and trained around 4,000 experts from the 42 member NOCs in more than 30 sports. PASO's training programme was a total success.

As part of this programme, new procedures have been devised for the management and administration of courses. From this year, host NOCs will assume greater responsibility for the planning and running of the courses, as well as the drafting, implementation and control of the budget. Thanks to the cooperation between the PASO coordinating office and the course organisers, the high-quality activities planned as part of this programme were organised very efficiently.





NOC activities

As far as programme implementation was concerned, the NOC activities programme was the most problematic in every year of the quadrennial period. In 2004, some funds were withheld because certain NOCs failed to submit to PASO the necessary financial reports relevant to the previous period. Over the past two years of the quadrennial, the Pan American Olympic Solidarity Commission has applied a series of measures designed to rectify the situation, whilst exercising strict control and recording the use of the funds allocated. To this end, it has been decided that an auditing system should be created for all the NOCs in order to monitor the use of the resources allocated by the Pan American Solidarity Commission. This task will be entrusted to an international auditing company, which will treat all the NOCs in the same way.

2001–2004 Budget: US\$ 6,720,000

*Summary of the report by Dr Julio C. Maglione,
ANOC Vice-President for America, and
Mr Felipe Muñoz Kapamas, PASO Secretary General*



*Participants at the start of the popular
"Asian Games Fun Run" in Ashgabat,
Turkmenistan © CIO*

Olympic Council of Asia (OCA)

The 2001–2004 quadrennial period saw many different events organised and was very successful overall. All the NOCs affiliated to OCA welcomed the fact that they were given greater autonomy, which enabled them to carry out numerous activities according to their own needs and priorities.

OCA supported the organisation of the 2002 Asian Games in Busan (Republic of Korea), which attracted a record number of participants, and of the 5th Winter Asian Games in Aomori (Japan) in 2003. OCA was pleased to note the increase in women's participation. During this quadrennial plan, OCA set up a "Women and Sport" Committee, whose unflagging efforts benefited the whole women's sport movement in Asia and resulted in increased participation by female athletes in the Games of the XXVIII Olympiad in Athens. Thanks to the frequency and excellent organisation of the Asian Games and Regional Games, Asian athletes were able to achieve outstanding results and win 176 medals at the Athens Games.

Regular meetings were held in order to strengthen the collaboration and coordination between OCA and the different Asian NOCs and increase information-sharing. OCA and the NOCs were thus able to gain further experience in developing high-level technical and administrative standards. OCA received encouraging feedback from the regional forums, which served as a platform for discussion on numerous themes related to the Olympic Movement. The delegates were also given the opportunity to present their national projects. These forums are an excellent tool for strengthening the links between the different partners.

However, OCA would not have been able to achieve this level of success without the cooperation of its member NOCs and the efficiency of the Olympic Solidarity office in Lausanne. OCA managed all of the continental programmes and their funding, with a total budget of **US\$ 12,760,000** for the 2001–2004 period.

Administration

The budget provided by Olympic Solidarity was used mainly to cover staff salaries, the purchase of computer and office equipment, communication and the day-to-day running of the OCA headquarters. The new OCA headquarters should be ready by June 2007. For the time being, OCA is based temporarily in an apartment in the Bayan region.

2001–2004 Budget: US\$ 2,130,000

Meetings

The funds allocated by Olympic Solidarity for OCA meetings did not cover all the costs of these meetings. OCA therefore had to pay the rest of the cost from its own resources. During the 2001–2004 period, OCA organised several important meetings, including four General Assemblies, eight Executive Board meetings, four meetings between the NOC Secretaries





General and the Olympic Solidarity Director, three meetings of the Organising Committee of the 15th Asian Games in Doha (Qatar) and 12 regional forums.

2001–2004 Budget: US\$ 1,320,000

Continental activities

The Olympasia project has been functioning well since it was launched. At the start of the 2001–2004 quadrennial plan, OCA had planned eight projects, but by the end of 2004, a total of 14 projects had been carried out by the following Asian NOCs: Afghanistan, Bhutan, Cambodia, India, Jordan, Maldives, Mongolia, Democratic People's Republic of Korea, Lao People's Democratic Republic, Nepal, Tajikistan, Thailand, Vietnam and Yemen. OCA plans to continue with this project so that other NOCs can benefit from it. The popular "Asian Games Fun Run", launched at the beginning of the plan, was held many times in different parts of the continent, where it served in particular to promote the 15th Asian Games in Doha in 2006.

2001–2004 Budget: US\$ 1,235,000

Regional and Continental Games (organisation and NOC participation)

The 14th Asian Games in Busan in 2002 were extremely successful, with the record participation of 6,572 athletes and 3,210 officials from 44 NOCs. The athletes competed in 419 events in 38 different sports. The 5th Winter Asian Games in Aomori in 2003 involved 1,016 athletes and officials, with a total of 54 events in six sports. OCA also supported the organisation of several regional games: the 3rd East Asian Games in Osaka (Japan) in 2001, the 2nd West Asian Games in Kuwait in 2002, the 21st and 22nd South East Asian Games in Kuala Lumpur (Malaysia) and Ho Chi Minh City (Vietnam) in 2001 and 2003 respectively, and the 9th South Asian Federation (SAF) Games in Islamabad (Pakistan) in 2004.

2001–2004 Budget: US\$ 1,275,000

NOC activities

OCA paid US\$ 40,000 directly to each member NOC to enable them to set up various programmes according to their own needs. The funds were used for different national activities, such as the purchase of office or sports equipment or to enable athletes to train and participate in international competitions. At the end of each year, the NOCs must also present an audited statement of accounts showing how they spent this money.

2001–2004 Budget: US\$ 6,800,000

The European Olympic Committees (EOC)

2001 marked the start of a new four-year programme, whose main characteristic was the greater autonomy granted to the continental associations. In fact, while the world programmes remain entirely under the management of Olympic Solidarity, the continental programmes for Europe are now managed by the EOC and coordinated by Olympic Solidarity. The EOC is responsible for the five sectors of the continental programmes (administration, meetings, continental activities, continental and regional games, and NOC activities).

About 60% of the annual budget is paid directly to the NOCs for their own activities (NOCs and special activities) and for regional and continental games (winter and summer editions of the European Youth Olympic Festival - EYOF - and Games of the Small States of Europe - GSSE). Approximately 25% of the budget is used to implement the many activities of the EOC, which in fact represents indirect assistance to the NOCs for their participation in the different meetings, etc. The remainder is used for the general running of the EOC, which is carried out very efficiently by the secretariat in Rome (Italy) and Dublin (Ireland).

In spite of the changes introduced in the management of the Olympic Solidarity activities, which considerably increased the workload of the continental association, and a preliminary "running in" period, the EOC was able to respond very quickly to the various types of request received from its members.

For the 2001–2004 period, the EOC managed all of the continental programmes and their budgets, which totalled **US\$ 14,384,000**.



Administration

During the four-year period, the EOC secretariat not only constantly updated its equipment on the basis of the latest technologies so as to increase efficiency, but also streamlined its activities by rationalising its administrative management. Consequently, the quality of the services provided to the NOCs steadily improved.

2001–2004 Budget: US\$ 2,100,000

Meetings / Continental activities

In addition to the institutional meetings (General Assemblies, Seminars for Secretaries General and Chefs de Mission, Executive Committee, committee and working group meetings), the EOC staged several seminars and meetings on issues such as technical matters, athletes, environment, marketing, the European Union, new methods of communication, sport and culture, women and sport, Olympic Solidarity and, on the occasion of the summer editions of the EYOF, seminars for young journalists.



In order to manage its activities using suitable communication technologies, the EOC completely revamped its website thanks to new “content management technology”; streamlined production of its newsletter, which is now issued monthly and mailed as well as posted on the website, and is working on its magazine “Sporteurope” with the aim of making it a more effective vehicle for disseminating its policies.

2001–2004 Budget: US\$ 3,084,000

Regional and Continental Games (organisation)

2001 and 2003 were the years of the EOC continental games, which run on a two-year cycle: the EYOF winter editions were held in Vuokatti (Finland) and Bled (Slovenia) and the summer editions were held in Esbjerg (Denmark) and Paris (France). The GSSE were organised in San Marino and Malta. All these important events were organised with great success, enthusiasm and professionalism. The EOC supported the organising committees of these sports events with financial grants, as well as meeting the specific needs of some participating NOCs.

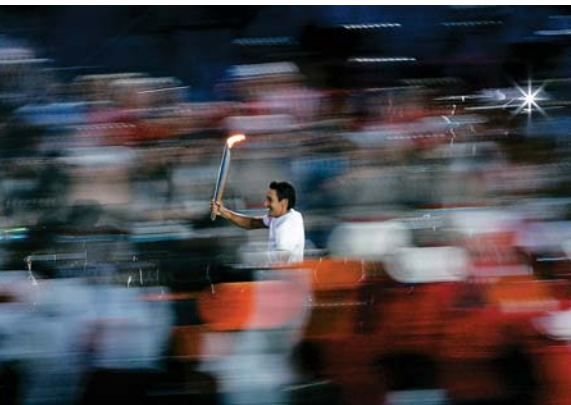
2001–2004 Budget: US\$ 1,520,000

NOC activities

The EOC granted US\$ 30,000 to each of its 48 member NOCs each year. In addition, a total of 138 special projects were funded under the “Special activities” budget.

2001–2004 Budget: US\$ 7,680,000

*Summary of the report by Mr Mario Pescante, President,
and Mr Patrick J. Hickey, Secretary General*



Greek windsurfer Nicolaos Kakalamanakis carrying the Olympic flame during the Opening Ceremony of the Games of the XXVIII Olympiad in Athens

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Oceania National Olympic Committees (ONOC)

ONOC welcomes the increasing decentralisation of Olympic Solidarity programmes towards the continental associations and is pleased to have been able to manage some new world programmes launched by Olympic Solidarity for the 2001–2004 period. Uptake of these new programmes in Oceania has been slow, and only a small number of NOCs have requested funding for their projects. Nevertheless, ONOC is generally satisfied with the contribution these programmes have made to the development of sport in the region and would like to thank the International Olympic Committee, the Olympic Solidarity Commission and the Director and staff of Olympic Solidarity for their ongoing support for sport in Oceania. ONOC is responsible for managing the continental programmes and all the funding allocated to them, i.e. **US\$ 8,200,000**, as well as the following world programmes: Regional and Continental Games – NOC preparation programme; youth development programme; scholarships for coaches (specific sports training); and regional forums. The results of these programmes appear under the relevant heading in the section on world programmes.



Administration / Meetings

An annual budget of US\$ 350,000 was created to cover the operating costs of the ONOC office in Suva (Fiji) and the NOC meetings. The ONOC Executive Committee meets twice a year, while the General Assembly is held in Fiji every other year in order to cut travel and accommodation costs. Consequently, ONOC General Assemblies were held in Suva in 2001 and 2003, in Port Moresby (Papua New Guinea) in 2002 and in Koror (Palau) in 2004. The next General Assembly will be held in Brisbane (Australia) from 1 to 3 April 2005. The whole budget was used.

2001–2004 Budget: US\$ 1,400,000

Continental activities

The Oceania Sports Information Centre (OSIC) provided services to the region from its base at the University of the South Pacific. The Centre also made its archives available for the South Pacific Games, which celebrated their 40th anniversary in 2003. Over the last few years, more and more high school and tertiary students have been using the facility as a source of information on regional and international sports events and as a base for research on sport in the region. The funding currently available is considered insufficient to finance the Centre's activities over the past few years.



The Olympoceania programme, based on the successful Olympafrica model, was launched in the region during this quadrennial period. The NOCs took several years to develop acceptable proposals that complied with the ONOC guidelines. Unlike the African programme, the Olympoceania programme is used to provide NOC headquarters and programmes generating revenue for the Oceanian NOCs. By the end of 2004, seven NOCs (American Samoa, Cook Islands, Federated States of Micronesia, Palau, Samoa, Solomon Islands and Vanuatu) had submitted proposals approved by ONOC. The Solomon Islands NOC was the first to complete its Olympoceania project, which was officially opened in July 2004. Thanks to the success of this project, the British High Commission in Honiara has provided additional funding for the second stage of the Solomon Islands NOC's project.

ONOC's regional solidarity programme supported the following Oceanian sports federation programmes on a cost-sharing basis: joint funding for IF sports development officers working in the region (IBF, IBAF, FIBA, FIH, ISF, ITF, ITTF, FITA); support for regional competitions and championships (IAAF, FIBA, AIBA, FILA, FINA); training programmes for coaches and technical officials (FIBA, IWF); and support for regional IF training centres (IWF, ITF). Funding was also provided to train sports development officers in database and event management, as well as management of the Oceania website and the sports portal www.oceaniasport.com.

2001–2004 Budget: US\$ 2,880,000

National, Regional and Continental Games (organisation)

During the 2001–2004 quadrennial plan, national games were organised at least once by American Samoa, Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu.

The following regional and sub-regional games received financial support during the 2001–2004 quadrennial: VI South Pacific Mini Games, Norfolk Island, 2001; V Micronesian Games, Pohnpei, Federated States of Micronesia, 2002; XII South Pacific Games, Suva, Fiji, 2003; VII South Pacific Mini Games, Palau, 2005; Australian Olympic Youth Festivals, Sydney, 2003 and 2005; XIII South Pacific Games, Apia, Samoa, 2007. Financial support for the Organising Committee of the 2005 South Pacific Mini Games commenced in 2002 and for the Organising Committee of the 2007 South Pacific Games in 2004. This assistance will continue in 2005 and 2006. The full budget was used.

2001–2004 Budget: US\$ 500,000

NOC activities

During this plan, the 15 Oceanian NOCs (including Kiribati, recognised in 2003) scheduled a total of 396 technical programmes through their respective national activities budgets. The majority of NOCs recruited sports development officers. To date, ONOC has received full reports on 290 activities (73.2%).

Each NOC was allocated US\$ 5,000 per year to purchase sports equipment. NOCs had to provide a pro forma invoice for the equipment purchased as well as a receipt before the next grant was provided. Utilisation of these funds was generally very high: 13 of the 14 NOCs used the money in 2001, all in 2002 and 2003, and 12 out of 15 in 2004.

2001–2004 Budget: US\$ 3,420,000

*Summary of the report by Dr Robin Mitchell,
Secretary General*



*Opening Ceremony: a dream of the ocean, at
the Games of the XXVII Olympiad in Sydney*
© IOC/Yo Nagaya

Continental Associations

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 Olympic Federations

Summer

IAAF	International Association of Athletics Federation
FISA	International Rowing Federation
IBF	International Badminton Federation
IBAF	International Baseball Federation
FIBA	International Basketball Federation
AIBA	International Boxing Association
ICF	International Canoe Federation
UCI	International Cycling Union
FEI	Fédération Equestre Internationale
FIE	Fédération Internationale d'Escrime
FIFA	Fédération Internationale de Football Association
FIG	International Gymnastics Federation
IWF	International Weightlifting Federation
IHF	International Handball Federation
FIH	International Hockey Federation
IJF	International Judo Federation
FILA	International Federation of Associated Wrestling Styles
FINA	Fédération Internationale de Natation
UIPM	Union Internationale de Pentathlon Moderne
ISF	International Softball Federation
WTF	The World Taekwondo Federation
ITF	International Tennis Federation
ITTF	The International Table Tennis Federation
ISSF	International Shooting Sport Federation
FITA	International Archery Federation
ITU	International Triathlon Union
ISAF	International Sailing Federation
FIVB	International Volleyball Federation

Winter

IBU	International Biathlon Union
FIBT	International Bobsleigh and Tobogganing Federation
WCF	World Curling Federation
IIHF	International Ice Hockey Federation
FIL	International Luge Federation
ISU	International Skating Union
FIS	International Ski Federation

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	Libyan Arab Jamahiriya
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	Tanzania
CHA	Chad
TOG	Togo
TUN	Tunisia
ZAM	Zambia
ZIM	Zimbabwe

America (42 NOCs)

ANT	Antigua and Barbuda
AHO	Netherlands Antilles
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
ISV	Virgin Islands
IVB	British Virgin islands

Asia (44 NOCs)

AFG	Afghanistan
KSA	Saudi Arabia
BRN	Bahrain
BAN	Bangladesh
BHU	Bhutan
BRU	Brunei Darussalam
CAM	Cambodia
CHN	People's Republic of China
KOR	Republic of Korea

UAE	United Arab Emirates
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
TLS	Timor-Leste
THA	Thailand
TKM	Turkmenistan
VIE	Vietnam
YEM	Yemen

Europe (48 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	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
NOR	Norway
NED	Netherlands
POL	Poland
POR	Portugal
ROM	Romania
RUS	Russian Federation
SMR	San Marino
SCG	Serbia and Montenegro
SVK	Slovakia
SLO	Slovenia
SWE	Sweden
SUI	Switzerland
CZE	Czech Republic
TUR	Turkey
UKR	Ukraine

Oceania (15 NOCs)

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

202 National Olympic Committees
are recognised by the IOC

Listening to you!

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Published by Olympic Solidarity

Picture credits:

Cover

The hands of Kerry Walsh and Misty May (United States) come together in celebration at the end of the beach volleyball tournament's preliminary match at the Games of the XXVIII Olympiad in Athens

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Back cover

Atlanta 1996, Carl Lewis (USA)

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Illustrations:

*Olympic Solidarity,
 Olympic Museum Photo Library*

*Graphic ideas and production:
 AP Communication
 Alexandre Piccand, in cooperation
 with Robert Battard
 CH-1004 Lausanne*

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

*Printed in Switzerland
 ISBN: 92-9149 102 0*

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2001-2004 Final Report Olympic Solidarity

