

2001-2004 Quadrennial plan

Under way!



2001 Report

Olympic Solidarity



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➤ For Olympic Solidarity, 2001 was the first year of the new quadrennial period 2001-2004. The main focus of these four years can be summed up in one word: decentralisation. The pace of the decentralisation process, which began slowly during the previous plan, has been gradually stepped up, with full co-operation between the different organisations involved and in the knowledge that the continental bodies responsible for decentralised management are suitably equipped for the task.



© IOC / Olympic Museum Collections/Locatelli

Olympic Solidarity programmes and funds have also been decentralised in order that they might meet the specific needs of the various continents which, through their Continental Associations, are genuinely capable of playing a decision-making and management role. All of these efforts combined with the 21 world programmes that are designed to benefit all the NOCs, under the management and supervision of the Olympic Solidarity headquarters in Lausanne.

This whole package seemed excellent: 21 world programmes and 5 continental programmes (one per continent) covering the main fields of interest of the Olympic Movement. However, we had to deal with a number of difficulties in order to apply the agreed principles successfully: difficulties caused by the introduction of major changes and the increase in the number of programmes, which created a much heavier workload than we had anticipated. 2001 was therefore a year filled with difficult challenges.

Nevertheless, our results testify to the growth of Olympic Solidarity's activities in comparison with the previous plan, proving that, in spite of all the difficulties, they were more than acceptable, if not excellent. This bodes well for the future when we consider that structures, systems and procedures are now in place, that the NOCs know what they are doing and that we still have three years in which to draw maximum benefit from all that has been approved and implemented for the current period.

I would like to finish by thanking the Continental Associations for the tremendous effort they have made to implement the new programmes and adapt to their new role and, especially, for their fantastic spirit of integration and teamwork. I am also grateful to the NOCs for the interest, support and understanding they have shown during a difficult year.

My particular thanks go to the members of our Commission – those who left us in September 2001 and the current members – for their contribution and support, and to my excellent team of colleagues without whom nothing you read about in this report would have been possible.

Pere MIRO i SELLARES
Olympic Solidarity Director

A vast programme making everyone a winner

➤ Olympic Solidarity, established in 1971, is responsible for administering and managing the funding derived from the share of the television rights for the broadcasting of the Olympic Games which is allocated to the National Olympic Committees (NOCs). This funding is distributed among several programmes, established for the development of sport and intended for the NOCs and their Continental Associations, according to their needs and priorities. All of these programmes are devised as part of a four-year plan.

The programmes adopted by Olympic Solidarity for the 2001–2004 quadrennial plan – **21 world programmes and 5 continental programmes** – cover a wide range of fields. The world programmes, 9 of which are completely new in relation to the previous plan, are divided into four areas – athletes, coaches, NOC management and special fields – and offer the NOCs a range of varied activities. **The continental programmes** are an important addition and **give greater autonomy to the Continental Associations**, which are responsible for the decision-making and financial management of these programmes. This implies a transfer of responsibility from Olympic Solidarity to the continents.

2001 – year of momentum

Olympic Solidarity had to meet many different challenges throughout the year. Its task proved particularly complex because there was a higher number of world programmes and because responsibility for the continental programmes was transferred to the Continental Associations. **Structural and organisational foundations were therefore laid in 2001** so that the programmes adopted for the 2001–2004 period could function properly. This period of adaptation enabled the NOCs to familiarise themselves with the various programmes and to find those which best met their particular needs.



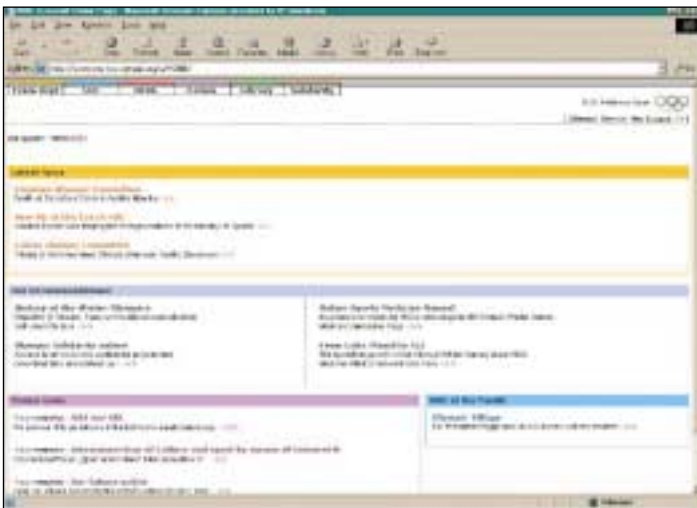
Schoolchildren at the final of the Parliament Cup in the Republic of Armenia

Information for NOCs spread far and wide

A major publicity drive was carried out in order to provide the NOCs with full and detailed information about how they could make use of these programmes. Olympic Solidarity had to take several steps in order to achieve its objective of **maximum, optimal use of its programmes by the NOCs**.

First of all, Olympic Solidarity sent each NOC **the guidelines concerning the various programmes** and the conditions they needed to meet in order to take part. Then, in the first half of the year, it organised **information forums** as part of the "regional forums" programme in collaboration with the Continental Associations in order to give the NOCs some essential information about the new concept of decentralisation and about each of the programmes available on the five continents. Olympic Solidarity representatives also attended the general assemblies of the Continental Associations and meetings of the secretaries general. Finally, **all the guidelines and forms relating to each programme** are now available on the NOCs' Extranet (www.cno-noc.olympic.org) thanks to the close co-operation of the IOC Department of Relations with the NOCs, so that NOCs can consult them and submit their application at any time.

All of these efforts have been rewarded and Olympic Solidarity is pleased to see that **the NOCs have understood the new structure** and are able to make the most of what is available. **In 2001, more than 2,000 separate applications were received** across the whole range of programmes. The process is now well under way and firm foundations have been laid for further development of effective co-operation between Olympic Solidarity, the NOCs and the Continental Associations.



Extranet home page

A big cheer for all our partners!

➤ Olympic Solidarity was once again able to rely on the assistance of numerous partners in launching its various programmes for NOCs in 2001.

Co-operation with the **Continental Associations** became increasingly close as part of the current decentralisation process. Their technical departments actively sought to develop and use the Olympic Solidarity programmes, taking into account the specific needs of each continent.

The **International Olympic Federations (IFs)**, which govern the sports that form part of the Olympic Games programme, were also key partners of Olympic Solidarity. They provided expertise and advice on the implementation of the various Olympic Solidarity programmes by helping to organise technical sports courses and appointing experts to lead them; by contributing to the fine-tuning, supervision and monitoring of scholarship programmes for athletes and coaches; by helping to evaluate and analyse projects submitted by the NOCs for the development of their national coaching structure and by appointing experts to manage them; and by informing Olympic Solidarity about any projects they were launching in order to avoid any repetition or duplication with the Olympic Solidarity programmes.

Finally, the NOCs played an active role in choosing programmes.

The most developed NOCs continued to provide effective support by offering the use of their sports infrastructures. Olympic Solidarity was also supported by other outside partners such as high-level training centres, universities and consultants, as well as ANOC.

Olympic Solidarity would like to sincerely thank all its partners for their collaboration and support throughout the year. They certainly played a significant part in **the launch and success of the programmes included in this new four-year plan.**



Annual meeting of the Balkans Sport for All Association in Izvorani, Romania

Changes to the Olympic Solidarity Commission

> The Olympic Solidarity Commission met in December 2000 in order to define the main courses of action to be followed and to approve the budgets of the various programmes devised and implemented by Olympic Solidarity management for the 2001–2004 quadrennial plan.

In 2001, the IOC President restructured the Commission in accordance with his announcement at the Executive Board meeting held in Lausanne in September 2001.

On 31 December 2001, the new Commission was composed as follows:



Mr Mario Vázquez Raña

Acting Chairman*:	Mario VÁZQUEZ RAÑA
Vice Chairman:	Richard Kevan GOSPER
Members:	Ahmad Al-Fahad AL-SABAH Sandra BALDWIN Alpha Ibrahim DIALLO HRH the Grand Duke of LUXEMBOURG Feliciano MAYORAL HRH the Prince of ORANGE Mario PESCANTE Abdul Muttaleb AHMAD Patrick HICKEY Robin MITCHELL Felipe MUÑOZ KAPAMAS Tomas SITHOLE
Athletes' representative:	Mireya LUIS HERNANDEZ

**Article 8 para. 2 of the Olympic Charter stipulates that the Olympic Solidarity Commission should be chaired by the President of the IOC. However, the latter does not wish to chair the Olympic Solidarity Commission. This matter will have to be discussed by the IOC Session in order that the Olympic Charter might be amended accordingly. In the meantime, the IOC President has appointed Mr Mario Vázquez Raña as acting Chairman.*

Structures adapted for decentralisation

➤ As a result of the decentralisation process and the rise in the number of programmes, the structure of Olympic Solidarity had to be extended and adjusted. **Clear procedures had to be established for the transfer of responsibilities to the Continental Associations**, with programme administration meant to be fully coordinated with Olympic Solidarity. **The administrative structures of the Continental Associations as well as Olympic Solidarity therefore had to be adapted.**

Olympic Solidarity reorganised its human resources following the recruitment of new staff who were successfully integrated and trained.

The year 2001 also marked the transition to a new computer system, which is why Olympic Solidarity had to keep two systems running in parallel. The new system will shortly be fully operational.

Olympic Solidarity administrative structure

Director Pere MIRO i SELLARES

Programmes for coaches – Programme for young athletes – Relations with Africa/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
Telephonist – receptionist	Vanessa FARRONATO

NOC Management Programmes – Relations with America

Project Manager	Richard W. PALMER
Project Officer	Smaro MANIATI
Administrative Assistant	Catherine LAVILLE

Programmes for athletes – Relations with Asia

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
Communications Assistant	Muriel MICHAUD KNOEPFEL
Accounts Secretary	Silvia MORARD

Programmes and budgets

- > At their meeting on 11 December 2000, the members of the Olympic Solidarity Commission approved **an overall budget of US\$ 62,633,000** for 2001.

This budget represents 29,9% of the total budget adopted for the 2001-2004 quadrennial plan (US\$ 209,484,000) and is broken down as follows:

Breakdown of the 2001 budget

World programmes	31,18%	uss	19,525,000
Continental programmes	29,43%	uss	18,433,000
Olympic Games and forums*	35,92%	uss	22,500,000
Administration/communication	3,47%	uss	2,175,000
Total		uss	62,633,000

* this includes the 'NOC participation' budget for the Games of the XXVII Olympiad in Sydney in 2000, but forms part of the global financial plan for the 2001-2004 period



Sydney 2000 OG, competitors at the start of the 20 km walk © Allsport/Mike Powell

Breakdown of the "world programmes" budget

Athletes		28,68%	us\$	5,600,000
Coaches		29,45%	us\$	5,750,000
NOC management		24,58%	us\$	4,800,000
Special fields		17,29%	us\$	3,375,000
Total			us\$	19,525,000

Breakdown of the "continental programmes" budget

ANOCA (Africa)		22,38%	us\$	4,125,000
PASO (America)		16,51%	us\$	3,042,500
OCA (Asia)		20,80%	us\$	3,834,500
EOC (Europe)		19,51%	us\$	3,596,000
ONOC (Oceania)		11,04%	us\$	2,035,000
ANOC		9,76%	us\$	1,800,000
Total			us\$	18,433,000

Widespread, targeted communication

> 2001 was a very busy year as far as public information and communication were concerned. Olympic Solidarity took various steps to promote and raise awareness of its activities.

The annual report remains an important means of achieving these objectives. The 2000 report, produced in collaboration with the Publications Section of the IOC's Department of International Co-operation, was published in May 2001, followed in July by the quadrennial report 1997/2000, which presented the results of the plan. Nevertheless, in order to boost and modernise its image, Olympic Solidarity decided to produce **a new series of publications for the 2001-2004 quadrennial plan**. Since Olympic Solidarity has devised many different programmes for this period, it thought its documents should be less dense in terms of content so as to present the bulk of the results in a more reader-friendly format. With this in mind, the brochure **"A fresh impetus - 2001-2004 Quadrennial plan"**, the first of the new-style publications, was recently published. The brochure, which describes all the new programmes, complements the annual report and will remain valid until the end of 2004.

All of these publications are sent to the members of the Olympic Family and some are included **on the Olympic Solidarity pages of the IOC website (www.olympic.org)**. This website also contains a general presentation of Olympic Solidarity, its key ideas, resources, programmes and budgets for the 2001-2004 quadrennial plan.

Alongside the Internet site, **the NOCs currently enjoy access to specific information** concerning the functioning of the Olympic Solidarity programmes **via the Extranet**.



Home page of the Olympic Movement Website

Every two months, in collaboration with **the “Olympic Review” editorial team**, Olympic Solidarity publishes articles in this magazine concerning its various activities, such as meetings, seminars and training courses.

In 2001, Olympic Solidarity was also able to draw up **a communication strategy for the XIX Olympic Winter Games in Salt Lake City**. The main intention is to use this project to disseminate more widely to the media, the general public and particularly to the athletes, information about its overall objectives and the specific programmes it is providing for NOCs in connection with these Games.

Above all, however, Olympic Solidarity wished to use the services and the public image of athletes who had benefited from its programmes in order to promote its activities. **Miss Janica Kostelić (CRO), winner of the 2000/2001 skiing World Cup and Olympic scholarship-holder from 1995 to 1998**, agreed to co-operate with Olympic Solidarity in relation to these Games. Her task is to present Olympic Solidarity and explain its objectives and programmes through various public relations activities. This information will be disseminated using different methods of communication available within the IOC (IOC website, NOCs' Extranet, written press, etc.), in close collaboration with the IOC Department of Communications and New Media. On this occasion, Olympic Solidarity has published **a special Salt Lake City leaflet**. Containing many illustrations and presenting the “Janica Kostelić” project, this will reinforce information concerning the IOC's efforts toward the development of sport.

The strength to



on

draw



one's reserves

World programmes

➤ Managed from the headquarters of Olympic Solidarity in Lausanne, the 21 world programmes offer the NOCs an extended choice which covers the main areas for optimal development of sport in general.

Athletes

- Salt Lake City 2002 – NOC preparation programme
- Olympic Scholarships for athletes “Athens 2004”
- Athens 2004 – Team sports support grants
- Regional and Continental Games – NOC preparation programme
- Youth Development Programme



21 programmes,

Coaches

- Technical courses
- Scholarships for coaches
- Development of national coaching structure

All the programmes were launched this year except those connected to the Games of the XXVIII Olympiad in Athens in 2004, i.e. Olympic scholarships for athletes and team sports support grants. The specific nature and variety of the programmes meant that NOCs could select those most appropriate to their own needs. The NOCs were very active in using the programmes during these early stages of the quadrennial plan.

NOC Management

- NOC infrastructure
- Sports administrators programme
- High-level education for sports administrators
- NOC management consultancy
- Regional forums

4 areas of action

Special Fields

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



Sydney 2000 OG, a gymnast in training before the competitions began © Allsport/Adam Pretty

➤ Olympic Solidarity, via the NOCs, assists athletes ranging from young hopefuls to the elite. These programmes have increased in number in comparison with the last quadrennial and are now increasingly able to meet the NOCs' specific needs. Two of the five programmes for athletes have not yet been launched: **Olympic scholarships for athletes "Athens 2004"** (although provisional scholarships have already been awarded) and **Athens 2004 – team sports support grants**. It should be noted that, as it was only launched in September, the results of the youth development programme will be more conclusive next year.

Athletes, the main beneficiaries

In 2001, Olympic Solidarity therefore focused its attention on the **Salt Lake City 2002 – NOC preparation programme**, the results of which will be published in the next report, and on the **Regional and Continental Games programme** (Asia and Europe).

Generally speaking, the NOCs understood the various possibilities open to them and managed to adapt their requests to the level of their athletes. Nevertheless, Olympic Solidarity will have to wait until next year, when all the programmes are up and running, before it can really gauge the effectiveness of its support for athletes and the extent to which the NOCs are using its range of programmes.

Salt Lake City 2002, total support for NOCs and athletes



This "à la carte" programme enables NOCs to supplement and optimise their preparation programmes in virtually all winter sports. Most programmes include the organisation of training camps, participation in competitions, payment of coaching costs and the purchase of specialist sports equipment.

Olympic Solidarity, in collaboration with **the Olympic winter sport IF concerned**, analysed each NOC application. **A total of 59 NOCs received support for 690 athletes and four teams in all.** The exact number of beneficiaries who participated in the XIX Olympic Winter Games in Salt Lake City will be calculated when the NOCs submit their lists of selected athletes. The final results will be published in the 2002 annual report.

Salt Lake City 2002 – NOC preparation programme

Objectives: to offer financial assistance to NOCs for the final preparation stages and qualification of athletes and teams eligible to participate in the XIX Olympic Winter Games in Salt Lake City

2001 Budget: US\$ 1,400,000



Salt Lake City 2002 OG, Janica Kostelić (CRO), "young, promising" Olympic scholarship-holder from 1995 to 1998, in the super giant slalom © Getty Images/Mike Powell

Nevertheless, Olympic Solidarity is delighted to report that these figures are higher than those achieved for the equivalent programme implemented for the XVIII Olympic Winter Games in Nagano in 1998. [The NOCs' eagerness to use this programme](#) demonstrated its effectiveness and enabled many athletes to complete their preparation and qualify for the Olympic Games.

Athletes benefiting from the programme by sport and by continent

Sport	Number of athletes					Total (%)
	Africa	America	Asia	Europe	Oceania	
Ice hockey	–	–	1 team	3 teams	–	4 teams
Biathlon	–	7	3	79	–	89 (13)
Bobsleigh/Skeleton	1	30	7	68	5	111 (16)
Luge	–	10	6	18	1	35 (5)
Skating*	1	–	17	124	1	143 (21)
Skiing**	2	21	38	246	5	312 (45)
Total	4	68	71	535	12	690 (100)

* speed skating, short-track speed skating, figure skating

** cross country skiing, ski jumping, Nordic combined, Alpine skiing, freestyle skiing, snowboard



Salt Lake City 2002 OG, Opening Ceremony © Getty Images/How

Athletes benefiting from the programme by continent and by NOC

Continent	NOC	Number of athletes		
		Men	Women	Total
Africa	RSA	2	2	4
	1 NOC	2	2	4
America	ARG	10	6	16
	BRA	9	2	11
	BOL	1	–	1
	CHI	7	2	9
	ISV	7	2	9
	JAM	7	3	10
	PUR	7	–	7
	VEN	3	2	5
	8 NOCs	51	17	68
Asia	IND	4	1	5
	IRI	6	–	6
	KAZ*	4	7	11
	KGZ	4	–	4
	LIB	5	5	10
	MGL	6	5	11
	PRK	1	5	6
	TPE	11	–	11
	UZB	4	3	7
	9 NOCs	45	26	71
Europe	AND	3	1	4
	ARM	6	2	8
	AUT*	–	–	–
	AZE	5	4	9
	BEL	7	–	7
	BIH	7	3	10
	BLR	4	6	10
	BUL	17	16	33
	CYP	3	–	3
	CZE	3	1	4
	ESP	7	–	7



Continent	NOC	Number of athletes		
		Men	Women	Total
	EST	5	2	7
	FRA	16	11	27
	GBR	11	7	18
	GEO	3	1	4
	GRE	7	5	12
	HUN	18	18	36
	IRL	11	5	16
	ISL	11	5	16
	ISR	4	4	8
	ITA	16	7	23
	LAT	8	–	8
	LIE	10	7	17
	LTU	2	1	3
	MDA	4	2	6
	MKD	4	2	6
	NED	12	9	21
	NOR	7	5	12
	POL	8	–	8
	ROM	1	7	8
	RUS	38	18	56
	SLO	26	12	38
	SWE	7	–	7
	SUI	10	7	17
	SVK*	3	1	4
	TUR	8	–	8
	UKR*	26	16	42
	YUG	10	2	12
	38 NOCs	348	187	535
Oceania	ASA	–	2	2
	FIJ	1	–	1
	NZL	3	6	9
	3 NOCs	4	8	12
Total	59 NOCs	450	240	690



*+ 1 team (total of 4 teams: 3 men's and 1 women's)

Olympic scholarships: hot on the heels of "Sydney 2000" success



The performance of the "Sydney 2000" Olympic scholarships for athletes showed how important it was to continue with this type of programme. Olympic Solidarity is therefore proposing a similar programme for the current quadrennial plan, leading up to the Games of the XXVIII Olympiad in Athens in 2004.

Since the full Olympic athlete scholarship programme will not be launched until August 2002, Olympic Solidarity's main task for 2001 was to ensure that the structure and contact network on which the programme's success depends were properly established.

Meanwhile, and in accordance with the wishes of the Olympic Solidarity Commission, some "Sydney 2000" scholarship-holders have been offered exceptional interim scholarships enabling them to train under the same conditions from 1 January 2001 to 31 July 2002. The athletes were selected according to their age, the progress they made as scholarship holders in the past, their results at the Games of the XXVII Olympiad in Sydney and their financial situation. At the request of certain NOCs, Olympic Solidarity also took the unusual step of awarding a limited number of "Athens 2004" Olympic scholarships for athletes before the programme was officially launched.

Olympic scholarships for athletes "Athens 2004"

Objectives: to assist athletes nominated by their respective NOCs in their preparation and qualification for the Games of the XXVIII Olympiad in Athens

2001 Budget: US\$ 700,000

Olympic Solidarity began the year by organising a meeting for a working group of outside experts, who were asked to draw conclusions from the Games of the XXVII Olympiad in Sydney and to make recommendations for the

“Athens 2004” scholarship programme. It also endeavoured to consolidate and extend the network of high-level international training centres, in which it intends to place a number of athletes. Finally, using the experience acquired in Sydney, Olympic Solidarity made considerable efforts to revise the programme guidelines and internal administrative structures in order that all the information might be sent to the NOCs in January 2002.

Scholarship-holders by sport and by continent

Sport	Number of athletes					Total (%)
	Africa	America	Asia	Europe	Oceania	
Athletics	5	3	3	1	1	13 (35)
Cycling	–	1	–	–	–	1 (3)
Weightlifting	–	–	–	1	–	1 (3)
Judo	1	2	–	2	–	5 (13)
Wrestling	–	–	–	5	–	5 (13)
Swimming	1	5	1	–	–	7 (19)
Shooting	–	–	1	–	–	1 (3)
Sailing	1	–	1	2	–	4 (11)
Total	8	11	6	11	1	37 (100)



The Acropolis in Athens ©ATHOC

Scholarship-holders by continent and by NOC

Continent	NOC	Number of athletes							
		Men	Women	Total					
Africa	ALG	1	–	1	<table border="0"> <tr> <td>Men</td> <td>Women</td> </tr> <tr> <td>75%</td> <td>25%</td> </tr> </table>	Men	Women	75%	25%
	Men	Women							
	75%	25%							
	CHA	–	1	1					
	CIV	–	1	1					
	MAD	1	–	1					
	MRI	1	–	1					
	SEN	2	–	2					
SEY	1	–	1						
7 NOCs	6	2	8						
America	BAR	1	–	1	<table border="0"> <tr> <td>Men</td> <td>Women</td> </tr> <tr> <td>82%</td> <td>18%</td> </tr> </table>	Men	Women	82%	18%
	Men	Women							
	82%	18%							
	HAI	1	1	2					
	JAM	–	1	1					
	LCA	1	–	1					
	MEX	1	–	1					
	PER	1	–	1					
	PUR	1	–	1					
TRI	1	–	1						
URU	2	–	2						
9 NOCs	9	2	11						
Asia	IND	1	–	1	<table border="0"> <tr> <td>Men</td> <td>Women</td> </tr> <tr> <td>67%</td> <td>33%</td> </tr> </table>	Men	Women	67%	33%
	Men	Women							
	67%	33%							
	MAS	1	1	2					
	SRI	1	1	2					
THA	1	–	1						
4 NOCs	4	2	6						
Europe	GEO	8	–	8	<table border="0"> <tr> <td>Men</td> <td>Women</td> </tr> <tr> <td>91%</td> <td>9%</td> </tr> </table>	Men	Women	91%	9%
	Men	Women							
	91%	9%							
	ISR	2	–	2					
TUR	–	1	1						
3 NOCs	10	1	11						
Oceania	ASA	–	1	1	<table border="0"> <tr> <td>Women</td> </tr> <tr> <td>100%</td> </tr> </table>	Women	100%		
	Women								
100%									
1 NOC	–	1	1						
Total	24 NOCs	29	8	37	<table border="0"> <tr> <td>88%</td> <td>22%</td> </tr> <tr> <td>Men</td> <td>Women</td> </tr> </table>	88%	22%	Men	Women
88%	22%								
Men	Women								



Sydney 2000 OG, Joseph Randriamahaja (MAD), holder of an exceptional interim Olympic scholarship, and his competitors Robert Kronberg (SWE) and Allen Johnson (USA) (from left to right) during the 2nd round of 110 m hurdles © Allsport/Olympic Museum/Munday

Funding for team sports



For this programme, which complements the "Athens 2004" Olympic scholarships for athletes for individual sports only, **Olympic Solidarity is offering financial support to help NOCs organise training camps for national teams** before Olympic qualification competitions and/or to fund the participation of national teams in official qualification events, if these are not financed by the respective IFs.

Bearing in mind that this new programme was devised in response to NOCs' requests, the main task for Olympic Solidarity in 2001 was to study the participation of teams in past Olympic Games and to identify the best way of implementing it.

NOCs will receive guidelines concerning this programme in January 2002, at which point they will be able to submit applications to Olympic Solidarity.

Athens 2004 – Team sports support grants (new programme)

Objectives: to offer the NOCs the financial support needed to maximise their chances to qualify one team, already established, for the Games of the XXVIII Olympiad in Athens

2002-2004 Budget: US\$ 8,000,000



Sydney 2000 OG, Yanqing Zhang (CHN) during the softball qualifiers © Allsport/Pensinger

Regional and Continental Games, events of the future

This programme is specific to each continent. Olympic Solidarity therefore agreed with each Continental Association how the programme would be implemented in conjunction with the affiliated NOCs. It was only open to European and Asian NOCs in 2001.

In Europe, in agreement with the European Olympic Committees (EOC), this programme offers NOCs financial assistance for the final preparation stages of athletes and teams authorised to participate in the **European Youth Olympic Days (EYOD)** in 2001 and 2003 and/or the **Games of the Small States of Europe (GSSE)** in 2001 and 2003. This year, Olympic Solidarity approved 29 assistance programmes (ALB, ARM, AZE, BLR, BEL, BUL, ESP, EST, MKD, GEO, HUN, ISL, ISR, ITA, LAT, LIE, LTU, LUX, MLT, NOR, NED, POL, POR, ROM, SVK, SWE, SUI, TUR, YUG) for the 2001 EYOD in Murcia (ESP) and 5 (CYP, ISL, LIE, LUX, MLT) for the 2001 GSSE in San Marino.

Olympic Solidarity was very pleased with the response of European NOCs to this programme. **The EYOD and GSSE are important events for young European athletes** and their NOCs. However, the quality and technical level of athletes can only be improved if investment is made in their prior preparation. This type of assistance also meets one of Olympic Solidarity's main objectives – investing in talented young athletes who are potential participants in future Olympic Games.

In Asia, in agreement with the Olympic Council of Asia (OCA), this programme also offers NOCs financial assistance for the final preparation stages of athletes and teams authorised to participate in the **2002 Asian Games in Busan (KOR)**.

Regional and Continental Games – NOC preparation programme (new programme)

Objectives: to offer NOCs the assistance needed to enable their individual athletes and/or national teams to benefit from suitable final preparation programmes for these Games, during the year leading up to them

2001 Budget: US\$ 1,000,000

The Asian Games are an extremely important event for Asian athletes and NOCs. Olympic Solidarity support for the Games in Busan was sufficiently flexible to enable each NOC to focus on its individual priorities. Approved programmes included individual scholarships awarded by NOCs to a small number of athletes, funding of international training camps, payment of coaching costs and subsidies for athletes and teams participating in regional and international competitions. For 2001, Olympic Solidarity approved a specific budget for 21 NOCs (KSA, BHU, KOR, HKG, INA, IRI, JPN, JOR, KGZ, KUW, LAO, LIB, MAS, MGL, MYA, UZB, SIN, SRI, SYR, TJK, TKM).

In Oceania, in accordance with agreements drawn up with ONOC, **US\$ 75,000** of the programme budget goes each year to support the ASP 2006 programme. This year, 8 NOCs (COK, FIJ, GUM, FSM, PLW, SOL, ASA, VAN) implemented training, preparation and competition programmes benefiting 35 athletes (26 men and 9 women) in the following sports: athletics, boxing, weightlifting, judo, wrestling, swimming, tennis, table tennis and triathlon.

The programmes for Africa and America devoted to the preparation of athletes and teams for the 2003 editions of the All Africa Games and the Pan-American Games will be sent to the respective NOCs at the beginning of 2002.



Opening Ceremony of the Summer European Youth Olympic Days in Murcia © EOC

Talented today. Champion tomorrow

The former scholarship programme for young, promising athletes served as the basis for **this new programme, which meets NOCs' needs in connection with their youngest athletes**. It aims to help NOCs identify the best young athletes and then provide them with excellent facilities at top-level training centres recognised by the IFs or, in more exceptional cases, to give them financial assistance directly linked to a specific training programme.

With regard to the identification of young talent, which is the primary aim of the programme, each NOC is responsible for submitting projects linked to their specific situation. They may wish to develop their own detection system, continue previous efforts in this area or even join other identification schemes currently run by other organisations.

As far as **training for young athletes** is concerned, **there are two possible options**, the first of which must take priority. On the one hand, the progress of young athletes can be supported by means of intensive 3 or 6 month training courses in specialist centres with top-level facilities and coaches. On the other hand, and only if no centre can meet these needs, financial assistance may be offered to enable a young athlete to train in appropriate conditions. **Ideally, these athletes should be able to reach a level whereby they can subsequently be awarded an Olympic scholarship**. This programme, launched in September, has assisted athletes in sports such as athletics, boxing, gymnastics, judo, wrestling, swimming, tennis, archery and sailing.

Youth development programme (new programme)

Objectives: to help NOCs set up or improve systems for identifying young, talented athletes and to enable athletes who have not previously been awarded Olympic scholarships to train in high-level centres or to receive individual financial assistance

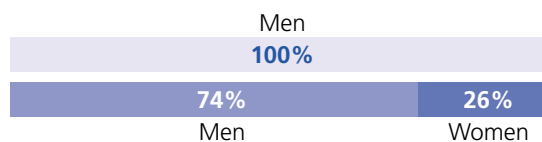
2001 Budget: US\$ 2,500,000

Identification of young talent

Continent	NOC applications	
Africa	3	BDI, GHA, MTN
America	2	BRA, PAR
Asia	2	BHU, TKM
Europe	5	LTU, MLT, MDA, NOR, ROM
Oceania	12	All NOCs except AUS and NZL
Total	24	

Training for young athletes

Continent	Participating NOCs	Number of athletes		
		Men	Women	Total
Africa	BEN	1	–	1
	ERI	2	–	2
	GHA	–	1	1
	KEN	2	–	2
	MRI	1	–	1
	RSA	1	1	2
	SUD	1	–	1
	TOG	1	1	2
	ZIM	1	–	1
	9 NOCs	10	3	13
America	JAM	1	–	1
	TRI	1	1	2
	2 NOCs	2	1	3
Asia	INA	–	1	1
	THA	1	–	1
	2 NOCs	1	1	2
Europe	BUL	1	–	1
	LTU	4	–	4
	ROM	1	–	1
	3 NOCs	6	–	6
Total	19 NOCs	19	5	24



Excelling oneself



the



greatest ideal



Technical course for equestrian sports coaches in Buenos Aires, Argentina

➤ For the 2001–2004 period, **three separate programmes for coaches** form a natural complement to those developed for athletes. Olympic Solidarity wished to give coaches the chance to acquire technical and theoretical knowledge appropriate to the new demands in the framework of coaching, as well as solid experience that will benefit their NOC and can be used within their national structure.

For top-quality coaches

The content of these programmes has not significantly changed, although the format is different because **the “development of the local sports structure” option**, previously included in the scholarship programme, **is now a programme in its own right**. The NOCs were therefore able to use the momentum gathered during the previous plan and make maximum use of the various possibilities available right from the start of the year. This has led to some highly significant results.

Technical courses: decentralisation and new rules

For the 2001–2004 quadrennial plan, **Olympic Solidarity revised the rules governing the technical course programme**, which was included under the umbrella of training for coaches.

NOCs may now organise up to three national courses with a maximum budget of US\$ 20'000 per year. This budget is not fixed however, and funds are allocated according to the projected cost of staging a course. For this reason, budgets allocated to courses planned but not organised within a given year may not, except under special circumstances, be carried over to the following year.

These courses, exclusively dedicated to the training of national coaches, offer basic coaching instruction at level 1 and follow standard coaching curricula elaborated by the IFs. Level 2 or 3 courses may also be organised on a regional basis, in close collaboration with the IF concerned.

For Europe and Oceania and in accordance with the **new policy of decentralisation** introduced for this quadrennial, it was decided that NOCs wishing to organise technical courses, would do so within the "NOCs activities" programme, managed on the continental level. NOCs from these continents could, however, benefit from a limited number of regional courses, funded from the world programme.

Given that the majority of NOCs were already very familiar with this programme, a large number of requests were submitted to Olympic Solidarity at the start of 2001. This explains why so many courses have been organised in the early part of the plan.

Technical courses

Objectives: to enable NOCs to develop training for coaches at national level by organising a range of courses at different levels in close collaboration with the IFs

2001 Budget: US\$ 3,750,000

The technical courses cover all the sports included on both the Summer and Winter Olympic programmes. However, the most requested sports in 2001 were athletics, tennis, taekwondo and basketball.

Technical courses planned, by continent

Continent	Technical courses	NOCs
Africa	76	35
America	67	25
Asia	99	37
Europe	3	3
Oceania	116	14
Total	361	114



Listening to the expert at a biathlon course in Dailin, People's Republic of China

More training opportunities for national coaches

Generally speaking, the Olympic coaching scholarship programme continued to operate along the same lines as during the previous plan. As a result, most NOCs were already familiar with the programme and submitted requests to Olympic Solidarity at the beginning of 2001. In March, 30 candidates attended the **"International Coaching Course"** at the **Semmelweis University in Budapest (HUN)**, while 20 embarked on training provided by the **"Centro de Alto Rendimiento" (CAR) in Barcelona (ESP)** and 2 attended a course at the **National Institute of Sport and Physical Education (INSEP) in Paris (FRA)**.

The **"sciences applied to sport" training (I)** remained the type of training most frequently requested by the NOCs, representing more than 88% of applications. The number of requests for **"specific sports training" (II)** remained the same as last year with 13 scholarships. This option only seems appropriate in very specific cases and only for NOCs which have great experience in using these programmes and which have previously provided their coaches with a more academic form of basic training.

As far as training for French-speaking coaches is concerned, only the **INSEP** has so far offered training known as the "training option for foreign coaches", which lasts seven months from January to July. Consequently, Olympic Solidarity had no choice but to reject applications received after the INSEP registration deadline. As a result, NOCs had to refer their coaches to specific

Scholarships for coaches

Objectives: to enable national coaches who have obtained the highest official qualification in their country to participate in training programmes offered by different universities and high level training centres

2001 Budget: US\$ 1,000,000

sports training or re-apply the following year. In the light of this situation, Olympic Solidarity contacted the INSEP, which decided to set up a 3-month autumn training course. The first of these courses was attended by 4 coaches from 24 September to 22 December 2001.

As planned in the objectives for 2001, contact has been made with other training centres in order to extend the choice of training offered to the NOCs.



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

Scholarships for coaches by gender, by training and by continent

Continent	Participating NOCs		Scholarship-holders			Trainings	
			Men	Women	Total	I	II
Africa	21	BEN, BOT, BUR, BDI, CPV, CGO, GAM, GHA, LES, LBR, MAD, MAW, MRI, STP, SLE, SEY, SUD, TAN, TUN, ZAM, ZIM	25	–	25	22	3
America	24	ANT, ARG, BAR, BOL, BRA, CHI, COL, CRC, CUB, DOM, ECU, ESA, USA, GUA, GUY, HAI, HON, JAM, PAR, PER, PUR, TRI, IVB, VIN	41	7	48	45	3
Asia	11	IND, INA, IRI, JOR, LIB, PRK, MDV, SRI, SYR, TJK, YEM	14	2	16	16	–
Europe	3	MLT, TUR, YUG	4	1	5	4	1
Oceania	5	FIJ, FSM, PLW, SOL, ASA*	5	1	6	–	6
Total	64		89	11	100	87	13

*Thanks to the financing allocated for one scholarship, this NOC organised various courses for coaches in boxing, weightlifting, judo and archery



Participants in action at a technical course for archery coaches in Morocco

Scholarships for coaches by sport and by continent

Sport	Africa	America	Asia	Europe	Oceania Only training II	Total
Athletics	4	**6	1	–	–	11
Basketball	1	4	1	1	–	7
Boxing	4	2	–	–	–	6
Canoeing	–	–	1	–	–	1
Football	*5	3	2	–	2	12
Gymnastics	–	2	4	1	–	7
Weightlifting	–	3	2	1	–	6
Handball	*1	4	–	–	–	5
Judo	1	8	1	–	–	10
Wrestling	–	1	1	–	1	3
Swimming	1	*6	–	–	1	8
Tennis	*1	1	–	–	–	2
Table tennis	2	1	1	–	1	5
Shooting	–	–	–	*1	–	1
Sailing	–	2	–	–	–	2
Volleyball	3	3	1	–	–	7
Others	2	2	1	1	1	7
Total	25	48	16	5	6	100

* including 1 training II

**including 2 trainings II



Course for basketball coaches in the Cook Islands

Development of national sports structure: projects on the increase

One of the main changes to this programme for the 2001–2004 quadrennial plan was the separation of the programme for the development of a national coaching structure from the scholarship programme. This division is the result of increasing growth in the number of requests made under the development option, a training opportunity in which the NOCs are very interested and which meets a genuine need.

Compared to 2000, **there was a significant rise in the number of projects (+ 68%), with 22 development programmes in place for 2001**. As with the scholarship programme, this increase is probably due to the fact that the NOCs were already familiar with the programme. Olympic Solidarity started receiving applications very soon after the programme was launched.

The programme is currently being hindered by two main obstacles. Firstly, some NOCs are having difficulty finalising a medium/long-term project on a large scale. Secondly, the IFs are sometimes faced with the problem that high-level experts, who are few in number, are rarely able to spend long periods of time abroad due to professional and/or family commitments. Despite these difficulties, the results of this programme are satisfactory. Many of the projects that have been completed have had **a major impact on sports development in the regions and/or countries where the experts have been working**.

Development of national coaching structure (new programme)

Objectives: to enable NOCs to develop a national sports structure, particularly training for national coaches, through a plan of action focused on a specific sport

2001 Budget: US\$ 1,000,000

Development programmes by continent and by NOC

Continent	Number of programmes	Applicant NOCs	
Africa	5	5	BEN, GAM, GHA, MAW, SWZ
America	9	9	ARG, BOL, BRA, GRN, HAI, HON, PAR, PUR, VIN
Asia	4	4	LAO, LIB, PRK, YEM
Europe	4	3	ISL, MDA, ROM (2)
Total	22	21	

Development programmes by sport and by continent

Sport	Africa	America	Asia	Europe	Total (%)
Athletics	2	1	1	–	4 (18,18)
Rowing	–	1	–	1	2 (9,10)
Boxing	1	1	–	–	2 (9,10)
Cycling	–	1	–	–	1 (4,54)
Gymnastics	–	1	1	1	3 (13,64)
Weightlifting	–	–	1	–	1 (4,54)
Handball	1	–	–	–	1 (4,54)
Hockey	–	1	–	–	1 (4,54)
Swimming	–	1	1	–	2 (9,10)
Tennis	1	–	–	–	1 (4,54)
Shooting	–	1	–	–	1 (4,54)
Volleyball	–	–	–	1	1 (4,54)
Others	–	1	–	1	2 (9,10)
Total	5	9	4	4	22 (100)

Working



together



to win



Speaker at a national forum for national sport federation leaders in Liberia

➤ For the 2001–2004 period, Olympic Solidarity offers **five specific programmes**, some of which were also part of the previous plan, to help NOCs reinforce their administrative structure and adapt it to current needs, as well as to promote sports development at national level. These programmes deal not only with **the overall management of NOC administration**, but also with the preparation and education of leaders in the general aspects of sports administration, the development of local sports structures and computer technology. The last of these areas has aroused a great deal of interest among the NOCs.

Modernised NOC management

Generally speaking, **the NOCs were very keen** to take advantage of Olympic Solidarity's NOC management programmes and many of them applied for this assistance. This is encouraging and suggests that these programmes will be used increasingly during the future years of the plan.

Standardised computer systems, guaranteed efficiency

For the 2001–2004 quadrennial plan, Olympic Solidarity agreed to award **each NOC US\$ 20,000 per year for administrative assistance**. This money should help cover their general running costs. This year, for the first time, all 199 NOCs asked for and received this subsidy. From now on, the NOCs must specify in advance how they plan to use this money and show at the end of the year, before the following year's subsidy is released, that it was used as planned.

NOCs desperately need access to information technology, which has changed the way they operate. Although aimed at all NOCs, this programme particularly targets those which have little or no experience of using IT. **Olympic Solidarity has received many requests** of various kinds, ranging from the purchase of computer hardware and software to IT training for staff.

NOC infrastructure

Objectives: to enable NOCs to improve their administrative arrangements and strengthen their operational systems by contributing to their general running costs.

To develop information technology in order to ensure that NOCs are equipped with suitable computer technology and, if necessary, that their staff can be trained to use it.

2001 Budget: US\$ 4,300,000

In 2002, Olympic Solidarity will continue to make NOCs aware of **the need to make full use of the computer systems** and equipment available to their administration. It will therefore help to finance the purchase of hardware and software as well as appropriate training in their use. Furthermore, Olympic Solidarity wishes to draw the NOCs' attention to the need **to protect their systems from viruses** and is prepared to assist NOCs **in purchasing suitable software**.

Information technology development

Continent	Requests from NOCs		Type of assistance
Africa	7 (+ ANOCA)	EGY, GAB, GHA, GUI, GBS, MTN, NIG, ANOCA*	Hardware and software except: *training **hardware only
America	6	BER, BRA, CHI, COL, ECU, PAR*	
Asia	8	BHU*, KOR**, LIB, KGZ, PAK, SIN, TKM, VIE	
Europe	7	ALB, BUL, GEO, ISR, MDA, ROM, UKR	
Oceania	1	SOL	
Total	29		



Participants in the ONOC regional forum in Fiji

National course directors: outstanding results

During the first year of the new 2001–2004 quadrennial plan, **the sports administrators programme continued to grow** and is becoming increasingly successful, with teaching given by national course directors. Olympic Solidarity is therefore encouraging NOCs **to train national course directors** so that they can create structures which enable them to organise courses independently.

In 2001, **154 courses were held for 61 different NOCs**. Diplomas were awarded to **41 national course directors**, including 4 women, who are now able to organise and run courses within their respective NOCs. The “Sports Administration Manual”, on which the course content is based, has been updated and published in three languages (English, French and Spanish).

Sports administrators programme

Objectives: to offer, via the NOCs, sports administration courses to enhance sports administrators’ knowledge of the Olympic Movement, as well as improve their abilities in sports management, and pass on what they learn to every region of their country

2001 Budget: US\$ 200,000

In 2002, Olympic Solidarity hopes **to promote the participation of women in this programme**. For example, participating NOCs are being urged to organise at least one course especially for women who wish to develop their knowledge and abilities in sports administration.

Courses held by continent and by NOC

Continent	Number of courses	Participating NOCs	
Africa	34	16	1 course: CMR, CGO, DJI, ERI, MAD, MRI, NAM 2 courses: NGR, TAN 3 courses: BEN, ETH, GAM, LES, MAW 4 courses: GHA, SWZ
America	39	16	1 course: ANT, BAR, GUY, LCA, VIN, TRI 2 courses: ESA, ECU, PAR 3 courses: CHI, COL, CUB, GUA 4 courses: ARG, PER 7 courses: CRC
Asia	63	18	1 course: LIB, THA 2 courses: PAK, SIN 3 courses: BHU, IND, INA, KGZ, MAS, UZB, SRI 4 courses: LAO, MYA 5 courses: CAM, MGL 6 courses: BAN, IRI, VIE
Europe	13	6	1 course: BLR, YUG 2 courses: ALB, ARM, ROM 5 courses: EST
Oceania	5	5	1 course: FSM, PLW, PNG, SOL, ASA
Total	154	61	



Presentation of certificates at the end of a sports administration course in Yerevan, Armenia

For top-level sports administrators

As part of this quadrennial plan, Olympic Solidarity wished to offer high-level training and education to NOC staff working in sports administration. To this end, participants are offered one of two possibilities: the **Executive Masters in Sports Organisation Management (MEMOS)** or **scholarships for high-level training in sports administration**.

Olympic Solidarity has supported the European MEMOS programme and has awarded scholarships to candidates working for several European NOCs. Furthermore, in 2001, candidates from other continents also had the opportunity to participate. **In the future, Olympic Solidarity hopes to make a similar programme available to all five Continental Associations** and is currently in discussion with America, Africa, Asia and Oceania on this subject.

High-level education for sports administrators (new programme)

Objectives: to provide, via the NOCs, promising young sports administrators with high-level training programmes of international significance

2001 Budget: US\$ 200,000

Scholarships for the 2001 MEMOS programme

Continent	Participating NOCs	
Africa	1	MAW
America	1	USA
Asia	1	PLE
Europe	4	BIH, ISR, POR, SLO
Total	7	

Olympic Solidarity has also informed the NOCs that it intends to award **10 scholarships for masters degrees in sports administration** for the 2002-2003 academic year. The NOCs have shown great interest in this project, to be launched on 15 February 2002, and have responded positively to it. Recipients of these scholarships for high-level education in sports administration will be selected in March 2002.



Speaker at the sports administration course in Pursat, Cambodia

NOC management/administration: diverse forms of assistance

This programme, which was first made available to the NOCs in September 2001, is attracting increasing levels of interest. NOCs are invited to specify the type of help and advice they need in their work.

Olympic Solidarity is receiving more and more requests relating to various fields of activity. Most of these requests concern marketing. However, Olympic Solidarity has also been asked for assistance with high-level sport and sports organisation, administration and law.

NOC management consultancy (new programme)

Objectives: to offer NOCs "à la carte" assistance in developing management and administration in different fields such as marketing, communication and legal issues, so that they can improve their internal structures

2001 Budget: US\$ 100,000

Requests from NOCs

Continent	Approved		Completed	
Africa	3	EGY, MAD, MAR	2	EGY, MAR
America	1	ISV	1	ISV
Asia	5	JOR, LIB, MAS, PLE, SRI	3	JOR, MAS, SRI
Europe	5	ALB, EST, ISR, MLT (2)	3	ALB, EST, MLT
Oceania	2	PNG, TGA	1	PNG
Total	16		10	



End of the sports administration course in Vientiane, Lao People's Democratic Republic

Forums attract high participation levels

During the first half of the year, Olympic Solidarity used this programme, managed in close collaboration with the Continental Associations and their respective technical departments, to explain to the NOCs the various programmes of the 2001-2004 quadrennial plan. **All the NOCs took part in at least one of these forums**, where they received further details about the new concept of decentralisation towards the Continental Associations and the opportunities available to them through the world and continental programmes. A number of regional meetings also devoted time to discussing the Olympic Solidarity programmes. In addition, the EOC arranged a series of forums for European NOCs, designed to meet their specific needs and in which all NOCs were able to take part.

Regional forums (new programme)

Objectives: to help groups of NOCs to organise forums addressing topics deserving special attention, such as IOC anti-doping programmes, activities linked to the Olympic Games and the Court of Arbitration for Sport

2001 Budget: US\$ 1,000,000

16 forums were organised in 2001. A meeting with representatives of the Continental Associations also took place in Lausanne on 5 and 6 November.

Forums held by continent

Continent	Place / Type	Date	Participating NOCs	
Africa	Kigali (RWA)	1 May	6	BDI, CAF, COM, CGO, MAD, RWA
	Lusaka (ZAM)	8 May	8	ANG, KEN, LES, MAW, SWZ, TAN, ZAM, ZIM
	Johannesburg (RSA)	10 May	16	RSA, CPV, EGY, ERI, ETH, GAM, GHA, LBR, MRI, MOZ, NAM, NGR, UGA, SEY, SOM, SUD
	Mombassa (KEN)	15 June	20	ALG, BEN, BOT, BUR, CMR, COD, CIV, DJI, GAB, GUI, GBS, MLI, MAR, MTN, NIG, SEN, SOM, CHA, TOG, TUN
America	Saint-Lucia	16 March	10	Eastern Caribbean: ANT, BAR, DMA, GRN, GUY, SKN, LCA, VIN, TRI, IVB
	ODESUR meeting (ARU)	20 April	15	AHO, ARG, ARU, BOL, BRA, CHI, COL, ECU, GUY, PAN, PAR, PER, SUR, URU, VEN
	Caribbean Caucus (TRI)	30 April	15	BAR, BIZ, BER, CUB, DOM, DMA, GRN, HAI, JAM, SKN, LCA, VIN, TRI, ISV, IVB
Asia	Maldives	29 January	7	Southern Asia: BAN, BHU, IND, MDV, NEP, PAK, SRI
	Kuwait City (KUW)	5 February	12	Western Asia: KSA, BRN, UAE, IRI, JOR, KUW, LIB, OMA, PLE, QAT, SYR, YEM
	Phnom Penh (CAM)	12 February	9	South-East Asia: BRU, CAM, INA, LAO, MAS, MYA, PHI, SIN, THA
	Busan (KOR)	14 March	7	Eastern Asia: CHN, KOR, HKG, JPN, MGL, PRK, TPE
	Kuwait City (KUW)	25 March	4	Central Asia: KAZ, KGZ, UZB, TJK
Europe	Rome (ITA)	15 March	48	All NOCs participated to one or another of these meetings
	1st Assembly of European Athletes - Rome (ITA)	14-15 June		
	3rd EOC technical seminar - Berlin (GER)	12-14 October		
Oceania	Fiji	26-27 February	10	All except 4 (GUM, FSM, NRU, PLW)

Nature preserved



sport



in its element



Sports competitions involving the Enejan "women and sport" club in Turkmenistan

➤ The purpose of the **eight “special fields” programmes** is to promote sport in specific sectors that are not covered by the other areas. Six of them are managed in close collaboration with the IOC Commissions concerned so as to give NOCs access to specific but nonetheless necessary fields. The IOC Commissions played a prominent role in NOCs’ use of these programmes and their support is essential to the programmes’ success.

Special fields: 8 successful programmes

On the whole, these programmes began well because the NOCs were already familiar with them as part of the previous plan. The new programmes “Culture and education” and “NOC legacy” were extremely successful among the NOCs, proving that they have needs in these areas.

Financial assistance for Chefs de Mission

Since 2001 was not an Olympic year, the only financial assistance for NOCs intending to participate in the XIX Olympic Winter Games in Salt Lake City in 2002 concerned **the official meeting between the Chefs de Mission and the Organising Committee of the Olympic Games (SLOC)**, which took place from 28 February to 4 March 2001.

The funding provided by Olympic Solidarity covered the cost of one air ticket per NOC, reimbursed on presentation of a copy of the ticket or travel agency invoice. 84 NOCs said that they would attend the meeting. By 31 December 2001, **66 of them had applied for reimbursement of travel expenses.**

Olympic Solidarity used this meeting to inform the NOCs about the subsidies available for the Games and conditions for their award.

Olympic Games participation

Objectives: to help NOCs participate in the Olympic Games by offering financial assistance before, during and after the Games

2001 Budget: US\$ 200,000

Meeting of Chefs de Mission in Salt Lake City

Continent	NOCs reimbursed	
Africa	3	RSA, KEN, SEN
America	10	ARG, BER, BOL, CAN, CHI, USA, JAM, PUR, VEN, ISV
Asia	11	CHN, KOR, HKG, IND, IRI, KAZ, MGL, NEP, UZB, PAK, PHI
Europe	38	All NOCs except ALB, CYP, CRO, ESP, IRL, LUX, MLT, MON, SMR, TUR
Oceania	4	ASA, AUS, FIJ, NZL
Total	66	



Salt Lake City 2002 OG, figure skaters at the end of the ice dance events © Mike Hewitt/Getty Images

Sports medicine: prevention and education inseparable

Olympic Solidarity cooperates with the **IOC Medical Commission** and provides a significant financial contribution for sports medicine courses. Such courses should be adapted in the future to meet the NOCs' specific needs and to take into consideration their **use of new communication tools** such as the Internet, the NOC Extranet and CD-Roms. Olympic Solidarity also contributes to the cost of publications produced or purchased by the IOC Medical Commission and distributed to the NOCs, such as the Handbook of Sport Medicine (which is also available on the NOC Extranet), encyclopaedias and other reference books.

Sports medicine

Objectives: to develop and spread scientific and technical knowledge in sports medicine and to intensify anti-doping educational programmes for NOCs

2001 Budget: US\$ 825,000

In addition, this year **Olympic Solidarity granted US\$ 10,000** to each continental representative of the medical sub-commission responsible for NOC relations as a contribution towards administrative and meeting expenses.

For its part, the Medical Commission is currently discussing what kind of activities it should offer the NOCs. This process is likely, during 2002, to result in NOCs being given an opportunity to take their own individual initiatives so that they can organise sports medicine activities adapted to their own needs.

Sports medicine courses

Continent	NOCs that organised courses	
Africa	5	CIV, MAR, MLI, RSA*, STP
America	4	ARG, GUA, JAM, URU
Asia	3	BHU*, MYA, PAK*
Europe	16	BEL, CZE, DEN*, EST, GBR, GER, ISL*, ISR, LAT, LTU, MDA, POL, ROM, SVK, UKR, YUG
Oceania	1	Regional course organised by ONOC in Norfolk Island
Total	29	

*postponed to 2002



Sydney 2000 OG, a German competitor is massaged by her coach
© Allsport/Olympic Museum/Munday

Environmental issues: support at every level

In order to raise awareness of environmental issues and contribute to the implementation of the **Olympic Movement's Agenda 21**, the IOC Sport and Environment Commission, with the help of Olympic Solidarity, has in recent years organised regional and sub-regional seminars for NOCs and representatives of various environmental NGOs.

A new series of seminars is planned for 2002. They are particularly valuable because they help to raise awareness and encourage the NOCs to consider issues linked to the environment and sustainable development. Participating NOCs are encouraged to create their own sport and environment commission and to organise seminars or activities intended to raise awareness at local level.

Working closely with the IOC Commission, Olympic Solidarity has contributed in different ways at the start of the new quadrennial plan, most importantly to the **IV IOC World Conference held in Nagano (JAP) on 3 and 4 November** (helping a certain number of delegates from each continent by contributing a maximum of US\$ 1,000 towards the air fare). In addition to this financial support, Olympic Solidarity contributed this year to the transport costs of attending Olympians.

Sport and environment

Objectives: to raise awareness of and accountability for sport and its links with the environment in order to promote sustainable development and the implementation of action plans designed to preserve the natural heritage

2001 Budget: US\$ 250,000

Finally, **Olympic Solidarity supported individual initiatives** linked to the protection of the environment (educational projects, specific sports-related projects, awareness-raising campaign, etc.).

IV World Conference on Sport and the Environment in Nagano

Continent	Attending NOCs which benefited from Olympic Solidarity support		Attending Olympians	
Africa	4	CMR, MRI, NAM, SUD	4	ALG, KEN, SEN, SEY
America	7	BRA, CHI, DMA, ESA, USA, GUA, URU	6	CAN, USA (2), GUA, JAM, MEX
Asia	6	KSA, BRU, INA, IRI, PAK, TPE	–	–
Europe	4	DEN, FRA, NED, SVK	10	DEN, GBR, ITA, LAT, POL (2), RUS, SUI, TUR, UKR
Oceania	2	FIJ, PNG	2	AUS (2)
Total	23		22	

Individual NOC initiatives

Continent	Accepted		Under consideration	
Africa	4	ALG, GHA, MLI, SOM	1	ETH
America	3	ARG, CHI, ECU	–	–
Asia	1	TPE	1	IRI
Europe	7	BUL, CYP, EST, ITA, ROM, SVK, TUR	–	–
Oceania	–	–	–	–
Total	15		2	



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

Women and sport: a front-line role to play

Run in close cooperation with the IOC Women and Sport Working Group and the IOC section for women's advancement, **this programme has been constantly evolving**, thanks, *inter alia*, to the regional seminars organised for NOCs on the five continents and the IOC world conferences.

The programme has already been running for five years and **it is now vital to review its objectives and criteria**. This second, more targeted phase will be managed through close collaboration between the IOC and the NOCs. The programme, which will fund a series of activities, will be run according to a specific procedure. Every initiative launched by an NOC must be part of an overall policy and a coherent set of actions which lay down objectives, methods and a plan for those objectives to be achieved. Olympic Solidarity will send detailed information about these arrangements to the NOCs in 2002.

Women and sport

Objectives: to take a number of actions which are necessary to meet IOC objectives, i.e. promoting sports activities for women and encouraging the participation of women in sports administration

2001 Budget: US\$ 350,000

In June 2001, the IOC, in cooperation with the Bahrain NOC, organised **a seminar in Manama (BRN) for an initial group of female delegates from 9 Asian NOCs** (BRN, UAE, IRI, JOR, LIB, QAT, OMA, SYR, YEM) and local sports representatives. The main aims of the seminar were to raise awareness of the various problems linked to the participation of women in sport at every level; to provide delegates with the latest information about the promotion of women in sport using documents adopted at regional and international levels (agreements, decisions, regulations), research and the exchange of

experiences; to enable women involved in the sports movement to set up or develop their own network; and finally, to encourage the delegates to identify and implement key activities or strategic plans in order to promote women's participation in sport in their country. Olympic Solidarity covered the transport and accommodation costs as well as an allowance for representatives of the invited NOCs.

The IOC section for women's advancement and Olympic Solidarity closely studied each individual request received from the NOCs. The main activities carried out in 2001 were national seminars and research programmes.

Individual NOC initiatives

Continent	Approved		Under consideration	
	Number	NOs	Number	NOs
Africa	9	BDI, CMR, GAM, GHA, LBR, MRI, SOM, TOG, UGA	1	MLI
America	3	HAI, PUR, SUR	1	COL
Asia	5	IRI, LIB, SIN, THA, YEM	1	TKM
Europe	3	ARM, ISR, NOR	2	EST, TUR
Oceania	1	FIJ	–	–
Total	21		5	



"Women and sport" day in Paraguay

IOA Sessions a great success

During 2001, the International Olympic Academy (IOA) hosted **36 events** (22 national and 14 international) in Olympia. As part of a joint programme, Olympic Solidarity provided financial assistance for two of the four main sessions organised by the IOA.

The 41st International Session for Young Participants, with the special subject "Olympic Games: an Overview of the Sydney Olympic Games and 'Athens 2004'", was held from 19 June to 4 July 2001. **192 participants from 85 countries, including 30 coordinators, as well as 13 lecturers and 23 guests**, met to discuss the Olympic Movement and to share their different cultures and experiences. On presentation of receipts, Olympic Solidarity reimbursed 50% of the cost of an air ticket for one participant plus the participation fee for one person from each NOC, which was paid directly to the IOA.

The 6th International Session for Directors of National Olympic Academies (NOA) was held from 29 July to 5 August 2001, with the theme "The Olympic Movement, the Olympic Games and the Role of the International Olympic Academy and the National Olympic Academies". The session gave **73 participants, 10 lecturers**

and 6 guests from 64 different countries the opportunity to meet and discuss some issues of common concern. On presentation of receipts, Olympic Solidarity reimbursed the cost of one air ticket per NOA.

International Olympic Academy

Objectives: to encourage NOCs and NOAs to send participants to the various IOA sessions, which are designed to teach, spread and champion the ideas of the Olympic Movement, and thus to facilitate access to them

2001 Budget: US\$ 600,000

It is worth noting that [these sessions were transmitted live on the Internet site "www.ioa-sessions.org"](http://www.ioa-sessions.org), an idea introduced at the previous year's International Session for Young Participants which enabled thousands of people to follow the sessions from their own homes and play an active part by submitting questions or comments.

In agreement with the IOA President, Olympic Solidarity also helped to meet some of the IOA's operating costs, such as translation and archiving costs, as well as the Dean's salary.

IOA Sessions

Continent	41st Session for Young Participants		6th Session for NOA Directors	
	NOCs	Participants	NOCs	Participants
	which benefited from Olympic Solidarity support			
Africa	15	23	15	18
America	16	25	17	17
Asia	14	25	8	8
Europe	36	78	23	28
Oceania	2	3	1	2
Total	83	154	64	73



Dr. Huang's speech at the opening ceremony of the 24th session of the National Olympic Academy in Chinese Taipei

“Sport for all”, the slogan that unites the world

Run jointly with the IOC Sport for All Commission, this programme offers support for NOCs wishing to be involved in this area.

An important element of this programme is **the Olympic Day Run**. In 2001, the event attracted **over a million participants** for the first time. On presentation of a detailed report, NOCs which staged a run each received a subsidy of US\$ 1,500 from Olympic Solidarity plus either US\$ 1,000 or US\$ 2,500 (depending on the number of participants) from Coca-Cola, the sponsor of the 2001 event. Olympic Solidarity also covered the printing and postage of the certificates given out to participants.

Olympic Day Run 2001

Continent	NOCs which said they were staging a race	NOCs which submitted a report and received financial assistance	Participants
Africa	48	47	1,015,928
America	35	35	
Asia	40	40	
Europe	41	40	
Oceania	8	8	
Total	172	170	

The World Sport for All Congresses have also been hugely successful. They aim to familiarise the different partners with the concept of sport for all. A survey was carried out during and after the last Congress, held in Quebec in 2000, in order to evaluate in particular the impact of the event and participants' levels of satisfaction and motivation. This survey

Sport for all

Objectives: to promote sport at all levels and encourage the practice of physical activities by all segments of society

2001 Budget: US\$ 400,000

will enable the members of the IOC Commission to study the various aspects that should be taken into account for future editions. In addition, **for the next Congress, to be held in Arnhem (NED) in October 2002 on the theme "Sport for All and Elite Sport: rivals or partners"**, Olympic Solidarity will again offer financial assistance to a certain number of NOCs from each continent.

Olympic Solidarity is therefore stressing how important it is that NOCs should be able to participate in these events and the impact this can have on their motivation to develop individual initiatives when they return to their home countries. Here again, Olympic Solidarity helps NOCs with their national projects, firmly believing that the growing interest in sport for all is a tool for the development of society in general.

The number of individual requests from NOCs is growing each year. Activities carried out in 2001 included seminars and conferences for the purposes of training, awareness-raising and general sport for all policies, mass participation sports events, specific programmes promoting sport for the elderly, training courses for sport for all organisers and sports camps for children. In addition to the assistance offered by this programme, some NOCs receive patronage directly from the IOC.



Sport for All event in Turkmenistan

Individual NOC initiatives

Continent	Approved		Under consideration	
	Africa	1	MLI	1
America	2	ARG, CUB	1	PAR
Asia	1	VIE	–	–
Europe	8	ARM, BLR, ISL, LIE, LTU, ROM, SLO, SUI	1	UKR
Oceania	–	–	–	–
Total	12		3	–

Culture and education: 100% Olympic values

For several years, the only Olympic Solidarity programme that was devoted to Olympic education and the promotion and dissemination of Olympism was run jointly with the IOA. The IOA's activities and their dynamism have demonstrated the genuine need for NOCs to take action in this field at national level.

For this reason, as part of its fifth quadrennial plan, Olympic Solidarity launched this new programme **in close collaboration with the IOC Commission for Culture and Olympic Education and the Olympic Studies Centre**. It is designed firstly to support activities launched by the Commission and, secondly, to help the NOCs with projects specifically linked with this subject.

Among the activities carried out this year, Olympic Solidarity offered financial support to cover transport, accommodation and registration costs for 22 NOCs from all five continents, enabling each of them to send a delegate to the **11th World Congress of the International Association for Sport Information (IASI)**, held in Lausanne from 25 to 27 April 2001. In the end, 14 NOCs took up this offer. The primary aim of this international conference was to promote scientific and technical dialogue connected to sport information between the institutions and people responsible for this area at national level, as well as to establish standard procedures for the implementation of new information technologies. It was attended by **over 200 professional sport information experts from more than 60 countries from all five continents**.

Culture and education (new programme)

Objectives: to promote culture and Olympic education through the activities of the IOC Commission and individual NOC initiatives, as well as research and studies in this field

2001 Budget: US\$ 450,000

11th IASI World Congress

Continent	NOCs that received financial assistance	Country
Africa	4	EGY, SOM, TAN, ZAM
America	–	–
Asia	5	CAM, IND, MGL, PRK, UZB
Europe	3	CRO, CYP, SLO
Oceania	2	AUS, NZL
Total	14	

Olympic Solidarity also received numerous individual requests from the NOCs regarding projects such as the creation of National Olympic Academies, Olympic education courses in schools, training courses, publications on the Olympic Movement and even painting, sculpture or photography competitions.

Individual NOC activities

Continent	Approved		Under consideration	
Africa	2	BDI, CMR	1	MLI
America	4	CHI, ECU, PUR, URU	–	–
Asia	3	SRI, KGZ, UZB	2	JOR, VIE
Europe	4	CZE, ESP, EST, LAT	–	–
Oceania	1	NZL	–	–
Total	14		3	



Anti-doping campaign organised by the Liberian NOC

Keeping our past alive forever

It is vital that the Olympic Movement should be able **to leave the legacy of the history of Olympism**, athletes, the role of leaders and the major phases of a country's sports development to future generations. On several occasions, the IOC has wanted to see museums or other places opened in which to preserve documents and objects inherent to this heritage which brings together sport, culture and education.

This is why **Olympic Solidarity created this new programme** for the fifth quadrennial plan, meeting a wish expressed by the NOCs, who realise how important it is to preserve their knowledge of the past. This need is confirmed by the high number of requests received in the first few months of the programme.

This year, Olympic Solidarity offered support to the NOCs for various projects, including archive preparation and conservation, opening and maintenance of museums, museum equipment, research projects and staff training.

NOC legacy (new programme)

Objectives: to preserve national Olympic history and legacies by offering support to NOCs in the form of training assistance for setting up archives and support for museum maintenance

2001 Budget: US\$ 500,000

Individual NOC requests

Continent	Approved		Under consideration	
Africa	1	TOG	–	–
America	5	CHI, COL, HAI, USA, PUR	2	CUB, GUY
Asia	2	TPE, VIE	1	NEP
Europe	7	CYP, GEO, ISL (2 projets), LTU, UKR, YUG	–	–
Oceania	–	–	–	–
Total	15		3	



80 m hurdles event during the Games of the XIV Olympiad, London 1948
© IOC Olympic Museum Collections/Rübel Lothar

Crossing swords



in a spirit



of fair play

Continental programmes, autonomy and responsibility

➤ The five continental programmes are specific to each continent. Covering similar areas for all the continents, they provide an important complement to the world programmes. **They are managed by the Continental Associations** in accordance with individual agreements concluded with Olympic Solidarity. Since the situation is different **in each continent and for each Association**, the level of responsibility for these programmes and their management varies according to these agreements, which were drawn up at the beginning of this year.



Football course in Seoul, Korea

The Continental Associations each set up their own programmes for 2001. Their technical departments made considerable efforts to adapt to their newly acquired autonomy and to ensure that each programme was used as effectively as possible. Following this initial period, the Associations were able to meet the various requests submitted by their NOCs. Olympic Solidarity is delighted to report that the programmes were generally well received, both by the Continental Associations and by the NOCs.

Five specific programmes:

Continental Association administration

Objective: to enable the Continental Associations to develop, to maintain a solid internal structure and to function satisfactorily.

Continental Association meetings

Objective: to enable the Continental Associations to organise various meetings in order to communicate, exchange views and take decisions necessary for them to function properly.

Continental Association activities

Objective: to provide financial aid vital to the development of activities specific to each continent which benefit the NOCs.

Continental and Regional Games (organisation)

Objective: to enable the Continental Associations to help their NOCs with the organisation of Continental and/or Regional Games.

NOC activities

Objective: to provide each NOC with a fixed subsidy each year to enable them to develop their most important and specific activities.

Continental Associations take stock

Association of National Olympic Committees of Africa (ANOCA)



In the first year of the Olympic Solidarity 2001–2004 quadrennial plan, ANOCA and the African NOCs enjoyed access to higher levels of funding and increased initiatives. Despite communication problems with some countries, this made it possible to implement a large number of activities designed to promote the development of sport and Olympism in Africa.

On behalf of ANOCA, Olympic Solidarity manages all the continental programmes and their funding, with a **total budget of US\$ 4,125,000** for 2001.

Administration

This budget is mainly used to cover ANOCA's development and operating costs. Several African NOCs having been faced with administrative problems, the IOC Department of Relations with the NOCs has endeavoured to find solutions to these and is making good progress. Changes have also been made and are continuing to take place at the head of several administrative bodies. A new list of NOC offices will be published as soon as all the changes have been made.

2001 Budget: US\$ 460,000

Meetings

The ANOCA General Assembly was held in Mombasa (KEN) on 13 and 14 June. In parallel with this meeting, ANOCA celebrated its 20th anniversary, attended by the outgoing IOC President, Juan Antonio Samaranch.

The Seminar for Secretaries General, held in Mbabane (SWZ) in December and attended by a significant proportion of women, not only demonstrated that most African NOC offices were managed by women, but was one of the best seminars ever held in terms of both organisation and content.

2001 Budget: US\$ 640,000

Continental activities

ANOCA decided to use this budget to support the future development of the Olympafrica programme, in coordination with the Olympafrica International Foundation in Dakar (SEN).

2001 Budget: US\$ 375,000

Regional and Continental Games

ANOCA, the OCA, the organising committee of the Afro-Asian Games and the African and Asian Confederations met in New Delhi (IND) in August to finalise plans for these Games. However, the Games were subsequently postponed due to of the international situation in the wake of the 11 September attacks on the United States of America. The uncertainty surrounding these Games is making it even more difficult to find a host country for the second Afro-Asian Games, which are due to be held in Africa in 2005.

Preparations for the 8th African Games in Abuja (NGR) in 2003 are also giving cause for concern. The Nigerian Government has denounced the agreement protocol signed with the Supreme Council for Sport in Africa (SCSA). Talks are currently under way. ANOCA remains in permanent contact with the SCSA and the Union of African Sports Confederations (UASC) and is planning to visit the site in 2002.

2001 Budget: US\$ 530,000

NOC activities

ANOCA allocated a sum of US\$ 40,000 to each NOC for national activities. Several NOCs participated in major international sports events such as the Francophone Games in Hull (CAN), the Mediterranean Games in Tunis (TUN) and the World Athletics Championships in Edmonton (CAN). African athletes performed well at these events and several won gold medals or became world champions or runners-up. Of course, Olympic Solidarity played a part in the success of these athletes and helped them to improve their performances.

2001 Budget: US\$ 2,120,000

*Summary of the report by
Mr Albert Etotoké Epouné, Administration
and Finance Director*

Pan American Sports Organisation (PASO)



During 2001, PASO, in accordance with the decision of the IOC Olympic Solidarity Commission, worked hard to implement the specific programmes for which it is responsible as a Continental Association. The main results achieved are summarised below. PASO manages all the continental programmes and their funding, with a total budget of US\$ 3,042,500.

Administration

Using the funding received for this programme, PASO was able to continue helping the NOCs to develop their computer systems, ensuring that they had the minimum level of equipment at their disposal, as well as adequate permanent staff and a continental network providing rapid electronic communication between all the NOCs. Most of the budget was allocated for this purpose. The remaining expenditure covered administrative activities, such as staff remuneration and various kinds of service necessary for the day-to-day running of ODEPA headquarters and facilities.

2001 Budget: US\$ 450,000

Meetings

The PASO Executive Committee met in August in Santo Domingo (DOM) and in November in Mexico (MEX). The PASO General Assembly also held its full meeting, as well as a joint meeting with the Pan American Sports Confederations in Santo Domingo.

In addition to these usual meetings, certain additional costs had to be met, mainly because of the need to hold an extraordinary Executive Committee meeting and an extraordinary General Assembly in Panama. The purpose of these meetings was to draw up a common strategy for the organisation of the XIV Pan American Games, to be held in Santo Domingo in 2003. PASO covered all of these extra costs.

Budget: US\$ 285,000



Continental activities

The sum allocated to this programme was paid in October 2001. PASO therefore decided to transfer these funds to the organisation budget for the 2002 financial year. This money, added to that granted by Olympic Solidarity and to PASO's own resources, will be used to finance the programme of regional and continental courses and seminars which Pan American Olympic Solidarity approved for the 2002-2003 period and through which it hopes to give new impetus to the training and technical qualification programmes for experts from all the NOCs in 35 different sports. To this end, 168 courses will be held in 29 American countries.

Budget: US\$ 627,500

Pan American Games preparation programme

This programme was not carried out in 2001. PASO and Olympic Solidarity have set out their joint and individual responsibilities with a view to implementing this programme from 2002 onwards.

NOC activities

PASO granted US\$ 40,000 in financial assistance to each American NOC. This was paid in two instalments of US\$ 20,000 in February and September. Only four NOCs have yet to use the first instalment. Generally speaking, the NOCs were very disciplined and did their best to use the resources they received as efficiently as possible. The funds were mainly used (a) to support the organisation of courses and seminars for experts from various sports and for sports administrators, and to finance other training programmes; (b) to help athletes participate in various competitions, primarily at regional level, and to help various national sports federations attend international meetings; (c) to purchase high-quality sports facilities and equipment for athletes; (d) to cover general administrative and infrastructure costs, as well as staff salaries, particularly for NOCs with extremely limited financial resources.

Budget: US\$ 1,680,000

*Summary of the report by
Ms Jimena Saldaña,
Executive Secretary*

Olympic Council of Asia (OCA)



2001 was a very turbulent, but nonetheless fruitful year. The Continental Associations were given more responsibility for managing their own continental programmes and the NOCs in turn were able to benefit from greater flexibility by organising and implementing their projects in accordance with their own needs. The OCA manages all the continental programmes and their funding, with **an overall budget of US\$ 3,834,500.**

Administration

The subsidies granted by Olympic Solidarity for the OCA administration were adequate. However, when the OCA Museum and Academy are fully operational, this administrative grant will no longer be enough, as considerable funds will be needed to purchase exhibits for the Museum and to pay Academy staff.

2001 Budget: US\$ 548,750

Meetings

The funds allocated by Olympic Solidarity for OCA meetings did not cover the whole cost. This was mainly because extra funding was needed to pay for computer equipment used during these meetings and because of a rise in air ticket prices. OCA usually covers these costs out of its own pocket. This year, OCA organised meetings for the OCA Standing Committee in Kathmandu (NEP) on 31 March and in Bangkok (THA) on 19 December, a meeting for Secretaries General in Busan (KOR) on 12 May, the 37th Executive Board meeting on 14 May and the 20th General Assembly in Aomori (JPN) on 15 May.

2001 Budget: US\$ 330,000

Continental activities

The NOCs are always asking for more projects and programmes. OCA therefore launched some new ideas, such as the OCA Fun Run and the Olympasia project. The NOCs welcomed these initiatives. However, additional funding would enable the OCA to set up even more projects for the benefit of all the NOCs. In 2001, the OCA subsidised two Olympasia projects. Beginning in May, the first one led to the construction in the Maldives of a mini-stadium capable of accommodating 200 spectators and including two changing

rooms and a meeting area. The second project was approved for the town of Naour (JOR), near Amman. Finally, 7 NOCs staged an OCA Fun Run in 2001.

2001 Budget: US\$ 308,750

Regional and Continental Games

OCA granted US\$ 20,000 to the NOCs which organise Regional Games. It also gave US\$ 15,000 to each NOC participating in the Asian Games and US\$ 10,000 to those taking part in the Winter Asian Games.

In 2001, OCA offered funding to the Nepal NOC for the organisation of the 8th South Asia Federation Games, to the Malaysian NOC for the 21st SEA Games and to the Turkmenistan NOC for the 4th Central Asian Games. For security reasons, most Regional Games planned for 2001 were postponed until 2002 following the events of 11 September.

2001 Budget: US\$ 967,000

NOC activities

From this year onwards, OCA is granting financial assistance of US\$ 40,000 to each NOC. This sum is sent in two instalments of US\$ 20,000 each, one at the start of the year and the other in June. At the end of the year, the NOCs must present an audited statement of accounts, showing how the money has been used. This financial statement, together with that of OCA, which is audited by PricewaterhouseCoopers, is then submitted to Olympic Solidarity. This year, the NOCs used the funds for various national activities such as the purchase of sports equipment, the organisation of courses and seminars and to support athletes taking part in international competitions.

2001 Budget: US\$ 1,680,000

OCA is delighted that Olympic Solidarity has shown confidence in the Continental Associations by allowing them to manage their own programmes, which were, on the whole, much welcomed by all the Asian NOCs. OCA will endeavour to maintain this level of trust and draw the maximum benefit from it. The Olympic Solidarity programmes of the new quadrennial plan 2001–2004 represented a formidable challenge and have enabled OCA to gain valuable experience. OCA is now ready to shoulder even more responsibility in the future.

*Summary of the report by
Mr Abdul Muttaleb Ahmad,
Director General*

The European Olympic Committees (EOC)



2001 marked the beginning of the new 2001–2004 quadrennial plan, the main feature of which is the increased autonomy of the European NOCs. The continental programmes and the corresponding funds, US\$ 3,596,000 for Europe, are now managed by the EOC in coordination with Olympic Solidarity.

Around 64% of the annual budget is paid directly to the NOCs for Regional and Continental Games. A further 22% is used to implement the Association's numerous activities, indirectly helping the NOCs to attend various meetings. The remainder covers the Association's general operating costs.

Despite the changes made to the way in which Olympic Solidarity activities are managed, which have led to a significant increase in the workload of the Continental Association, and an initial introductory phase, the EOC were able to respond very quickly to the various types of request submitted by European NOCs. All the NOCs were satisfied with the first year of the plan.

Administration

The budget covers staff salaries, taxes and social security contributions, office and maintenance costs, the President's secretariat in Brussels, property (office furniture, computer equipment, etc.), promotional material, the production of reports, translation costs, and so on.

2001 Budget: US\$ 525,000

Meetings

This year the EOC organised various meetings: a General Assembly in Monte-Carlo (MON) on 30 November and 1 December, a Seminar for Secretaries General and Chefs de Mission in Portoroz (SLO) on 29 and 30 June, and Executive Committee meetings in Baku (AZE) on 6 April, Cyprus (CYP) on 8 June, Murcia (ESP) on 22 July and Monte-Carlo (MON) on 29 November. This budget also covered the transport costs of Executive Committee members who represented the EOC at various events.

2001 Budget: US\$ 225,000

Many **continental activities** were run in 2001, including:

- Commissions:
 - of the Technical Cooperation Commission in Baku on 19 February
 - of the Preparation of the Olympic Games Commission in Tbilisi (GEO) on 5 April
 - of the EYOD in Murcia on 24 July
 - of the Marketing in Frankfurt (GER) on 7 November
 - of the Athletes in Monte-Carlo on 29 November;
- Working groups:
 - of the European Union in Stockholm (SWE) on 12 February
 - on new ways of communication in Lausanne (SUI) on 24 September
 - on sport and environment in Monte-Carlo on 29 November;
- EOC joint meetings:
 - with the Arab Sports Confederation in Rome (ITA) on 28 February and Tunis (TUN) on 4 September
 - with the IOC concerning the new 2001–2004 Olympic Solidarity programmes in Rome on 15 February
 - with the International and European Sports Federations in Lausanne on 20 April to discuss the EYOD.

The first European Athletes' Assembly was held in Rome on 14 June, a workshop on new means of communication took place in Portoroz (SLO) on 28 June and the International Forum "Sport and Culture" was held in Rome on 5 December. The continental activities programme also helped with the organisation of specialist seminars and conferences such as the Conference on "Women and Sport" in Lillehammer (NOR) in May and the technical seminar on talent identification in Berlin (GER) in October.

Six editions of the magazine *SPORTEUROPE* were also published and distributed. The *2001 EOC Directory* was sent to the European NOCs and the main European institutions. An electronic version of the Handbook is being prepared on CD-Rom. The EOC Internet and Intranet sites were updated and new sections were added.

2001 Budget: US\$ 546,000

Regional and Continental Games

This programme was used to encourage the European NOCs to take part in the GSSE held in San Marino from 28 May to 2 June (7 NOCs), the Winter EYOD held in Vuokatti (FIN) from 10 to 16 March (17 NOCs), the summer EYOD held in Murcia from 22 to 26 July (21 NOCs) and the 2nd seminar for young journalists held on 22 July, also in Murcia.

2001–2002 Budget: US\$ 760,000 (biennial)

NOC activities

The EOC granted US\$ 30,000 to each of the 48 member NOCs. Further support was granted on request for 42 special activities run by European NOCs.

2001 Budget: US\$ 1,920,000

*Summary of the report by
Mr Mario Pescante,
President*

Oceania National Olympic Committees (ONOC)



The decentralisation of a number of Olympic Solidarity programmes towards the ONOC secretariat in Suva (FIJ) made the administration of these programmes more flexible and better suited to the needs of the Oceania NOCs. ONOC manages all the continental programmes and their funding, with a total budget of US\$ 2,035,000, as well as some world programmes.

In view of the poor take-up rate of certain programmes, such as scholarships for high-level athletes and coaches, ONOC has emphasised to the NOCs the need to make greater efforts to better use the opportunities offered by the new system. Nevertheless, the South Pacific Mini Games held on Norfolk Island in December had a positive impact on NOCs' use of these programmes. ONOC will therefore continue its information campaign among the Oceania NOCs and organise more training programmes.

The four world programmes run by ONOC are 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 headings (see world programmes, pages 28, 30, 38 and 56).

Administration / Meetings

This year, the ONOC secretariat moved to the Pacific Islands Forum Secretariat Complex in Suva (FIJ). The ONOC office employs three full-time members of staff, plus part-time staff when necessary. Various meetings were also held, such as the XIX Annual General Assembly in Nadi (FIJ) on 6 and 7 April. During this meeting, wireless technology was used in order to transfer documentation and presentations from the NOCs, thanks to computers offered to the Oceanian NOCs by the Australian Government through the ASP programme 2006, before and also during the meeting. The ONOC Executive Board has met twice, in Auckland (NZL) in March and in Melbourne (AUS) in September.

2001 Budget: US\$ 350,000

Continental activities

ONOC granted subsidies to the national badminton, baseball, basketball, weightlifting and table tennis federations to enable them to employ regional Sports Development Officers (SDO). It also

supported the Oceania Basketball Championships held in Suva (FIJ) in July and the Oceania Athletics Grand Prix series in New Zealand and Norfolk Island in November and December. Training programmes that were subsidised included the regional workshop for boxing judges and referees in Suva in October and the regional workshop for archery coaches in Sigatoka (FIJ) in August. ONOC also runs a programme jointly with the International Tennis Federation, which provides scholarships for young, talented players, enabling them to continue with their education while training full-time at the regional tennis coaching centre in Lautoka (FIJ).

Two Olympoecania projects are currently being considered for the Solomon Islands and Samoa.

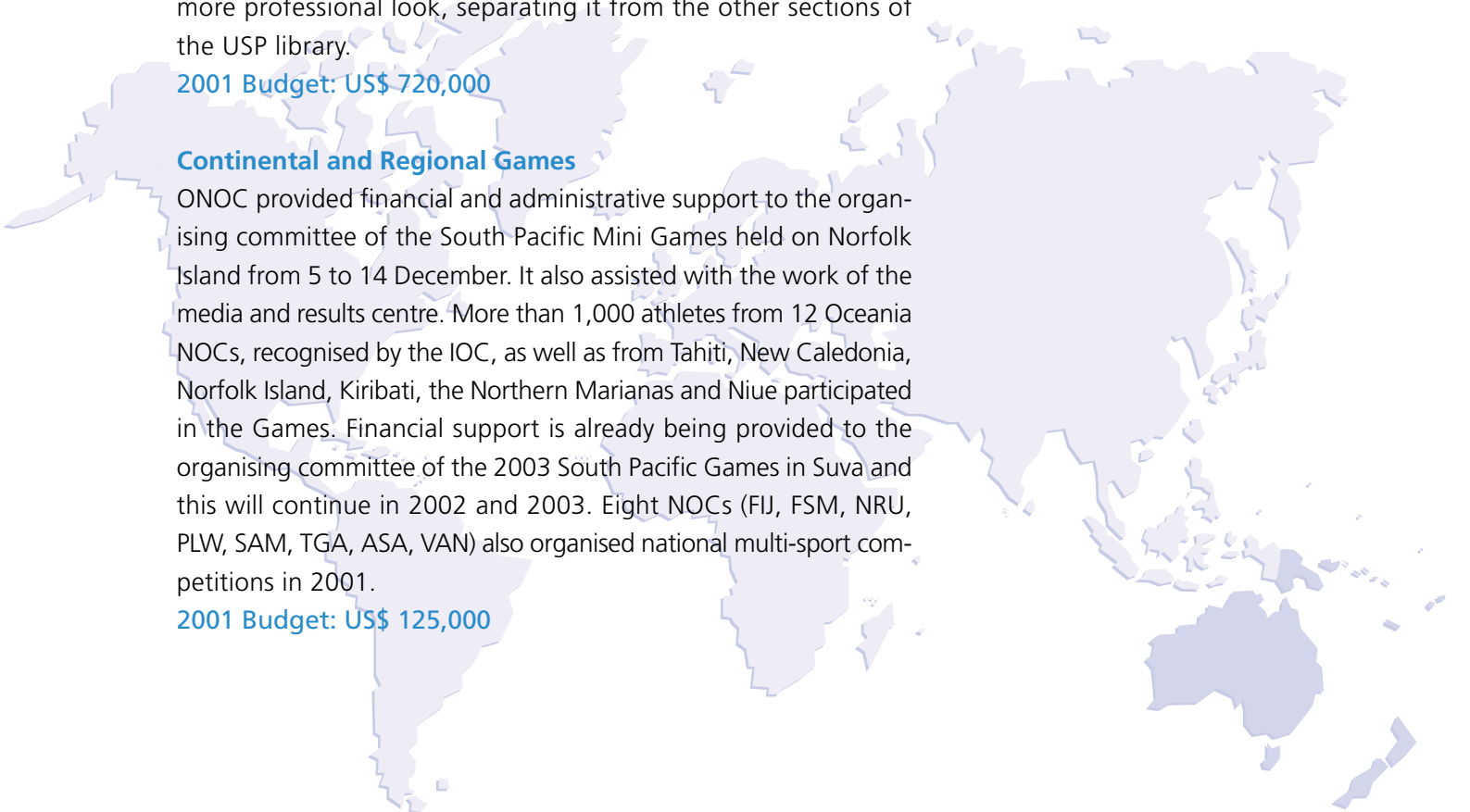
At the end of the year, the Oceania Sports Information Centre (OSIC) was finally able to recruit a full-time library assistant. In the second half of the year, the OSIC staff were inundated with requests from staff and students of the University of the South Pacific (USP) and other institutions from the Suva region. Staff at the Fiji College of Advanced Education and the Ministry of Education submitted numerous requests to the OSIC in connection with a research project on sports education. The Centre's collection is growing thanks to donations of books, video cassettes and magazines by FASANOC, ONOC and the National Sport Information Centre of Australia. Work to extend the OSIC is now complete, giving the Centre a more professional look, separating it from the other sections of the USP library.

2001 Budget: US\$ 720,000

Continental and Regional Games

ONOC provided financial and administrative support to the organising committee of the South Pacific Mini Games held on Norfolk Island from 5 to 14 December. It also assisted with the work of the media and results centre. More than 1,000 athletes from 12 Oceania NOCs, recognised by the IOC, as well as from Tahiti, New Caledonia, Norfolk Island, Kiribati, the Northern Marianas and Niue participated in the Games. Financial support is already being provided to the organising committee of the 2003 South Pacific Games in Suva and this will continue in 2002 and 2003. Eight NOCs (FIJ, FSM, NRU, PLW, SAM, TGA, ASA, VAN) also organised national multi-sport competitions in 2001.

2001 Budget: US\$ 125,000



NOC activities

In 2001, the 14 Oceania NOCs planned 116 technical courses as part of this programme. The NOCs in FSM, NRU, PLW, PNG, SAM, SOL and TGA spent part of their "activities" budget on participation in regional competitions such as basketball, boxing, wrestling and shooting championships and the South Pacific Mini Games. By 31 December 2001, ONOC had received reports on 52 completed activities, i.e. 44,8% of all those planned. Twelve NOCs received subsidies for sports equipment and allocated US\$ 173,000 to the employment of SDO. Funds that were not used will be carried forward to 2002.

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

2001 Budget: US\$ 840,000

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



Sydney 2000 OG, start of the women's mountain bike race at Fairfield City Park © Allsport/Adam Pretty

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 (42 NOCs)

KSA	Saudi Arabia
BRN	Bahrain
BAN	Bangladesh
BHU	Bhutan
BRU	Brunei Darussalam
CAM	Cambodia
CHN	People's Republic of China
KOR	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
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
SVK	Slovakia
SLO	Slovenia
SWE	Sweden
SUI	Switzerland
CZE	Czech Republic
TUR	Turkey
UKR	Ukraine
YUG	Yugoslavia

Oceania (14 NOCs)

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

199 National Olympic Committees
are recognised by the IOC

International Olympic Federations

Summer

IAAF	International Association of Athletics Federation
FISA	International Rowing Federation
IBF	International Badminton Federation
IBA	International Baseball Federation
FIBA	International Basketball Federation
AIBA	International Amateur Boxing Association
FIC	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

Listening to you!

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Atlanta 1996 OG, start of a race

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Atlanta 1996 OG, Scott Shipley (USA)

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Sydney 2000 OG, Eunice Barber (FRA) in the heptathlon high jump competition

© Allsport/Michael Steele

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Sydney 2000 OG, a team in action

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Lillehammer 1994 OG, cross country skiing event in Birkebeineren

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Atlanta 1996 OG, Carl Lewis (USA)

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