

*2001 - 2004 Quadrennial plan*

# *All together!*



*2002 Report*

Olympic Solidarity





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> 2002 proved to be another year of intense and sustained work for Olympic Solidarity. On balance, 2002 was very positive, with important and promising results achieved. Particular successes include the systematic and rigorous work of the Olympic Solidarity Commission, the stronger role of the Continental Associations, increased focus on training the staff involved in this work at all levels and, as a result, greater motivation and interest in the options and possibilities offered by the world and continental programmes. The basis for this extraordinary effort is, of course, the active and constantly growing involvement of the National Olympic Committees (NOCs), the protagonists and chief beneficiaries of the projects and programmes that Olympic Solidarity promotes and implements.

It would take far too long to list the actions on which this positive assessment of the past year is based, so let us cite just a few examples: the assistance programme to enable NOCs to take part in the Olympic Winter Games in Salt Lake City; enabling the Continental Associations to give priority to preparing their NOCs for the continental games; introducing the scholarships and team preparation for the Games of the Olympiad in Athens; and the ongoing efforts to foster the skills and know-how of coaches, sports leaders and administrators, all within the framework of the extensive scope offered by the current world and continental programmes.

The most important aspect of Olympic Solidarity's work during this period was without doubt the gradual, progressive and irreversible implementation of the funding decentralisation process. The clearest evidence of how right the Olympic Solidarity Commission was to take this decision are the results today which show the serious-minded and responsible approach that this has led to in every area of Solidarity's work, particularly on each of the continents. The decentralisation process will continue to move forward, in line with our possibilities and objectives.

We have begun a new year during which, based on the experience of 2002, we shall lead Olympic Solidarity throughout the next quadrennial towards new and greater goals, looking to consolidate our decentralisation and to expand and strengthen its function as the main foundation for the administration and economic independence of the NOCs.

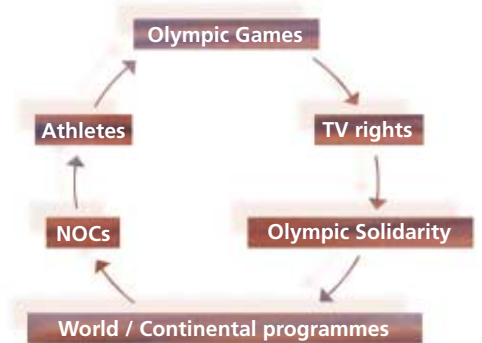
The achievements of the past year are the fruit of collective work and efforts. For this reason, as I present the 2002 Annual Report, I wish to express our deep and sincere gratitude to the members of the Olympic Solidarity Commission, the Continental Associations, the NOCs, the hundreds of specialist professionals and staff who have worked on each programme and, of course, the Olympic Solidarity team in Lausanne, who have efficiently coordinated our work under the leadership of their Director, Pere Miró. In 2003, we hope to consolidate this essential unity and work together more efficiently with higher quality results.

Olympic Solidarity will continue to be a source of pride to our Movement, and a role model in demonstrating the practical application of the principles upon which the true Olympic Ideal is founded.

*Mario VÁZQUEZ RAÑA  
Chairman of the Olympic Solidarity Commission*

## Working together for success

➤ 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 managed 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 offered to the NOCs, 9 of which are completely new in relation to the previous plan, are divided into four areas – athletes, coaches, NOC management and special fields. 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.



*International Canoe Federation (ICF) training camp in Pontevedra, Spain, on the occasion of the ICF flatwater racing world championship 2002 in Seville*

## *2002 – a year of progress*

Following a period of adaptation in which the NOCs were able to familiarise themselves with the various programmes and to find those which met their particular needs most closely, Olympic Solidarity set about the huge task of **ensuring that the programmes adopted for the 2001-2004 period could function properly** and as effectively as possible. In view of the excellent results registered this year in all four areas of activity, the aim has been achieved. The NOCs have shown initiative by setting up numerous activities in their respective countries. The Continental Associations, which are becoming increasingly independent in their management of the continental programmes, have also achieved excellent results. This demonstrates **the value of the decentralisation process which began at the start of the 2001-2004 quadrennial plan** and gives Olympic Solidarity good reason to continue down this path.

## *Information, linking us together*

Information was provided to the NOCs throughout the year. As well as sending the guidelines concerning the various programmes and the conditions NOCs needed to meet in order to take part (also available on the NOC Extranet: [www.cno-noc.olympic.org](http://www.cno-noc.olympic.org)), Olympic Solidarity was represented at the General Assemblies of the Continental Associations and meetings of the Secretaries General. As well as providing an opportunity to pass on information, these meetings enabled Olympic Solidarity **to create a common forum for meeting and exchange**, to review the situation of each individual NOC and to offer immediate answers to any outstanding questions.

By providing information in this way, Olympic Solidarity is ensuring that the NOCs have a clear understanding of the new structure and are able to draw substantial benefits from the various programmes. **In 2002, more than 3,200 separate applications were received** across the whole range of programmes. Olympic Solidarity, the NOCs and the Continental Associations are continuing to work profitably together in order to foster sustainable development.



*The instructor supervising and correcting the pupils during a technical course in Quito, Ecuador*

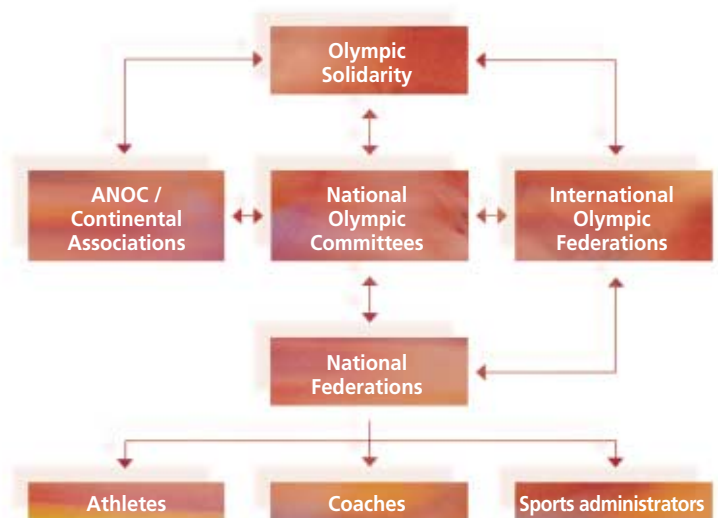
## Partners cooperating for outstanding success

➤ More involved than ever before, **the partners of Olympic Solidarity played a crucial role** in ensuring that the numerous programmes available to the NOCs functioned well. **The decentralisation process is continuing** and cooperation with the Continental Associations is increasing. Their technical departments actively sought to develop and use the Olympic Solidarity programmes as effectively as possible, taking into account the specific needs of their respective continent.

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

**The most developed NOCs** provide effective support to the NOCs that need it most by allowing them to use their sports infrastructures. This form of assistance makes a large contribution to the development of some Olympic Solidarity programmes. Olympic Solidarity was also supported by other outside partners such as high-level training centres, universities and experts, as well as the ANOC (Association of National Olympic Committees).

**The Olympic Solidarity programmes are therefore proving extremely successful**, thanks to the important contribution of all its partners. Olympic Solidarity would sincerely like to thank them for their loyal cooperation.



## Olympic Solidarity Commission

> The Olympic Solidarity Commission met on 13 April 2002 to **define the main courses of action to be followed and to approve the budgets** of the various programmes that the Olympic Solidarity management devised and implemented in 2002. It will meet again in February 2003.

**On 31 December 2002,  
the Commission was composed as follows:**

Chairman:	Mario VÁZQUEZ RAÑA
Vice-Chairman:	Richard Kevan GOSPER
Members:	Abdul Muttaleb AHMAD Ahmad Al-Fahad AL-SABAH Alpha Ibrahim DIALLO Patrick J. HICKEY HRH the Grand Duke of LUXEMBOURG Julio César MAGLIONE Feliciano MAYORAL Robin E. MITCHELL Felipe MUÑOZ KAPAMAS HRH the Prince of ORANGE Mario PESCANTE Tomas A.G. SITHOLE
Athletes' representative:	Mireya LUÍS HERNÁNDEZ



*Athletics competition for young talent identification in Ghana*



## *Human resources mobilised to provide optimal service*

➤ The administrative restructuring of the Continental Associations and Olympic Solidarity, initiated in 2001, has already paid off. **With a larger staff base, Olympic Solidarity** has coped with the increased workload created by the setting up of the numerous programmes within this quadrennial plan and by the transfer of responsibilities to the Continental Associations. The recruitment of new staff was therefore fully justified. With responsibilities more evenly spread, the staff of the various Olympic Solidarity departments have been able to **provide the NOCs with a better, more effective service**. The new computer system, which is now fully operational, has also contributed to this improvement.

### **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	Carolina BAYON
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 13 April 2002, the members of the Olympic Solidarity Commission approved a budget of **US\$ 49,669,000** for 2002. This budget represents 23.7% of the total budget adopted for the 2001-2004 quadrennial plan (US\$ 209,484,000) and is broken down as follows:

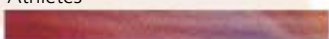
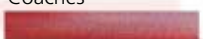
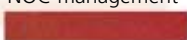
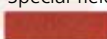
### Breakdown of the 2002 budget

World programmes	48.23%	us\$ 23,955,000
Continental programmes	35.13%	us\$ 17,449,000
Olympic Games and forums	12.56%	us\$ 6,240,000
Administration/communication	4.08%	us\$ 2,025,000
<b>Total</b>		<b>us\$ 49,669,000</b>



Sydney 2000, general view of the double-handed Dinghy (470) event © Allsport/Barbour

*Breakdown of the "world programmes" budget*

Athletes	 <b>40.08%</b>	us\$	<b>9,600,000</b>
Coaches	 <b>24%</b>	us\$	<b>5,750,000</b>
NOC management	 <b>22.75%</b>	us\$	<b>5,450,000</b>
Special fields	 <b>13.17%</b>	us\$	<b>3,155,000</b>
<b>Total</b>		us\$	<b>23,955,000</b>

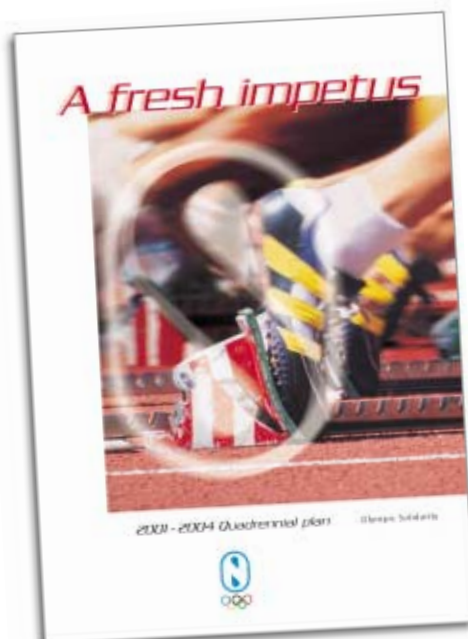
*Breakdown of the "continental programmes" budget*

ANOCA (Africa)	 <b>21.69%</b>	us\$	<b>3,785,000</b>
PASO (America)	 <b>17.44%</b>	us\$	<b>3,042,500</b>
OCA (Asia)	 <b>18.28%</b>	us\$	<b>3,190,500</b>
EOC (Europe)	 <b>20.61%</b>	us\$	<b>3,596,000</b>
ONOC (Oceania)	 <b>11.66%</b>	us\$	<b>2,035,000</b>
ANOC	 <b>10.32%</b>	us\$	<b>1,800,000</b>
<b>Total</b>		us\$	<b>17,449,000</b>

## Full information – strong communication

➤ In this Olympic year, Olympic Solidarity completed its work in connection with the **XIX Olympic Winter Games in Salt Lake City**. The project, set up to promote its objectives and the specific programmes organised for the NOCs in relation to Salt Lake City amongst athletes, the media and the general public, was supported in particular by **a great name in Alpine skiing. Janica Kostelić (Croatia)**, a “young, promising” Olympic scholarship-holder from 1995 to 1998 who gloriously won three gold medals and one silver in Salt Lake City, worked with Olympic Solidarity by participating in various public events. The IOC Internet site, the NOC Extranet, the written press and a special Salt Lake City leaflet containing many illustrations all helped to publicise and raise awareness of these activities. Olympic Solidarity worked closely with the IOC Communications Department in completing this project.

This annual report is also an important means of disseminating information, focusing in particular on the results of the past year. It summarises the different world and continental programmes and contains statistics dating from 31 December 2002. The brochure **“A fresh impetus – 2001-2004 Quadrennial plan”, published in 2001**, complements the annual report by offering a general overview of Olympic Solidarity, its key ideas, history, resources, programmes and budgets. Members of the Olympic family are automatically sent these publications, which are also available on the Olympic Solidarity pages of the IOC Internet site ([www.olympic.org](http://www.olympic.org)). Some of the photos contained in these publications are taken from the many reports that the NOCs send to Olympic Solidarity after following the various programmes, and reflect the work carried out in this field. Olympic Solidarity would like to thank the NOCs for their valuable contribution.



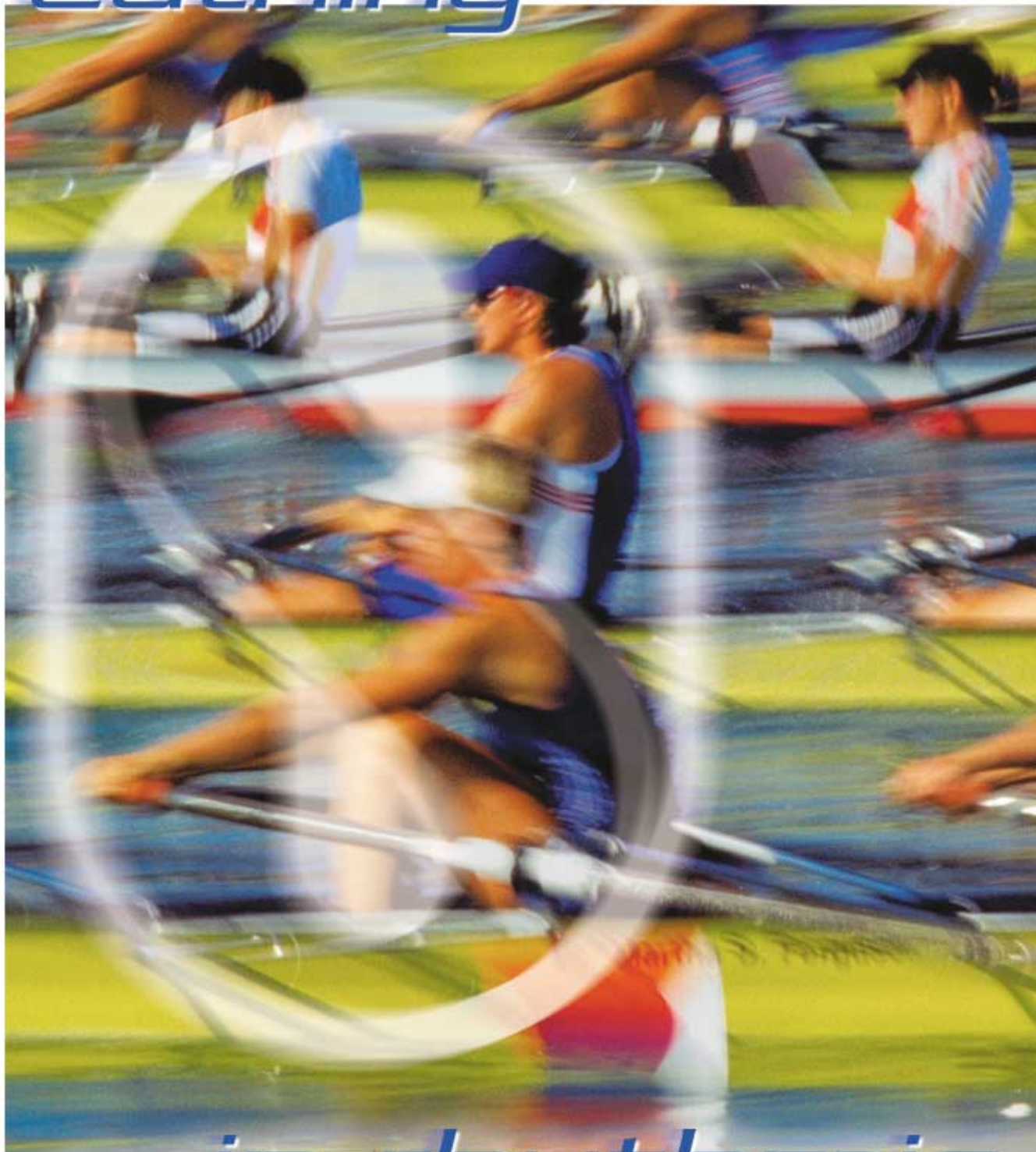
As well as the Internet site, **the NOCs currently enjoy access to specific information** concerning the functioning of the Olympic Solidarity programmes **via the NOC Extranet** ([www.cno-noc.olympic.org](http://www.cno-noc.olympic.org)). All documents relating to each programme (guidelines, application forms, etc.) have been posted on-line in close cooperation with the IOC NOC Relations Department. More and more NOCs are making good use of this service.

Every two months, Olympic Solidarity also publishes articles in the **"Olympic Review"** in collaboration with the magazine's editorial team. Various subjects are covered, mainly related to the programmes for athletes, coaches and sports administrators. Interviews and personal testimonies are used to demonstrate the crucial role played by the IOC, through Olympic Solidarity, in the development of sport throughout the world.

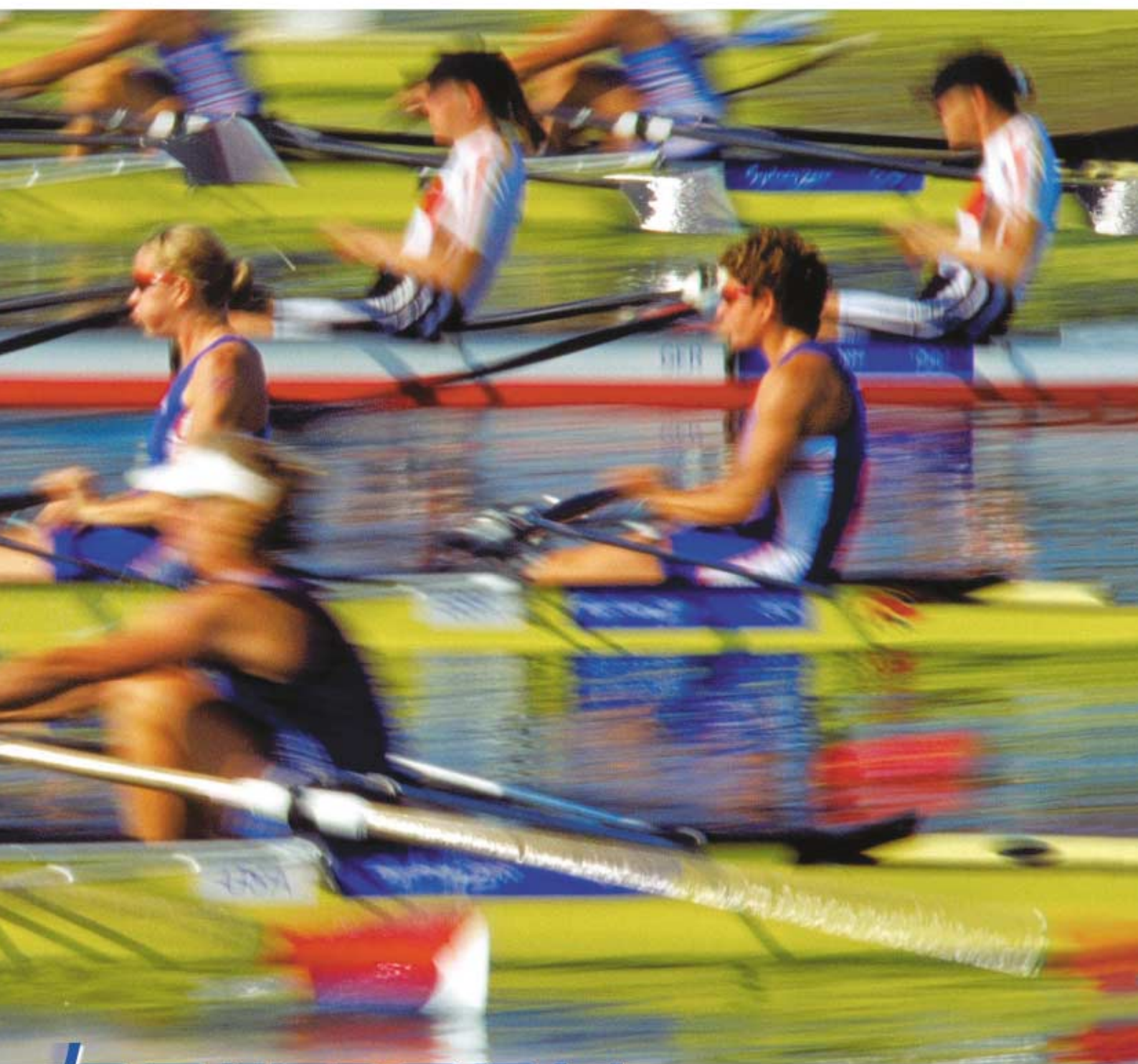


Salt Lake City 2002, Nicolas Huet (France) during the Giant slalom event © Getty Images/Brunskill

*Breathing*



*in rhythmic*



*harmony*

# World programmes

➤ The 21 world programmes, divided into four separate areas – athletes, coaches, NOC management and special fields – cover a range of varied and complementary activities. Managed from the Olympic Solidarity headquarters in Lausanne, these programmes offer the NOCs a wide choice of activities in the main fields devoted to the development of sport and athletes.

## 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



This year, all the programmes were operational. The specific nature and variety of the programmes meant that NOCs could select those most appropriate to their own needs. Since the NOCs had a better understanding of them in this second year of the quadrennial plan, **participation in these programmes increased considerably.**

### *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, 1st qualifying heat of 800m © Allsport/Forster

➤ The support that Olympic Solidarity offers to athletes via its programmes takes a variety of forms, which cover the whole spectrum of athletes' ability levels. **2002 was a crucial year for the implementation of these programmes**, some of which were accessible to the NOCs for the first time during the 2001-2004 quadrennial. Therefore Olympic Solidarity made a great effort to ensure that the NOCs understood the possibilities available to them and made suitable applications.

## *Athletes provide impetus*

This is illustrated by **the success of the programme aimed at young athletes**, which really took off in 2002 and showed a clear improvement compared to the previous year, in terms of both the identification of talent in schools and training for young, promising athletes. In January, the two programmes designed to **support athletes and teams as they prepare for the Games of the XXVIII Olympiad in Athens in 2004** were launched: Olympic scholarships for athletes "Athens 2004" and team sports support grants. These programmes became operational in August and have received a very enthusiastic response from the NOCs.

However, the main event of the early part of the year was the XIX Olympic Winter Games in Salt Lake City, which also marked the conclusion of the Olympic Solidarity programme for the preparation of NOCs and their athletes for these Games. In October 2002, Asian NOCs participated in the Busan Asian Games and this saw the conclusion of the preparation programme that Olympic Solidarity had offered them. Many athletes that participated in these Games had received some form of assistance from their NOCs within the context of this programme. Similar programmes were launched in 2002 for the NOCs in America, Africa and Europe, essentially aimed at supporting athletes' preparations for the Regional and Continental Games due to be held in 2003.

## *Salt Lake City 2002, Olympism is the winner!*



As part of Olympic Solidarity's commitment to supporting athletes, this specific assistance programme enabled NOCs to prepare their individual athletes and teams for the **XIX Olympic Winter Games held in Salt Lake City in 2002**. Launched during the year prior to the Games, the programme enabled NOCs to supplement and optimise their preparation programmes. However, it was not a conventional programme of long-term scholarships for athletes, focusing on the training of individual athletes, but rather it offered an "à la carte" approach under which NOCs were able to choose their priorities and use the funds they were allocated accordingly. **This flexibility offered by Olympic Solidarity had a very positive impact**, as demonstrated by the huge diversity of applications submitted by the NOCs: training camps were organised, for example, while travel to qualification competitions and coaching fees were also subsidised. **By 31 December 2002, Olympic Solidarity had invested US\$ 1,759,750 in this programme.**

Olympic Solidarity's particular objective was to assist athletes from smaller NOCs to qualify for the Games. The funds allocated to these NOCs were often their main source of income for athlete preparation. For the larger NOCs, the programme gave established athletes a final boost before the Games, and a chance of targeting an Olympic diploma or even a place on the podium. For many NOCs, the money they received supplemented their overall budget for the preparation of their whole team. The results show without doubt that **this programme brought vital assistance to the NOCs** in the final phase of their preparations for the Games.

### **Salt Lake City 2002 – NOC preparation programme**

**Objective:** 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.

**2001-2002 Budget:** US\$ 1,800,000

### Results that speak volumes

- **59 NOCs, 690 individual athletes and 4 ice hockey teams** benefited from this programme (see detailed list by NOC p. 20 and 21 of the 2001 Olympic Solidarity report).
- Of these 690 athletes, **402 (58.3%)** from 56 different NOCs qualified and took part in **72 (92.3%)** of 78 events in 6 of the 7 sports featured on the Olympic programme.
- **17% of all the athletes and 73% of the NOCs** that participated in the Games received Olympic Solidarity assistance through this programme.
- **34 athletes won 28 medals\***: 6 gold, 8 silver and 14 bronze.
- **60 diplomas were awarded** (from 4th to 8th places).

\* The difference is linked to the fact that some athletes took part in team events (team relays, pairs' figure skating, etc.), in which medals are only counted once.

### Athletes benefiting from the programme by sport and by continent

Continent	NOCs	Biathlon			Bobsleigh			Luge			Skating*			Skiing**			Total		
		M	W	Total	M	W	Total	M	W	Total	M	W	Total	M	W	Total	M	W	Total
Africa	1	0	0	0	1	0	1	0	0	0	0	1	1	1	1	2	<b>2</b>	<b>2</b>	<b>4</b>
America	8	6	1	7	27	3	30	5	5	10	0	0	0	13	8	21	<b>51</b>	<b>17</b>	<b>68</b>
Asia	9	3	0	3	7	0	7	6	0	6	8	9	17	21	17	38	<b>45</b>	<b>26</b>	<b>71</b>
Europe	38	42	37	79	40	28	68	13	5	18	77	47	124	176	70	246	<b>348</b>	<b>187</b>	<b>535</b>
Oceania	3	0	0	0	0	5	5	0	1	1	1	0	1	3	2	5	<b>4</b>	<b>8</b>	<b>12</b>
<b>Total</b>	<b>59</b>	<b>51</b>	<b>38</b>	<b>89</b>	<b>75</b>	<b>36</b>	<b>111</b>	<b>24</b>	<b>11</b>	<b>35</b>	<b>86</b>	<b>57</b>	<b>143</b>	<b>214</b>	<b>98</b>	<b>312</b>	<b>450</b>	<b>240</b>	<b>690</b>

+ four ice hockey teams: AUT, KAZ, SVK, UKR

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

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



Salt Lake City 2002, men's double luge event  
© Getty Images/Harry Hows



Salt Lake City 2002, Janica Kostelić (Croatia), "young, promising" Olympic scholarship holder from 1995 to 1998, in the Super Giant slalom © Getty Images/Mike Powell

## *"Athens 2004" Olympic scholarships, a tremendous support for athletes*



In order to promote the universality of the Olympic Games and to improve the technical level of elite athletes throughout the world, Olympic Solidarity has offered the NOCs a programme of Olympic scholarships for athletes. The results achieved in Sydney in 2000 showed beyond doubt that this programme is a vital development tool, both for athletes and for NOCs. The Olympic Solidarity Commission therefore proposed that a similar programme be set up for the Games of the XXVIII Olympiad in Athens.

The Olympic scholarship programme provides NOCs with considerable technical and financial assistance for a small number of top-level athletes training and attempting to qualify for the Athens Games. Olympic Solidarity therefore has to ensure that selected athletes enjoy access to appropriate training facilities and specialist coaching and are able to enter a range of qualifying events. **Olympic scholarships are available no earlier than two years before the Games begin.** The primary aim is to enable athletes to qualify and to prepare for the Games in order to achieve their dream of lifting their national colours as high as possible in the world's most popular festival of youth and sport: the Olympic Games.

### **Olympic scholarships for athletes "Athens 2004"**

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

**2002 Budget:** US\$ 2,300,000

The NOCs received full details of this programme in January 2002 and the first scholarships were granted on 1 August 2002. The NOCs selected their candidates before submitting their applications to Olympic Solidarity. The IFs then gave their technical appraisal of each candidate and the most deserving cases were awarded a scholarship.

Some of the scholarship holders need special training facilities because their country of origin is seriously lacking in basic infrastructure and coaches capable of bringing them up to the required level. Olympic Solidarity therefore seeks to place these athletes in a network of training centres which it has set up as part of this programme. **Olympic Solidarity has signed agreements with training centres** and other partners who have agreed to accommodate scholarship holders in various sports:

- Training centres:
  - National Institute of Sport and Physical Education (INSEP), Paris, France
  - Centro de Alto Rendimiento (CAR), Barcelona, Spain
  - World Cycling Centre (WCC), Aigle, Switzerland
  - Bolles school, Jacksonville, USA
  - Dakar International Athletics Centre (CIAD), Dakar, Senegal
  - Kip Keino High Altitude Training Centre, Eldoret, Kenya
  - International Judo and Wrestling Centre (CIJLA), Abidjan, Côte d'Ivoire
- Partner NOCs (agreements with NOCs allowing access to their national training centres)
  - Australian Olympic Committee
  - Canadian Olympic Committee
  - United States Olympic Committee
  - Egyptian Olympic Committee
  - National Olympic Committee for Germany
- Partner IFs (agreements with IFs allowing access to their training centres)
  - International Badminton Federation (IBF)
  - International Rowing Federation (FISA)



Sydney 2000, Sureyya Ayham (Turkey - n° 3183), Olympic scholarship holder  
© Allsport/Michael Steel



Ibrahim Githaiga (Kenya), Olympic scholarship holder, at the Australian Institute of Sport



Filip Ospaly (Czech Rep.), Olympic scholarship holder, during the Lausanne triathlon



Boonsak Polsana (Thailand), Olympic scholarship holder  
© RS, badmintonphoto.com

In 2002, Olympic Solidarity received a total of 1,427 candidature proposals from 132 NOCs, which clearly demonstrates the high level of interest in this programme. By 31 December 2002, **728 Olympic scholarships had been granted to athletes from 112 NOCs**. Of the remaining applications, some are still under consideration for 2003, while others did not meet the selection criteria. It should also be mentioned that, following discussions with the NOCs concerned, Olympic Solidarity withdrew a small number of scholarships at the end of 2002 because athletes were either injured or had achieved poor results.

#### Applications/Olympic scholarships granted by continent

Continent (NOCs)	Applications received		Olympic scholarships granted				
	Athletes	NOCs	Athletes			NOCs	
			Men	Women (%)	Total		
Africa (53)	305	32	85	40 (32)	125	25	
America (42)	260	33	82	46 (36)	128	27	
Asia (42)	325	24	122	37 (23)	159	20	
Europe (48)	525	36	210	94 (31)	304	33	
Oceania (14)	12	7	6	6 (50)	12	7	
<b>Total (199)</b>	<b>1,427</b>	<b>132</b>	<b>505</b>	<b>223 (31)</b>	<b>728</b>	<b>112</b>	



Raphael Agopome and Emmanuel Bitanga, respectively director and technical director at the CIAD, standing with the Olympic scholarship holders (from left to right)



Signature of the contracts of the Olympic scholarship holders Gideon Kliger (3rd left) and Ehud Gal (1st right) with the Israeli NOC representatives and Alex Gilady, IOC member (centre)



## Olympic scholarship holders by sport and by continent

Sport	Number of Olympic scholarship holders					Total (%)
	Africa	America	Asia	Europe	Oceania	
Athletics	44	20	14	38	6	122 (16.8)
Rowing	4	11	1	13	–	29 (4)
Badminton	6	2	6	3	–	17 (2.3)
Boxing	5	8	18	19	–	50 (6.9)
Canoeing	–	2	5	21	–	28 (3.8)
Cycling	1	7	10	8	–	26 (3.6)
Fencing	2	6	2	6	–	16 (2.2)
Gymnastics	4	11	3	19	–	37 (5.1)
Weightlifting	7	8	13	18	2	48 (6.6)
Judo	17	8	17	27	1	70 (9.6)
Wrestling	7	2	29	39	1	78 (10.7)
Swimming	9	22	8	40	2	81 (11.1)
Modern pentathlon	1	2	3	6	–	12 (1.7)
Equestrian sports	–	1	2	–	–	3 (0.4)
Taekwondo	12	2	6	7	–	27 (3.7)
Tennis	2	3	1	2	–	8 (1.1)
Table tennis	1	1	3	3	–	8 (1.1)
Shooting	1	7	12	19	–	39 (5.4)
Archery	–	2	2	5	–	9 (1.2)
Triathlon	1	2	1	2	–	6 (0.8)
Sailing	1	1	3	7	–	12 (1.6)
Beach volleyball	–	–	–	2	–	2 (0.3)
Total men	85	82	122	210	6	505
Total women	40	46	37	94	6	223
<b>Total (22 sports)</b>	<b>125</b>	<b>128</b>	<b>159</b>	<b>304</b>	<b>12</b>	<b>728 (100)</b>

## *Team sports given every opportunity*



In response to a number of specific requests from NOCs, the Olympic Solidarity Commission approved, for the 2001–2004 quadrennial, a programme to run alongside the Olympic scholarships for athletes "Athens 2004" programme, **which would enable NOCs to help teams qualify and to prepare for the Games of the XXVIII Olympiad in Athens.**

Olympic Solidarity is aware of how much interest is generated at national level by teams participating in Olympic qualification events. It therefore hopes that the activities carried out as part of this programme will also help to develop and promote interest in the relevant team sport in the country concerned. This programme, which was launched in January 2002, is not focused on the development of team sports from grass roots level, but concentrates on assisting already established teams that have a realistic chance of qualifying for Athens.

In 2002, Olympic Solidarity received a total of **58 applications from 52 NOCs**. By 31 December 2002, 37 projects had been approved. Some of the other applications are still under consideration for 2003, while others did not meet the necessary criteria.

Initially, the assistance allocated to these teams is solely meant to help them prepare adequately for Olympic qualification. Those which succeed in qualifying may be entitled to additional funds to support their preparation for the Games.

### **Athens 2004 – Team sports support grants** (new programme)

**Objective:** to offer the NOCs the financial support needed to maximise their chances to qualify one team for the Games of the XXVIII Olympiad in Athens.

**2002 Budget:** US\$ 2,000,000

### Applications/Support grants awarded by sport

Sport	Applications received	Support grants awarded	
		Teams	NOCs
Baseball	4	3	Africa: NGR Europe: FRA Oceania: ASA
Basketball	11	8	Africa: CAF, SEN* America: CUB*, PUR Asia: LIB Europe: EST, LTU*, TUR
Football	7	–	–
Handball	15	11	Africa: ALG, EGY, TUN America: ARG, BRA*, URU** Asia: KOR* Europe: ISL, NOR*, UKR*
Hockey	6	6	Africa: RSA* Asia: IND Europe: BEL, IRL*, POL Oceania: NZL
Softball	2	2	Europe: GBR* Oceania: AUS*
Volleyball	9	4	Africa: CMR, SEY* America: PER* Europe: YUG
Waterpolo	4	3	Asia: KAZ Europe: ITA*, SVK
<b>Total</b>	<b>58</b>	<b>37</b>	<b>36</b>

\* women's team

\*\* men's and women's teams



The Icelandic handball team

## *Regional and Continental Games, large NOC participation*

This programme has been offered to the NOCs for the first time within the context of the 2001-2004 quadrennial. It offers the NOCs the possibility to allocate funding to athletes and teams that will represent their country at **Continental and Regional multi-sport games** but not necessarily at the Olympic Games. In many cases the NOCs find that they have a greater chance to participate and win medals at Regional and/or Continental Games and therefore priority is given to the preparation of these athletes. In some cases, athletes that have been refused an Olympic scholarship for athletes "Athens 2004" will receive some kind of assistance by means of this programme. This programme was developed in conjunction with the Continental Associations concerned so that it would correspond to the specific needs of each continent.

**Europe:** in November 2002, Olympic Solidarity sent the European NOCs details of the programme for the 2003 editions of the **European Youth Olympic Festival (EYOF)** in Bled (winter) and Paris (summer) and the **Games of the Small States of Europe (GSSE)** in Malta. This European programme had already enabled the NOCs to receive a total of US\$ 548,890 for the 2001 editions of these Games.

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

**Objective:** 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.

**2002 Budget:** US\$ 2,400,000

**Asia:** 35 NOCs (KSA, BRN, BAN, BHU, CAM, KOR, UAE, HKG, IND, INA, IRI, JPN, JOR, KAZ, KGZ, KUW, LAO, LIB, MAS, MGL, MYA, NEP, UZB, PLE, PHI, PRK, SIN, SRI, SYR, TPE, TJK, THA, TKM, VIE, YEM) received funding from Olympic Solidarity through this programme. They were therefore able to assist the preparation of their athletes and coaches by organising training camps and financing various coaching courses and competitions held in the run-up to the **Asian Games** held in Busan (Korea) from 29 September to 14 October 2002. The NOCs' final reports show that the funding allocated by this programme

considerably improved the NOCs' chances of success, in terms of both preparation and participation. In 2002, Olympic Solidarity spent a total of US\$ 1,481,500 on this programme. Further balance payments will be made in 2003.

**Africa:** in 2002, 38 African NOCs applied for assistance to prepare their athletes for the **All Africa Games**, to be held in Abuja (Nigeria) in 2003. 32 programmes have been approved for the following NOCs: RSA, ALG, BEN, BUR, BDI, CMR, CAF, CGO, COD, CIV, DJI, EGY, ERI, GAM, GHA, GEQ, LES, LBA, MAD, MAW, MLI, MRI, MTN, NAM, NIG, RWA, STP, SOM, SUD, SWZ, TUN, ZIM, and the other six are still being analysed. Olympic Solidarity has paid a total of US\$ 780,360 to the NOCs concerned. Further payments will be made in 2003 and 2004.

**America:** Olympic Solidarity has received requests from 36 American NOCs concerning the preparation of their athletes for the 2003 **Pan-American Games** in Santo Domingo. 30 have already been approved for the following NOCs: ANT, AHO, ARG, BAR, BER, BRA, CAN, CHI, COL, CRC, CUB, DMA, ESA, ECU, GRN, GUY, HAI, HON, MEX, NCA, PAN, PAR, PER, PUR, LCA, VIN, TRI, URU, ISV, IVB, and six are in the process of being analysed. In 2002, Olympic Solidarity paid a total of US\$ 1,356,500. As in Africa, further payments will be made in 2003 and 2004.

**Oceania:** in accordance with agreements drawn up with ONOC, US\$ 75,000 of the programme budget goes each year to the Oceanian NOCs to support their ASP 2006 programme. In 2002, 10 NOCs (FIJ, GUM, NRU, PLW, PNG, SOL, SAM, ASA, TGA, VAN) benefited; implementing training, preparation and competition programmes for the Commonwealth Games 2002, 2003 **South Pacific Games**, and other national championships. Assistance was received by 125 athletes in different sports, including athletics, badminton, basketball, boxing, weightlifting, judo, wrestling, swimming, tennis, table tennis, archery and volleyball.



*Purita Joy H. Mariño (Philippines), who benefited from the Asian programme*

## *Young talents, an investment for the future*

This new programme, which was launched in the summer of 2001, really took off this year, **with talent identification schemes being set up by 41 NOCs** in 2002 (compared to 24 in 2001, an increase of 71%). Olympic Solidarity observed that most of the NOCs used methods based on traditional or scientific ideas, adapting them to their needs and the local situation. The results obtained suggest that this approach has generally been successful. The greatest successes have been achieved by projects focusing on one or two sports at the most. Success rates were lower for schemes covering lots of different sports. Moreover, the NOCs themselves have realised that it is **easier to identify young talent in individual sports than in team sports**.

It is also interesting to note that the NOCs which set up identification programmes in 2001 decided in 2002 to support the top athletes they had discovered by helping them with their training, which is the objective of the second sub-programme. Participation in this sub-programme has also increased significantly, with 54 NOCs (compared to 19 in 2001, an increase of 184%) receiving assistance for the support of **313 talented young individuals in sports** such as athletics, boxing, fencing, cycling, gymnastics, weightlifting, judo, wrestling, swimming, tennis, table tennis 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.

**2002 Budget:** US\$ 2,500,000

The increasing success of this programme is due in particular to the Continental Associations' efforts to promote it. At the end of 2001, for example, the EOC held a seminar on **"Organisation of talent identification and promotion"** in Berlin (Germany), while the OCA organised a **"Talent identification seminar"** in Doha (Qatar) in April 2002. The lessons drawn from these seminars and the sharing of experiences undoubtedly had an impact on this year's results.

Finally, the IFs have played a major role in helping to boost these projects by offering their technical expertise. Furthermore, **four IFs have organised high-level training courses** for a total of 49 young athletes. The results and improved performances achieved by these athletes indicate that this system definitely remains extremely effective.



Activities run in Grenada as part of the talent identification programme

### Identification of young talent

Continent	NOC applications	
Africa	11	BEN, CMR, GHA, GBS, MAW, MLI, NIG, RWA, SEN, SLE, CHA
America	11	ANT, DMA, GRN, HAI, HON, MEX, PUR, LCA, VIN, SUR, URU
Asia	7	BRN, BHU, IND, IRI, LIB, NEP, SRI
Europe	5	CRO, FIN, LTU, NOR, POL
Oceania	7	FIJ, NRU, PNG, SOL, SAM, ASA, VAN
<b>Total</b>	<b>41</b>	

### Training for young athletes

Continent	Participating NOCs		Number of athletes		
			Men	Women (%)	Total
Africa	16	RSA, ALG, BEN, CMR, CAF, CIV, EGY, ERI, GHA, KEN, MRI, NGR, SUD, CHA, TOG, TUN	49	27 (36)	76
America	12	ARG, BRA, CAY, CHI, COL, CUB, ESA, ECU, GUA, JAM, PAR, PER	20	16 (44)	36
Asia	8	BRN, CHN, INA, JPN, KAZ, KGZ, THA, TKM	52	10 (16)	62
Europe	18	ALB, AND, ARM, BLR, BUL, CYP, EST, GEO, GBR, GRE, ISL, LAT, LTU, MDA, ROM, SVK, UKR, YUG	98	41 (29)	139
Oceania	–	–	–	–	–
<b>Total</b>	<b>54</b>		<b>219</b>	<b>94 (30)</b>	<b>313</b>

*Stand out*



*Make the*





*best of yourself*



*Coaches training at a technical athletics course in Santiago, Chile*

➤ **The coach's role is vital** in the preparation of athletes. Olympic Solidarity decided to help coaches acquire and/or improve the necessary technical expertise by launching three specific programmes. These programmes are designed to train coaches and complement those developed for athletes. The content is virtually the same as in the previous quadrennial plan. Consequently, **these programmes are proving very popular**, demonstrating the importance attached by the NOCs and national federations to the training of coaches.

## *Coaches: national role at the forefront*

The NOCs are therefore continuing to take full advantage of the **technical courses programme**, which is now enabling them to organise basic training for national coaches. New opportunities have been developed for national coaches who are seeking further training and experience and who can participate in medium-term courses in high-level centres abroad thanks to Olympic Solidarity scholarships. **Olympic Solidarity has expanded the network of centres willing to accommodate coaches** with a view to offering training in different languages.

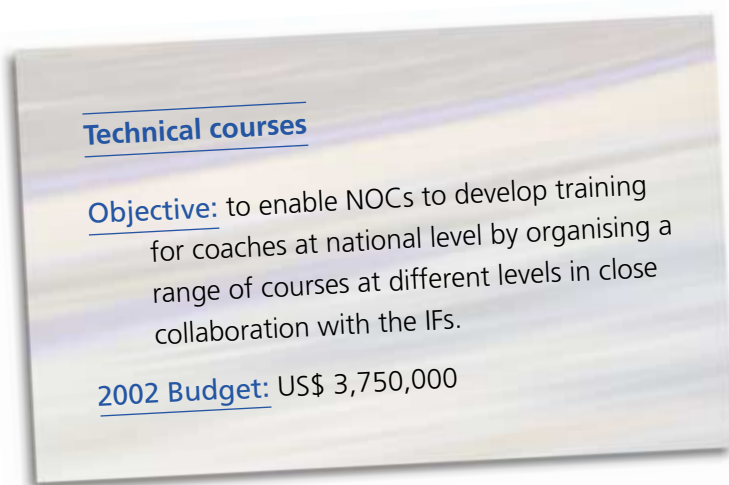
However, the most impressive results have been achieved by the "Development of national coaching structure" programme, which previously formed part of the coaches' scholarship programme but is now a completely separate programme. The NOCs have understood the great benefits they can enjoy by implementing such a medium/long-term development programme.

## *Technical courses: more useful and effective*

Each IF organises traditional programmes of technical training (levels 1 and 2) in collaboration with Olympic Solidarity. Level 1 courses take place at national level, while level 2 courses may be organised on a regional basis. It should be noted that, in this second year of the programme, the number of technical courses planned by the NOCs rose by 7%.

As a one-off, Olympic Solidarity had also agreed to postpone 41 courses from 2001 until 2002, since the NOCs had been unable to organise them for reasons beyond their control. In the end, no less than **270 technical courses were held in 2002**. The NOCs therefore remain totally committed to this programme, which meets their basic needs in terms of training for coaches in all Olympic sports.

Olympic Solidarity will continue these activities in 2003. However, the NOCs will have to present a more detailed plan of action concerning the organisation of technical courses, containing elements such as curriculum content, the list of participants and a breakdown of the budget. Olympic Solidarity's primary objective is **to make the courses** (and their follow-up) **more effective** and useful in order to create a genuine development programme with IF backing.



However, it should be recalled that, following the decentralisation process whereby responsibility for some programmes has been transferred to the Continental Associations, the EOC and ONOC have assumed full control of the programme of technical courses for coaches. In Europe, apart from those listed in the table below, most technical courses were organised

directly by the NOCs through the “NOC activities” continental programme. In Oceania, courses were not limited just to the training of coaches, but also covered a variety of activities linked to athlete preparation and the training of referees and umpires.

This year, **courses were held in many different sports**. Athletics, tennis, volleyball, basketball, table tennis, swimming and football were the sports that benefited most as far as the NOCs were concerned.

### Technical courses planned

Continent	Technical courses	NOCs
Africa	119	50
America	70	27
Asia	104	37
Europe	3	3
Oceania	113*	14
<b>Total</b>	<b>409</b>	<b>131</b>

\* courses planned through the “NOC activities” continental programme



*Under expert scrutiny at a technical course for athletics coaches in Damas, Syrian Arab Republic*

## *High-level training for national coaches*

Generally speaking, the Olympic scholarship for coaches programme continued to operate along the same lines as during the previous plan. Already familiar with the programme, many NOCs submitted requests to Olympic Solidarity. **The number of applications therefore rose from 111 in 2001 to 150 in 2002, an increase of 35%.** Olympic Solidarity has granted 125 scholarships: 100 for “sciences applied to sport training” and 25 for “specific sports training”. The latter option gives coaches a chance to attend a training course in a sports club or high-level training centre dedicated to the relevant sport. All 25 programmes carried out in 2002 were extremely successful and highly beneficial for all the coaches involved.

As announced last year, Olympic Solidarity has endeavoured to offer other possibilities for NOCs. French-speaking NOCs, for example, were offered a new programme in 2002 at the National Multisport Center, a national training centre for coaches based in Montreal (Quebec, Canada), entitled **“Programme d’Appui Canadien au Sport Africain”** (Canadian Support Programme for African Sport – PACSA). Five coaches representing five different NOCs took part in this training programme. English-speakers were not left out, with nine coaches from nine different countries attending a one-month high-level scientific programme organised at Life University in Marietta (Georgia, USA).

### Scholarships for coaches

**Objective:** 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.

**2002 Budget:** US\$ 1,000,000

**The World Cycling Centre (WCC) in Aigle** (Switzerland), under the auspices of the International Cycling Union, hosted four-month training courses in the road, track and mountain bike disciplines for 15 other coaches from 14 NOCs.

### Scholarships for coaches: "sciences applied to sport training"

Continent	Participating NOCs		Scholarship holders		
			Men	Women	Total
Africa	24	RSA, ANG, BUR, BDI, CPV, CAF, EGY, ETH, GAM, GHA, GUI, GEQ, KEN, LES, LBR, NAM, NIG, NGR, RWA, SOM, SUD, TOG, ZAM, ZIM	33	5	38
America	26	ANT, AHO, ARU, BAR, BOL, BRA, COL, CRC, CUB, DOM, DMA, ESA, ECU, GRN, GUA, GUY, HAI, JAM, NCA, PAN, PAR, PUR, SKN, VIN, TRI, URU	39	6	45
Asia	9	BHU, CAM, UAE, IND, IRI, MDV, PHI, SIN, TJK	13	–	13
Europe	3	MLT, CZE, YUG	3	1	4
Oceania	–	–	–	–	–
<b>Total</b>	<b>62</b>		<b>88</b>	<b>12</b>	<b>100</b>



*Badra Alou Diallo, scholarship holder, with the Olympique Lyonnais assistant coaches Dominique Cuperly (left) and Robert Duverne (right) © Olympique Lyonnais*

### Scholarships for coaches: "specific sports training"

Continent	Participating NOCs		Scholarship holders		
			Men	Women	Total
Africa	7	CIV, GAB, KEN, MLI, SEY, CHA, ZIM	5	2	7
America	9	BOL, BRA, CAN, CRC, GUA, HAI, JAM, PER, URU	8	1	9
Asia	3	CHN (2), IND, JPN	4	–	4
Europe	3	RUS, SLO, TUR	3	–	3
Oceania	2	FIJ*, SOL	2	–	2
<b>Total</b>	<b>24</b>		<b>22</b>	<b>3</b>	<b>25</b>

\* The scholarship enabled this NOC to organise various courses in several different sports.



Technical handball course in Togo



Fighting hand to hand with the expert at a technical wrestling course in Vietnam



## Scholarships for coaches by sport and by continent

Sport	Africa	America	Asia	Europe	Oceania	Total (%)
Athletics	8	7	2	1	–	18 (14.4)
Baseball	–	1	–	–	–	1 (0.8)
Basketball	1	7	–	1	–	9 (7.2)
Boxing	3	1	2	–	–	6 (4.8)
Canoeing	–	1	–	1	–	2 (1.6)
Cycling	3	6	4	2	–	15 (12)
Fencing	1	1	2	–	–	4 (3.2)
Football	6	10	1	–	1	18 (14.4)
Gymnastics	5	4	1	–	–	10 (8)
Weightlifting	–	2	–	–	–	2 (1.6)
Handball	3	1	–	–	–	4 (3.2)
Hockey	1	–	–	–	–	1 (0.8)
Ice hockey	–	–	–	1	–	1 (0.8)
Judo	1	3	1	–	–	5 (4)
Wrestling	3	1	1	–	–	5 (4)
Swimming	4	1	2	1	–	8 (6.4)
Softball	–	1	–	–	–	1 (0.8)
Taekwondo	–	2	–	–	–	2 (1.6)
Tennis	–	–	1	–	–	1 (0.8)
Table tennis	–	1	–	–	–	1 (0.8)
Sailing	1	–	–	–	–	1 (0.8)
Volleyball	5	4	–	–	–	9 (7.2)
Others	–	–	–	–	1	1 (0.8)
<b>Total</b>	<b>45</b>	<b>54</b>	<b>17</b>	<b>7</b>	<b>2</b>	<b>125 (100)</b>

## *NOCs improve national structures*

Once again, this programme has been extremely successful. This is not down to chance, but demonstrates that there is a need to offer NOCs a medium/long-term training programme to enable them to strengthen their own national structure.

**32 of the 42 programmes planned in 2002 were successfully implemented** and 10 were postponed until 2003. This 36% increase compared to the previous year is a significant indication that Olympic Solidarity should continue its development policy. However, before approving a medium/long-term project, it is vital that the various parties involved take and accept all the necessary measures. The appointed experts spend between three and nine months in the country concerned, so **it is essential that their activities and objectives are well planned** and a consensus is reached on the social and financial aspects of their visit.

In order to speed up the process and fix the details of the plan of action, Olympic Solidarity recommends that the NOC concerned should organise a preliminary technical course in order to update the knowledge of its national coaches, discuss the programme and prepare for the experts' work in the country.

### **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.

**2002 Budget:** US\$ 1,000,000

Although high-level experts are rarely available for such a long period of time – often due to professional and family commitments – results are still improving. **The 32 development programmes** carried out at various levels and in different sports have enabled the NOCs to create solid, sustainable national structures that can be developed further in the years to come.

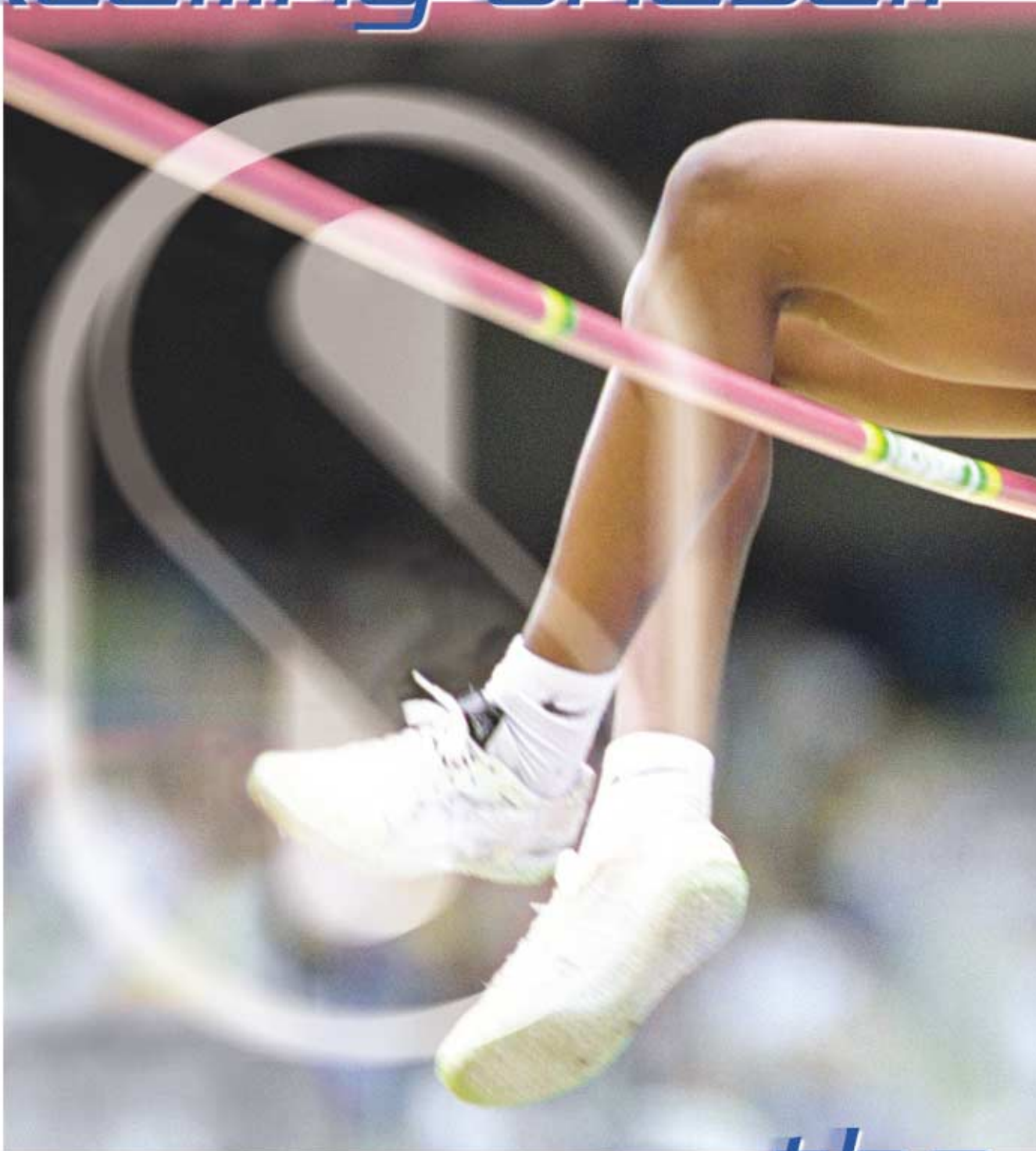
## Development programmes by continent and by NOC

Continent	Number of programmes	NOCs that have submitted requests	
Africa	8	8	ALG, ANG, BEN, COD, GAM, LBA, MOZ, SWZ
America	9	8	ARU, BRA, DMA (2), ECU, HAI, HON, PAR, URU
Asia	4	4	BHU, LAO, LIB, THA
Europe	8	7	ALB (2), GEO, GRE, POL, ROM, TUR, YUG
Oceania	3	3	COK, NZL, PLW
<b>Total</b>	<b>32</b>	<b>30</b>	

## Development programmes by sport and by continent

Sport	Africa	America	Asia	Europe	Oceania	Total (%)
Athletics	3	–	–	–	–	3 (9.4)
Rowing	–	2	–	–	–	2 (6.3)
Badminton	–	–	2	1	–	3 (9.4)
Baseball	–	–	–	–	1	1 (3.1)
Basketball	1	–	–	–	–	1 (3.1)
Boxing	–	1	–	–	–	1 (3.1)
Cycling	–	1	–	–	–	1 (3.1)
Equestrian sports	–	–	1	–	–	1 (3.1)
Gymnastics	–	1	–	1	–	2 (6.3)
Weightlifting	–	–	–	1	–	1 (3.1)
Hockey	–	1	–	–	–	1 (3.1)
Wrestling	–	–	–	2	1	3 (9.4)
Skiing	–	–	–	2	–	2 (6.3)
Taekwondo	–	1	–	–	–	1 (3.1)
Tennis	1	–	–	–	–	1 (3.1)
Table tennis	2	1	1	–	–	4 (12.5)
Sailing	–	–	–	–	1	1 (3.1)
Volleyball	1	–	–	–	–	1 (3.1)
Others	1	1	–	–	–	2 (6.3)
<b>Total</b>	<b>9</b>	<b>9</b>	<b>4</b>	<b>7</b>	<b>3</b>	<b>32 (100)</b>

*Excelling oneself*



*the*



*greatest ideal*



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

➤ A solid administrative structure is key to a properly functioning NOC and to the development of sport at a national level. For the 2001–2004 period, Olympic Solidarity has responded to the growing needs of NOCs to continue to strive towards improving their infrastructure and administration by offering **five World Programmes dedicated to NOC Management**. NOCs have become increasingly sophisticated in managing their organisations, giving results to more professionally run national sport development programmes and better support to their athletes.

## *NOC management competitive at every level*

The NOC Management programmes are aimed at all levels of NOC management and provide expert assistance with **improving NOCs' administrative structures**, and also **support the training of leaders at different levels of sports administration, the development of national sports structures and information technology**. Olympic Solidarity aims to provide NOCs with financial support through the NOC Administrative Subsidy and to contribute to the needs of NOCs striving to stay abreast of the changing technology through the IT Development Programme.

The preparation and education of sport administrators is also an important component of the NOC Management programmes. Sport administrators may take advantage of education opportunities through the Sports Administrators programme on a national basis, as well as gain insight into the latest knowledge and trends in the sport management field through the High Level Education programme, whereby NOC candidates may be awarded scholarships for masters-level training within the management field. **The NOC Management Consultancy programme** offers NOCs opportunities to learn from experts or other NOCs about how they may improve certain aspects of their infrastructure, and through **the Regional Forums programme** NOCs are able to meet in small groups to discuss issues of relevance to the continent and region.

## *Enhanced IT and operational systems*

The annual administrative subsidy of US\$ 20,000 is awarded to each NOC as a contribution towards their general running costs (office rent, staff salaries, telecommunication costs, meetings, etc.). In 2002, 197 NOCs requested the administrative subsidy. To receive the subsidy, NOCs must specify in advance how they plan to use the funds and indicate before receiving the following year's subsidy, that the funding was used for the purposes that were set out in the letter of application.

The IT Development sub-programme has a quadrennial budget of US\$ 1,000,000, and is intended to assist NOCs to operate more efficiently through the use of information technology. In 2001, the first phase of the IT Development programme was made available to NOCs that were not equipped with the minimum IT requirements to function in a modern office setting. In 2002, Olympic Solidarity launched the second phase of this programme, which was open to all NOCs and the emphasis

### NOC infrastructure

**Objectives:** to enable NOCs to improve their administrative arrangements and strengthen their operational systems by meeting 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.

**2002 Budget:** US\$ 4,300,000



was to help NOCs finance the purchase of hardware and software as well as IT training courses for their staff. Olympic Solidarity also focused the NOCs' attention to the need **to protect their computer systems from viruses** by assisting NOCs in purchasing suitable software. The maximum NOCs were granted in principle under this programme in 2002 was US\$ 5,000.

### IT Development

Continent	Requests from NOCs	
Africa	37	RSA, BOT, BUR, CPV, CAF, COD, CIV, DJI, ERI, ETH, GAB, GAM, GHA, GUI, GBS, GEQ, KEN, LES, LBR, LBA, MAW, MLI, MTN, MOZ, NGR, UGA, RWA, STP, SEN, SEY, SOM, SUD, SWZ, CHA, TOG, ZAM, ZIM
America	27	ANT, AHO, ARG, BAR, BOL, CHI, COL, CRC, CUB, DOM, DMA, ESA, ECU, GRN, GUY, HAI, HON, MEX, PAN, PAR, PUR, SKN, LCA, VIN, SUR, TRI, URU
Asia	19	BHU, CAM, HKG, IND, IRI, KAZ, KGZ, LAO, MGL, MYA, OMA, UZB, PHI, SIN, SYR, TPE, THA, VIE, YEM
Europe	22	ALB, ARM, AZE, BIH, ESP, EST, FIN, GBR, HUN, IRL, LTU, LUX, MDA, NOR, POL, ROM, SMR, SVK, SLO, TUR, UKR, YUG
Oceania	11	AUS, COK, FIJ, FSM, NZL, PLW, PNG, SOL, SAM, ASA, TGA
<b>Total</b>	<b>116</b>	



*IT helping the MEMOS V participants in Brussels, Belgium*

## *Growing numbers of national course leaders*

Through the Sport Administration Programme, NOCs have the possibility of conducting **national sport administration courses** in various regions of their country each year through National Course Directors (NCDs) certified by Olympic Solidarity. Olympic Solidarity supports NOCs conducting national courses by training and certifying NCDs, who are sport leaders in their countries, through an International Course Director, and by providing each participant attending the course with a Sport Administration Manual and a certificate.

**The Sports Administration Manual**, which forms the basis of the courses, was updated in 2001 and published in three languages (English, French and Spanish). NOCs wishing to translate the manual in their national language are encouraged to make a request

to Olympic Solidarity. The manual has also been made available on the NOC's extranet as well as the IOC's internet.

### **Sports administrators programme**

**Objectives:** to offer, via the NOCs, national sports administration courses to enhance sport administrators' abilities in sports management and knowledge of the Olympic Movement, and to reach out on a grassroots level to sport administrators in different regions of their country.

**2002 Budget:** US\$ 500,000

**In 2002, 71 NOCs conducted 161 courses**, and a total of 4,263 participants took part in the sports administration courses, which last a minimum of 35 hours. Of the 71 NOCs that conducted courses in 2002, 17 NOCs initiated a sports administration programme in their country and a total of 65 NCDs were trained and certified through an Olympic Solidarity appointed International Course Director (ICD). To date, a total of 86 NOCs have certified

NCDs and, as such, may independently conduct up to four sport administration courses annually in their country and benefit from financial support from Olympic Solidarity towards the organisation of each course.

In the guidelines set out in 2002, emphasis was placed on the need of NOCs to promote the training of women sport leaders through the participation of women in the sport administration courses. The inclusion of more women in the sports administration programme has been very positive, with a total of **1,201 women participants in sport administration courses** in 2002, making up a total of **28% of all participants**. The number of certified women NCDs increased from four women certified in 2001 to 13 in 2002.

### Courses organised by continent and by NOC

Continent	Number of courses	Number of participants			Participating NOCs
		Men	Women (%)	Total	
Africa	47	872	360 (29)	1,232	24 1 course: BDI, CIV, GHA, GBS, LBA, MRI, NAM, NIG, SEY, SOM, TUN 2 courses: BEN, GUI, LES, MOZ, ZAM 3 courses: BUR, CAF, ERI, ETH, GAM, SWZ 4 courses: GEQ, MAW
America	40	829	449 (35)	1,278	18 1 course: BAH, BAR, ECU, GRN, GUY, HAI, PER, TRI, URU 2 courses: CUB, ESA 3 courses: COL, PAR 4 courses or more: ARG, CHI, CRC, GUA, HON
Asia	58	1,123	299 (21)	1,422	20 1 course: IND, PAK, SRI, TPE 2 courses: PHI, YEM 3 courses: BHU, CAM, INA, KAZ, KGZ, MAS, MYA, UZB, THA 4 courses or more: BAN, IRI, LAO, MGL, VIE
Europe	12	238	93 (28)	331	5 1 course: SMR 2 courses: ALB, ROM 3 courses: EST 4 courses: ARM
Oceania	4	*	*	*	4 1 course: FIJ, PNG, NZL, TGA
<b>Total</b>	<b>161</b>	<b>3,062</b>	<b>1,201 (28)</b>	<b>4,263</b>	<b>71</b>

\*The statistics are not yet available.



A participant at the course for women managers in Conakry, Guinea



Participants at the sports administration course in Lima, Peru

## *Masters training for high-level administrators*

As part of this quadrennial plan, Olympic Solidarity initiated a new programme aimed at providing **high-level training and education** to NOC staff and volunteers working in sports administration. Within the high-level education programme, candidates from 80 NOCs have been granted scholarships to complete a masters level degree in sport administration or management related area in the 2002 and 2003 academic years, through the following programmes:

- **Executive Masters in Sports Organisation Management** (MEMOS) programme offered by a network of European universities and schools of sport – conducted in English.
- **Diplôme d'Etudes Supérieures Spécialisées** (DESS): Encadrement et direction de structures et d'organismes sportifs (Master in Management of Sport Organisations) offered by the INSEP and the Université Claude Bernard Lyon – conducted in French.
- **Ten "à la carte" scholarships** of up to US\$ 12,000 awarded annually on a competitive basis to NOC candidates to complete a masters level course in sports administration, such as an MBA, at a university of their choice (granted each year from 2002–2004).

### **High-level education for sports administrators** (new programme)

**Objective:** to provide, via the NOCs, sports administrators with high-level training programmes of international significance.

**2002 Budget:** US\$ 500,000

Olympic Solidarity is currently looking into the possibility of offering scholarships to candidates admitted to a Spanish-language masters level programme in sport administration.

**The MEMOS and DESS programmes** are structured in a way whereby the course work is conducted through a combination of on-site modules over a total duration of four weeks (over an academic period), with most of the course work completed in participants' home countries. This option of on-site courses combined with a distance learning at home component is ideal for sport administrators who are not able to leave behind their work and/or personal responsibilities to complete a one-year degree at an academic institution. Olympic Solidarity has granted candidates admitted to the MEMOS or DESS programmes a tuition scholarship as well as a travel subsidy.

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The "à la carte" scholarship programme has been of particular interest to young promising sport administrators and others who can invest a year out of their work to improve their knowledge within the field of sports management.

### Scholarships by continent

Continent	2002 "à la carte" scholarship recipients	2002 MEMOS V scholarship recipients	2003 MEMOS VI scholarship recipients**	2003 DESS scholarship recipients**
Africa	CPV, LES	ALG, CIV, EGY	ERI, ETH, KEN, LBA, NAM, NGR, SEY, SOM, SUD, TAN	ALG, ANG, BDI, CMR, CAF, CIV, GAB, GEQ, MLI, NIG, RWA, STP, SEN, ACNOA
America	ESA	–	ARG, BAH, CHI, COL, ESA, USA, SUR, TRI, VIN	HAI, NCA
Asia	IRI, KGZ, NEP, UZB, SYR	CAM, PLE	KSA, CHN, KOR, IRI, KAZ, LAO, MAS, OMA, QAT, SRI, VIE	CHN, KOR
Europe	CYP*, HUN, SLO*	ALB, AUT, BUL, FRA, ITA, ROM, SVK, YUG	–	BIH
Oceania	COK	–	FSM, NZL, PLW, TGA	–
<b>Total</b>	<b>12</b>	<b>13</b>	<b>34</b>	<b>19</b>

\* partial scholarships

\*\* scholarships allocated in December 2002 for training starting in 2003



Participants at the MEMOS V in Brussels, Belgium

## *Marketing, management, administration: "A la carte" advice and assistance*

The NOC Management Consultancy programme was first made available to the NOCs in September 2001. Through this "**à la carte**" programme, Olympic Solidarity sends external experts to assist individual NOCs in developing aspects relating to their management infrastructures.

As most of the NOC consultancy requests concern marketing, Olympic Solidarity is working with the **IOC Marketing Department** and a **group of marketing consultants** to provide NOCs with the needed support. Olympic Solidarity has also received requests relating to NOC management, administration and sports law.

### **NOC management consultancy** (new programme)

**Objective:** 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.

**2002 Budget:** US\$ 150,000



*Presentation of the Sports Administration Manual to a participant at the course in Cotonou, Benin*

In 2003, Olympic Solidarity would like to promote more NOC exchanges through this programme, as there are many "expert" NOCs in each of these fields keen to share their knowledge with NOCs developing their management structures.

### Requests from NOCs since September 2001

Continent	NOC Requests		Completed	
Africa	10	ANG, CIV, EGY, ERI, GUI, LBA, MAD, RWA, STP, ZIM	6	ANG, CIV, EGY, LBA, MAD, ZIM
America	11	ARU, CHI, DOM, ECU, GRN, HAI, HON, PAR, LCA, TRI, ISV	4	ECU, PAR, TRI, ISV
Asia	8	CAM, IND, IRI, JOR, LIB, MAS, PLE, SRI	3	IRI, JOR, MAS
Europe	12	ALB, ARM, AZE, CYP, EST, GEO, ISR, MLT, NED, POL, SMR, SVK	6	ALB, CYP, MLT, NED, POL, SVK
Oceania	3	PNG, SAM, TGA	2	PNG, TGA
<b>Total</b>	<b>44</b>		<b>21</b>	



Sports administration course in Houaphan Province, Lao People's Dem. Rep.

## *At the heart of essential issues*

Each year, Olympic Solidarity, in collaboration with the Continental Associations, develops **an annual programme of Regional Forums** that meet the needs of the NOCs of each respective continent.

In 2001, Olympic Solidarity, in close collaboration with the Continental Associations, conducted small group forums in each of the continents to discuss the various programmes available to NOCs through Olympic Solidarity World and Continental programmes during the 2001-2004 quadrennial plan.

In 2002, the following Continental Associations conducted **ten regional forums**:

- ANOCA: a regional forum **in Malawi** (zone 6) on regional activities and sport development matters related to the region, and **in Chad** (zone 4) on ANOCA's and Olympic Solidarity's sport development programmes and communication.

### **Regional forums** (new programme)

**Objective:** to help groups of NOCs to organise forums addressing topics deserving special attention.

**2002 Budget:** US\$ 1,000,000



- OCA: a continental forum **in Kuwait** to discuss various topics relating to sport and the Olympic Movement in Asia; a seminar in **Qatar** on Talent Identification; and also in Qatar, a seminar on Women in Sport.
- PASO: four regional forums were conducted **in Miami, Mexico City, Panama and Montevideo** to provide NOCs with the opportunity to discuss the Olympic Solidarity World and Continental programmes, as well as to provide feedback on their usage.
- ONOC conducted a continental forum in **Suva** (Fiji) on the development of an NOC management database.

In 2003, Olympic Solidarity, in partnership with the Continental Associations, will be conducting regional forums in all continents related to preparing a delegation for an Olympic or Regional Games. A small budget has also been set aside for individual NOC initiatives.



*Sports activities organised in Bahrain for detecting young talents*

*Common ground*



*for budding*



*champions*



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

➤ The Olympic Movement and its umbrella organisation, the IOC, seek to uphold educational values that help to improve social, economic, health-related or cultural factors on a global scale. The fight against social exclusion and promotion of mutual respect and peace through the practice of sport are key principles defended by the Olympic Movement.

## *Special fields: universal values, specific activities*

In order to provide NOCs with the tools and resources they need to set up, at national level, specific activities as part of their general policy on sports development and sustainable development, Olympic Solidarity offers **eight programmes, grouped under the heading "special fields"**. Most of these programmes are implemented in close collaboration with the various IOC Commissions in order that a joint, consistent approach is adopted in the various fields concerned, giving the programmes a greater chance of success.

The NOCs have had to familiarise themselves with the guidelines for the programmes included in the new 2001–2004 quadrennial plan, which were distributed as and when they were finalised in 2001. As far as statistics are concerned, 2002 is therefore a more telling year. **Olympic Solidarity has noted a growing desire among NOCs for specific assistance or to participate in the various congresses and seminars organised by the IOC** on topics such as Sport for All or culture and Olympic education. Having taken note of the medium/long-term plans of action presented by a number of NOCs, Olympic Solidarity remains confident in the forms of assistance it can offer throughout the current quadrennial plan.

Finally, in this Olympic year, Olympic Solidarity provided financial assistance to all the NOCs involved in the XIX Olympic Winter Games in Salt Lake City, to help them participate in and contribute to the success of the Games.

## *Salt Lake City 2002, a truly memorable event*



The XIX Olympic Winter Games held in Salt Lake City from 8 to 24 February 2002 were the main event of 2002. Despite the pressures created by a very difficult political climate, the decision to go ahead with the Games, with extra security measures in place, confirmed the Olympic family's desire to continue its activities and, by doing so, to promote the values attached to this great festival of youth and sport. **Participation levels were up once again, with 77 NOCs and 2,417 athletes** (compared to 72 and 2,177 respectively at the Nagano Olympic Winter Games in 1998) taking part.

Thanks to a budget of US\$ 5,240,000, all NOCs with athletes competing in the Games received financial assistance from Olympic Solidarity. This comprised a fixed sum of US\$ 8,000 to cover logistical costs, up to US\$ 10,000 for the transport and accommodation expenses of the President and Secretary General of each NOC (US\$ 5,000 for each), reimbursement of the travel costs of up to three athletes and one official, plus a financial subsidy for each NOC's contribution to the success of the Games, amounting to US\$ 1,200 per participating athlete. **Olympic Solidarity paid out a total of US\$ 4,330,293 to the NOCs.**

### Olympic Games participation

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

**2002 Budget:** US\$ 5,240,000

### Participating athletes from each NOC

NOC	Number of athletes	NOC (cont.)	Number of athletes	NOC (cont.)	Number of athletes	NOC (cont.)	Number of athletes
AND	3	DEN	11	JPN	103	RSA	1
ARG	11	ESP	7	KAZ	51	RUS	154
ARM	9	EST	17	KEN	1	SLO	40
AUS	25	FIJ	1	KGZ	2	SMR	1
AUT	92	FIN	100	KOR	46	SUI	111
AZE	4	FRA	115	LAT	48	SVK	49
BEL	6	GBR	49	LIB	2	SWE	103
BER	1	GEO	4	LIE	8	THA	1
BIH	2	GER	157	LTU	8	TJK	1
BLR	65	GRE	10	MDA	5	TPE	6
BRA	10	HKG	2	MEX	3	TRI	3
BUL	23	HUN	25	MGL	4	TUR	3
CAN	151	IND	1	MKD	2	UKR	69
CHI	6	IRI	2	MON	5	USA	202
CHN	67	IRL	6	NED	27	UZB	6
CMR	1	ISL	6	NEP	1	VEN	4
CRC	1	ISR	5	NOR	77	YUG	6
CRO	13	ISV	8	NZL	10		
CYP	1	ITA	109	POL	27		
CZE	78	JAM	2	ROM	21		
						<b>TOTAL</b>	<b>2,417</b>



General view of Salt Lake City during the XIX Olympic Winter Games

## *Sport and health: medical expertise widely available*

One of the constant concerns of the IOC Medical Commission is **to provide a steady flow of information** in order to ensure that all NOC doctors are kept up-to-date with the latest sports medicine publications. In order to provide the NOCs with such a service, the Commission has chosen **the company "MPAH Medical cc"**, which produces and distributes a publication. Since 1 October 2002, five articles have been taken from this publication on a weekly basis throughout the year and posted on the NOC Extranet. The content is analysed first by a group of experts. As part of its collaboration with the Medical Commission, Olympic Solidarity pays the annual subscription of US\$ 40 for each NOC.

In parallel with this new initiative, the sports medicine courses programme has continued to operate. NOCs wishing to organise such a course must send their request to the continental representatives of the IOC medical sub-commission responsible for NOC relations. The number of courses allocated to each continent is decided annually at a meeting of the IOC Medical Commission. **Requests must therefore be submitted by 31 October for courses to be held the following year.** The relevant guidelines are also available on the NOC Extranet and on the Olympic Solidarity pages of the IOC website.

### Sports medicine

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

**2002 Budget:** US\$ 525,000



Finally, as last year, Olympic Solidarity granted US\$ 10,000 to each of the five continental representatives of the IOC medical sub-commission responsible for NOC relations as a contribution towards administrative and meeting expenses in 2002.

### Sports medicine courses

Continent	Accepted	
Africa	5	CMR, CPV, NGR, RWA, TAN
America	7	COL, ECU, ESA, HAI, PAR, PUR, SUR
Asia	2	OMA, THA
Europe	8	FIN, HUN, ISL, ITA, LTU, POR, SLO, SVK
Oceania	2	FIJ, TGA
<b>Total</b>	<b>24</b>	



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

## *Sustainable development: let's protect the future!*



*The emblem of the IOC Sport and Environment Commission*

Adopted in 1999, **Agenda 21 is a reference tool for members of the Olympic Movement** who wish to play an active role in promoting sustainable development, particularly in relation to sports activities. In conformity with the United Nations programme of the same name, Agenda 21 proposes action plans which take into account issues such as the fight against poverty and the integration of minority social groups. Practical recommendations are given in various fields such as energy-saving, the use of products that are harmful to or pollute the air, water or soil, and waste recycling. These measures concern not only the organisation of the Olympic Games but, in a much broader context, any sports event, the upkeep of leisure and sports facilities and the protection of athletes' health. They form an additional contribution from the world of sport to national environmental programmes drawn up by individual countries.



Since the declaration adopted at the IV IOC World Conference on Sport and the Environment in Nagano in November 2001, priority has been given to the implementation of the measures listed in Agenda 21. **A joint IOC/UNEP (United Nations Environment Programme) working group has been set up** for this purpose. The programme of seminars organised by the IOC for the benefit of the NOCs, with funding from Olympic Solidarity, also plays an important role. The delegates appointed by their respective NOCs

need to learn about environmental issues in order that a global network of experts might be established.

### **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.

**2002 Budget:** US\$ 250,000

**In November 2002, the IOC invited 18 NOCs from East and South-East Asia** to a seminar held in Beijing, host city of the Games of the XXIX Olympiad in 2008. Thanks to the choice of venue and provision of simultaneous interpretation into Chinese, representatives of BOCOG

(Beijing Games Organising Committee), various government bodies, the Municipality of Beijing and national sports associations, as well as individual experts, attended in large numbers. The seminar included various discussions, presentations about NOCs' situations and activities and a debate on the role that the Olympic Movement and Olympians can play in **raising awareness of the importance of sustainable development in and through sport**.

Olympic Solidarity also received individual requests for assistance throughout 2002 from 20 NOCs wishing to organise seminars, produce publications, hold "sport and nature" educational camps and renovate sports facilities.

### Individual NOC initiatives

Continent	Accepted		Under consideration	
Africa	2	COD, LES	–	–
America	4	BAR, CHI, ESA, PAR	–	–
Asia	1	IRI	1	LAO
Europe	5	ARM, AZE, FRA, ROM, SVK	1	ISR
Oceania	–	–	–	–
<b>Total</b>	<b>12</b>		<b>2</b>	



*Environmental activities in Romania*

## *Women and sport: a union for the future*

Generally speaking, the women and sport programme continued along the same lines as last year. The purpose of this specific programme is to reinforce the IOC's policy of **promoting mass participation of women in the Olympic Movement and sport in general**. Run in accordance with the guidelines laid down by the IOC Women and Sport Working Group and in close cooperation with the IOC section for the advancement of women, this programme is designed to support the IOC's activities, particularly those aimed at NOCs, such as the dissemination and updating of relevant information, drafting of strategies and the creation of action plans promoting women's participation in sport at all levels. However, this programme also seeks to give NOCs the resources they need to implement a series of projects at national level in order that they might subsequently **nominate more women for Olympic Solidarity's scholarship programmes** for athletes and coaches, as well as for the training of sports administrators.

The activities carried out in 2002 were therefore designed with these objectives in mind. After the two world conferences on women and sport held by the IOC in 1996 and 2000, and an initial series of seminars organised on all five continents since 1996, the IOC is now using this programme to arrange a second series of regional seminars aimed at small groups of NOCs. The purpose of these is to assess the progress made since the first round of seminars, to celebrate the successes, identify the remaining problems and set out future objectives, strategies and activities accordingly. Having

evaluated and followed up these seminars, the IOC will be able to determine some of the topics to be covered by the next world conference in 2004.

**Two seminars were held in 2002.** The first, aimed at the 14 Oceanian NOCs, took place in Rarotonga (Cook Islands) in June and the second, sub-regional seminar was staged in Rome

### 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.

**2002 Budget:** US\$ 350,000

(Italy) in November, with delegates from 12 NOCs (ALB, CRO, ESP, MKD, FRA, GRE, ISR, ITA, MLT, POR, SLO, TUR). Olympic Solidarity covered the logistical, transport and accommodation costs as well as delegates' allowances. As expected, the NOCs received new guidelines for the women and sport programme during the year. It was important to revise the objectives and assistance criteria in order that NOCs could make the most out of the programme. **In 2002, Olympic Solidarity received individual requests for assistance from 37 NOCs** for such varied projects as the organisation of seminars, forums or workshops, and the setting up of research programmes and awareness-raising campaigns.

### Individual NOC initiatives

Continent	Accepted		Under consideration	
Africa	3	COD, GBS, MOZ	4	ETH, SOM, STP, TOG
America	1	ESA	5	ARG, CHI, DMA, ECU, HAI
Asia	–	–	5	CAM, IRI, LAO, THA, VIE
Europe	7	BEL, FRA, MDA, MLT, POR, ROM, UKR	2	AZE, CZE
Oceania	2	COK, FSM	1	PLW
<b>Total</b>	<b>13</b>		<b>17</b>	

*Elisabeta Lipa (Romania), 6-times Olympic medallist in rowing,*



*presenting a paper on the sports performance at the 2nd Forum "Women, sport and mass media" in Romania*



*Graduates at the conclusion of the sports administration course for women in Santiago, Chile*

## *Defending and spreading Olympic ideas*

A large number of events were held in Olympia this year by the **International Olympic Academy (IOA)**. These included the IOA international sessions, which were very successful, as confirmed by the questionnaires that were completed by the participants. As part of its joint programme, Olympic Solidarity provided financial assistance for two of the three main sessions organised by the IOA.

Firstly, the **42nd International Session for Young Participants**, held from 24 July to 8 August 2002, focused on the subject of "Cultural Olympiads and the Olympic Movement". 170 participants, including 30 coordinators, from 90 countries, as well as 13 lecturers and 10 guests took part in a rich, varied programme that gave them a unique experience of Olympic education. 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. For the third year running, the debates were transmitted live on the Internet site [www.ioa-sessions.org](http://www.ioa-sessions.org) and, for the second time, students across the world were able to participate "on-line" and submit their own questions.

The **6th International Session for NOC Officials and Presidents or Directors of National Olympic Academies (NOAs)** took place from 30 June to 7 July 2002, looking in particular at the

issue of "Doping in sport". This session gave 97 participants from 70 countries, representing 58 NOAs and 24 NOCs, plus 13 lecturers, the chance to discuss and share opinions on some issues of common interest. On presentation of receipts, Olympic Solidarity reimbursed the cost of one air ticket per NOA. This event was also transmitted on the Internet.

### 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 to facilitate access to them.

**2002 Budget:** US\$ 600,000

In agreement with the IOA President, Olympic Solidarity helped to finance the organisation of the **10th international Olympic studies seminar for postgraduate students**. As usual, it also helped to meet some of the IOA's operating costs, such as translation and archiving costs and the Dean's salary.

### IOA Sessions

Continent	42nd International Session for Young Participants		6th International Session for Officials and Presidents Directors of NOAs	
	NOCs	Participants	NOAs/NOCs	Participants
which benefited from Olympic Solidarity support				
Africa	17	24	15	17
America	18	29	17	17
Asia	14	29	8	9
Europe	38	78	21	25
Oceania	2	4	1	1
<b>Total</b>	<b>89</b>	<b>164</b>	<b>62</b>	<b>69</b>



One of the Internet pages dedicated to IOA sessions

## *Every body is fit for sport*



An important feature of 2002 was the **9th World Sport for All Congress**, organised by the IOC from 27 to 30 October in Arnhem, Netherlands. This event attracted more than 500 representatives of NOCs, IFs, universities, governments, Sport for All associations, companies and sports bodies. The main theme was “Sport for All and Elite Sport: rivals or partners”. As the IOC President mentioned in his introductory address, although these two aspects of sport have different objectives and resources, it is vital that sports organisations take them both into account and take all the measures necessary to ensure that both can develop together. Access to basic physical activity, just like high-level training, is essential in order for sport to foster the harmonious development of human beings throughout the world. In accordance with the available budget, **Olympic Solidarity renewed its offer of financial assistance for up to 45 NOCs** (five from Oceania plus ten from each of the other continents), selected in consultation with their respective continental associations. This funding covered transport costs, Congress registration fees and accommodation for one delegate from each NOC.

The second major event of the year was the traditional **Olympic Day Run**, in which 170 NOCs participated (Africa 49, America 37, Asia 37, Europe 38 and Oceania 9). On presentation of a detailed report, **each NOC 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). Since the sponsor of previous Olympic Day Runs withdrew its support this year, the IOC paid this supplementary amount in 2002. Olympic Solidarity also paid for the postage of the certificates that were awarded to the participants.

### Sport for All

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

**2002 Budget:** US\$ 480,000



This programme also offers financial support to NOCs wishing to organise specific activities in their country. **As reported in 2001, the number of requests is growing each year.** In 2002, these initiatives concerned the training of Sport for All organisers, the holding of large-scale sports events, the creation of physical activity programmes in schools or for the elderly, introductory courses in various sports and the organisation of national seminars and forums.

### Individual NOC initiatives

Continent	Approved		Under consideration	
Africa	5	BEN, COD, MRI, NIG, SEY	2	ETH, GBS
America	5	CHI, COL, ECU, GRN, HAI	–	–
Asia	1	BHU	–	–
Europe	5	ARM, AZE, ISL, MKD, SUI	–	–
Oceania	2	FSM, SOL	–	–
<b>Total</b>	<b>18</b>		<b>2</b>	



Opening ceremony of the 45th Festival of Sport in Hong Kong, China

## *Sport, a social and cultural phenomenon*

The **culture and education programme**, run in close collaboration with the IOC Commission for Culture and Olympic Education and the Olympic Museum's Olympic Studies Centre (OSC), is a new programme launched at the beginning of this quadrennial plan. In its second year, the Commission's activities, individual NOC initiatives and related research and studies ensured that the programme was extremely successful in promoting culture and Olympic education.

The **3rd World Forum on "Education Through Sport"**, held by the Commission in **Wiesbaden** (Germany) on 24 August 2002, was the main activity of this programme. The aim of the Forum was to emphasise that sport is, and must remain, a means of educating all people. Olympic Solidarity funded the transport costs of 156 NOCs from all five continents. More than 264 people participated.

The OSC has devised an annual scholarship programme for young researchers involved in advanced studies on the Olympic Movement, its history and ideals, and the impact of the Olympic Games on the different aspects of contemporary society and culture. Working closely with the OSC, Olympic Solidarity, via the relevant NOCs, awarded **three scholarships to young researchers from the Democratic Republic of Congo, Cuba and Nigeria**, in addition to the scholarships awarded by the OSC. These scholarships enabled the recipients, with assistance from the appropriate OSC experts, to study the IOC's historical archives, library collections and all the other documentation preserved by the OSC.

### **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.

**2002 Budget:** US\$ 450,000

Olympic Solidarity also received numerous individual requests from NOCs concerning projects such as publications on the Olympic Movement, the creation of National Olympic Academies, research, cultural creativity competitions and seminars.

### Specific NOC activities

Continent	Approved		Under consideration	
	Number	NOs	Number	NOs
Africa	6	ALG, CMR, LES, NGR, TAN, UGA	4	CGO, COD, ETH, RWA
America	5	CAN, ESA, HON, PAR, URU	1	CHI
Asia	3	MGL, NEP, PHI	1	LAO
Europe	11	ARM, AZE, FRA, ISR, LTU, MKD, NOR, POL, TUR, UKR, YUG	1	GEO
Oceania	1	AUS	–	–
<b>Total</b>	<b>26</b>		<b>7</b>	



World Congress in Wiesbaden, Germany © Paul Müller



Winners of the fair-play cartoon competition in the framework of the culture and education programme in Turkey

## *Our memory, our history*

Olympic Solidarity is delighted to note that, since this programme was set up a year ago, the number of NOCs wishing to take advantage of it has virtually doubled.

The need for educational facilities and the desire to show how sport and related issues have developed in a particular country through the generations are becoming increasingly marked. **It is therefore important to find and preserve documents and objects inherent to this heritage** and to keep this information constantly updated. Of course, appropriate management and structures are essential if this is to be achieved.

### 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.

**2002 Budget:** US\$ 500,000

Help has been requested for numerous projects, such as the creation of museums and purchase of specific equipment, production of publications or videos on the history of sport at national level, enhancement of archive management, establishment of documentation centres and database research and study programmes.

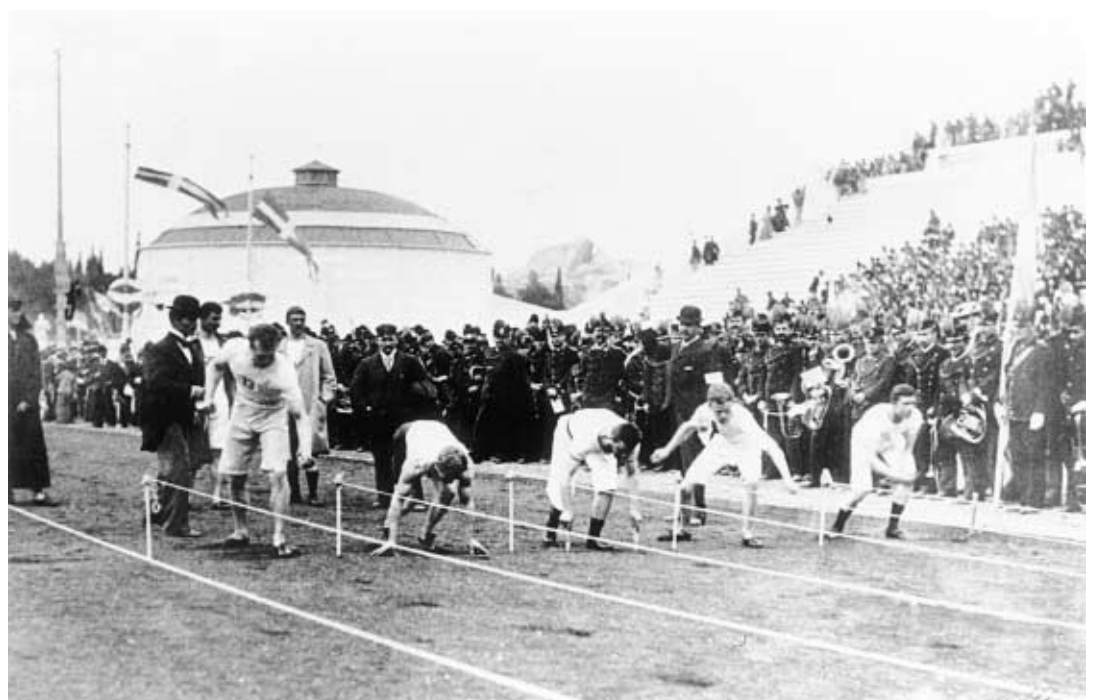


OCA Museum, Kuwait © OCA

Thanks to close collaboration with [the Olympic Museum in Lausanne](#), particularly [its Olympic Studies Centre](#), several NOCs have also received professional assistance enabling them to train their own qualified staff.

### Individual NOC requests

Continent	Approved		Under consideration	
Africa	3	CMR, ETH, SEN	1	COD
America	7	ARG, BRA, HON, LCA, MEX, PAR, VIN	1	NCA
Asia	1	LIB	2	LAO, UZB
Europe	7	AZE, ESP, FRA, ISR, LAT, MKD, SVK	1	YUG
Oceania	2	AUS, NZL	–	–
<b>Total</b>	<b>20</b>		<b>5</b>	



Athens 1896, start of the 100m © IOC Olympic Museum Collections

*In a state*





*of grace*

# 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 in accordance with these agreements.



Opening ceremony of the V Micronesian Games in Pohnpei, Federated States of Micronesia



This year, the Continental Associations' technical departments continued the enormous task of **adapting to their higher level of autonomy and ensuring that each programme was used as effectively as possible**. The results achieved testify to the Associations' efficiency in dealing with the various requests submitted by their NOCs. The overall picture at the end of 2002 is therefore positive, both for the Continental Associations and from the NOCs' point of view.

### *Five specific programmes:*

#### **Continental Association administration**

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

#### **Continental Association meetings**

Objectives: 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 own most important and specific activities.

## Continental Associations take stock

### Association of National Olympic Committees of Africa (ANOCA)



In 2002, ANOCA and the African NOCs received a significant level of funding which enabled them to carry out a large number of activities promoting the development of sport and solidarity between African nations. At the half-way stage of the current quadrennial plan, the combined efforts of Olympic Solidarity, the Olympafrica International Foundation and ANOCA are helping African sport to progress little by little. However, it would be in everybody's interests if greater use were made of the Olympic Solidarity programmes available to the NOCs.

On ANOCA's behalf, Olympic Solidarity manages all the continental programmes and their funding, with a budget of US\$ 3,785,000 for 2002.

It should also be noted that two Africans became IOC members and the ANOCA Secretary General, Tomas A.G. Sithole, was elected to the IOC Executive Board during the IOC meetings held prior to the XIX Olympic Winter Games in Salt Lake City.

#### Administration

This budget is mainly used to cover ANOCA's development and operating costs, including staff salaries, office expenditure (furniture, electrical equipment), computer technology and communication.

**2002 Budget: US\$ 460,000**

#### Meetings

The ANOCA Executive Committee held its 25th ordinary session in Nairobi (Kenya). The 19th Seminar for Secretaries General, held in Djibouti in November, was attended by ATHOC (Organising Committee for the Olympic Games Athens 2004) representatives and the African chefs de mission.

**2002 Budget: US\$ 300,000**

### 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 (Senegal). The 4th session of the Olympafrica Foundation General Assembly was held in two parts: firstly, in Lausanne, then in Dakar, where the main objective was to revise the Foundation's statutes.

Further projects were also implemented at continental level. Permanent technical committees, particularly the women and sport committee and medical committee, were set up and began to operate. The city of Yaoundé (Cameroon) hosted the Pan-African Forum on "Sport for Peace". An agreement on the creation of the ANOCA website was signed at the Congress of the URTNA (Union of national radio and television organisations of Africa) in Tripoli (Libyan Arab Jamahiriya). Other events of note were the Conference of the CONFES (Conference of Ministers for Youth and Sport of French-speaking countries) held in Abidjan (Côte d'Ivoire) and the Forum on African Sport in Cairo (Egypt).

**2002 Budget: US\$ 375,000**

### Regional and Continental Games (organisation)

The inaugural Afro-Asian Games were postponed once again because of the conflict situations and growing tensions in this part of the world, both in Afghanistan and between India and Pakistan. ANOCA therefore regrets that the funding set aside for Regional and Continental Games was not used.

**2002 Budget: US\$ 530,000**

### NOC activities

ANOCA allocated a sum of US\$ 40,000 to each NOC for national activities. Of the 53 recognised African NOCs, 37 submitted a complete or partial programme of activities. Around 72% of the budget allocated for NOC activities was used.

**2002 Budget: US\$ 2,120,000**

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

## *Pan American Sports Organisation (PASO)*



During 2002, PASO maintained as one of its priorities the implementation of Olympic Solidarity's world and continental programmes. Along with each of the member NOCs, it worked hard in order to ensure that the allocated funds were used as efficiently as possible, to support the NOCs' activities and the preparation of athletes, coaches and sports administrators, and to develop projects aimed at strengthening Olympic education and preserving the NOCs' legacy. PASO made extensive use of the continental programmes and the results achieved this year are, generally speaking, very satisfactory. The funds set aside for each programme were spent in accordance with the original plans. The decentralisation of funds towards the continents, introduced by Olympic Solidarity at the start of the quadrennial plan, has again proved to be a correct decision. PASO wishes not only to maintain this process, but hopes to increase it in the future.

PASO manages all the continental programmes and their funding, with a total **budget of US\$ 3,042,500** in 2002.

### **Administration**

In accordance with the criteria laid down for use of this programme, PASO supports the NOCs to help them improve their computer systems, ensuring that they have the minimum level of equipment at their disposal, as well as adequate technical staff, and to improve the continental network providing electronic communication between all the NOCs. Around 65% 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 the PASO headquarters and facilities, as well as constant communication with the NOCs.

**2002 Budget: US\$ 450,000**

### **Meetings**

The PASO General Assembly was held in Mexico City from 22 to 24 August. At that meeting, the city of Rio de Janeiro (Brazil) was chosen to host the 2007 Pan American Games. Prior to that decision, the PASO Evaluation Commission had made an inspection visit in June to the candidate cities, i.e. Rio de Janeiro and San Antonio (USA). Two meetings of the PASO Executive Committee, including one extraordinary meeting, were held in Mexico City in August and

December and a working meeting took place in Kuala Lumpur (Malaysia) in May. The members of the PASO specialised commissions met at the site of the XIV Pan American Games in Santo Domingo to finalise arrangements for the Games. The organisation of these Games in 2003 and the designation of the host city for the 2007 edition occupied a very important place in PASO's continental activities. PASO covered all of the extra costs linked to these activities.

**2002 Budget: US\$ 285,000**

### **Continental activities / Regional and Continental Games**

All of this budget, as well as the extra funds provided by PASO, were used to develop the programme of high-level technical courses and seminars approved by Pan American Olympic Solidarity Commission for the period between January 2002 and June 2003. In 2002, 103 courses were held in 31 sports, attended by more than 2,000 experts. The courses were organised in 19 different countries, with an average of 23 participants per course. The experience accumulated so far is very enriching and the views of the NOCs and participants have been very favourable. This programme will therefore continue until July 2003, when the Pan American Olympic Solidarity Commission will decide on the period from September 2003 to July 2004.

**2002 Budget: US\$ 627,500**

### **NOC activities**

PASO granted US\$ 40,000 in financial assistance to each American NOC. This was paid in two instalments of US\$ 20,000. Generally speaking, the American NOCs were very disciplined and responsible in the way they used these funds. In 2002, PASO indicated that, for each payment, the NOCs should organise at least one technical course. The NOCs have fulfilled this requirement. The funds were mainly used (a) to organise 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 directors attend the most important international and continental meetings; (c) to purchase high-quality sports equipment for top-level athletes; and (d) to cover general administrative costs, as well as staff salaries, particularly for NOCs with extremely limited financial resources.

**2002 Budget: US\$ 1,680,000**

*Report by Mr Reynaldo Gonzalez,  
Coordinator of the Pan American  
Olympic Solidarity programme*

## Olympic Council of Asia (OCA)



2002 was a very fruitful year for OCA, particularly with the holding of the 14th Asian Games in Busan (Korea) from 29 September to 14 October. The Games were an outstanding success in all respects. Almost 80% of the participating NOCs won medals.

The second year of decentralisation of the Olympic Solidarity programmes was successful and all member NOCs welcome the increased autonomy and flexibility which is allowing them to implement their activities.

In 2002, OCA's activities increased considerably with the reinstatement of the Afghanistan NOC and the recognition of the East Timor NOC as a member of OCA. OCA has already used its own funds to launch programmes and projects specifically to benefit these NOCs. It provided financial assistance to the Macau NOC, which it also recognised, to help this NOC meet the different requirements to be recognised by the IOC. OCA now hopes that the IOC will recognise these NOCs so that they can benefit from the Olympic Solidarity programmes.

OCA considers that the annual meeting between the Secretaries General and the Director of Olympic Solidarity and the regional forums are excellent tools for strengthening links between the various players. In collaboration with Olympic Solidarity, OCA organised a continental forum in Kuwait and a talent identification seminar in Doha (Qatar) in April, and then in June, also in Doha, held a seminar on the role of women in sports administration.

Finally, OCA would like to thank the NOCs for their contribution to the successful organisation of the continental programmes in Asia, as well as the Olympic Solidarity administration for its willingness to help.

OCA manages all the continental programmes and their funding, with an overall **budget of US\$ 3,190,500** in 2002.

### Administration

The budget allocated was used mainly for staff salaries at the OCA headquarters, Academy and Museum, computer equipment, communication and other expenses linked to the day-to-day functioning of the headquarters. As the activities of OCA are expanding and creating new responsibilities, additional funding will be necessary in the future.

**2002 Budget: US\$ 563,750**

## Meetings

The funds allocated by Olympic Solidarity for OCA meetings do not usually cover the whole cost. OCA therefore has to make up the deficit from its own funds. This year, OCA organised various meetings, including the 38th and 39th Executive Board meetings in Kuwait on 8 January and Busan (Korea) on 28 September respectively, meetings of the chefs de mission for the 14th Asian Games in Busan on 8 and 9 July and for the 5th Winter Asian Games in Aomori (Japan) on 28 and 29 October, the meeting for Secretaries General on 27 September and the 21st OCA General Assembly in Busan on 3 October.

**2002 Budget: US\$ 330,000**

## Continental activities

The whole of the 2002 budget was used for the Olympasia project. The NOCs of Bhutan, Cambodia, Mongolia, Thailand and Yemen benefited from this project. In 2003, the NOCs of Afghanistan, India, Nepal, the Philippines and Sri Lanka will benefit. The Olympasia project has proved very popular and OCA is receiving more and more requests from NOCs wishing to participate. OCA would like to thank the "DaimlerChrysler" company, which provided an extra budget of US\$ 200,000 for this project.

**2002 Budget: US\$ 308,750**

## Regional and Continental Games (organisation)

OCA provided direct financial assistance for Regional and Continental Games. The NOCs organising the Regional Games receive a grant of US\$ 20,000. OCA also provided US\$ 15,000 to each NOC participating in the Asian Games and US\$ 10,000 to each NOC participating in the Winter Asian Games.

**2002 Budget: US\$ 308,000**

## NOC activities

A sum of US\$ 40,000 was paid directly to each member NOC to fund different programmes specific to their needs. This sum was 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 year, the NOCs used this money for a range of activities at national level, such as the purchase of sports equipment, the organisation of courses and seminars and support for athletes participating in international competitions.

**2002 Budget: US\$ 1,680,000**

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

## *The European Olympic Committees (EOC)*



The second year of the 2001–2004 Olympic Solidarity quadrennial plan carried on the decentralisation process started in 2001 and was generally satisfactory from the NOCs' point of view. Following a first year in which it was started up, 2002 was marked by the smooth running of Olympic Solidarity's continental programmes, which are now managed by the EOC. The European programmes were implemented in parallel with the world programmes run by Olympic Solidarity. All of these programmes were carried out independently, but with full coordination between Olympic Solidarity headquarters in Lausanne and the EOC office in Rome.

The EOC manage all the continental programmes and the corresponding funds, with a **budget of US\$ 3,596,000** in 2002.

### **Administration**

The administrative budget covers various items such as staff salaries, taxes and social security contributions, office and maintenance costs, the Secretariat General's office in Dublin, property (office furniture, electrical equipment, etc.), insurance, promotional material, production of reports, translation costs, and so on.

**2002 Budget: US\$ 525,000**

### **Meetings**

The EOC organised various meetings in 2002. First of all, the Seminar for Secretaries General and Chefs de Mission was held in Limassol (Cyprus) on 26 and 27 April. Then the Extraordinary General Assembly took place in Kuala Lumpur (Malaysia) on 21 May, followed on 6 and 7 December by the General Assembly in Reykjavik (Iceland). The Executive Committee met several times: in Lausanne (Switzerland) on 17 January, in Limassol on 25 April, in Kuala Lumpur on 21 May, in Istanbul (Turkey) on 19 July and in Reykjavik on 5 December. This budget also covered the transport costs of Executive Committee members who represented the EOC at various events.

**2002 Budget: US\$ 225,000**



### Continental activities

As last year, a large number of activities were organised through this programme, including:

- Commissions
  - Athletes' Commission, 25 April in Limassol and 18 October in Lausanne
  - EYOF Commission, 25 June in Brussels (Belgium)
  - Medical and Scientific Commission, 5 July in Rome and 1 December in Brussels
  - Technical Cooperation Commission, 18 September in Tirana (Albania)
  - Olympic Games Preparation Commission, 28 September in San Marino
  - European Union Commission, 4 December in Reykjavik
- Working groups
  - on sport and environment, 20 July in Istanbul
  - on new ways of communication, 10 September in Bratislava
- Joint meeting
  - between the EOC Executive Committee and Athletes' Commission, 25 April in Limassol.

An EOC office was set up on the site of the XIX Olympic Winter Games in Salt Lake City in order to assist the NOCs. The EOC are continuing to work profitably with the Arab Sports Confederation. Technical courses in wrestling and karate were held in Cairo (Egypt) in February and July respectively, and a handball course was staged in Dubai (United Arab Emirates) in September.

As in previous years, six issues of the SPORTEUROPE magazine were published and distributed. The EOC Internet and Intranet sites are regularly updated and new sections added. Preliminary studies were carried out concerning the creation of a new website.

**2002 Budget: US\$ 546,000**

### Regional and Continental Games (organisation)

This programme was mainly used to help the NOCs due to host the Games of the Small States of Europe and the winter and summer editions of the European Youth Olympic Festival in 2003. The costs of visiting the sites of future editions of the EYOF, i.e. Bled (Slovenia), Paris (France), Monthey (Switzerland) and Lignano Sabbiadoro (Italy) are also covered by this programme.

**2002 Budget: US\$ 380,000**

### NOC activities

The EOC granted US\$ 30,000 to each of the 47 member NOCs. Further support was granted on request for 35 special activities run by European NOCs.

**2002 Budget: US\$ 1,920,000**

*Summary of the report by  
Mr Patrick J. Hickey,  
Secretary General*

## Oceania National Olympic Committees (ONOC)



In 2002, ONOC's workload increased significantly. It manages all the continental programmes and their funding, with a total budget of US\$ 2,035,000, as well as the following world programmes: Regional and Continental Games – NOC preparation programme; youth development programme; scholarships for coaches (specific sports training); and regional forums. The results of these programmes appear under the relevant headings (see world programmes, p. 26, 28, 36 and 54).

This increase in financial responsibility has seen the ONOC Secretariat taking on more of a programme management and accounting focus, which has resulted in less hands-on sports development work in the region. Fortunately, through cooperation with the Australian Sports Commission (ASC), extra staff have been made available to ease the situation and implement the most pressing development activities. Moreover, Sports Development Officers (SDOs) trained through ONOC and ASC programmes are now developing a number of projects in the various parts of Oceania.

However, the programmes generally continue to be under-utilised, and it is vital that NOCs realise the importance of the opportunities available through the Olympic Solidarity programmes. It is worth remembering that, for most NOCs, Olympic Solidarity is often the only source of funding for sustainable sports development. There has nonetheless been an increase in the number of national multi-sports events, providing athletes with previously rare opportunities to compete in the region.

### Administration / Meetings

The ONOC Secretariat is currently based at the Pacific Islands Forum Secretariat Complex in Suva (Fiji), which is also the headquarters of the Secretariat of the Pacific Islands Forum Governments. The Forum represents the 16 independent islands of the region as well as Australia and New Zealand. The location enables ONOC staff to meet frequently with government officials visiting the Forum. The ONOC office employs three full-time members of staff, plus part-time staff when required to assist with various projects.

In 2002, the ONOC Executive Board met in Suva in April and December. The XX General Assembly was held in Port Moresby (Papua New Guinea) on 17 and 18 May.

**2002 Budget: US\$ 350,000**

### Continental activities

In 2002, ONOC part-funded the development programmes run by the Oceanian continental federations of athletics, baseball, basketball, boxing, weightlifting, hockey, wrestling, tennis, table tennis and archery.

The NOC of Samoa was given ONOC approval to implement a project under the Olympoecania programme to build a headquarters for the NOC along with associated sports facilities.

The Oceania Sports Information Centre (OSIC) is now in its fifth year of operation. During 2002, a performance audit was carried out by Alan Cockerill of the National Sports Information Centre in Canberra. His recommendations are likely to be implemented next year. Major projects carried out by the OSIC this year include the compilation of the history and results of the South Pacific Games since their inception as well as training manuals for primary schools. There is a growing diversity in users of the OSIC. Requests come from students of the Fiji School of Medicine, teachers' colleges in Fiji as well as people from Europe, Africa and Asia.

The OSIC was honoured by the visit of the IOC President in December 2002.

**2002 Budget: US\$ 720,000**

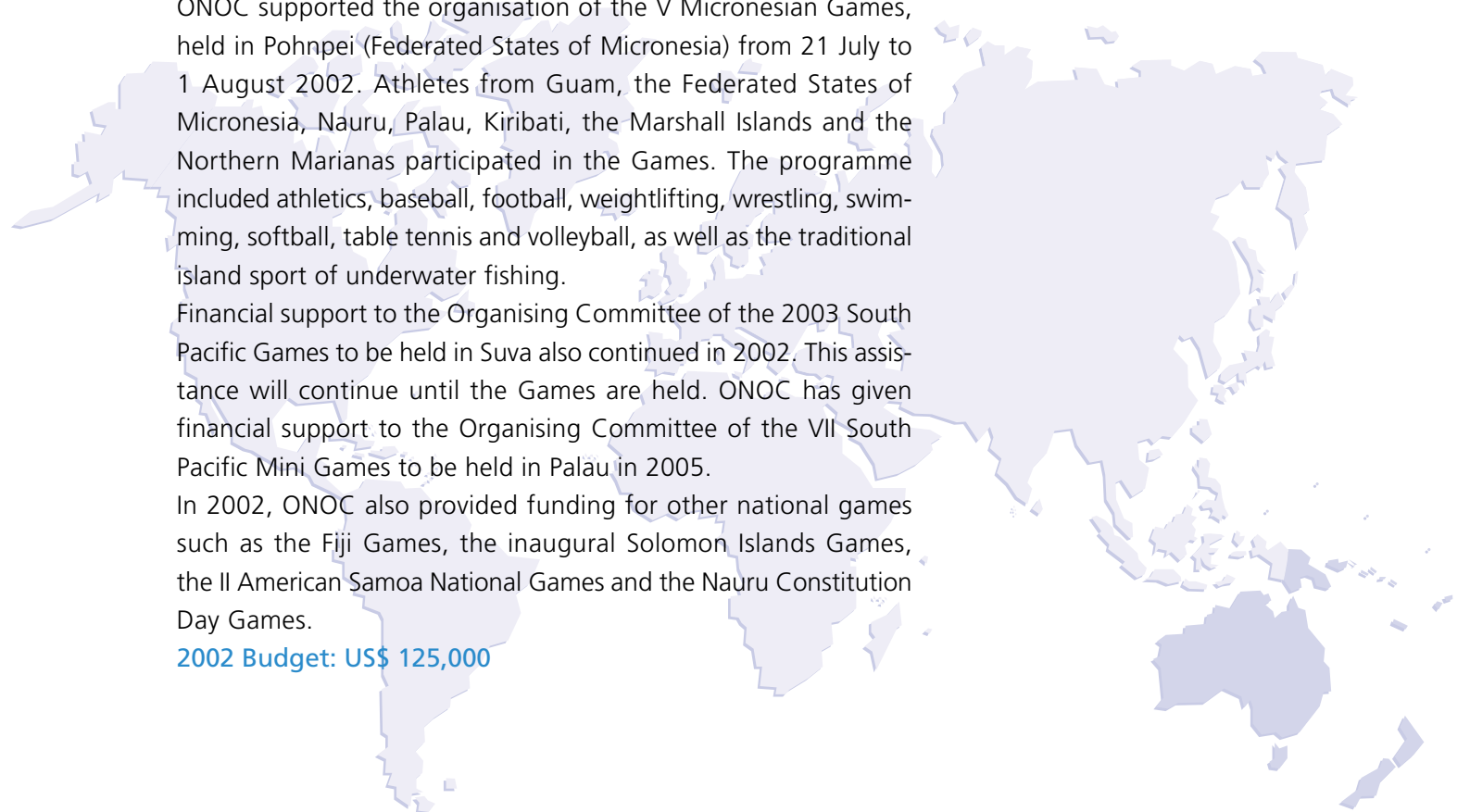
### Continental and Regional Games (organisation)

ONOC supported the organisation of the V Micronesian Games, held in Pohnpei (Federated States of Micronesia) from 21 July to 1 August 2002. Athletes from Guam, the Federated States of Micronesia, Nauru, Palau, Kiribati, the Marshall Islands and the Northern Marianas participated in the Games. The programme included athletics, baseball, football, weightlifting, wrestling, swimming, softball, table tennis and volleyball, as well as the traditional island sport of underwater fishing.

Financial support to the Organising Committee of the 2003 South Pacific Games to be held in Suva also continued in 2002. This assistance will continue until the Games are held. ONOC has given financial support to the Organising Committee of the VII South Pacific Mini Games to be held in Palau in 2005.

In 2002, ONOC also provided funding for other national games such as the Fiji Games, the inaugural Solomon Islands Games, the II American Samoa National Games and the Nauru Constitution Day Games.

**2002 Budget: US\$ 125,000**



### **NOC activities**

In 2002, the 14 Oceanian NOCs organised 110 activities as part of this programme, including technical courses, support for athletes competing in regional championships, elite athlete support and training of officials. By 31 December 2002, ONOC had received reports on 51 completed activities (46%).

11 NOCs received subsidies for the employment of SDOs and 12 were awarded sports equipment grants.

**2002 Budget: US\$ 840,000**

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



Sydney 2000, match NED-BUL © Allsport/Cianflone

## Continental Associations

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

## International Olympic Federations

### Summer

IAAF	International Association of Athletics Federation
FISA	International Rowing Federation
IBF	International Badminton Federation
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

## 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

# Listening to you!

For further information:

Olympic Solidarity  
 Villa Mon-Repos  
 Parc Mon-Repos 1  
 C. P. 1374  
 CH-1005 Lausanne (Switzerland)  
 Tel. +41 (0)21 310 26 00  
 Fax +41 (0)21 310 26 99  
[solidarity@olympic.org](mailto:solidarity@olympic.org)  
[www.olympic.org](http://www.olympic.org)



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## **Published by Olympic Solidarity**

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*Illustrations:*

*Olympic Solidarity,  
 Olympic Museum Photo Library*

*Graphic ideas and production:*

*AP Communication  
 Alexandre Piccand, in cooperation with  
 Robert Battard and Anne Antonini  
 CH-1004 Lausanne*

*Photolithography and printing:*

*Courvoisier-Attinger Arts graphiques SA  
 CH-2501 Bienne*

*Printed in Switzerland*

*ISBN: 929149 090 3*



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2002 Report

Olympic Solidarity

