

2001 - 2004 Quadrennial plan

Racing ahead!



2003 Report

Olympic Solidarity



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- The results of the activities carried out by Olympic Solidarity during 2003, as presented in this report, show very positive progress towards consolidation, and establish an extremely solid foundation for further advances during the next quadrennium.



The Olympic Solidarity Commission is particularly appreciative of the progress made in implementing the World and Continental Programmes, and wishes to highlight the good results obtained thanks to the process of decentralising funds, the consolidation of which is set to continue during the next phase starting in 2005. The decisive contribution from the Continental Associations and their National Olympic Committees should be noted in this regard.

The increase in the number of activities has been matched by an increase in the quality and effectiveness of the work undertaken under the auspices of Olympic Solidarity; a strengthening of structures at continental level; and stricter control of the funds allocated to the various programmes. The constant attention and care we devote to the use made of our financial resources will continue to be a priority objective for us.

Olympic Solidarity has received valuable information on the key interests and needs of the NOCs – its *raison d'être* – and is now in a position to study what measures to take to ensure that this tool for helping the NOCs – an important, necessary and fair one, which is often essential to their livelihoods – fulfils the function for which it was created more effectively. I firmly believe that, with the means available, we can expand our activities and improve the quality of them.

After a busy year with pleasing results, I feel it only right to recognise, on behalf of the Olympic Solidarity Commission, the remarkable work done by the NOCs, the Continental Associations and the Olympic Solidarity team. Unity of action, a sense of responsibility and the constant desire to address every concern have characterised the work of the Commission and those responsible for implementing the Olympic Solidarity programmes.

I thank them for their support and invite them, in 2004, to work even harder on improving our results and developing a programme for the 2005–2008 period which will best meet the NOCs' expectations.

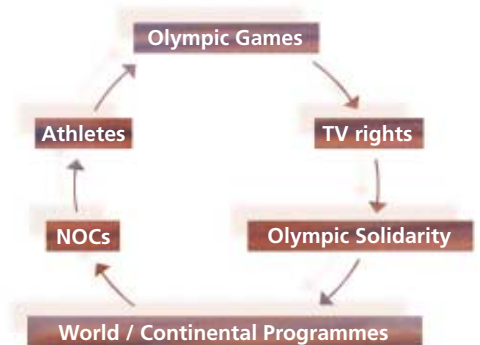


Sincerely,

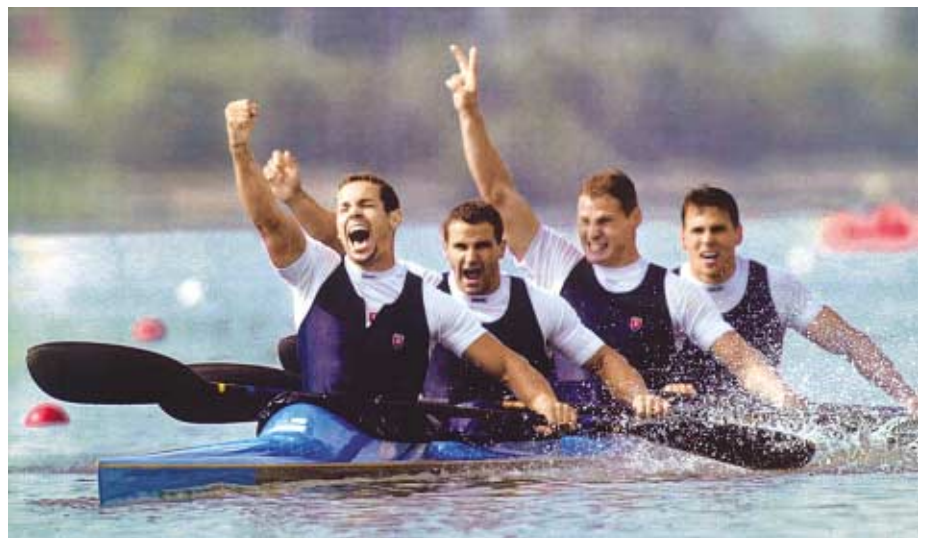
Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

Demonstrating unity and 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.



Olympic scholarship holders in canoe-kayak (Slovakia)

2003: decentralisation pays off

2003 was certainly a very busy year in terms of participation in and maximum benefit from all the programmes. We noted a significant increase in the number of activities proposed and organised by the National Olympic Committees (NOCs). There are several reasons for this increase. Firstly, we have just completed the third year of the 2001–2004 quadrennial plan. **The NOCs have understood and adopted the concept of decentralisation** which, we should remember, is based firstly on world programmes managed directly by Olympic Solidarity in Lausanne and available to all NOCs recognised by the IOC and secondly, on continental programmes specific to each continent and managed by the Continental Associations of NOCs. Secondly, **cooperation between Olympic Solidarity and the Continental Associations**, aimed at ensuring total, constant coordination, **has been firmly established** and is proving highly effective on a daily basis. Finally, our presence at meetings organised by the Continental Associations in 2003, particularly the seminars of the Secretaries General and the General Assemblies, continues to offer a unique opportunity both for Olympic Solidarity and for the National Olympic Committees to hold individual meetings and to adopt policies and strategies fostering maximum use of the programmes available. In this context, we are delighted to report that **more than 3,500 individual applications were dealt with in 2003 across the whole range of programmes**. These results confirm that the objective of ensuring the smooth running of the programmes approved for the 2001–2004 period has been achieved.

Communication: staying in touch

One essential factor behind the success of these programmes is undoubtedly the optimal transmission of information, effective communication and permanent contact with our partners and beneficiaries. To this end, we have continued throughout the year to use the different tools at our disposal – our Internet site on the IOC website www.olympic.org; the NOC Extranet www.cno-noc.olympic.org; regular mailings; the annual report; the IOC Olympic Review and; of course, we have also benefited from attending seminars and world conferences where we have distributed up-to-date information and held individual meetings.



1st National Forum on Women and Sport (Guinea), intervention from participant

United in success

➤ During 2003, as in previous years, Olympic Solidarity **was able to count on the help of numerous partners** to run the various programmes organised for the NOCs:

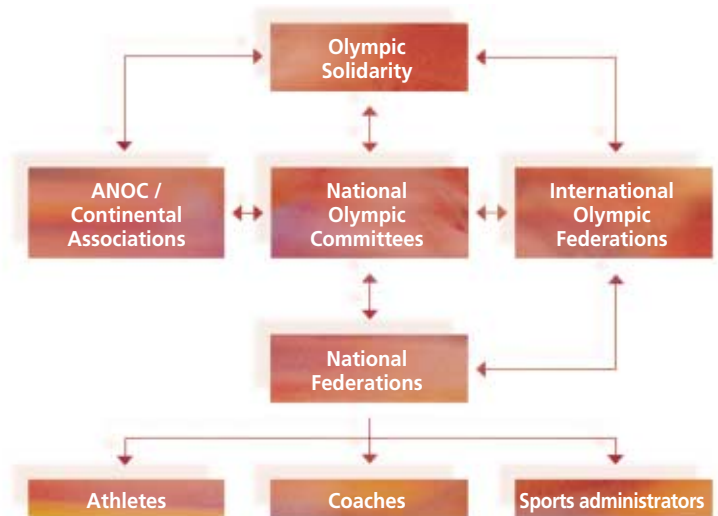
The **Continental Associations** stepped up their close collaboration as a result of the decentralisation process which started at the beginning of the 2001-2004 quadrennial plan. Their technical departments have taken active steps to ensure that the Olympic Solidarity programmes can be used in a way which takes into account the specific needs of each continent.

The **International Olympic Federations (IFs)**, which govern the sports that form part of the Olympic Games programme, provided expertise and advice on the implementation of the Olympic Solidarity programmes, such as the technical courses and the scholarship programmes for athletes and coaches. They also helped to evaluate and analyse the requests submitted by the NOCs in relation to projects for the development of their national structure.

The **NOCs** also played an increasingly active role in choosing and implementing their programmes, always setting out clear medium- and long-term objectives. At another level, the most advanced NOCs supported other NOCs which were most in need, particularly by offering use of their sports infrastructures within the framework of certain programmes. This cooperation between NOCs proves that the Olympic family is making a significant contribution to the development of sport across the world.

Olympic Solidarity was also supported by **ANOC (Association of National Olympic Committees)** and other outside partners, such as **high level training centres and universities**.

It is clear that all the Olympic Solidarity programmes continued to be successful in 2003, thanks to the invaluable cooperation and contribution of all the partners. Olympic Solidarity would sincerely like to thank them for their loyal support.



Olympic Solidarity Commission

➤ The Olympic Solidarity Commission met twice, on 17 February and 3 December 2003. One of the main items discussed at the December meeting was the **evaluation of the 2001-2004 Olympic Solidarity world and continental programmes**, with the aim of **presenting a concrete proposal for programmes and strategies for the 2005-2008 period**. This evaluation will be conducted internally by the Olympic Solidarity administration but, more importantly, will also include a large-scale external analysis with our main partners, the Continental Associations and National Olympic Committees.

On 31 December 2003, 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 Robin E. MITCHELL Felipe MUÑOZ KAPAMAS Mario PESCANTE Tomas A.G. SITHOLE
Athletes' representative:	Mireya LUÍS HERNÁNDEZ



Sydney 2000, Marion Reiff and Anja Libiseller Richter (Austria), women's pairs synchronised 10 m diving final.

Human resources: abilities mobilised

➤ The administrative structure, which was reviewed at the start of the current quadrennial plan, and the commitment of the staff have proved essential when we bear in mind the huge increase in activities carried out by the NOCs during the third year of the quadrennial plan, the strengthening of co-operation with the Continental Associations and the smooth running of all the operational programmes. **The new members of staff recruited in 2001 have now built up the necessary experience** and knowledge to enable them to be fully integrated and trained so that they can carry out their tasks independently. Nine different nationalities are represented, a diversity which is particularly valuable. The staff teams are structured so that, at all times, they have a detailed overview of the activities carried out within the programmes and at continental level, partly thanks to an efficient computer system. Internal meetings are also held regularly in order to maintain efficient coordination and an understanding of the global objectives of Olympic Solidarity. Some staff members have attended meetings organised by the IOC and Continental Associations, providing a unique opportunity to meet in person a large number of NOC representatives and thereby to improve the frequent contacts that are made throughout the year.

Olympic Solidarity administrative Structure

Director Pere MIRÓ i SELLES

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

Deputy Director and Project Manager	Pamela VIPOND
Project Officer	Yassine YOUSFI
Project Officer	Jean-Laurent BOURQUIN
Telephonist – receptionist	Vanessa FARRONATO

NOC Management Programmes – Relations with America

Project Manager	Carolina BAYON
Project Officer	Joanna ZISPER-GRAVES
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 MODOUX
Accounts Secretary	Silvia MORARD
Secretary	Nadia BELTEMPO



Listening to the expert Lincoln Phillips at a technical course for football trainers from 10 to 23 August 2003 (Dominica)

Programmes and budgets

> At their meeting on 17 February 2003, the members of the Olympic Solidarity Commission approved a budget of **US\$ 54,686,000** for 2003. This budget represents 26.11% of the total budget adopted for the 2001-2004 quadrennial plan (US\$ 209,484,000) and is broken down as follows:





Breakdown of the 2003 budget

World Programmes	60.74%	us\$ 33,215,000
Continental Programmes	32.63%	us\$ 17,846,000
Olympic Games and Forums	2.74%	us\$ 1,500,000
Administration/Communication	3.89%	us\$ 2,125,000
Total		us\$ 54,686,000



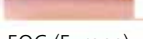
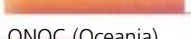




Sydney 2000, Balazs Kovacs (Hungary) lines up for men's 110 m hurdles © Allsport/England

Breakdown of the "World Programmes" budget

Athletes		56.6%	us\$	18,800,000
Coaches		17.31%	us\$	5,750,000
NOC Management		16.71%	us\$	5,550,000
Special Fields		9.38%	us\$	3,115,000
Total			us\$	33,215,000

Breakdown of the "Continental Programmes" budget

ANOCA (Africa)		23.11%	us\$	4,125,000
PASO (America)		17.05%	us\$	3,042,500
OCA (Asia)		16.07%	us\$	2,867,500
EOC (Europe)		22.28%	us\$	3,976,000
ONOC (Oceania)		11.40%	us\$	2,035,000
ANOC		10.09%	us\$	1,800,000
Total			us\$	17,846,000

Crossing swords



in a spirit



of fair play

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 (Programme completed in 2002)
- 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

The third year of the current quadrennial plan saw an **optimal use of the World Programmes**. Each NOC was able to choose from the various programmes available, depending on their needs and which activities they wished to develop.



NOC Management

- NOC Infrastructure
- Sports Administrators Programme
- High Level Education for Sports Administrators
- NOC Management Consultancy
- Regional Forums

4 areas of action

Special Fields

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



Olympic scholarship holders in judo, athletics and taekwondo at the National Institute of Sport and Physical Education (INSEP), Paris

➤ For an athlete, preparing for the Olympic Games requires impeccable self-discipline and planning. The year prior to the Olympic Games, synonymous with qualification, is a key part of that preparation. **Olympic Solidarity therefore accentuated its focus on the Olympic Scholarships for Athletes "Athens 2004" Programme** in order to enable Olympic scholarship holders to secure their places at the Games of the XXVIII Olympiad in Athens. The teams awarded an "Athens 2004 – Team Sports Support Grant" were also, like the Olympic scholarship holders, involved in qualification events, including several world and continental championships, held throughout the year.

Athens 2004, source of great excitement

Just like the "Athens 2004" Olympic scholarship holders, the **talented young athletes and continental-level athletes** had a very busy 2003 in terms of sports competitions. The activities organised for athletes involved in the "Youth Development Programme" and the "Regional and Continental Games – NOC Preparation Programme" proved very popular among the NOCs, which participated in record numbers in 2003. This year was also the year of the Pan-American Games and the All Africa Games as well as the European Youth Olympic Festival, the Games of the Small States of Europe and the South Pacific Games, which brought to a conclusion the preparation programmes for the NOCs in the continents concerned. **This new programme has lived up to all the enthusiasm with which its launch was greeted** at the start of the quadrennial plan.

Olympic qualification puts scholarship holders to the test



The Olympic Scholarships for Athletes "Athens 2004" Programme, launched in 2002, reached cruising speed in 2003. Whilst remaining true to the programme's objective, i.e. to assist elite athletes in their preparation for Olympic qualification in order to promote the universality of the Olympic Games, **Olympic Solidarity focused its efforts on strengthening this programme**. With the help of the NOCs and various partners, the Olympic scholarship holders were put to the test after several months of intensive training as they participated in international competitions. **Most Olympic scholarship holders confirmed their status as elite athletes** capable of qualifying for the Athens Games, therefore justifying the confidence of their respective NOCs.

2003 was a year full of important events for the Olympic scholarship holders, particularly with continental games held in America

and Africa as well as numerous world and continental championships. **These events enabled most Olympic scholarship holders to prove their abilities** through the results they achieved, but also revealed a drop in performance levels for some. The discovery of promising new talents should also be mentioned. The NOCs were therefore able to assess the abilities of their scholarship holders in order to give them every chance of qualifying. These adjustments **reflect the flexibility that Olympic Solidarity wishes to give this programme** in order to target the most deserving athletes.

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.

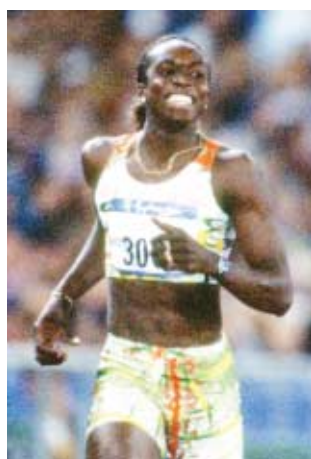
2003 Budget: US\$ 6,000,000



Afghan scholarship holders in taekwondo, training in Iran

The cooperation between the different parties involved, i.e. the NOCs, International Federations and training centres, proved crucial for one of the most important aspects of this programme: Olympic qualification. Depending on the Olympic qualification systems in place for the various sports concerned, 2003 saw the start of the qualification period which will continue during the first half of 2004. **Some Olympic scholarship holders have already booked their place in Athens** and have therefore had their Olympic scholarships confirmed until July 2004. These athletes are thus entering the so-called Olympic preparation phase and their scholarships are now designed to ensure that they arrive at the Athens Games in the best possible condition.

Other less fortunate athletes have missed their final chance of qualification and their scholarships have been withdrawn. Although they will not enjoy the privilege of competing at the Games of the XXVIII Olympiad, the scholarship programme will have given them an extraordinary opportunity to rub shoulders with the elite, which should give them a springboard for their future career in sport.



Amy Mbacké Thiam (Senegal), Olympic scholarship holder in athletics

© IOC/OlympicMuseum/Matt King



Diego Mularoni (San Marino), Olympic scholarship holder in swimming, medal winner at the Games of the Small States of Europe,



Javier Andres Correa (Argentina), Olympic scholarship holder in canoeing



Olympic scholarship holders in taekwondo (Yemen) training with a Korean coach

Thanks to the strengthening of cooperation between Olympic Solidarity, its network of training centres and other partners, the Olympic scholarship holders were able to participate in all the major events held in 2003 as well as receive high-quality supervision. Great efforts were also made to enable the Abidjan International Judo and Wrestling Centre to transfer its activities to Rabat, Morocco because of the political situation in Côte d'Ivoire. The African International Judo Centre (CIJA) has therefore been added to our list of partners; it is now fully operational, accommodating 17 Olympic scholarship holders.

Following the numerous scholarship applications received by Olympic Solidarity in 2003, priority was given to the NOCs that had not received any of the scholarships awarded first in 2002. [The applications received by Olympic Solidarity in 2003 brings the](#)

Applications/Olympic scholarships granted by continent

Continent	Applications received		Olympic Scholarships granted			
	Athletes	NOCs	Athletes			NOCs
			Men	Women (%)	Total	
Africa	340	38	103	46 (31)	149	35
America	281	37	110	58 (34)	168	29
Asia	374	31	150	49 (25)	199	34
Europe	566	39	249	111 (31)	360	39
Oceania	13	7	7	6 (46)	13	7
Total	1,574	152	619	270 (30)	889	144

number of NOCs that have applied for scholarships to 152.

However, although the integration of new athletes into the programme was a real challenge, 161 new scholarships were ultimately awarded to 20 NOCs, which means that a total of 889 scholarships have now been awarded to 144 different NOCs.

Olympic scholarship holders by sport and by continent

Sport	Number of Olympic scholarship holders					
	Africa	America	Asia	Europe	Oceania	Total (%)
Athletics	63	28	24	43	7	165 (18.6)
Rowing	4	15	1	17	–	37 (4.2)
Badminton	6	4	12	3	–	25 (2.8)
Boxing	6	10	21	20	–	57 (6.4)
Canoeing	–	2	5	27	–	34 (3.8)
Cycling	1	10	10	8	–	29 (3.2)
Fencing	3	7	2	11	–	23 (2.6)
Gymnastics	4	11	4	23	–	42 (4.7)
Weightlifting	7	9	14	22	2	54 (6.1)
Judo	18	9	19	32	1	79 (8.9)
Wrestling	7	4	30	46	1	88 (9.9)
Swimming	10	31	10	46	2	99 (11.1)
Modern pentathlon	1	2	3	8	–	14 (1.6)
Equestrian sports	–	2	3	–	–	5 (0.6)
Taekwondo	14	4	11	8	–	37 (4.2)
Tennis	1	3	2	2	–	8 (0.9)
Table tennis	1	1	4	4	–	10 (1.1)
Shooting	1	9	16	23	–	49 (5.5)
Archery	–	2	4	6	–	12 (1.3)
Triathlon	1	2	1	2	–	6 (0.7)
Sailing	1	3	3	7	–	14 (1.6)
Beach volleyball	–	–	–	2	–	2 (0.2)
Total (22 sports)	149	168	199	360	13	889 (100)

Team sports: support to boost competitiveness



The privilege of participating in the Olympic Games is a unique experience for any team, since the level of competition is so high. Such an honour is generally reserved for the larger nations, which are usually more likely to qualify a team for the Olympic Games. Since the qualification systems for these sports offer very few opportunities at a continental level, it is very difficult to turn the tables and aspire to a place in the Olympic Games. **This programme was therefore a real gamble for Olympic Solidarity**, which is why the qualification of any team awarded a team sports support grant for Athens 2004 is considered a genuine success. By the end of 2003, although some team sports were still in the midst of the qualification phase, a number of teams had already managed to win the right to compete in Athens. These teams were invited to submit a training programme for the Olympic Games as they embarked on the second phase of the programme, known as "Olympic preparation".

Some teams supported by this programme still have one or more opportunities to qualify for the Olympic Games in 2004 and Olympic Solidarity is hoping that the efforts made will lead to further successes, thus confirming the legitimacy of this programme. While Olympic qualification is considered a success, non-qualification should in no sense be deemed a failure. Indeed, the impact of this programme can only be beneficial both for the team concerned and for the general development of the sport at a national level. **In 2003,**

the number of grants awarded rose to 55 from 77 applications received. These figures are encouraging, although they still only concern a minority of NOCs; this is because of the selection criteria applicable to this programme and the profile of the teams it is designed to help.

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.

2003 Budget: US\$ 4,000,000

The priority for the year ahead will be to help the teams that have qualified in their preparations for Athens. **Olympic Solidarity is expecting a new wave of applications** for teams that have qualified for the Olympic Games but which did not benefit from the first “qualification” phase of the programme. These applications will be evaluated and a number of new grants will be awarded to the teams with the greatest need so that they can be worthy representatives of their countries in Athens and maybe even return home with an Olympic medal.



Women's handball team (Brazil) – Team winning the gold medal at the XIV Pan-American Games in Santo Domingo (Dominican Republic)

Applications/Support grants awarded by sport

Sport	Teams	Support grants awarded	
		Continent	NOCs
Baseball	4	Africa	NGR
		America	PAN
		Europe	FRA
		Oceania	ASA
Basketball	15	Africa	ANG CAF MOZ* SEN*
		America	CUB* PUR
		Asia	LIB
		Europe	EST CZE* LAT LTU** RUS* SLO TUR
Handball	13	Africa	ALG ANG EGY TUN
		America	ARG BRA* URU**
		Asia	KOR*
		Europe	AUT ISL NOR* UKR*

Sport	Teams	Support grants awarded	
		Continent	NOCs
(cont.)			
Hockey	7	Africa	RSA*
		America	TRI
		Asia	IND
		Europe	BEL IRL* POL
		Oceania	NZL
Softball	4	America	VEN
		Asia	TPE
		Europe	GBR*
		Oceania	AUS*
Volleyball	7	Africa	CMR KEN* SEY*
		America	PER*
		Europe	AZE* FIN YUG
Waterpolo	5	Asia	KAZ
		Europe	CRO HUN* ITA* SVK
Total	55		

*women's team

**men's and women's teams

Regional and Continental Games: three cheers for the NOCs!

Numerous important multi-sport competitions were held in 2003, in particular the Pan-American Games in Santo Domingo, the All Africa Games in Abuja, the European Youth Olympic Festival in Bled (winter) and Paris (summer), the 2003 Games of the Small States of Europe in Malta and the South Pacific Games in Fiji. Consequently, the Regional and Continental Games – NOC preparation programme stepped up its activities in 2003. Having assisted some NOCs in their preparations for the European Youth Olympic Days and the Games of the Small States of Europe in 2001, and then the Asian Games held in Busan in 2002, Olympic Solidarity was able to adapt this programme to the situation in 2003 thanks to the experience gained in previous years. The aim of these changes was to **maximise participation levels by proactively encouraging the NOCs** to apply for assistance. As a result, virtually all American, African and European NOCs eligible for 2003 actually participated in this programme.

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.

2003 Budget: US\$ 6,300,000

Africa: 50 African NOCs were given financial support to help their teams prepare for the All Africa Games held in Abuja in October 2003. Olympic Solidarity expended a lot of effort in order to achieve this 96% participation rate. However, it later proved difficult to ensure that all the athletes who benefited from the programme were able to travel to Abuja and compete in the Games. This programme nevertheless remains a major source of satisfaction in 2003 in terms of the success achieved among the NOCs, which particularly appreciated the flexibility it offered. **A total sum of US\$ 2,930,387 was allocated** to the African NOCs. The total

amount actually spent will not be known until the final reports are submitted to Olympic Solidarity and the balances are paid out during 2004.

America: all the American NOCs received assistance for the preparation of their athletes for the Pan-American Games held in Santo Domingo in August 2003. Eight NOCs more than in 2002 participated in the programme, bringing the total number to 42, which

represents a 100% participation rate. Several athletes involved in the programme did particularly well in the Games and were subsequently awarded an "Athens 2004" Olympic scholarship. This continuity of support for athletes matches perfectly the type of complementarity that Olympic Solidarity wishes to encourage between its various programmes. **A total sum of US\$ 2,081,949 was allocated** to this programme, but as in the case of Africa, the total amount actually paid to the NOCs will not be known until all the balance payments are made in 2004.

Asia: since this programme came to an end when the Asian Games were held in Busan in October 2002, no new activities were carried out for the Asian NOCs in 2003. The early part of 2003 was devoted to analysing the final reports and the closure of the various files. After all payments had been made, **a total amount of US\$ 1,871,496 had been paid to the NOCs.**

Europe: in 2003, a total of **47 European NOCs** received assistance for the preparation of their athletes for the European Youth Olympic Festival (EYOF) in Bled (winter) and Paris (summer), and the 2003 Games of the Small States of Europe (GSSE) in Malta. **The total amount awarded to the NOCs for 2003 was US\$ 927,518**, which, when added to the US\$ 548,890 granted for the 2001 editions, represents a total of US\$ 1,476,408 for the European continent under the 2001–2004 quadrennial plan.

Oceania: as in the first two years of the 2001–2004 quadrennial plan and in accordance with the agreements drawn up with ONOC, **12 Oceanian NOCs shared the US\$ 75,000 allocated** to ONOC each year by Olympic Solidarity. The main event of 2003 was the South Pacific Games in Fiji, the most eagerly anticipated competition for many NOCs in the region. Priority was therefore given to the preparation of athletes for this event through specific training programmes for each NOC in the following sports: archery, athletics, badminton, basketball, boxing, canoeing, judo, swimming, tennis, triathlon, volleyball, weightlifting and wrestling.



"Team FSM" (Federated States of Micronesia) – XII South Pacific Games

Talent deserves rewards

This programme, now in its third year, **helps NOCs to set up or improve their systems for identifying young, talented athletes**, as well as enabling athletes who have not previously been awarded Olympic scholarships to train in high-level centres recognised by the IFs or, in exceptional cases, to receive financial assistance directly linked to a specific training programme.

With regard to the identification of young, talented athletes, which is the primary objective of the programme, it is not surprising that the number of projects fell in 2003, since the NOCs, having identified their athletes in 2001 and 2002, tended to choose the second option in order to work more specifically with the young athletes they had identified in previous years. Olympic Solidarity noted that, during this third year of the quadrennial plan, **athlete identification systems became increasingly sophisticated** and that **the tests carried out resulted in a higher quality of work**.

As far as the training of young athletes is concerned, the standard of these athletes continues to improve and the results achieved in international competitions – particularly world youth championships – illustrate how useful this assistance can be. Furthermore, this programme concerns a wide variety of sports: 21 Olympic summer sports and four Olympic winter sports. Finally, **technical cooperation**

with the IFs was strengthened further since, alongside the recommendations, analyses and specific follow-up included in the vast majority of projects, seven IFs (compared to four in 2002) set up high-level training courses which enabled around 100 young athletes to train in the best possible conditions.

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.

2003 Budget: US\$ 2,500,000

During 2003, we were also pleased to note that **some young, talented athletes had made significant progress, achieving even better results** than they had hoped for. For example, even though their Olympic aspirations were mainly aimed at Beijing in 2008, 11 athletes had qualified for the Athens Olympic Games by 31 December 2003 (Asia: 3, Africa: 6, Europe: 2). The Youth Development Programme therefore obtained much more positive results than had been predicted 12 months earlier.



Zeina Shaban (Jordan), young talented athlete in table tennis

Training for young athletes

Continent	Participating NOCs	
Africa	20	ALG, ANG, BDI, BUR, CIV, CMR, EGY, ETH, GHA, GUI, KEN, MRI, NGR, NIG, RSA, SEN, SUD, TUN, UGA, ZAM
America	16	BAR, BER, BRA, CHI, COL, CUB, DOM, ECU, ESA, GUA, HON, JAM, PER, SUR, TRI, URU
Asia	9	CHN, IND, JOR, KOR, KSA, LIB, THA, TKM, TPE
Europe	20	ALB, ARM, BIH, BUL, CZE, FRA, GBR, GEO, HUN, ISL, ISR, LAT, MDA, POL, POR, ROM, SCG, SLO, SUI, SVK
Oceania	–	–
Total	65	

Identification of young talent

Continent	Participating NOCs	
Africa	12	BDI, BEN, BUR, CGO, GBS, GHA, GUI, MAR, MLI, RWA, STP, ZIM
America	10	BAR, BRA, GRN, GUA, HAI, HON, LCA, PAR, SUR, TRI
Asia	6	BHU, BRN, LIB, MGL, NEP, UZB
Europe	4	FIN, LTU, MLT, NOR
Oceania	14	ASA, AUS, COK, FIJ, FSM, KIR, NRU, NZL, PLW, PNG, SAM, SOL, TGA, VAN
Total	46	



Detection of young athletes in St Lucia

Working



together



to win



The expert Mr Stanislaw Zabrodskiy (Ukraine) giving instructions at a technical course for female archery coaches in Tajikistan

➤ During 2003, third year of the quadrennial plan, the programmes offered by Olympic Solidarity in the area of coaching have continued to prove very popular among the NOCs thus demonstrating, once again, **the importance attached by the NOCs and national federations to the training and education of coaches.**

The programme of technical courses, offering basic level training for coaches in all the Olympic sports, continues to be extremely popular. Proof of this can be seen in the high number of courses organised in 2003 despite the fact that it was a busy year for many NOCs, which were occupied in preparing their teams for participation in Regional and Continental Games.

Continued enthusiasm of coaches for technical courses

Even more opportunities have been developed for national coaches to benefit from mid-term, high level training courses in Universities and high level training centres through the scholarship programme. Such courses, specifically designed for the Olympic scholarship holders, are now systematically organised on an annual basis in three different languages (French, English and Spanish).

However, and once again, **the biggest success has been the “Development of National Coaching Structure Programme”**. From the statistics, which you will find in the following pages, you will note that the number of projects carried out by the NOCs in 2003 within the framework of this programme has increased quite significantly compared with 2002.

The success of the coaching programmes throughout 2003 is a clear example that the NOCs have understood the vital role which is played by the coach and are doing their utmost to take maximum benefit from the opportunities available in order to raise the level of sport in their respective countries.

302 technical courses planned

The third year of the quadrennial plan once again **demonstrated the tremendous interest shown by the NOCs in the Technical Courses for Coaches Programme**, which meets a clear basic need for training courses in all Olympic sports. These technical courses are organised by Olympic Solidarity in close collaboration with each International Federation. Level 1 courses take place at national level, while level 2 courses may be organised on a regional basis. During 2003, **302 technical courses** were organised. It should also be noted that, exceptionally, 37 courses were postponed from 2002 for a number of NOCs, which had been unable to organise them for reasons beyond their control.

Olympic Solidarity would like to maintain interest levels in this programme during 2004. Since 2002 NOCs have been asked to submit a summary of curriculum content, a list of participants and a detailed breakdown of the budget. The aim is to strengthen collaboration with the IFs in order to improve the quality of training courses and follow-up of participants. To this end, Olympic Solidarity has created new evaluation forms to be completed independently at the end of the course by the NOCs and experts, who are free to add any comments or remarks. The experts are required to submit their evaluation directly to Olympic Solidarity, sending a copy to their International Federation.

As was the case in 2001 and 2002, the EOC and ONOC were given full responsibility for managing the programme of technical courses for coaches, following the decentralisation process whereby responsibility for some programmes was transferred to the Continental Associations. **During 2003, coaches in 28 different sports received training.** The most common sports were athletics, tennis, basketball, judo and volleyball.

Technical Courses

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

2003 Budget: US\$ 2,750,000

Technical courses planned

Continent	Technical courses	NOCs
Africa	111	48
America	90	33
Asia	98	36
Europe	3	3
Oceania	*	14
Total	302	134

* 88 courses planned through "NOC activities" continental programme

Distribution by sport

Sport	Total	(%)
Athletics	30	(9.9)
Rowing	5	(1.6)
Badminton	5	(1.6)
Baseball	2	(0.7)
Basketball	21	(7)
Boxing	13	(4.3)
Canoeing	6	(2)
Cycling	16	(5.3)
Equestrian sports	3	(1)
Fencing	7	(2.3)

Sport <i>(cont.)</i>	Total	(%)
Football	12	(4)
Gymnastics	9	(3)
Weightlifting	9	(3)
Handball	15	(5)
Hockey	2	(0.7)
Ice hockey	1	(0.3)
Judo	18	(6)
Wrestling	12	(4)
Swimming	14	(4.6)
Softball	4	(1.3)

Sport <i>(cont.)</i>	Total	(%)
Taekwondo	15	(5)
Tennis	29	(9.6)
Table tennis	17	(5.6)
Shooting	5	(1.6)
Archery	4	(1.3)
Triathlon	3	(1)
Sailing	7	(2.3)
Volleyball	18	(6)
Total	302	(100)



The expert Glen Wilson (Australia) giving a demonstration with a participant at a technical course in cycling in Bangkok, Thailand

New training opportunities for coaches

Although the Scholarships for Coaches Programme has existed for many years, Olympic Solidarity, in order to help the NOCs meet coaching needs more effectively, introduced two types of support for the current quadrennial plan: “**sciences applied to sport training**” and “**specific sports training**”. The first option enables NOCs to send a coach to attend a training programme abroad, either in a university or a high-level training centre. The second helps them to meet specific training needs, enabling NOCs to create an “à la carte” programme for a particular coach in co-operation with a sports club or training centre specialising in the candidate’s sport.

The 122 applications received by Olympic Solidarity in 2003 illustrate the high level of interest among NOCs in this programme, even though the total was lower than the previous year (150 applications in all). Having closely examined the applications with the International Federations, Olympic Solidarity granted 98 scholarships in total, 87 in “sciences applied to sport training” (compared to 100 in 2002) but only 11 in “specific sports training” (compared to 25 in 2002). It should be noted that this fall is due in particular to the fact that the specific training programme run by the International Cycling Union at the World Cycling Centre (WCC) in Aigle (Switzerland) was cancelled after the IF decided to review its training strategy.

During 2003, **Olympic Solidarity continued its efforts to offer other coach education opportunities**, with 14 French-speaking coaches attending the SISOM (Stage International Swiss Olympic Macolin) programme run by the Centre National Suisse de Sport de Macolin. Six coaches took part in the

“Programme d’Appui International au Sport Africain et des Caraïbes” (International Support Programme for African and Caribbean Sport – PAISAC) at the National Multisport Center in Montreal (Quebec, Canada), demonstrating the quality of this

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.

2003 Budget: US\$ 1,000,000

programme, which was set up in 2002. The Semmelweis University in Budapest and the CAR (Centro de Alto Rendimiento) in Barcelona again attracted a high level of interest from the NOCs, with 44 and 28 candidates respectively taking part in their three-month Spring and Autumn training programmes.

It is clear that **the Scholarships for Coaches Programme is proving very popular with the NOCs**. However, there is still room for improvement, especially in the specific sports training section, where the NOCs often have trouble bringing their projects to a conclusion or finding a centre willing to accommodate their coaches. In order to address this problem, Olympic Solidarity has begun talks with the International Federations and with the ICCE (International Council for Coach Education), whose bi-annual conference was held in Vancouver, Canada. The aim of these discussions is to provide the NOCs with partners specialising in the different sports (IFs) and in coach education (ICCE) in order to help them complete their projects.



Participants of the International Coaching Course (ICC) Autumn 2003, Semmelweis University, Budapest

Scholarships for Coaches “specific sports training”

Continent	Participating NOCs		Scholarship holders		
			Men	Women	Total
Africa	4	CIV, KEN, MRI, NGR	4	–	4
America	1	GUA	1	–	1
Asia	1	MGL	1	–	1
Europe	5	ALB, CRO, SMR, SVK, TUR	3	2	5
*Oceania	4	COK, FIJ, FSM, SOL	–	–	–
Total	15		9	2	11

* within this programme, the NOCs organised various courses in several different sports

Scholarships for Coaches “sciences applied to sport training”

Continent	Participating NOCs		Scholarship holders		
			Men	Women	Total
Africa	34	ANG, BDI, BEN, BUR, CAF, CGO, CMR, COD, CPV, EGY, GAB, GAM, GBS, GEQ, GHA, GUI, LES, MAD, MAW, MLI, MOZ, NIG, RWA, SEN, SEY, SLE, STP, SUD, TAN, TOG, TUN, UGA, ZAM, ZIM	38	4	42
America	23	ANT, ARG, ARU, BAR, BRA, COL, CUB, DOM, ECU, ESA, GUA, GUY, HAI, MEX, NCA, PAN, PAR, PER, PUR, SKN, TRI, URU, VEN	26	3	29
Asia	14	BHU, IND, IRI, JOR, MAS, MDV, PHI, PLE, PRK, SIN, SRI, TJK, UAE, YEM	14	2	16
Europe	–	–	–	–	–
Oceania	–	–	–	–	–
Total	71		78	9	87

Scholarships for Coaches by sport and by continent

Sport	Africa	America	Asia	Europe	Oceania	Total (%)
Athletics	5	2	–	–	–	7 (8)
Badminton	–	–	1	–	–	1 (1.1)
Basketball	7	3	–	–	–	10 (11.5)
Boxing	2	1	5	–	–	8 (9.2)
Canoeing	–	–	1	–	–	1 (1.1)
Cycling	2	–	–	–	–	2 (2.3)
Fencing	–	1	–	–	–	1 (1.1)
Football	3	4	2	–	–	9 (10.3)
Gymnastics	–	2	1	–	–	3 (3.4)
Weightlifting	–	1	–	–	–	1 (1.1)
Handball	9	1	–	–	–	10 (11.5)
Hockey	–	1	–	–	–	1 (1.1)
Judo	1	4	1	–	–	6 (6.9)
Wrestling	1	2	2	–	–	5 (5.7)
Swimming	2	2	1	–	–	5 (5.7)
Taekwondo	–	1	–	–	–	1 (1.1)
Tennis	–	1	–	–	–	1 (1.1)
Table tennis	5	1	–	–	–	6 (6.7)
Volleyball	4	1	2	–	–	7 (8)
Others	1	1	–	–	–	2 (2.3)
Total	42	29	16	–	–	87 (100)



Technical wrestling course in China

National structure for coaches, growing rapidly

In the third year of the 2001–2004 quadrennial plan, this development programme was once again very popular with the NOCs. It continues to grow remarkably quickly, **with the number of programmes rising from 22 in 2001 to 32 in 2002 and 45 in 2003**. There was therefore a 42% increase between 2002 and 2003.

As a result of this encouraging increase, Olympic Solidarity is continuing its efforts to support these development programmes, and certain improvements might still be made in order that, in the

future, this programme can continue to meet ever-growing needs. For example, Olympic Solidarity has identified certain aspects (level of remuneration for experts, difficulty of finding people available for a relatively long period, etc.) which should be considered carefully in order to best meet the needs of the NOCs.

Finally, it is also interesting to note that the final reports, submitted after each project is completed, **highlight the positive effects at every level (athletes, coaches, clubs, feder-**

ation and NOC). These recurring benefits serve to encourage the NOCs, once they have carried out one programme, to conduct a new project for a different sport the following year.

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.

2003 Budget: US\$ 1,000,000



Mr S Thapornpese (Thailand) assisting the Lao archery team within the programme for developing a national coaching structure (Lao)

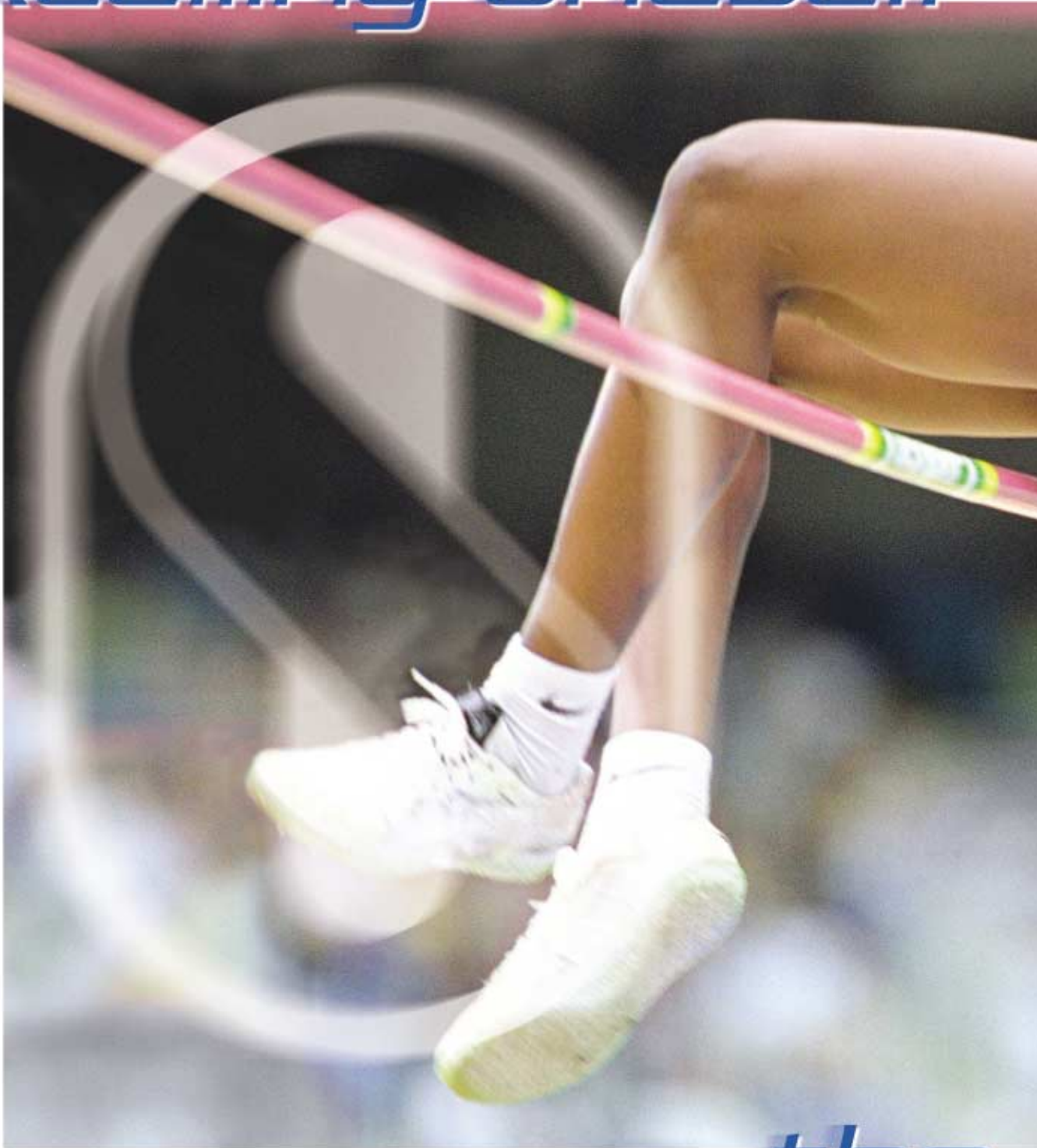
Development programmes by continent and by NOC

Continent	Number of programmes	Participating NOCs	
Africa	11	11	ALG, ANG, BUR, LES, MAD, MLI, NAM, NIG, SEN, SWZ, YEM
America	17	12	ARG, ARU, BER, BRA, DMA, ECU, HAI, HON, PAR, PER, PUR, URU
Asia	6	6	BHU, BRN, IND, IRI, LAO, PAK
Europe	9	9	ALB, CY, CZE, GRE, MLT, POL, ROM, SCG, TUR
Oceania	2	2	FIJ, FSM
Total	45	40	

Development programmes by sport and by continent

Sport	Africa	America	Asia	Europe	Oceania	Total (%)
Athletics	1	1	–	1	–	3 (6.6)
Rowing	–	2	–	1	–	3 (6.6)
Baseball	–	–	–	–	2	2 (4.4)
Basketball	3	–	–	–	–	3 (6.6)
Boxing	–	–	–	1	–	1 (2.2)
Canoeing	–	–	1	–	–	1 (2.2)
Cycling	1	1	–	–	–	2 (4.4)
Fencing	–	2	–	1	–	3 (6.6)
Gymnastics	1	2	–	–	–	3 (6.6)
Weightlifting	–	2	–	–	–	2 (4.4)
Handball	–	1	–	–	–	1 (2.2)
Hockey	–	1	–	–	–	1 (2.2)
Judo	–	1	–	1	–	2 (4.4)
Wrestling	1	–	–	–	–	1 (2.2)
Ice skating	–	–	–	1	–	1 (2.2)
Skiing	–	–	1	1	–	2 (4.4)
Taekwondo	1	–	–	–	–	1 (2.2)
Tennis	3	2	1	–	–	6 (13.3)
Table tennis	–	–	1	1	–	2 (4.4)
Shooting	–	–	1	1	–	2 (4.4)
Archery	–	–	1	–	–	1 (2.2)
Volleyball	–	1	–	–	–	1 (2.2)
Others	–	1	–	–	–	1 (2.2)
Total	11	17	6	9	2	45 (100)

Excelling oneself



the



greatest ideal



Course for sports administrators, Tanzania

➤ It is clear that NOCs have recognised the essential role a solid management structure plays in providing of the necessary support to their athletes and coaches. **The five World Programmes within the NOC Management area** are dedicated to strengthening the NOCs' operational capabilities, facilitating education and training for sports administrators active in the sports system and offering assistance tailored to the individual NOCs' needs.

Enhanced management for effective administration

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.

Throughout the year, **there was an increase in the NOCs' use of the familiar programmes** which many NOCs have grown to rely on. Each programme saw a rise in demand, with more NOCs requesting aid in new areas and, consequently, higher amounts of funds contributed by Olympic Solidarity to the development of NOC administration. We hope that this trend continues into 2005 and that all NOCs will be able to benefit from the support offered through the five NOC Management programmes.

IT Development at the core of modern management

As in the first two years of this quadrennial plan, **NOCs were eligible to request an annual administrative subsidy of US\$ 20,000.** In 2003, 199 NOCs had requested and were awarded this form of support, meant to assist NOCs with their general operating costs, such as office rent, staff salaries, telecommunication fees, meetings, etc. Before receiving the funds, NOCs certified that the 2002 subsidy had been used for the purposes set out in their 2002 applications and specified how they intended to use the grant in 2003.

Due to the great interest in the IT Development sub-programme and the high demand for funding allowing NOCs to stay abreast of technological progress, more than 70% of the quadrennial budget had been spent in the first two years of this quadrennial plan, allowing NOCs to reach the minimum standard of their IT equipment. In order to enable all NOCs to take advantage of this form of assistance before the funds had been entirely exhausted, a deadline was set for all applications to be considered in this quadrennial. By June 2003, **152 NOCs had applied for a subsidy towards the purchase of information technology equipment and related**

staff training. The remaining balance of the budget was distributed among these NOCs who, in order to receive the allocated amount, had to submit the financial justification of their projects by 15 March 2004.

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.

2003 Budget: US\$ 4,400,000

IT Development

Continent	Requests from NOCs	
Africa	42	ALG, ANG, BDI, BEN, BOT, BUR, CGO, CIV, COM, DJI, ERI, ETH, GAB, GAM, GBS, GEQ, GHA, GUI, LBA, LBR, LES, MAD, MAR, MAW, MLI, MOZ, MRI, NAM, NGR, NIG, RSA, RWA, SEN, SEY, SLE, SOM, STP, SWZ, TAN, TOG, UGA, ZIM
America	33	AHO, ANT, ARG, BAR, BOL, BRA, CAN, CAY, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GRN, GUA, GUY, HAI, HON, JAM, LCA, MEX, PAN, PAR, PER, PUR, SKN, TRI, URU, VEN, VIN
Asia	34	BAN, BHU, BRN, CAM, CHN, HKG, INA, IND, IRI, KAZ, KGZ, KOR, KSA, KUW, LAO, LIB, MAS, MDV, MGL, MYA, PHI, PRK, QAT, SIN, SRI, SYR, THA, TJK, TKM, TPE, UAE, UZB, VIE, YEM
Europe	32	ALB, AND, ARM, AUT, AZE, BEL, BLR, BUL, CRO, CZE, ESP, EST, FIN, GEO, GRE, ISL, ISR, ITA, LAT, LTU, MDA, MKD, MLT, POL, POR, ROM, SLO, SMR, SVK, TUR, UKR, YUG
Oceania	11	AUS, COK, FIJ, FSM, GUM, NZL, PLW, PNG, SOL, TGA, VAN
Total	152	



Launching of website, NOC of Gambia (IT Development Programme)

Sports administration courses: reaching out from grassroots to higher management

The pre-Olympic year saw an **increase in the number of sports administrators courses** approved world-wide, with 183 courses organised by 73 NOCs.

Twelve NOCs joined the programme in 2003 by holding induction courses and certifying National Course Directors, who will be responsible for conducting the future courses for sports administrators in their respective countries. Three other NOCs devoted one of the 2003 courses to the retraining of their National Course Directors or certifying new ones, **in order to more efficiently meet the growing demand for sports management training.**

A very positive trend was observed, which was shown by NOCs' interest in conducting an analysis of the impact of the sports administrators courses held thus far on the development of the manage-

ment skills of their sports administrators. With such requests, Olympic Solidarity supported the idea of one of the courses an NOC can organise annually, according to the programme guidelines, being devoted to such an evaluation. Olympic Solidarity encourages all NOCs active in this programme to conduct similar studies.

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.

2003 Budget: US\$ 500,000

Courses organised by continent and by NOC

Continent	Number of courses	Number of participants	Participating NOCs	
Africa	63	1,716	25	1 course: ANG, DJI, MRI, UGA 2 courses: BOT, CAF, GAM, LBA, NAM, NIG, ZAM 3 courses: BDI, BEN, ETH, GBS, GEQ, GHA, LES, RSA, MOZ, SWZ, TAN 4 courses: BUR, MAW, ZIM
America	52	1,690	22	1 course: AHO, ARU, BAR, BRA, CUB, DMA, GUY, MEX, SUR 2 courses: ECU, HAI, TRI 3 courses: COL, ESA, CHI 4 courses: ARG, CRC, GUA, HON, NCA, PAR, PER
Asia	57	1,482	19	1 course: HKG, LIB, SIN 2 courses: BRN, PAK 3 courses: BAN, BHU, CAM, MYA, SRI, THA, UZB 4 courses: IND, IRI, LAO, MAS, MGL, TJK, VIE
Europe	6	166	3	1 course: ISL 2 courses: ROM 3 courses: ARM
Oceania	5	*	4	1 course: AUS, FSM, FIJ, SOL, TGA
Total	183	5,054	73	

* Results not provided by ONOC



Course for female sports administrators – distribution of certificates (Libyan Arab Jamahiriya)



Participants in a course for sports administrators (Namibia)

Higher level education tailored to NOCs

More than 90 sports administrators, representing 80 NOCs, took advantage of the High Level Education Scholarships Programme in 2003. The first "world edition" of the Executive Masters in Sports Organisation Management, **MEMOS VI**, took place between February and December 2003, bringing together 34 sports managers nominated by NOCs from Africa, America, Asia and Oceania. This special edition of MEMOS was offered for the first time exclusively to NOC staff or volunteers from outside of Europe. **The participants studied topics related to the management of Olympic sports** organisations in a series of four one-week modules, each focusing on a different aspect of management. Their MEMOS commitment continued between modules through independent work on a project that had to be tied to the work of the organisation they represented. Whether at the location of the module or back home, the students remained in contact with their tutors throughout the period of the programme. During the last module, held in Lausanne, the participants defended their projects in front of examining boards and, afterwards, made public presentations at the Olympic Museum. **MEMOS VI** concluded with the official graduation ceremony,

during which Ms. Gunilla Lindberg, an IOC member and the newly-elected Secretary General of the Association of National Olympic Committees, presented diplomas to the graduates.

The **MEMOS V** graduates, including 14 NOC representatives and Olympic Solidarity scholarship holders, finished their studies in September 2003. At the same time, the students of **MEMOS VII** were starting their course. Out of 33 MEMOS VII participants, 25 had been nominated by their NOCs and had received Olympic Solidarity scholarships.

The remaining participants came from national or international federations and other sports organisations. The MEMOS VII students will return to Lausanne to conclude their studies in October 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.

2003 Budget: US\$ 500,000

Scholarships by continent

Continent	2003 "à la carte" scholarship recipients	2003 DESS scholarship recipients	2003 MEMOS VI scholarship recipients	2003-2004 MEMOS VII scholarship recipients
Africa	BEN, SLE, SWZ	ALG, ANG, BDI, CMR, CAF, CIV, GAB, GEQ, MLI, NIG, RWA, STP, SEN, ACNOA	ERI, ETH, KEN, NAM, NGR, SEY, SOM, SUD, TAN, OLYMPAFRICA	GHA, MRI
America	ARG	HAI, NCA	ARG, BAH, CHI, COL, ESA, USA, SUR, TRI, VIN	COL, ECU, GUY, JAM, USA, VIN
Asia	JPN, OMA, PRK	CHN, KOR	KSA, CHN, KOR, IRI, KAZ, LAO, MAS, OMA, QAT, SRI, VIE	BAN, CHN, KUW, LIB, TJK, TKM, UZB
Europe	SVK	BIH	–	ALB, CZE, FIN, GER, GRE, ISL, LIE, MLT, NOR, POR, ROM, SLO, YUG
Oceania	AUS, TGA	–	FSM, NZL, PLW, TGA	–
Total	10	19	34	28

The DESS programme (Diplôme d'Etudes Supérieures Spécialisées: Encadrement et direction de structures et d'organismes sportifs) was offered to the French-speaking sports administrators in parallel with MEMOS VI. Nineteen NOCs from Africa, America, Asia and Europe took advantage of this opportunity and witnessed their managers following the course. Between February and September 2003, the DESS participants, much like their colleagues enrolled in MEMOS, learned about various aspects of sports organisation management and developed a project to benefit the sports system in their country.

As in 2002, ten "à la carte" scholarships of USD 12,000 were awarded to NOC candidates to complete a masters level course in sports administration at a university of the applicant's choice. To date, three of the 2002 High Level Education scholarship holders have concluded their studies with excellent results, while the remaining seven will finish in 2004.



Participants in the MEMOS VI course

Sharing expertise among NOCs

The requests for NOC Management Consultancy received in 2003 continued to centre around marketing issues. Furthermore, Olympic Solidarity and Meridian Management SA identified a group of marketing specialists ready to respond to NOCs' requests for consultancy in their area of expertise. Other consultancy topics included, among others, event management, media relations and management of human resources.

In 2003, 11 NOCs benefited from this programme mainly in receiving assistance from external consultants or experts from other NOCs. Since the beginning of the current quadrennial plan, a total of 57 requests have been received and 41 projects have been completed.

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.

2003 Budget: US\$ 150,000

In 2004, Olympic Solidarity will continue to **promote the format of the NOC Management Consultancy programme** through which expertise of NOCs is shared with other NOCs in need of assistance in a specific area.



Preparing an annual calendar of sports events and a plan for the maintenance of sports facilities by the NOC of Federated States of Micronesia with the assistance of expert Willem Sakovich

Requests from NOCs since the beginning of the programme

Continent	NOC requests		Projects completed	
Africa	12	ANG, BOT, CIV, EGY, LBA, MAD, MAW, RWA, SEY, STP, SWZ, ZIM	9	ANG, CIV, EGY, LBA, MAD, RWA, SEY, STP, ZIM
America	17	BAR, BIZ, CAY, CHI, DOM, ECU, ESA, GRN, HAI, HON, ISV, LCA, PAR (2), SUR, TRI (2)	11	BIZ, CAY, DOM, ECU, ESA, ISV PAR (2), SUR, TRI (2)
Asia	9	CAM, IND (2), IRI, JOR, KAZ, LIB, MAS, NEP	7	CAM, IND, IRI, JOR, KAZ, LIB, MAS
Europe	12	ALB (2), AZE, EST, GEO, ISR, MLT (2), NED, POL, SVK (2)	9	ALB (2), EST, MLT (2), NED, POL, SVK (2)
Oceania	7	FSM (2), NZL, PNG, SAM, TGA (2)	5	FSM, PNG, SAM, TGA (2)
Total	57		41	



Marketing Consultancy Seminar – members of the NOC of Trinidad and Tobago with marketing expert Mr Damjan Pintar (Slovenia)

Regional Forums address NOCs' specific needs

One year before the Games of the XXVIII Olympiad in Athens, the focus of the regional forums was on preparing a delegation for Olympic or Regional Games. The IOC NOC Relations Department, in cooperation with Olympic Solidarity, conducted 12 sessions targeted at NOC Chefs de Mission. The aim of this project was to present a set of best practices leading towards the successful participation of an NOC in a multi-sport event and to provide a forum for discussion of NOCs' policies and experiences. A publication compiling the information for NOCs preparing for the Games, "**NOC Games Preparation, Proven Practices and Guidelines**", was published in English, French, Spanish, Russian and Arabic, and was distributed to all NOCs in the language of their choice.

The forums were conducted over the five continents.

- **In Africa**, ANOCA organised a total of 4 forums, in Tunis for zones 1 and 2; in Lome for zones 3 and 4; in Addis Ababa for zones 5 and 6; and in Victoria Falls for zones 6 and 7.

Regional Forums (new programme)

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

2003 Budget: US\$ 1,000,000

- **In America**, PASO organised two forums in Mexico.
- **In Asia**, OCA organised two forums in Dubai, the first for the NOCs of Central Asia and the second for the NOCs of South and West Asia in addition to a forum in Bangkok for NOCs of South-East Asia and a forum in Seoul for NOCs of East Asia.
- **In Europe**, the EOC combined the organisation of the forum on “Preparing a delegation for the Olympic Games and Regional Games” with their IV Technical Seminar on “Constructing an Olympic Team” in Brussels in addition to organising the “II Forum of European Athletes” in Tallinn.
- **In Oceania**, ONOC organised a forum in Fiji.

The National Olympic Committee of Armenia, in cooperation with the European Olympic Committees, the Olympic Council of Asia and Olympic Solidarity, organised a regional forum on management and marketing for the NOCs of the former Soviet Republics. The forum took place on 9-12 October 2003 in Tsaghkadzor, Armenia. Eleven NOCs from Europe and Asia participated in the forum.



Regional forum on the subject of management & marketing, October 2003, in Armenia

Beauty of sport



Harmony



of effort



Participants of a seminar on women & sport, November 2003, Niger

➤ The programmes grouped under the heading “Special Fields” complement those included in the other sections. **Most are run in close collaboration with the relevant IOC Commissions** in order to ensure a common policy on these matters. Their primary objective is to make a significant contribution to the promotion of certain fields linked to sports development and Olympic values. The growing desire among NOCs to take these aspects into account is reflected in the excellent results achieved this year and in the quality and diversity of the requests received. This diversity is especially evident in the requests received for the new programmes launched in 2001, i.e. “Culture and Education” and “NOC Legacy”.

Special Fields: eight successful programmes

In 2003, the IOC World Conference on Sport and the Environment was held in Turin, on the theme “Partnerships for Sustainable Development”, and the second round of regional “Women and Sport” seminars was completed with eight seminars held across the various continents. Another significant event this year was the meeting for chefs de mission held in Athens by ATHOC (Organising Committee for the Athens Olympic Games), where delegations were able to clarify many different organisational and logistical issues and take stock of the situation one year prior to the start of the Games of the XXVIII Olympiad. The “Sport for All” programme has also proved very successful, with many NOCs keen to participate. This is probably due to the effects of the IOC World Sport for All Congress, which was held in Arnhem the year before.

Through its eight specific programmes, Olympic Solidarity offers the NOCs and their representatives a whole range of possibilities. The latter are able to attend world conferences in order to keep up-to-date with global developments in various fields and to create communication networks or even develop in their own countries a policy and action plan in accordance with their needs.

Effective promotion of sports medicine

At the request of the IOC Medical Commission, an education sub-programme was created this year. A budget of US\$ 50,000, available until the end of the quadrennial plan, was allocated to each continent, via its representative, for specific activities or initiatives designed to help doctors or physiotherapists. The funds allocated in 2003 helped, for example, to cover participation fees for sports medicine conferences and the cost of further training. This sub-programme was used by Oceania, Europe and Asia.

As is customary, **Olympic Solidarity provided a significant contribution to the funding of this programme's main activity**, sports medicine courses for the NOCs. These courses are run under the auspices of the IOC Medical Commission and aim to give doctors, physiotherapists and coaches basic or further knowledge in scientific fields related to sports medicine.

Sports Medicine

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

2003 Budget: US\$ 525,000

Olympic Solidarity also continues to pay, on behalf of each NOC, the US\$ 40 annual subscription to the weekly publication Sportsmed, which is disseminated via the NOC Extranet.

Finally, as part of this quadrennial plan, an annual budget of US\$ 10,000 was granted 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.

Sports medicine courses

Continent	NOCs that organised courses	
Africa	3	CGO, GUI, NAM
America	4	BRA, DOM, PAN, VIN
Asia	2	IRI, NEP
Europe	10	ALB, BLR, CRO, ESP, GEO, GER, IRL, MLT, SUI, TUR
Oceania	1	PNG
Total	20	



National seminar on sports medicine, Brazzaville (Congo), 13-21 March 2003

An environment for sustainable development



The emblem of the IOC Sport and Environment Commission

There is no doubt that the **environment and its preservation are closely linked to sport**. This is true not only in relation to major sports events such as the Olympic Games, but also with smaller events and the day-to-day training of athletes in natural environments or appropriate, secure infrastructures. The Sport and Environment Programme, run in close collaboration with the IOC Sport and Environment Commission, promotes the respect and protection of the environment in these areas.



The main event of this year was the **V IOC World Conference on Sport and the Environment**, held in Turin on 2 and 3 December 2003. The theme of this conference, which was organised with the cooperation of the United Nations Environment Programme (UNEP) and the Organising Committee of the XX Olympic Winter Games in Turin (TOROC), was "Partnerships for Sustainable Development". The forum and the various workshops that were held gave the delegates a chance to study the action plans that the Olympic Movement and its partners are proposing in order to combine their efforts and work together to implement Agenda 21. **45 NOCs (10 from each continent and 5 from Oceania)**, selected by their respective Continental Association, received financial assistance from Olympic Solidarity to cover transport and accommodation costs for one delegate.

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.

2003 Budget: US\$ 250,000

Also as part of this programme, the NOCs can ask Olympic Solidarity to support activities they hope to organise in this field at national level. These initiatives include the organisation of seminars and the launch of awareness-raising campaigns and site rehabilitation programmes run jointly with governments.

V World Conference on Sport and the Environment

Continent	NOCs which received financial assistance	
Africa	11	BDI, CAF, CIV, ETH, KEN, LES, MAR, NIG, SEN, SWZ, TUN
America	10	BAH, CRC, CUB, ECU, GRN, GUA, HAI, LCA, PER, SKN
Asia	10	CHN, IND, JOR, JPN, KOR, MAS, OMA, PAK, THA, UZB
Europe	10	CRO, CZE, FIN, GER, ISL, ISR, LAT, LTU, MLT, POR
Oceania	4	FIJ, NZL, SAM, TGA
Total	45	

Individual NOC initiatives

Continent		Accepted	Under consideration	
Africa	2	GUI, LBA	1	STP
America	1	CHI	–	–
Asia	2	BAN, MGL	–	–
Europe	4	LAT, ROM, SVK, YUG	–	–
Oceania	1	FIJ	–	–
Total	10		1	



Children involved in a reforestation project and land cleaning in Tsaghkadzor, Armenia

All in favour of women's sport!

Run jointly with the IOC section for the advancement of women on the basis of guidelines laid down by the IOC Women and Sport Commission, this programme is specifically dedicated to activities aimed at promoting and **increasing women's participation in sport at all levels.**

Launched during the previous Olympic Solidarity quadrennial plan, the second round of regional seminars was completed this year. Eight seminars organised by the IOC were held in Africa, America, Asia and Europe, attended by a total of 142 NOCs. The aim of the seminars was to update the situation in each country since the previous meeting; to measure the progress made and successes achieved; as well as to define problems that remained. The recommendations adopted at the end of each seminar will serve as a framework for the next IOC world conference to be held in March 2004. **The delegates appointed by their respective NOCs are women actively** involved in national sport as administrators, coaches, athletes or technical experts. By attending these seminars, they were able to obtain the latest information on the global women's sports movement in general and on the IOC's policies and position; to learn about women's sport in their region; to exchange opinions and experiences; to develop a communication

network; and to draw up a strategic plan which they can apply in their respective countries on their return, thereby contributing to all their NOCs' efforts **to enhance women's integration in sport.** In agreement with Olympic Solidarity, the IOC ensures through this programme that one delegate from each NOC can participate in each women and sport seminar.

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.

2003 Budget: US\$ 350,000

IOC regional seminars

Location	Dates	Participating NOCs
Dakar, Senegal	09 04 03 – 12 04 03	ALG, ANG, BDI, BEN, BUR, CAF, CGO, CHA, CIV, CMR, COM, DJI, GBS, GEQ, GUI, MAD, MAR, MLI, MOZ, NIG, RWA, SEN, TOG
Warsaw, Poland	28 04 03 – 30 04 03	ARM, AZE, BLR, BUL, CZE, EST, GEO, HUN, LAT, LTU, MDA, POL, ROM, RUS, SVK, UKR
Nairobi, Kenya	10 06 03 – 13 06 03	BOT, CPV, EGY, ERI, ETH, GAM, GHA, KEN, LBR, LES, MAW, MRI, NAM, NGR, RSA, SEY, SLE, SUD, SWZ, TAN, UGA, ZAM, ZIM
La Paz, Bolivia	11 09 03 – 14 09 03	ARG, ARU, BIZ, BOL, BRA, CHI, COL, CRC, ECU, ESA, GUA, HON, MEX, PAN, PAR, PER, SUR, URU, VEN
Port of Spain, Trinidad & Tobago	17 09 03 – 20 09 03	AHO, ANT, BAH, BAR, CAN, CAY, CUB, DMA, DOM, GRN, HAI, ISV, JAM, LCA, PUR, SKN, TRI, USA, VIN
Bangkok, Thailand	20 10 03 – 23 10 03	BRU, CAM, CHN, HKG, INA, JPN, LAO, MAS, MGL, PHI, PRK, SIN, THA, TLS, TPE, VIE
Lausanne, Switzerland	17 11 03 – 19 11 03	BEL, DEN, FIN, GBR, IRL, ISL, NED, NOR, SUI, SWE
Beirut, Lebanon	09 12 03 – 12 12 03	BAN, BHU, BRN, IND, JOR, KAZ, LIB, MDV, OMA, PAK, SRI, SYR, TJK, UAE, UZB, YEM

Alongside these seminars, the Women and Sport Programme has been structured so that the NOCs can obtain assistance to develop a series of projects at national level and thus set up a proper structure to promote women's participation in sport. Each individual NOC request was studied in collaboration with the IOC section for the advancement of women in order to guarantee that these new initiatives formed part of a coherent overall policy in this field.



1st National Forum on Women and Sport (Guinea), members of the National Women and Sport Commission during the closing ceremony



Participants in the IOC regional seminar for Asian NOCs, Beirut (Lebanon), 9-12 December 2003

During 2003, **Olympic Solidarity granted more requests than ever before since the programme was launched in 1997**. This shows that the programme's objective has been well understood and that people are becoming increasingly aware of what needs to be done. Various activities, including national seminars, workshops and awareness-raising campaigns, have therefore been organised and funded by Olympic Solidarity.



Seminar on women and sport, Niger, November 2003

Individual NOC initiatives

Continent	Accepted		Under consideration	
Africa	12	BEN, BUR, CGO, GEQ, GUI, LBA, LES, NIG, SWZ, TAN, UGA, ZAM	1	MAD
America	4	BAR, GUY, MEX, VIN	1	CHI
Asia	5	LAO, MGL, PRK, UZB, YEM	–	–
Europe	4	BLR, CZE, LTU, NOR	2	ESP, ROM
Oceania	3	AUS, NZL, PNG	–	–
Total	28		4	



Participants in a women and sport seminar 27–28 January 2003, Libyan Arab Jamahiriya

IOA, Olympic spirit across the globe

Nowadays, around 40 different events are organised each year at the International Olympic Academy (IOA), based at the site of Ancient Olympia. As part of its continuous collaboration with the IOA, Olympic Solidarity gave financial help to NOCs wishing to send delegates to two of the main sessions held this year in Olympia.

Designed as an introduction to the Olympic Movement, the **43rd International Session for Young Participants**, held this year from 30 July to 13 August, was based on the theme of "Olympism", with the special topic of "Education through Sport". 209 participants from 101 different countries, as well as 13 lecturers and 19 guests, took part in the session, encouraging the young people to use their experience and knowledge acquired at the session by sharing these widely with others back in their own countries.

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.

2003 Budget: US\$ 600,000

For this session, Olympic Solidarity paid 50% of the cost of an air ticket for one participant from each NOC, plus their participation fee, which was paid directly to the IOA. For the fourth year running, the session was transmitted **live on the IOA Internet site, www.ioa-sessions.org** and, for the third time, the general public could participate live interactively from anywhere in the world.

The 7th International Session for Directors of National Olympic Academies (NOAs) took place from 7 to 14 May 2003. The **72 NOAs** that took part in this session was a **new record**. Four NOAs which had hoped to participate were asked to stay away on the recommendation of the Ministry for Public Health, due to the SARS virus. The special topic of this session was "Cultural Diversities and Olympism", a theme discussed by 90 participants, 11 lecturers and 11 guests. Olympic Solidarity reimbursed the cost of one air ticket per NOA. This event was also transmitted live on the IOA Internet site.

Olympic Solidarity also helped to finance the organisation of the 11th International Olympic Studies Seminar for postgraduate students. As in previous years, Olympic Solidarity also helped to meet some of the IOA's operating costs.

IOA Sessions

Continent	43rd International Session for Young Participants		7th International Session for Officials and Presidents of NOAs	
	NOCs	Participants	NOAs	Participants
	which benefited from Olympic Solidarity support			
Africa	20	32	20	20
America	22	31	16	16
Asia	17	25	11	11
Europe	36	64	24	24
Oceania	2	4	1	1
Total	97	156	72	72



Participants during a session of the International Olympic Academy in Olympia

Record-breaking Olympic Day Run!



This programme, organised jointly with the IOC Sport for All Commission, provides support for NOCs wishing to promote specific activities in this field. The main activity in this programme is the traditional **Olympic Day Run**. The 2003 edition set a new record, with **more than 1.2 million participants**. Most NOCs held this event on Olympic Day itself, 23 June. 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) from the IOC. Olympic Solidarity also covered the cost of printing and sending the certificates awarded to all participants.

The high number of individual requests received from NOCs this year may partly be due to the success of the IOC World Sport for All Congress held in Arnhem in 2002, where the theme was the relationship between elite sport and sport for all. A wide variety of activities were organised by the NOCs, ranging from a national race for the disabled, workshops for mothers and children, summer camps and awareness-raising campaigns for the health of all age groups to the organisation of large-scale sports events at national level. In addition to the NOCs that received help through this programme, other NOCs were granted the IOC patronage.

Sport for All

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

2003 Budget: US\$ 440,000

The next IOC World Sport for All Congress will be held in **Rome** in November 2004, with the theme "Sport for All as a tool for education and development". Olympic Solidarity will again give financial assistance to a fixed number of NOCs from each continent to cover the participation costs of one delegate.

Olympic Day Run 2003

Continent	NOCs which said they were staging a race	NOCs which submitted a report and received financial assistance	Participants
Africa	48	42	1,289,607
America	37	33	
Asia	40	35	
Europe	42	40	
Oceania	10	9	
Total	177	159	

Individual NOC initiatives

Continent	Accepted		Under consideration	
Africa	2	SEN, TAN	2	ALG, MLI
America	4	ECU, HAI, PAR, TRI	1	CHI
Asia	2	HKG, MGL	–	–
Europe	6	ARM, BUL, ESP, MKD, SMR, SVK	1	SLO
Oceania	1	FSM	–	–
Total	15		4	



Participants in the International Olympic Gathering organised by the NOC of the Former Yugoslav Republic of Macedonia and the NOC of Bulgaria



"Playing at Sport" family participation in competitions (San Marino)

Olympic Spirit, cultural values

Launched at the start of the current quadrennial plan, **this programme was again very successful among the NOCs** for the third consecutive year. Run in partnership with the IOC Commission for Culture and Olympic Education, and with the collaboration of the Olympic Museum's Olympic Studies Centre (OSC) when specifically requested by the NOCs, this programme offers sufficient flexibility to meet the needs of the NOCs.

This year, projects such as art competitions, exhibitions, youth camps based on Olympic education, quizzes and even publications were carried out by the NOCs with the assistance of Olympic Solidarity.

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.

2003 Budget: US\$ 450,000

As part of the annual scholarship programme set up by the OSC for **young researchers interested in Olympism and the Olympic sports**, Olympic Solidarity, via the relevant NOCs, awarded two scholarships to students from Slovakia and the Central African Republic, in addition to the scholarships awarded by the OSC. These scholarships enabled the recipi-

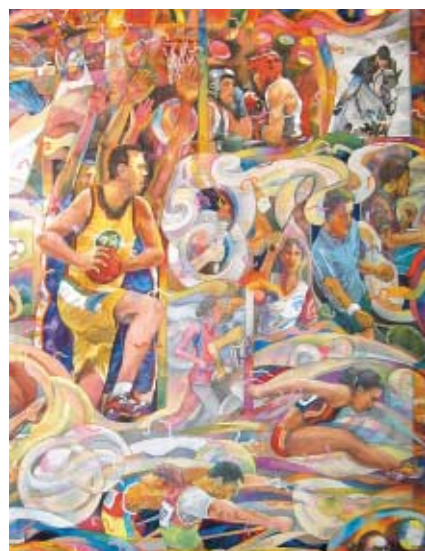


Winners of the painting contest entitled "Sports on Canvas and Paper" organised by the NOC of the Philippines

ents to study the IOC's historical archives, library collections and all the other documentation preserved at the OSC, with the help of archivists, librarians and researchers. Olympic Solidarity covered their travel and accommodation expenses in Lausanne for a fixed period.

Specific NOC activities

Continent	Accepted		Under consideration	
Africa	7	BEN, CAF, GEQ, RWA, SEY, UGA, ZIM	–	–
America	4	CHI, NCA, PAR, TRI	1	BAR
Asia	3	MGL, PHI, SRI	1	KGZ
Europe	6	ARM, BEL, EST, FRA, MKD, SVK	–	–
Oceania	1	NZL	–	–
Total	21		2	



Winning paintings in the "Sports on Canvas and Paper", contest in the Philippines

Olympic Movement in the collective memory

The IOC has frequently stressed the importance of enabling the NOCs to **preserve the history of the Olympic Movement** and sport in their respective countries, for both current and future generations. More and more NOCs are endeavouring to set up educational facilities and to preserve the documents and objects that form part of their heritage.

In 2003, Olympic Solidarity supported a large number of initiatives, such as the restoration of old video films or photos, the publication of books on the history of sport at national level, the creation of databases and archiving systems, the purchase of display cases or the establishment of permanent exhibitions.

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.

2003 Budget: US\$ 500,000

Thanks to this programme and close collaboration with the **Olympic Museum in Lausanne** and its Olympic Studies Centre, some NOCs have been able to send one or two of their members to the Olympic Museum in order to receive training and professional assistance in the relevant areas.

Individual NOC requests

Continent	Accepted		Under consideration	
	Africa	6	GAM, LBA, MAD, MLI, MRI, SEN	1
America	6	ARG, CHI, DOM, GUY, HAI, NCA	2	BOL, URU
Asia	1	MGL	–	–
Europe	10	ARM, BIH, BUL, CYP, LAT, MKD, NOR, SMR, SVK, TUR	–	–
Oceania	–	–	–	–
Total	23		3	



Exhibits at the Lithuanian Sport Museum in Kaunas, Lithuania

XXVIII Olympiad: 195 NOCs attend seminar



As part of the preparations for the Games of the XXVIII Olympiad, a seminar designed to serve as the official meeting between the chefs de mission, appointed by their respective NOCs, and the Organising Committee for the Athens Olympic Games (ATHOC) was held in Athens from 22 to 24 August 2003.

The purpose of the seminar was to enable ATHOC to provide the NOCs with technical and logistical information on all aspects of Olympic preparation, such as the formalities that needed to be completed before the Olympic Games. With the Olympic Games 12 months away, this meeting offered an opportunity for both the organisers and NOC officials to make comments and raise issues that needed clarifying. It also enabled the delegations to visit the sites where the events will be held.

The budget allocated to this programme for 2003 was designed to cover the transport costs of the chef de mission of each National Olympic Committee recognised by the IOC.

195 NOCs were represented at the seminar, while six were unable to attend for various reasons (ARM, COD, LBR, MLI, SOL, SYR). For the latter group of NOCs, ATHOC will organise another seminar at a later date, following the same format as in August 2003.

Olympic Games Participation

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

2003 Budget: US\$ 500,000

By 31 December 2003, 162 NOCs had submitted a request for reimbursement of travel costs.

Requests for reimbursement for the travel expenses

Continent	NOCs reimbursed
Africa	46
America	32
Asia	34
Europe	37
Oceania	13
Total	162

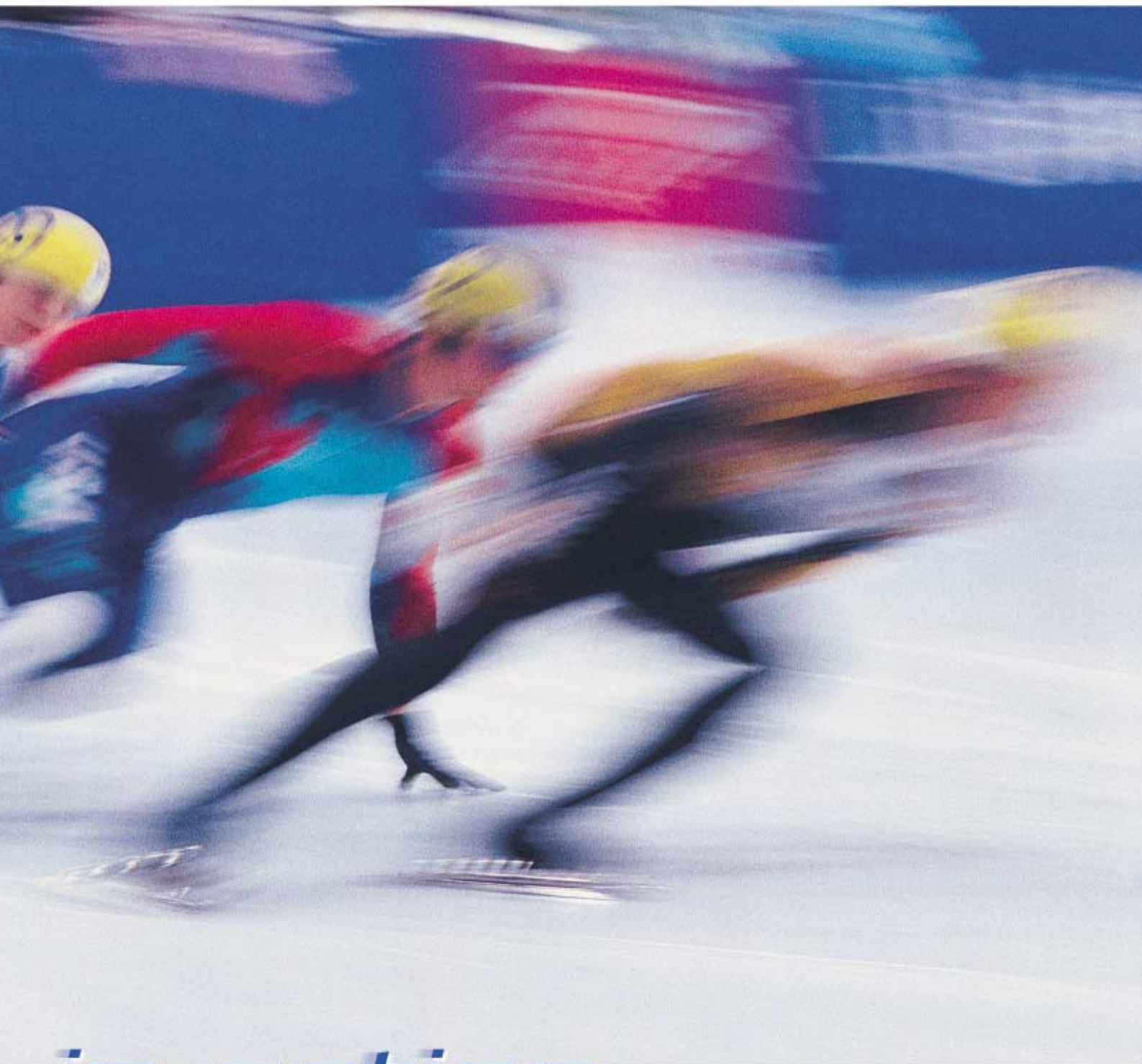


The Acropolis, Athens © ATHOC

Solidarity



Dynamics



in action

Continental Programmes: Optimal management

➤ 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.



In view of the sheer volume of activities, in terms of both the organisational and financial workload generated by the decentralisation process, the options offered by the various programmes and the need to exercise strict control over the use of allocated funds, **the Olympic Solidarity Commission decided to create the post of administrator for each Continental Association.** The people appointed will be able to strengthen even further the overall monitoring of all activities and the consolidation of the accounts with funds allocated to the World Programmes.

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 2003, 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. ANOCA's work was particularly focused on the organisation of, preparation of and participation in the All Africa Games in Abuja and the inaugural Afro-Asian Games in Hyderabad (India). The combined efforts of Olympic Solidarity, the Olympafrica Foundation and ANOCA helped to further the development of African sport. ANOCA aims to develop human, material and technological resources suitable to ensure day-to-day monitoring of the African NOCs' use of the Olympic Solidarity programmes. On ANOCA's behalf, Olympic Solidarity manages all the continental programmes and their funding, with **a budget of US\$ 4,125,000 for 2003.**

Administration

This budget covers most of ANOCA's development and operating costs, including staff salaries, office expenditure (furniture, electrical equipment), computer technology and communication.

2003 Budget: US\$ 460,000

Meetings

The ANOCA Executive Committee held two ordinary sessions in Banjul (Gambia) and Abuja (Nigeria). The ANOCA General Assembly was held in Banjul in December, and the 20th Seminar for Secretaries General took place in Tunisia in September. ANOCA also organised various forums for all the development zones.

2003 Budget: US\$ 640,000

Continental activities

ANOCA decided to use this budget primarily to support the future development of the Olympafrica programme, in coordination with the Olympafrica International Foundation in Dakar (Senegal). The Olympafrica project faced various staffing problems this year, although several projects were implemented, as well as training for Africans involved in managing and running the Centres.

2003 Budget: US\$ 375,000

Regional and Continental Games

ANOCA funded the participation of NOCs in the 8th All Africa Games in Abuja (Nigeria) and assisted the Nigerian NOC and Organising Committee.

ANOCA focused particularly on preparing the African delegation for the Afro-Asian Games held in Hyderabad (India). The Games were a true celebration of African and Asian youth.

2003 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, 47 submitted a complete or partial programme of activities. Most of this budget covers activities of the national federations, cultural and training activities and the purchase of sports equipment.

2003 Budget: US\$ 2,120,000

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



Pan American Sports Organisation (PASO)



In 2003, PASO continued to consolidate and enhance the implementation of Olympic Solidarity's World and Continental Programmes, with results that reflect an improvement compared to the previous year.

The XIV Pan-American Games, held in Santo Domingo (Dominican Republic) in August 2003, were a major sports event for the American continent. In this connection, it is appropriate to stress the importance of the Regional and Continental Games Preparation Programme, which helped to boost the athlete participation of the NOCs represented at this event.

The vast programme of technical courses and seminars organised by the Pan-American Olympic Solidarity Commission, begun in 2002 and completed in 2003, had a marked impact on all the American NOCs, with very positive results.

PASO is therefore pleased with the results of the Olympic Solidarity programmes, not only in terms of the quantity and quality of the activities carried out, but also because the financial resources allocated for each activity were managed rigorously and in the most efficient manner.

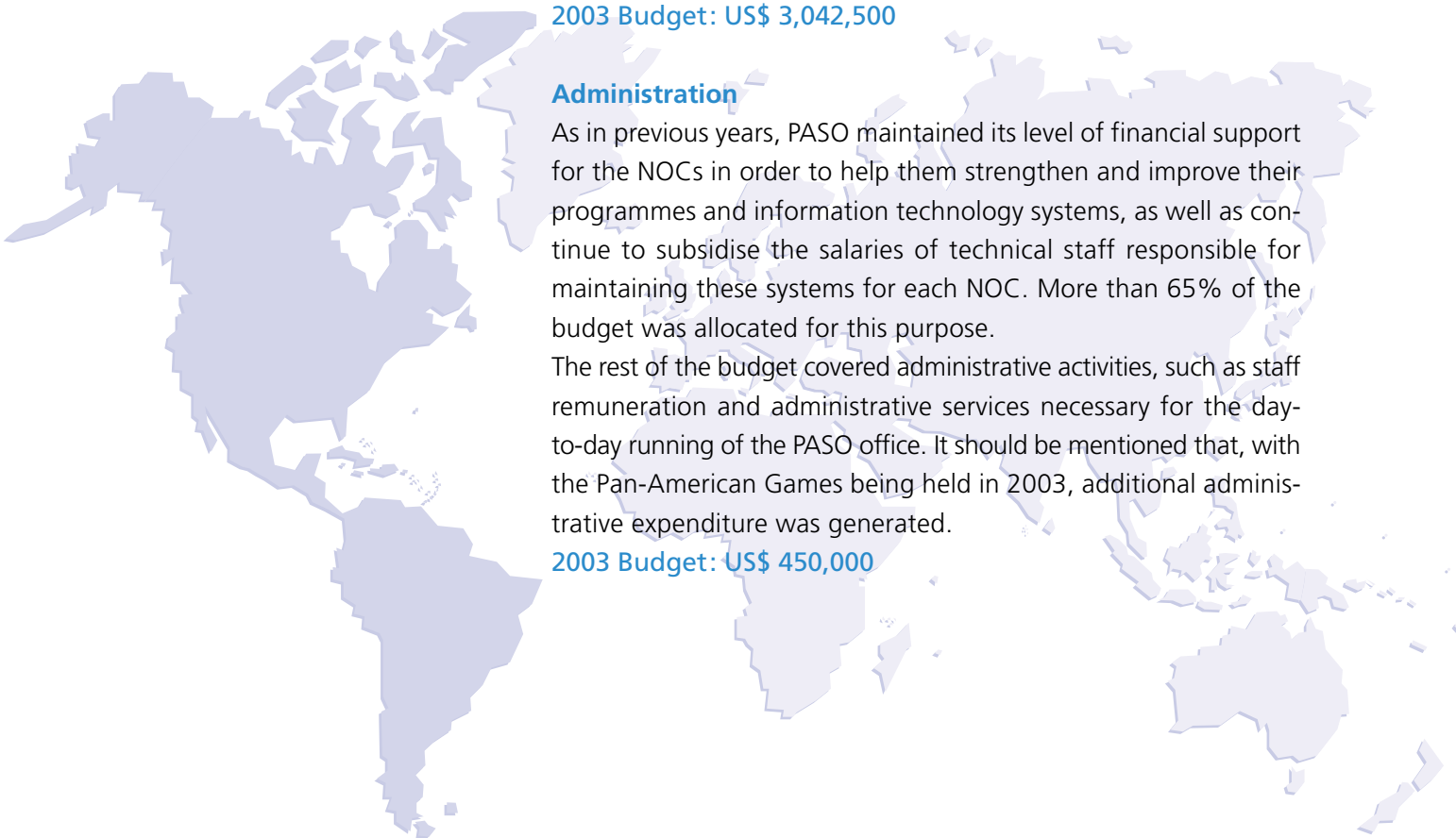
2003 Budget: US\$ 3,042,500

Administration

As in previous years, PASO maintained its level of financial support for the NOCs in order to help them strengthen and improve their programmes and information technology systems, as well as continue to subsidise the salaries of technical staff responsible for maintaining these systems for each NOC. More than 65% of the budget was allocated for this purpose.

The rest of the budget covered administrative activities, such as staff remuneration and administrative services necessary for the day-to-day running of the PASO office. It should be mentioned that, with the Pan-American Games being held in 2003, additional administrative expenditure was generated.

2003 Budget: US\$ 450,000



Meetings

The PASO General Assembly was held in Santo Domingo in August 2003, immediately prior to the start of the Pan-American Games. The Executive Committee met three times, in Havana, Santo Domingo and Mexico City, and several visits were made by Executive Committee members to the Pan-American Games headquarters. In order to ensure the Games were successful, PASO covered some of the costs linked to the living conditions in the Pan-American Village, airport departure taxes and accommodation and meals at venues located away from the city. These costs, which were duly approved, were higher than in previous Games.

2003 Budget: US\$ 285,000

Continental activities

The budget earmarked for this programme, supplemented by PASO's own funds, was used to complete the vast programme of technical courses and seminars launched in 2002. As part of this programme, 154 high-level seminars and technical courses were organised at regional and continental levels, with the participation of more than 3,000 coaches and technical experts from 42 different American NOCs. Furthermore, 500 lecturers from the American continent and other regions of the world took part in these courses and seminars.

2003 Budget: US\$ 627,500

NOC activities

Through this programme, PASO grants US\$ 40,000 per year to each NOC in two instalments of US\$ 20,000. These funds enable the NOCs to develop activities in accordance with their specific needs. Payments are made only if the NOCs concerned have properly justified their use of funds previously received. In 2003, 19 NOCs were therefore not allocated the full amount due to the fact that their reports had been submitted late or had been incomplete. PASO has taken additional measures to ensure that the NOCs which meet the required standards can receive funding as quickly as possible.

2003 Budget: US\$ 1,680,000

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

Olympic Council of Asia (OCA)



The third year of the decentralisation of the Olympic Solidarity programmes has been very successful. All member NOCs of the Olympic Council of Asia praised the increased autonomy and flexibility that allowed them to implement their NOC activities according to their requirements and needs.

In addition to the 42 member NOCs of the OCA, the IOC Session in Prague in July 2003 reinstated the NOC of Afghanistan and also recognised the newly-formed NOC of East Timor. The NOC of Iraq is approaching its full recognition soon and this will increase the number of the OCA member NOCs to a record 45. The OCA, in collaboration with Olympic Solidarity, has already launched various projects in these three countries for the establishment of an NOC and the development of infrastructure and sports.

The OCA manages all the Continental Programmes and their funding, with an overall budget of **US\$ 2,867,500 in 2003**.

Administration

The budget provided by Olympic Solidarity was used to cover staff salaries, office and maintenance costs, purchase of office equipment's and exhibits for the OCA Museum. Renovation work in the OCA Museum and Academy is under progress. Additional funding for the future will be necessary due to the procurement of additional exhibits for the Museum.

2003 Budget: US\$ 450,000

Meetings

The allocated funds by Olympic Solidarity for OCA meetings do not usually cover all the expenses, therefore the OCA covered the extra expenditure through its own resources. This year, the OCA organised various meetings, including the 40th OCA Executive Board meeting, the Secretaries General meeting and the 22nd OCA General Assembly in Kuwait on 23-24 January 2003 and four Regional Forums (two in May in Dubai and two in September in Bangkok and Seoul). The OCA also hosted the third module of the MEMOS VI programme in Kuwait from 1-6 September, the OCA Athletes' Committee meeting in Kuwait on 30 November, the 41st OCA Executive Board meeting in Kuwait on 1 December and, on 18 December, the OCA Women's Committee Meeting in Doha.

2003 Budget: US\$ 330,000

Continental activities

Funds allocated for this programme are mainly used for “Olympasia Projects”. The Olympasia Project has been one of the jewels of the OCA Continental Programmes, which all the NOCs have appreciated immensely. Since its inception in 2001 the OCA has so far received 32 requests from its member NOCs to benefit from this project. The OCA has been able to carry out only 11 projects in the Maldives, Jordan, Mongolia, Thailand, Bhutan, Cambodia, Yemen, India, Nepal, Tajikistan and Sri Lanka. The OCA would like to thank the DaimlerChrysler company for their support and contribution towards the realisation of this project.

2003 Budget: US\$ 308,750

Regional and Continental Games (organisation)

The OCA provided a subsidy of US\$ 20,000 to the NOC of Tajikistan for hosting the Central Asian Games in Dushanbe from 14 to 20 October 2003, and to the NOC of Vietnam for hosting the South East Asian Games in Hanoi from 5 to 13 December, 2003. For the Asian Games and Winter Asian Games, the OCA provided a subsidy of US\$ 15,000 to each of its member NOCs that participated in the 14th Asian Games in Busan in October/November 2002 and US\$ 10,000 to each of its member NOCs that participated in the 5th Winter Asian Games held in Aomori from 1 to 8 February 2003.

Full budget allocated in 2001 & 2002

NOC activities

Based on the NOCs needs, the OCA has granted US\$ 40,000 to each of its member NOCs, for supporting their athletes in training and competitions, purchase of office and sports equipment, etc. The OCA has requested all NOCs to submit an audited statement of accounts for the funds received from OCA/Olympic Solidarity.

2003 Budget: US\$ 1,720,000





General information

A delegation from the OCA Technical Department visited Afghanistan in order to assist in the establishment of the NOC as well as in the renovation of the sports infrastructure. The OCA has also identified certain athletes for training in different parts of Asia. A budget has been allocated towards development activities in Afghanistan.

A joint meeting of the OCA/IOC/Coalitional Provisional Authority of Iraq, USOC and US State Department was held in Kuwait on 16 June, 2003 to discuss ways and means to speed the re-establishment of the sporting structure in Iraq. Thereafter, a joint delegation from the IOC and OCA visited Iraq to assist the local sports bodies in the re-establishment process. The OCA is assisting the various National Federations in Iraq in rebuilding and reconstituting their Federations. The OCA has also invited various athletes from Iraq to train in Kuwait and participate in local competitions.

The OCA, in cooperation with Olympic Solidarity, has made arrangements to provide financial help towards the establishment of the NOC of East Timor's headquarters in addition to sports equipment for the training of the athletes.

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

The European Olympic Committees (EOC)

The third year of the 2001–2004 Olympic Solidarity quadrennial plan carried on the decentralisation process started in 2001. The smooth and satisfactory way in which the EOC is managing the Olympic Solidarity Continental Programmes continued again in 2003. The European Programmes are implemented in parallel with the World Programmes run by Olympic Solidarity. All these programmes are carried out in full coordination between the EOC office in Rome and the Olympic Solidarity office in Lausanne.

The EOC manages all the Continental Programmes and the corresponding funds, with a **budget of US\$ 3,976,000** in 2003.



Administration

The administration budget covers various running costs of the EOC, such as staff salaries, office expenses, maintenance costs, etc.

2003 Budget: US\$ 525,000

Meetings

The EOC organised two main meetings in 2003. The Seminar for Secretaries General and the Chefs de Mission was held in Tallinn, Estonia from 16–17 May 2003, and the 32nd EOC General Assembly in Rome on 12–13 December 2003. Furthermore, four meetings of the Executive Board were organised in Bled, Tallinn, Paris and Rome.

2003 Budget: US\$ 225,000

Continental activities

As during the previous year, a large number of continental activities were organised within the frame of this programme, including:

- Commissions
 - Athletes' Commission, 15 May in Tallinn (Estonia) and 11 December in Rome
 - EYOF Commission, 26 April in Paris
 - Medical and Scientific Commission, 17 May in Hasselt (Belgium) and 23 October in Nevsehir Kapadokya (Turkey)
 - Olympic Games Preparation Commission, 26 April in Oslo, and 15 November in Vienna.
 - Technical Cooperation Commission, 20 September in Stockholm
 - European Union Commission, 28 July in Paris and 23 October in Warsaw



- Working groups
 - New Ways of Communication, 26 July in Paris
 - Sport and Environment, 26 July in Paris
- Seminars and Forums
 - EOC Technical Seminar, 14-16 March in Gesves (Belgium)
 - EOC Athletes Forum, 16-17 May in Tallinn
 - EOC Seminar for Young Journalists, 27 July in Paris
 - Sub-regional conference on Sport and Environment, 9-11 October in Vilnius (Lithuania)
 - Forum on the enlarged European Union, 23 October in Warsaw
 - EOC Marketing Seminar, 14-15 November in Ljubljana (Slovenia)

The newly launched, bimonthly NOC Newsletter was issued and delivered to the NOCs. The revamped EOC Website and Intranet were used for a preliminary study on the EOC Athletes' Commission website and EYOF information Platform and Sport Event Management System. These were effective tools for supporting the EOC goals this year.

2003 Budget: US\$ 546,000

Regional and Continental Games (organisation)

This programme was mainly used to assist the NOCs with the organisation of and participation in the Winter and Summer editions of the European Youth Olympic Festival (EYOF). The Winter edition was held in Bled (Slovenia) from 26-30 January, and the Summer edition was held in Paris from 27 July - 1 August, both very successfully. This programme also offered assistance towards the organisation of the Games of the Small States of Europe (GSSE) in Malta from 2-7 June as well as for site visits for Organising Committees of future editions of the EYOF, i.e. Monthey (Switzerland) and Lignano Sabbiadoro (Italy).

2003 Budget: US\$ 760,000

NOC activities

The EOC granted US\$ 30,000 to each of the 48 member NOCs. Further support was granted on request for 36 special activities run by European NOCs.

2003 Budget: US\$ 1,920,000

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



Sydney 2000, Nadine Faustin (Haiti), Olympic scholarship holder Sydney 2000 and Athens 2004 / Sriyani Kulawansa Foneska (Sri Lanka), Olympic scholarship holder Sydney 2000 © IOC Olympic Museum Collections/King

Oceania National Olympic Committees (ONOC)



This is the third year of the decentralisation of the Olympic Solidarity programmes in Oceania, and it has probably been the most productive to date. Almost all of the programmes have been well used except for two programmes, and apart from the 2003 programmes, NOCs have been able to continue to draw on unutilised funds from the 2001 and 2002 programmes and also request advances of funds from their 2004 allocation. This has been one of the great successes of the decentralisation of delivery of the Olympic Solidarity programme – the flexibility in programming and the ability to “fit into” the particular needs of each NOC. The least utilised programmes have been the Olympoceania programme (Continental programme) and the Scholarships for Coaches (World programme). One of the main highlights was the recognition of the NOC of Kiribati in July 2003, increasing the NOCs of Oceania from 14 to 15.

ONOC manages the Continental programmes and their **total annual budget of US\$ 2,035,000** in addition to the following world programmes: Regional and Continental Games – NOC Preparation programme; Scholarships for Coaches (specific sports training); and Regional Forums. The results of these programmes appear under the relevant headings within the World Programmes.

Administration / Meetings

These funds are directed to the operations of the ONOC secretariat in Suva, Fiji. The ONOC secretariat establishment currently comprises the Programs Manager, the Field Officer, an Office Manager and an Accounts/Administration Officer. The majority of the work in Suva is related to the management of Olympic Solidarity programmes in the region. Regional work programmes focus on a variety of development areas, including projects aimed at the improvement of NOC governance and operations and implementation of the Database and Competition software training project in association with Sporting Pulse. Additional work included the production of the ONOC Annual Report (compilation & layout) and the maintenance of the ONOC Website and production of the electronic newsletter “Coconut Wireless”. In 2003, the ONOC General Assembly was held in April in Suva, Fiji, and the ONOC Executive Board met in Sydney, Australia (February) and Port Vila, Vanuatu (October).

2003 Budget: US\$ 350,000

Continental activities

The Oceania Sports Information Centre (OSIC) is now in its 6th year of operation and has functioned primarily as an Information Centre and an Archive for the South Pacific Games since 1997. A working group has been organised to prepare an educational programme for coaches and administrators to be delivered by distance education.

Four new Olympoecania projects have been submitted (ASA, FSM, PLW, PNG) as well as those already approved and underway (SAM, SOL, VAN).

ONOC granted subsidies to the national archery, athletics, baseball, basketball, hockey, softball, table tennis, tennis and weightlifting federations to assist them with their regional development officer programmes and support for regional championships.

2003 Budget: US\$ 720,000

Continental, Regional Games & National Games (organisation)

ONOC supported the organisation of two major regional Games held this year, the Australian Youth Olympic Festival in Sydney in January 2003, and the XII South Pacific Games in Suva, Fiji. The majority of the programmes in the region were focused on preparation for and participation in the South Pacific Games as well the preparation for the 2004 Olympic Games in Athens. The 2nd edition of the Australian Youth Olympic Festival was held in Sydney on 8-12 January 2003 and, from all reports received, the event was considered to be an outstanding success in every respect. The programme included archery, athletics, badminton, canoe/kayak sprint, canoe/kayak slalom, cycling, fencing, rowing, softball, swimming, table tennis, taekwondo, water polo and wrestling. The XII edition of the South Pacific Games, Suva, Fiji, 2003 also celebrated the 40th anniversary of the founding of the Games. All 22 member countries and territories took part in the largest Games ever staged, with about 4,000 athletes and officials competing in 32 sports. Many successful programmes were run in parallel with the Games, these included HIV & STI Education Programmes, Tobacco Free South Pacific Games Multicultural Programmes and an Athlete Outreach Education Programme with WADA, the ONOC Athletes' Commission and the Australian Sports Drug Agency. Financial support to the Organising Committee of the 2003 South Pacific Games held in Suva, Fiji, continued during the year. ONOC continued financial support this year to the Organising Committee of the VII South Pacific Mini Games to be held in Palau in 2005. This assistance will continue in 2004. In 2003, ONOC also provided funding to other





National Games such as the 2003 Fiji Games held in Suva from 7-12 April; the 2003 Samoa Games held in Apia from 17-24 May; the 2003 Vanuatu Provincial Games; held on the island of Tanna from 18-27 August; the 2003 Tonga Games held on Vavau from 10-12 December; and the 2003 PNG Provincial Games, held in Goroka from 15-20 December.

2003 Budget: US\$ 125,000

NOC activities

In 2003, the 14 Oceanian NOCs scheduled a total of 88 technical programmes through their respective National Activities budgets. These programmes included elite athlete support, competing in the South Pacific Games and other regional championships, technical courses and Junior sport activities. Eleven NOCs received subsidies for the employment of Sports Development Officers, and 12 NOCs were awarded sports equipment grants.

2003 Budget: US\$ 840,000

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



Sydney 2000, triathlon, completion of the swimming event © Allsport/Pretty

Continental Associations

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

International Olympic Federations

Summer

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

Winter

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

National Olympic Committees

Africa (53 NOCs)

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

America (42 NOCs)

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

Asia (44 NOCs)

AFG	Afghanistan (suspension lifted in July 2003)
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 (suspended in May 2003)
JPN	Japan
JOR	Jordan
KAZ	Kazakhstan
KGZ	Kyrgyzstan
KUW	Kuwait
LAO	Lao People's Democratic Republic
LIB	Lebanon
MAS	Malaysia
MDV	Maldives
MGL	Mongolia
MYA	Myanmar
NEP	Nepal
OMA	Oman
UZB	Uzbekistan
PAK	Pakistan
PLE	Palestine
PHI	Philippines
QAT	Qatar
PRK	Democratic People's Republic of Korea
SIN	Singapore
SRI	Sri Lanka
SYR	Syrian Arab Republic
TJK	Tajikistan
TPE	Chinese Taipei
TLS	Timor-Leste (recognised in July 2003)
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 (15 NOCs)

AUS	Australia
COK	Cook Islands
FIJ	Fiji
GUM	Guam
FSM	Federated States of Micronesia
KIR	Kiribati (recognised in July 2003)
NRU	Nauru
NZL	New Zealand
PLW	Palau
PNG	Papua New Guinea
SOL	Solomon Islands
SAM	Samoa
ASA	American Samoa
TGA	Tonga
VAN	Vanuatu

202 National Olympic Committees
are recognised by the IOC

Listening to you!

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Unite to succeed



2003 Report

Olympic Solidarity

