

2001 - 2004 Quadrennial plan

Finish line!



2004 Report

Olympic Solidarity



<i>Message by the Chairman of the Olympic Solidarity Commission</i>	2
<i>In the synergy of ideas and actions</i>	3
<i>Our partnership, generating ideas and cohesion</i>	7
<i>Olympic Solidarity Commission</i>	8
<i>Defining needs, strengthening links</i>	9
<i>Programmes and budgets</i>	10
World Programmes	14
Athletes	16
<i>Olympic Scholarships for Athletes "Athens 2004"</i>	18
<i>Athens 2004 – Team Sports Support Grants</i>	22
<i>Youth Development Programme</i>	26
Coaches	30
<i>Technical Courses</i>	32
<i>Scholarships for Coaches</i>	34
<i>Development of National Coaching Structure</i>	38
NOC Management	42
<i>NOC Infrastructure</i>	44
<i>Sports Administrators Programme</i>	46
<i>High Level Education for Sports Administrators</i>	48
<i>NOC Management Consultancy</i>	52
<i>Regional Forums</i>	54
Special Fields	58
<i>Sports Medicine</i>	60
<i>Sport and the Environment</i>	62
<i>Women and Sport</i>	64
<i>International Olympic Academy</i>	66
<i>Sport for All</i>	68
<i>Culture and Education</i>	70
<i>NOC Legacy</i>	72
<i>Olympic Games Participation</i>	74
Continental Programmes	80
<i>Continental Associations take stock</i>	82
<i>Association of National Olympic Committees of Africa (ANOCA)</i>	82
<i>Pan American Sports Organisation (PASO)</i>	84
<i>Olympic Council of Asia (OCA)</i>	88
<i>The European Olympic Committees (EOC)</i>	92
<i>Oceania National Olympic Committees (ONOC)</i>	94
Abbreviations	96

> 2004 was a year of intense work for Olympic Solidarity, both globally and on each of the continents. Maintaining the continuity of the activities undertaken during the period from 2001 to 2003; implementing the actions corresponding to 2004, focused on contributing to the best possible preparation of the athletes and teams; and, in general, providing optimum support to the National Olympic Committees (NOCs) for their participation in the Games of the XXVIII Olympiad in Athens were some of the main features of the work done last year.



© IOC/Loatelli

The increase in financial assistance to the NOCs for their participation in the Games in Athens had important consequences on the work of the NOCs during the Games. The NOCs' participation in the analysis and evaluation of the results of the 2001-2004 quadrennial period was a valuable contribution to the process of devising the Programmes for the 2005-2008 period.

We see that the positive influence and specific role played by Olympic Solidarity during the period before the Games in Athens were greater than what was achieved for Sydney. This was not only in terms of figures and quantitative results; other important aspects benefited from Olympic Solidarity's actions in the year in question. There was significant progress in the decentralisation process; the work of Olympic Solidarity was structured with greater consistency, clarity and precision, at both world-wide and continental level; and the NOCs were better prepared to make use of the programmes, and to a large extent these efforts helped to increase the NOCs' administrative abilities and strengthen their work as the driving force of Olympic activity in each country.



On behalf of the Olympic Solidarity Commission, I congratulate the 202 NOCs and all those who, in whatever capacity, contributed to the excellent results in 2004. I call upon them to show the same dedication and commitment as we work together in this first year of the 2005-2008 quadrennial.

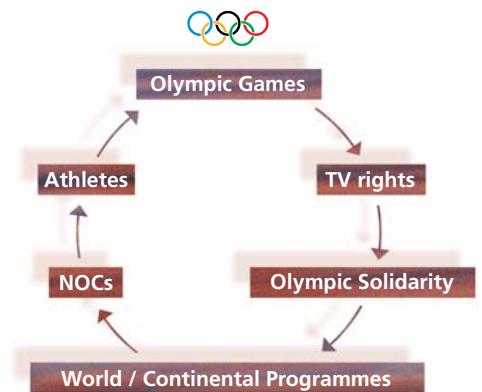
Sincerely,

Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

In the synergy of ideas and actions

> 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, nine 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.**



Raema Lisa Rumbewas (Indonesia), Olympic scholarship holder, silver medallist at the Games of the XXVIII Olympiad in Athens, weightlifting © Getty Images/Mark Dadswell

2004: an outstanding year at every level

2004 was without doubt a crucial year for the NOCs and, therefore, for Olympic Solidarity as well. Even though their attention was mainly focused on the Games of the XXVIII Olympiad in Athens, the NOCs were able to draw maximum benefit from the programmes on offer. **The activities of Olympic Solidarity were intense and complex throughout this final year of the 2001–2004 quadrennial plan.** The main challenge was to try to manage three different phases at the same time: the past, continuing all the activities that had been under way since the start of the quadrennial period; the present, carrying out day-to-day tasks; and the future, preparing the new 2005–2008 quadrennial plan. The latter was essential, since it would determine the following four years.

In this regard, the Olympic Solidarity Commission had approved the proposal to carry out a worldwide evaluation of the 2001–2004 quadrennial plan during 2004. This involved sending the NOCs, Continental Associations and Association of National Olympic Committees (ANOC) **a questionnaire for the evaluation of the 2001–2004 quadrennial period**, through which the bodies concerned were able to submit their comments and views on the Olympic Solidarity programmes. This evaluation, which was supplemented by an internal evaluation conducted by the Olympic Solidarity staff, produced both quantitative and qualitative conclusions on the use and advantages of each programme. The results formed a solid basis on which to draw up the next quadrennial plan and improve the administration of future programmes.

The tasks completed in 2004 would not have been possible without the help of ANOC and the Continental Associations, which once again played a decisive role and were committed at every level to achieving the best possible results. The meetings of these associations, such as the ANOC General Assembly in Athens in February or the General Assemblies and Seminars for Secretaries General of NOCs, enabled all participants to exchange opinions and discuss the best development strategies to adopt for current and future programmes. Olympic Solidarity's presence at these meetings, and at the Games in Athens, broadened the opportunities for dialogue and, in so doing, strengthened contacts and coordination between the various parties.



Yossef Karami (Islamic Republic of Iran, right), Olympic scholarship holder, competing for the bronze medal at the Games of the XXVIII Olympiad in Athens

The world programmes, managed by the Olympic Solidarity office in Lausanne and available to all 202 recognised NOCs, produced excellent results in 2004. This is reflected firstly in the number of approved activities, which topped the 3,000 mark, and secondly in the quality of the projects carried out, which became clear from analysis of the NOC reports.

In this Olympic year, the key programmes were, of course, those aimed at athletes, namely the Olympic scholarship programme and the team sports support grants programme for the Games of the XXVIII Olympiad in Athens. With more than 900 participating athletes and 61 teams over a two-year period, the task of permanently monitoring each one's progress during the first few months of the year was a real challenge. Almost 600 scholarship holders and 28 teams from all five continents qualified and were thus able to live out their dream of participating in the Olympic Games. For 23 NOCs, more than half their delegation was composed of Olympic scholarship holders, and five of them were represented only by scholarship holders. These figures demonstrate the importance of these programmes in promoting the very essence of the Games, universality. In the coaching field, the range of options open to NOCs was broadened through the involvement of the high-level multi sports centre in Montreal. New initiatives will also be introduced for the next quadrennial period. At the same time, the various programmes related to NOC management have proved very popular, and the possibility for NOCs to exchange information and experiences amongst themselves has been very encouraging. As far as the special fields programmes are concerned, some of the activities carried out by the NOCs in their respective countries to promote Olympic values were closely linked to the main event of the year, the Athens Games. Olympic Solidarity also helped the NOCs to participate in the Games and to attend the three world congresses and conferences organised by the IOC on women and sport, culture and education and sport for all.



*Competition organised in Saint Lucia
in the framework of the Youth
Development Programme*

The key to success: communication

Of course, the key factor in ensuring that all the NOCs make successful use of the Olympic Solidarity programmes remains good and efficient communication. This can be achieved through daily contact via e-mail and telephone as well as the presence of Olympic Solidarity staff at the main meetings attended by the NOCs.

It is also necessary to develop working tools and, to this end, the NOCs have the opportunity to access the NOC Extranet www.cno-noc.olympic.org in addition to the numerous information documents sent to them in various formats. The Olympic Movement's Internet site www.olympic.org and the various Olympic Solidarity publications are accessible to members of the

public, the media and academics wishing to learn more about the role played by the IOC and its affiliated organisations in the development of world sport. In 2004, a special brochure was also published by Olympic Solidarity relating to the participation of the Olympic scholarship holders at the Games of the XXVIII Olympiad in Athens.

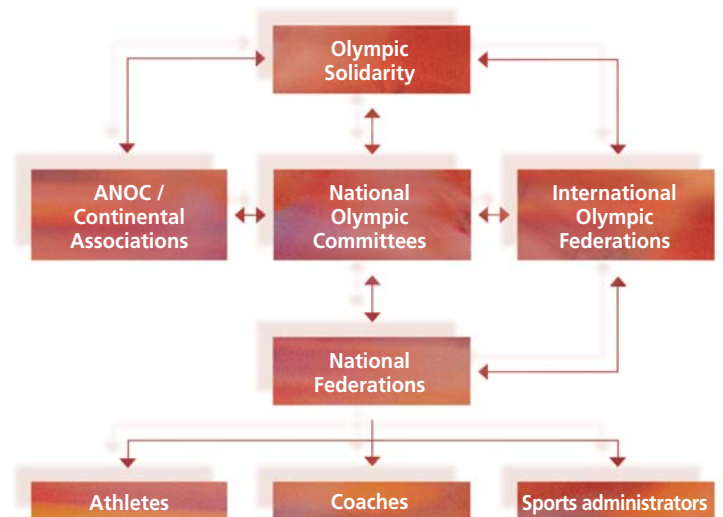


Our partnership, generating ideas and cohesion

➤ In order to limit the size of its administrative structure in Lausanne, Olympic Solidarity has continued to count on the help of its various partners to analyse and implement its programmes. It is important to highlight the role of **ANOC**, which has made an invaluable contribution and carried out essential tasks for its members; and that of the **Continental Associations**, which have constantly defended the interests of their NOCs and whose respective administrations have performed fundamental work, particularly in the decentralisation process and the management of the continental programmes.

The role of the **NOCs** is essential since they are involved in selecting and implementing the programmes on which the standard of results depends. Assistance given by the most developed NOCs to the NOCs that need it most to help them participate in specific programmes is also of extreme importance. The International Federations (**IFs**), which govern the sports that form part of the Olympic programme and encourage their experts to share their experiences and knowledge with the NOCs, are also involved in the analysis of NOC applications to participate in the more technical programmes. The **high-level sports centres** and the **universities** that host scholarship holders from the various Olympic Solidarity programmes should also be mentioned.

All of these partners help the Olympic Solidarity management and staff to greatly improve the services provided to the NOCs, always with the aim of developing sport across the world.



Olympic Solidarity Commission

> The Olympic Solidarity Commission met twice during 2004. **The first meeting, held on 23 February** in Athens, took the form of a working group with the aim of approving the subsidies offered to NOCs for their participation in the Games of the XXVIII Olympiad in Athens as well as Olympic Solidarity's operational plan for its presence at the Olympic Games to help the NOCs.

The second meeting took place on 22 November, and was devoted to the analysis of the 2001–2004 quadrennial plan and the approval of the strategy and budgets for the forthcoming 2005–2008 plan. It was hoped that the next plan would offer a more personalised service to the NOCs and greater autonomy to the Continental Associations. 2004 was certainly a busy year for the Olympic Solidarity Commission, marked by the Olympic Games, the end of the 2001–2004 quadrennial plan and the launch of the 2005–2008 plan.

On 31 December 2004, the Commission was composed as follows:

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



A pitcher during the baseball event at the Games of the XXVIII Olympiad in Athens

Defining needs, strengthening links

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

Heads of the Olympic Solidarity offices of the Continental Associations

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

Olympic Solidarity Administrative Structure in Lausanne

Director Pere MIRÓ i SELLES

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

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

NOC Management Programmes – Relations with America

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

Programmes for Athletes – Relations with Asia

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



Marian Oprea (Romania), Olympic scholarship holder, silver medallist at the Games of the XXVIII Olympiad in Athens, triple jump © Getty Images/Michael Steele

Programmes and budgets

> At their meeting on 3 December 2003, the members of the Olympic Solidarity Commission approved a **budget of US\$ 42,556,000** for 2004. This budget represents 20.31% of the total budget adopted for the 2001-2004 quadrennial plan (US\$ 209,484,000), and is broken down as follows:

Breakdown of 2004 budget





World programmes	54.29%	uss	23,105,000
Continental programmes	38.25%	uss	16,276,000
Olympic Games and forums *	2.35%	uss	1,000,000
Administration / communication	5.11%	uss	2,175,000
Total		uss	42,556,000

** Even though the subsidies related to NOC participation in the Games of the Olympiad in Athens were paid in 2004, the budget is included in the 2005-2008 quadrennial plan*



The cauldron – Opening Ceremony of the Games of the XXVIII Olympiad in Athens © IOC/Tsuyoshi Kishimoto

Breakdown of the "world programmes" budget

Athletes	 41.11%	us\$	9,500,000
Coaches	 24.89%	us\$	5,750,000
NOC management	 20.34%	us\$	4,700,000
Special fields	 13.66%	us\$	3,155,000
Total		us\$	23,105,000

Breakdown of the "continental programmes" budget

ANOCA (Africa)	 20%	us\$	3,255,000
PASO (America)	 18.70%	us\$	3,042,500
OCA (Asia)	 17.62%	us\$	2,867,500
EOC (Europe)	 19.76%	us\$	3,216,000
ONOC (Oceania)	 12.87%	us\$	2,095,000
ANOC	 11.05%	us\$	1,800,000
Total		us\$	16,276,000

Focusing



Gennadiy Golovkin (Kazakhstan), right, Olympic scholarship holder and silver medallist at the Games of the XXVIII Olympiad in Athens © Getty Images/Donald Miralle



energy

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 (Programme completed in 2003)
- Youth Development Programme

21 programmes,

Coaches

- Technical Courses
- Scholarships for Coaches
- Development of National Coaching Structure

2004 was understandably dominated by the Games of the XXVIII Olympiad in Athens. However, this did not prevent the NOCs from benefiting from the full range of programmes available. These programmes enabled most NOCs to develop and meet various needs in the different fields of sports development.



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



Yudel Johnson Cedeno, Manus Boonjumnong, Ionut Gheorghe and Boris Georgiev (Bulgaria, right), Olympic scholarship holder, bronze medallist at the Games of the XXVIII Olympiad in Athens, boxing © Getty Images/Al Bello

➤ **The Olympic Games are the culmination of any quadrennial plan**, particularly for the programmes aimed at athletes, whose efforts to prepare for this great sporting festival are finally rewarded. The Games of the XXVIII Olympiad, held in Athens from 13 to 29 August 2004, enabled numerous Olympic scholarship holders to live out their dream. The first part of the year was therefore very important for the Olympic Scholarships for Athletes “Athens 2004” Programme, which focused primarily on helping athletes who had qualified to prepare for the Games under the best possible conditions. In the same way, teams that had been awarded grants in the “Athens 2004 – Team Sports Support Grants” Programme and qualified for the Games were able to concentrate on their own preparations for Athens.

Athens 2004: olive wreaths for numerous scholarship holders

The talented young athletes participating in the “Youth Development Programme” also had an unforgettable year, since the Olympic Games are a source of motivation for all athletes. Some of them even exceeded all expectations by competing alongside the elite at the Games in Athens.

Just as the “Salt Lake City 2002 – NOC Preparation Programme” was completed at the XIX Olympic Winter Games, the “Regional and Continental Games – NOC Preparation Programme” was concluded in 2003, when the final competitions took place. This programme was therefore no longer operational in 2004.

These two preparation programmes were extremely popular among the NOCs during this quadrennial period. Olympic Solidarity hopes to continue in this vein and to repeat them in the future. With this intention already established, the focus was therefore placed firmly on the Games of the XXVIII Olympiad in Athens and the relevant programmes during this final year of the quadrennial plan.

Olympic scholarship holders: 57 medals, including 17 gold, and 105 diplomas



The purpose of the Olympic Scholarships for Athletes "Athens 2004" Programme was to help athletes qualify for, and participate in, the Games of the XXVIII Olympiad, and Olympic Solidarity focused all its efforts on this objective during the first half of 2004.

Having done their utmost in 2002 to qualify for the Athens Games, the successful athletes and those still hopeful of qualifying became the priority for this programme. According to the programme guidelines, scholarships were withdrawn as soon as an athlete had no more chances of qualifying for the Games. The number of scholarship holders, which, for a year and a half, had been steadily growing, therefore began to fall. This meant it was possible to give more specific assistance to a smaller number of athletes in order to help them prepare for Athens as effectively as possible. **The NOCs and IFs concerned, as well as the other partners, were all united in their pursuit of a common objective: the Games of the XXVIII Olympiad in Athens.** On a one-off basis, Olympic Solidarity also granted new scholarships to a few athletes who had qualified at a late stage for Athens. These deserving athletes were thus able to join the programme and, on the same footing as the other Olympic scholarship holders, benefit from the efforts made by all the parties involved in this project. By the end of the programme, a total of 939 athletes had been awarded an Olympic scholarship.

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.

2004 Budget: US\$ 4,700,000

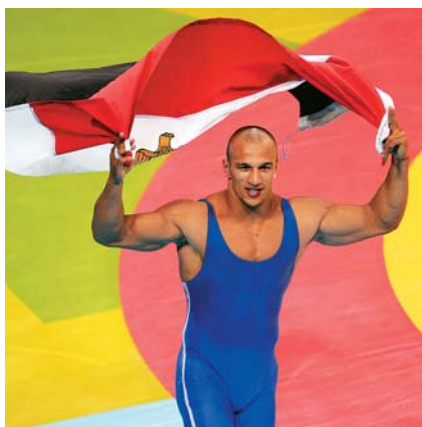


Olympic scholarship holder Taufik Hidayat (Indonesia), Olympic badminton champion in Athens © IOCTsuyoshi Kishimoto

Olympic Solidarity's primary objective for this programme was to increase the number of scholarship holders who participated in the Games. **The fact that 583 scholarship holders competed in the Athens Games in August 2004 shows that this objective was largely achieved.** It is also important to mention that, as well as providing more intensive training programmes, Olympic Solidarity was very active in lobbying the IOC Tripartite Commission in order to obtain invitations to enable a number of deserving scholarship holders, who had unfortunately failed to qualify, to see their dreams come true.

During the Games, Olympic Solidarity monitored the scholarship holders on a daily basis, drafting a programme of their competitions and collating their results. The Olympic Solidarity team in Athens was also able to meet and encourage some scholarship holders at the competition venues and obtain their views on the programme and their experiences as Olympic scholarship holders. This helped, amongst other things, to identify possible changes to the programme, always with the goal of improving Olympic Solidarity's service to the athletes.

The Olympic scholarship holders who qualified for Athens were not content just to participate; some of them produced outstanding performances. For some, simply qualifying was an achievement in itself, since the standard of competition was so high.



Egyptian wrestler Karam Ibrahim, Olympic scholarship holder, gold medallist at the Games of the XXVIII Olympiad in Athens
© Getty Images/Ian Waldie



The swimmer George Bovell, Olympic scholarship holder, the only Olympic medallist for Trinidad and Tobago in Athens and the first in the history of this country © Getty Images/Adam Pretty



Afghan boxer Basharmal Sultani, Olympic scholarship holder, at the Games of the XXVIII Olympiad in Athens
© IOC/Yo Nagaya



Rodion Luka and George Leonchuk (Ukraine), Olympic scholarship holders, silver medallists at the Games of the XXVIII Olympiad in Athens

© Getty Images/Ben Radford

The presence of these athletes in Athens is a vindication of this programme, whose success can also be measured by such feats. Other, more experienced athletes hit the headlines by winning medals. In fact, **57 medals, including 17 gold, and 105 diplomas were awarded to Olympic scholarship holders.** All of these performances are summarised in a brochure published by Olympic Solidarity shortly after the Games. This publication is designed to be the reference guide to the participation of Olympic scholarship holders in the Athens Games.

After the Games, it was time to take stock, and Olympic Solidarity can only congratulate and thank all the athletes who formed the heart of this programme. Those who won medals or diplomas, those who qualified or received invitations, and even those who did not make it to Athens – all earned the title of “Olympic scholarship holders – Athens 2004” and contributed to the programme’s success. **Olympic Solidarity would also like to thank all the partners without whom this programme would never have succeeded,** i.e. the NOCs which benefited, partner NOCs, the IFs and the training centres which looked after the training needs of scholarship holders. They all showed outstanding commitment, and Olympic Solidarity hopes to be able to count on their support in the future.

With the next Olympiad on the horizon, the future was already being discussed, and the second half of the year was devoted to tying up loose ends and evaluating the programme as well as reviewing its objectives and guidelines so that the programme for the next quadrennial plan could be launched with even greater ambitions in mind.

Olympic scholarship holders by continent

Continent (NOCs)	2001–2004 Olympic scholarships granted			Olympic scholarship holders qualified *		
	Men	Women	Total	Men	Women	Total
Africa (53)	107	50	157	56	39	95
America (42)	115	61	176	67	45	112
Asia (44)	172	60	232	109	43	152
Europe (48)	251	110	361	144	72	216
Oceania (15)	7	6	13	3	5	8
Total (202)	652	287	939	379	204	583

* for the Games of the XXVIII Olympiad in Athens

Medals and diplomas won by the Olympic scholarship holders*

Continent	Medals				Diplomas					
	● Gold	● Silver	● Bronze	Total	4th	5th	6th	7th	8th	Total
Africa	4	–	1	5	1	2	–	3	2	8
America	–	–	2	2	2	4	–	3	3	12
Asia	2	7	3	12	5	7	5	5	4	26
Europe	11	11	16	38	13	10	12	15	7	57
Oceania	–	–	–	–	–	–	–	–	2	2
Total	17	18	22	57	21	23	17	26	18	105

*qualified for the Games of the XXVIII Olympiad in Athens

Olympic scholarship holders by sport and by continent*

Sport	Africa			America			Asia			Europe			Oceania			Total		
	W	M	Tot.	W	M	Tot.	W	M	Tot.	W	M	Tot.	W	M	Tot.	W	M	Tot.
Athletics	22	20	42	8	14	22	13	13	26	13	21	34	4	1	5	60	69	129
Rowing	–	1	1	–	4	4	–	1	1	3	3	6	–	–	–	3	9	12
Badminton	1	3	4	2	1	3	1	7	8	1	–	1	–	–	–	5	11	16
Boxing	–	6	6	–	2	2	–	15	15	–	7	7	–	–	–	–	30	30
Canoe-Kayak	–	–	–	–	1	1	1	2	3	3	12	15	–	–	–	4	15	19
Cycling	–	–	–	4	6	10	1	4	5	1	2	3	–	–	–	6	12	18
Equestrian	–	–	–	–	–	–	–	1	1	–	–	–	–	–	–	–	1	1
Fencing	–	3	3	2	1	3	–	1	1	2	2	4	–	–	–	4	7	11
Gymnastics	1	–	1	6	1	7	2	1	3	8	3	11	–	–	–	17	5	22
Weightlifting	3	3	6	2	2	4	4	6	10	1	8	9	1	1	2	11	20	31
Judo	8	6	14	3	6	9	2	10	12	6	15	21	–	–	–	19	37	56
Wrestling	–	2	2	–	–	–	–	21	21	3	27	30	–	–	–	3	50	53
Aquatics	1	8	9	9	14	23	4	5	9	15	23	38	–	1	1	29	51	80
Modern Pentathlon	–	1	1	–	2	2	2	1	3	2	2	4	–	–	–	4	6	10
Taekwondo	–	1	1	1	2	3	3	6	9	–	3	3	–	–	–	4	12	16
Tennis	–	–	–	–	–	–	1	1	2	1	1	2	–	–	–	2	2	4
Table tennis	3	–	3	4	–	4	3	2	5	1	2	3	–	–	–	11	4	15
Shooting	–	1	1	3	6	9	3	7	10	6	6	12	–	–	–	12	20	32
Archery	–	–	–	–	1	1	3	1	4	3	–	3	–	–	–	6	2	8
Triathlon	–	–	–	–	3	3	–	1	1	1	1	2	–	–	–	1	5	6
Sailing	–	1	1	1	1	2	–	3	3	2	6	8	–	–	–	3	11	14
Total (21 sports)	39	56	95	45	67	112	43	109	152	72	144	216	5	3	8	204	379	583

*qualified for the Games of the XXVIII Olympiad in Athens

59 grants awarded, 28 teams qualified



The "Athens 2004 – Team Sports Support Grants" programme was governed by the same timetable as the athletes' scholarships programme, since it related to the same event, i.e. the Games of the XXVIII Olympiad. For this programme, 2004 was therefore divided into two distinct parts. The first half was devoted to the preparation of the teams that had qualified for the Games, and the second half to results, assessments and analyses.

The programme was split into two phases: the first "qualification" phase lasted until the final Olympic Games qualification events were completed. Most of these competitions took place in 2003, during which a great number of teams received assistance from Olympic Solidarity to help them qualify for the Games. Most of the second "preparation" phase of the programme took place in 2004. Only teams that had qualified for the Games participated in this second phase, during which they received an additional grant to help them complete their preparations for Athens. Some newly qualified teams, which asked Olympic Solidarity if they could

join the programme after they qualified, also received grants enabling them to prepare properly for the Games. **A total of 59 grants were awarded during the two phases.**

The teams that qualified for Athens were monitored regularly during the Games, along the same lines as the Olympic scholarship holders.

The 28 teams involved achieved some excel-

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.

2004 Budget: US\$ 2,000,000

lent results. Between them, they won six medals: two gold, two silver and two bronze. However, it is important to point out that the assistance received by these teams often formed part of a general budget in countries where some funding was already available. It is therefore difficult to assess the impact of this programme on these teams' qualification for and results in Athens. These grants, which were the main source of funding for some NOCs, nonetheless enabled most of the teams to improve their performances. Some of those that qualified for the Games in Athens had never previously qualified, while others went much further in the competition than they had in previous editions.

The satisfaction expressed by all the NOCs that benefited from this new programme shows that it has been an undoubted success. Olympic Solidarity has analysed the programme in full, taking into account the results obtained and the NOCs' satisfaction at the end of the quadrennial plan. Once again, part of this process was to consider the future, and it was concluded that the scope of the programme should be extended, making it one of the most important Olympic Solidarity programmes, alongside the Olympic scholarship programme for athletes.



The Croatian handball team, gold medalists at the Games of the XXVIII Olympiad in Athens, received an Olympic Solidarity grant © Getty Images/Jonathan Ferrey

Grants awarded by sport, continent and NOCs / Participation and medals at the Games of the XXVIII Olympiad in Athens

Sport	Grants awarded		Participation	Medals
	Continent	NOCs		
Baseball	Africa	NGR		
	America	PAN		
	Europe	FRA		
	Oceania	ASA		
Basketball	Africa	ANG	Yes	
		CAF		
		MOZ*		
		SEN*		
	America	CUB*		
		PUR	Yes	
	Asia	LIB		
	Europe	CZE*	Yes	
		EST		
		LAT		
		LTU**	Yes	
		RUS*	Yes	● Bronze
		TUR		
	Football	Africa	GHA	Yes
MLI			Yes	
Handball	Africa	ALG		
		ANG*	Yes	
		EGY	Yes	
		TUN		
	America	ARG		
		BRA*	Yes	
		URU**		
	Asia	KOR*	Yes	● Silver
	Europe	AUT		
		CRO	Yes	● Gold
		ISL	Yes	
		NOR*		
		SLO	Yes	
		UKR*	Yes	● Bronze

Sport	Grants awarded		Participation	Medals
	Continent	NOCs		
(cont.)				
Hockey	Africa	EGY	Yes	
		RSA*	Yes	
	America	TRI		
	Asia	IND	Yes	
	Europe	BEL		
		IRL*		
		POL		
Oceania	NZL	Yes		
Softball	America	VEN*		
	Asia	TPE*	Yes	
	Europe	GBR*		
	Oceania	AUS*	Yes	● Silver
Volleyball	Africa	CMR		
		KEN*	Yes	
		SEY*		
	America	DOM	Yes	
		PER*		
	Europe	AZE*		
		FIN		
SCG		Yes		
Water Polo	Asia	KAZ	Yes	
	Europe	CRO	Yes	
		HUN*	Yes	
		ITA*	Yes	● Gold
		SVK		

* women's team

** men's and women's teams



The Australian softball team, silver medallists at the Games of the XXVIII Olympiad in Athens

© Getty Images/Robert Laberge

A programme for the future to identify tomorrow's champions

In order to help the NOCs to set up or improve their systems for identifying young, talented athletes, **Olympic Solidarity continued its Youth Development Programme in 2004**. Highly promising athletes who had not previously received assistance were therefore able to obtain help with training in high-level centres recognised by the IFs or, in exceptional cases, to receive financial assistance directly for a specific training programme when the structures and management in the country allowed.

The number of NOCs which made use of the programme for the identification of young, talented athletes fell compared to 2003, particularly in Africa. However, the projects that were implemented tended to be more thorough and sophisticated, enabling some NOCs to carry out **high-quality talent identification programmes at national level**.

The number of applications for training young athletes also fell, although the standard of participating athletes is steadily rising, as demonstrated by the results achieved at the world youth championships and in international competitions, in which certain athletes produced outstanding performances.

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.

2004 Budget: US\$ 2,500,000

Cooperation with the IFs has continued. As well as making technical recommendations and conducting specific analysis and follow-up of some projects, the IFs organised high-level training camps for many athletes.

Training for young athletes

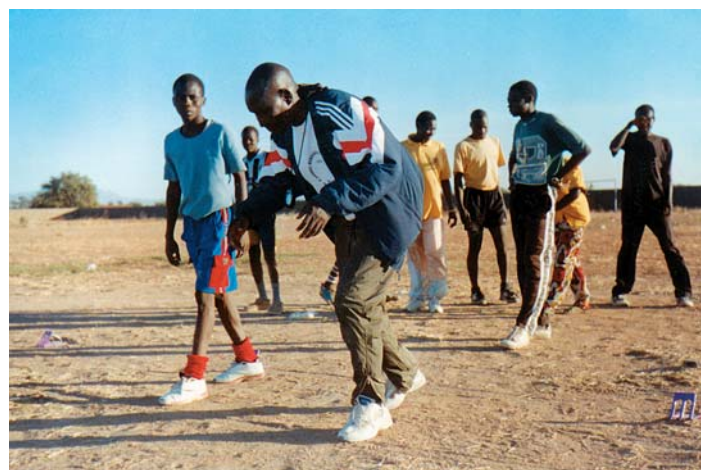
Continent	Participating NOCs	
Africa	18	ALG, BDI, BOT, CGO, EGY, ETH, LBA, MAD, MRI, NAM, NGR, NIG, RSA, SEY, SUD, UGA, ZAM, ZIM
America	15	AHO, BAH, BAR, BRA, CHI, COL, CUB, GUA, HON, JAM, PER, PUR, SUR, TRI, URU
Asia	6	IND, KAZ, KGZ, KSA, LIB, TPE
Europe	20	ALB, AND, ARM, BIH, BUL, CRO, CYP, CZE, GEO, HUN, MKD, MON, POL, POR, ROM, SCG, SLO, SUI, SVK, UKR
Oceania	–	managed by ONOC
Total	59	

Identification of young talent

Continent	Participating NOCs	
Africa	7	BDI, BOT, MAW, MLI, SEN, SEY, ZIM
America	10	ANT, BAR, CHI, DMA, GRN, GUA, GUY, HON, PUR, SUR
Asia	6	BHU, BRN, IRQ, MGL, TKM, UZB
Europe	6	FIN, LTU, MLT, POR, SWE, TUR
Oceania	9	ASA, AUS, COK, FIJ, FSM, KIR, SAM, SOL, TGA
Total	38	

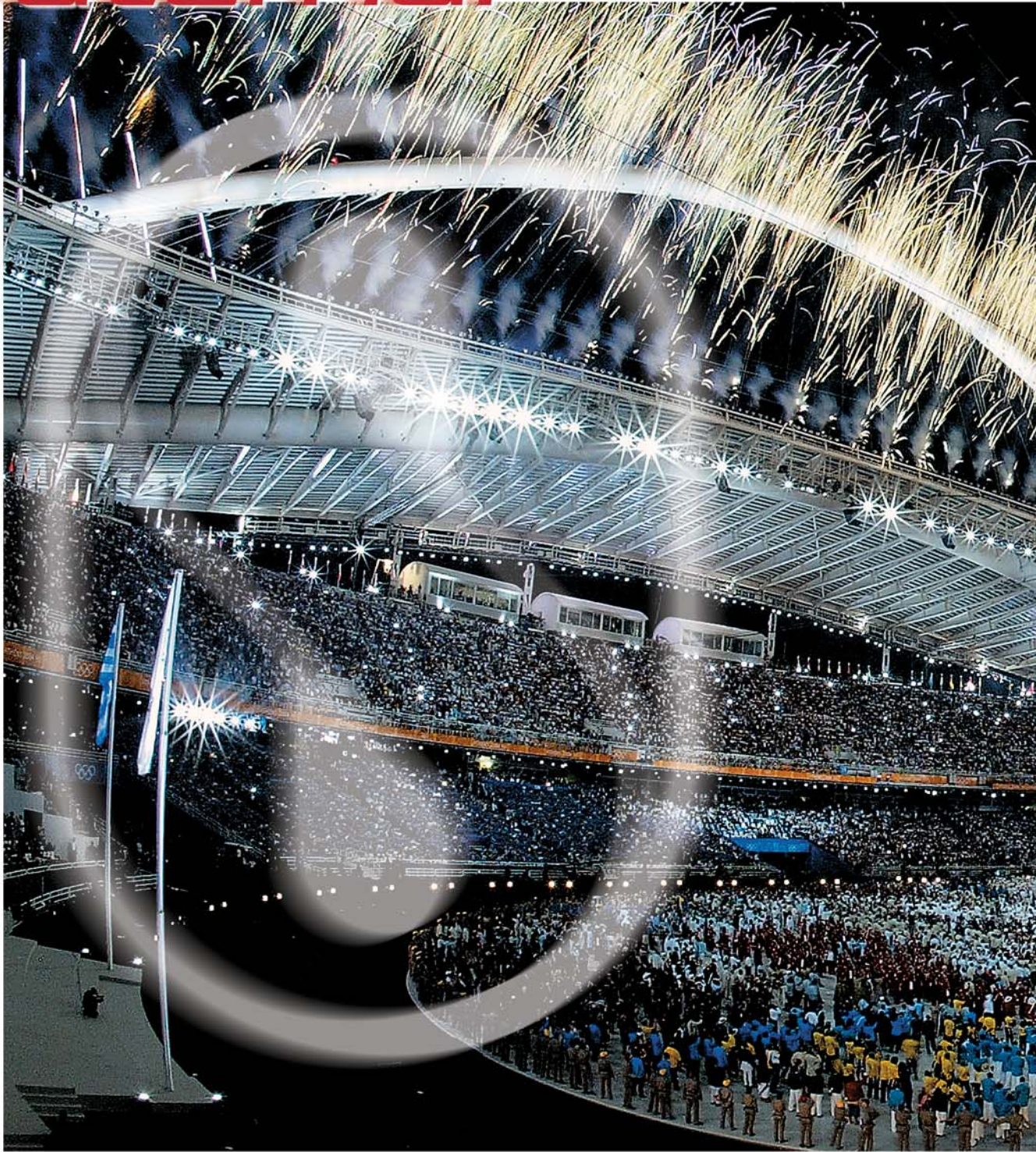


Identifying young athletes in Haiti



Activities run in Chad in the framework of the talent identification programme

Fraternal





solidarity



Listening to the expert Martin Roberts at a technical course for swimming coaches in Bangladesh

➤ In 2004, as during the whole quadrennial plan, the NOCs took advantage of the programmes available for the training of national coaches. Although the year was dominated by the Games of the XXVIII Olympiad in Athens, for which the NOCs had to prepare their teams and athletes, **the NOCs made good use of the technical courses programme**, which is particularly aimed at providing basic training to coaches in all Olympic sports.

Raising the level of national coaches, a priority for the NOCs

Olympic Solidarity also received numerous applications from NOCs for scholarships for coaches. Participants were able to receive training in either a high-level centre or a university, or to follow an “à la carte” programme within the “specific sports training” option. This option, for which relatively few NOCs used to apply due in particular to the need to prepare and manage the whole training structure, has now become more popular. Olympic Solidarity scholarship holders were therefore able to develop their coaching skills by attending programmes run in cooperation with the IFs. **Collaboration with the centres and universities has continued and improved.** Training programmes in sciences applied to sport are now available every year in three languages (French, English and Spanish). Many NOCs participated in the “Development of National Coaching Structure Programme”, having realised that they could benefit in many different ways from the visit of an international expert to their country.

The results of the different programmes show that the **NOCs have understood very clearly the importance of coach education at all levels**, which they need in order to provide adequate training to enable athletes to join the national elite, or even to participate in the Olympic Games.

Better supervision and training for national coaches

The programme of technical courses for coaches remains an essential element for the NOCs because it meets the need to provide basic training to coaches in the different Olympic sports. Olympic Solidarity, in close collaboration with the IFs, supports the organisation of these courses at national level or, in some cases, on a regional basis, involving participants from several neighbouring NOCs.

In 2004, 289 technical courses were organised. This figure, which is slightly lower than in 2003 (307 courses), demonstrates the level of interest shown by the NOCs in this programme in this Olympic year. Generally speaking, the fall in the number of activities not directly related to the Games is more marked this year.

The NOCs have begun to use the new evaluation forms created by Olympic Solidarity in 2003 and now submit more precise, detailed reports, often accompanied by comments and illustrations. It should be noted that, throughout the 2001-2004 quadrennial plan, the EOC and ONOC were given full responsibility for managing the programme of technical courses for coaches, following the decentralisation of some programmes towards the Continental Associations.

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.

2004 Budget: US\$ 3,750,000

In 2004, coaches in 33 different sports received training (28 in 2003). The most common sports were athletics, basketball, boxing, tennis and volleyball. Olympic Solidarity would like to continue the work that has been going on for many years as part of this programme. However, some improvements are in the pipeline, particularly regarding course planning and follow-up of trained coaches.

Technical courses planned

Continent	Technical courses	NOCs
Africa	113	44
America	84	30
Asia	89	32
Europe	3	3
Oceania	*	*
Total	289	109

* courses planned through the "NOC activities" continental programme

Distribution by sport

Sport	Total	(%)
Athletics	21	(7.3)
Rowing	3	(1.0)
Badminton	4	(1.4)
Baseball	2	(0.7)
Basketball	20	(6.9)
Biathlon	1	(0.3)
Boxing	22	(7.6)
Canoe-Kayak	3	(1.0)
Curling	1	(0.3)
Cycling	12	(4.2)
Equestrian sports	5	(1.7)
Fencing	4	(1.4)

Sport <i>(cont.)</i>	Total	(%)
Football	12	(4.2)
Gymnastics	8	(2.8)
Weightlifting	9	(3.1)
Handball	17	(5.9)
Hockey	5	(1.7)
Ice Hockey	1	(0.3)
Judo	16	(5.5)
Luge	1	(0.3)
Wrestling	6	(2.1)
Aquatics	16	(5.5)
M. Pentathlon	2	(0.7)
Skiing	1	(0.3)

Sport <i>(cont.)</i>	Total	(%)
Softball	4	(1.4)
Taekwondo	12	(4.2)
Tennis	22	(7.6)
Table tennis	17	(5.9)
Shooting	6	(2.1)
Archery	8	(2.8)
Triathlon	3	(1.0)
Sailing	3	(1.0)
Volleyball	22	(7.6)
Total	289	(100)



Handball technical course in Uganda



Technical course for coaches in taekwondo in the Central African Republic

Two types of high-level training for national coaches

The Olympic Scholarships for Coaches Programme has existed for many years and, in order to help NOCs meet their coaching needs more effectively, Olympic Solidarity began, in the quadrennial plan just completed, to offer **two types of training: "sciences applied to sport training" and "specific sports training"**.

The first option enables NOCs to send a coach to attend a training programme abroad, in either 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 cooperation with a sports club or training centre specialising in the candidate's sport.

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.

2004 Budget: US\$ 1,000,000

The particularly high number of applications (132) received by Olympic Solidarity in 2004 proves once again the high level of interest among NOCs in this programme, even though the total was slightly lower than the previous year (150 applications), probably because of the Games in Athens.

In accordance with the procedure in place for this programme and having examined the different applications with the relevant IFs, **Olympic Solidarity granted 107 scholarships, 86 in "sciences applied to sport training"**

(compared to 100 in 2002 and 87 in 2003), and 21 in "specific sports training" (compared to 25 in 2002 and 11 in 2003). It should be noted that the International Cycling Union organised new specific training in cycling for 15 English-speaking coaches at the World Cycling Centre in Aigle (Switzerland), led by Australian expert Charlie Walsh.

During 2004, Olympic Solidarity supported the third training course for French-speaking coaches held in Lausanne as part of the **CISÉL programme** (Centre International du Sport Elite – Lausanne). Nine coaches attended. It is interesting to note that, on his return to Cameroon, Germain Ndzana was appointed coach of his country's Olympic athletics team. The CISÉL training course therefore enabled him to take part in the Games of the XXVIII Olympiad in Athens. Twelve coaches took part in the **PAISAC (International Support Programme for African and Caribbean Sport)**, held for the third consecutive year at the National Multisport Centre in Montreal (Quebec, Canada). Feedback from the coaches involved reflected the quality of this programme, which was set up in 2002. **The Semmelweis University in Budapest and the CAR (Centro de Alto Rendimiento) in Barcelona** provided three-month Spring and Autumn training courses for 36 and 30 coaches respectively (44 and 28 participants respectively in 2003).

In conclusion, although improvements could probably still be made in the specific sports training section, particularly with regard to cooperation with the IFs and support for NOCs to help them bring their projects to a conclusion or find a centre willing to accommodate their coaches, it must be stated that this programme is meeting a real need for training technical coaches.



Participants in the International Coaching Course (ICC) at Semmelweis University, Budapest, Hungary

Scholarships for coaches “specific sports training”

Continent	Participating NOCs		Scholarship holders		
			Men	Women	Total
Africa	4	EGY, MAD, SEY, TAN	3	1	4
America	4	ARG, BAR, BOL, CHI	3	1	4
Asia	6	HKG, KOR, OMA, PAK, THA, UAE	4	2	6
Europe	7	BLR, CYP, HUN, IRL, ISR, SCG, TUR	7	–	7
Oceania*	6	COK, FIJ, FSM, KIR, PNG, VAN	–	–	–
Total	27		17	4	21

* 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, CHA, CMR, CPV, EGY, ETH, GAM, GBS, GEQ, GHA, GUI, KEN, LBR, MAD, MAR, MAW, MOZ, NGR, NIG, RSA, RWA, SEN, SOM, SUD, TAN, TOG, TUN, ZAM, ZIM	35	5	40
America	20	ANT, ARG, BAR, BOL, BRA, COL, CUB, DOM, ECU, ESA, GUA, GUY, HAI, MEX, NCA, PAR, PER, PUR, SKN, URU	28	2	30
Asia	12	BHU, IND, IRI, MDV, OMA, PRK, QAT, SIN, SRI, SYR, TJK, YEM	11	4	15
Europe	1	MLT	1	–	1
Oceania	–	–	–	–	–
Total	67		75	11	86

Scholarships for coaches "sciences applied to sport training" by sport

Sport	Africa	America	Asia	Europe	Oceania	Total (%)
Athletics	4	4	–	–	–	8 (9.3)
Rowing	–	1	–	–	–	1 (1.2)
Basketball	8	–	–	–	–	8 (9.3)
Boxing	1	1	–	–	–	2 (2.3)
Canoe-Kayak	1	–	1	–	–	2 (2.3)
Cycling	2	1	–	–	–	3 (3.5)
Fencing	1	–	–	–	–	1 (1.2)
Football	6	4	3	–	–	13 (15.1)
Gymnastics	2	3	4	–	–	9 (10.5)
Weightlifting	3	–	–	–	–	3 (3.5)
Handball	7	–	–	–	–	7 (8.1)
Hockey	–	1	–	–	–	1 (1.2)
Judo	–	5	2	1	–	8 (9.3)
Wrestling	1	–	–	–	–	1 (1.2)
Aquatics	–	–	2	–	–	2 (2.3)
Taekwondo	–	1	–	–	–	1 (1.2)
Table tennis	2	–	2	–	–	4 (4.6)
Volleyball	1	6	1	–	–	8 (9.3)
Others	1	3	–	–	–	4 (4.6)
Total	40	30	15	1	0	86 (100)



Judo coach at the Games of the XXVIII Olympiad in Athens
© IOC/Tsutomu Kishimoto

National coaching structures developing rapidly

In the final year of this quadrennial plan, the NOCs showed enormous interest in the Development of National Coaching Structure Programme, as they became more familiar with the relevant procedures and implementation of medium- or long-term (3 to 6 months) projects. As a result, **the number of applications increased slightly compared to 2003, rising from 45 to 48 programmes supporting 44 NOCs across the world.**

Olympic Solidarity has continued its efforts to enable the NOCs to bring their projects to a conclusion, often with help from the IFs concerned. As in previous years, the NOCs submitted final reports, many of which highlighted the positive effects of the various projects at every level (athletes, coaches, federations or clubs).

Looking at the results achieved, it is clear that **several NOCs that had already set up a development programme in 2003 submitted new applications in 2004.** Many of these projects were carried out more quickly thanks to previously gained experience.

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.

2004 Budget: US\$ 1,000,000



Basketball coach Fazwi Bal Bakri providing training in Yemen to develop the national structure

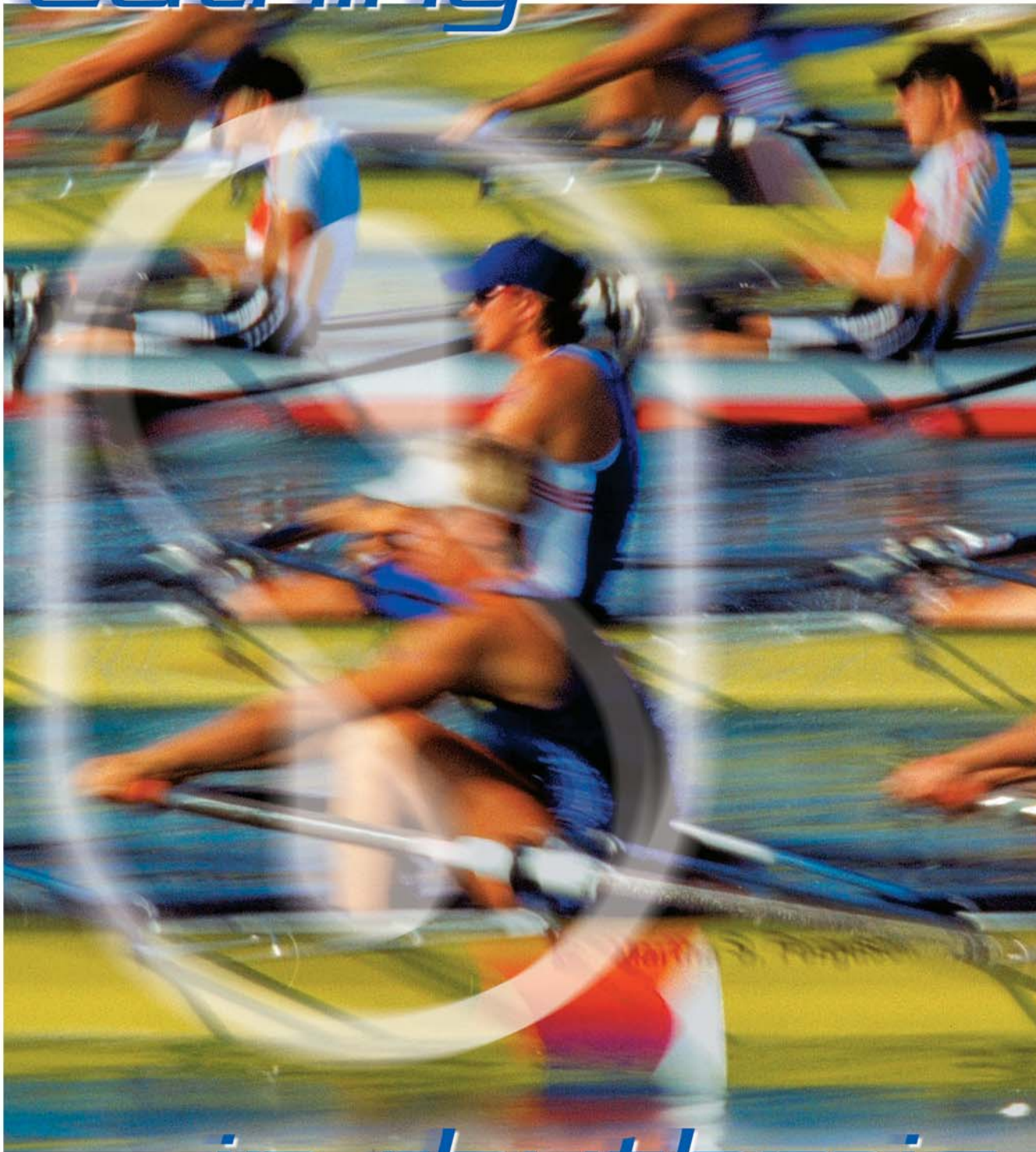
Development programmes by continent and by NOC

Continent	Number of programmes	Participating NOCs	
Africa	13	12	BDI, BEN, BUR, ETH, GAM, LBA, MAD, NAM, NIG, SEN, STP, TUN
America	14	13	AHO, ARG, BAR, BIZ, BRA, CHI, ECU, GRN, GUA, HON, NCA, PER, URU
Asia	7	7	AFG, BHU, LAO, MDV, PAK, PLE, YEM
Europe	9	8	ALB, CYP, CZE, ESP, EST, SCG, TUR, UKR
Oceania	5	4	AUS, FIJ, FSM, VAN
Total	48	44	

Development programmes by sport and by continent

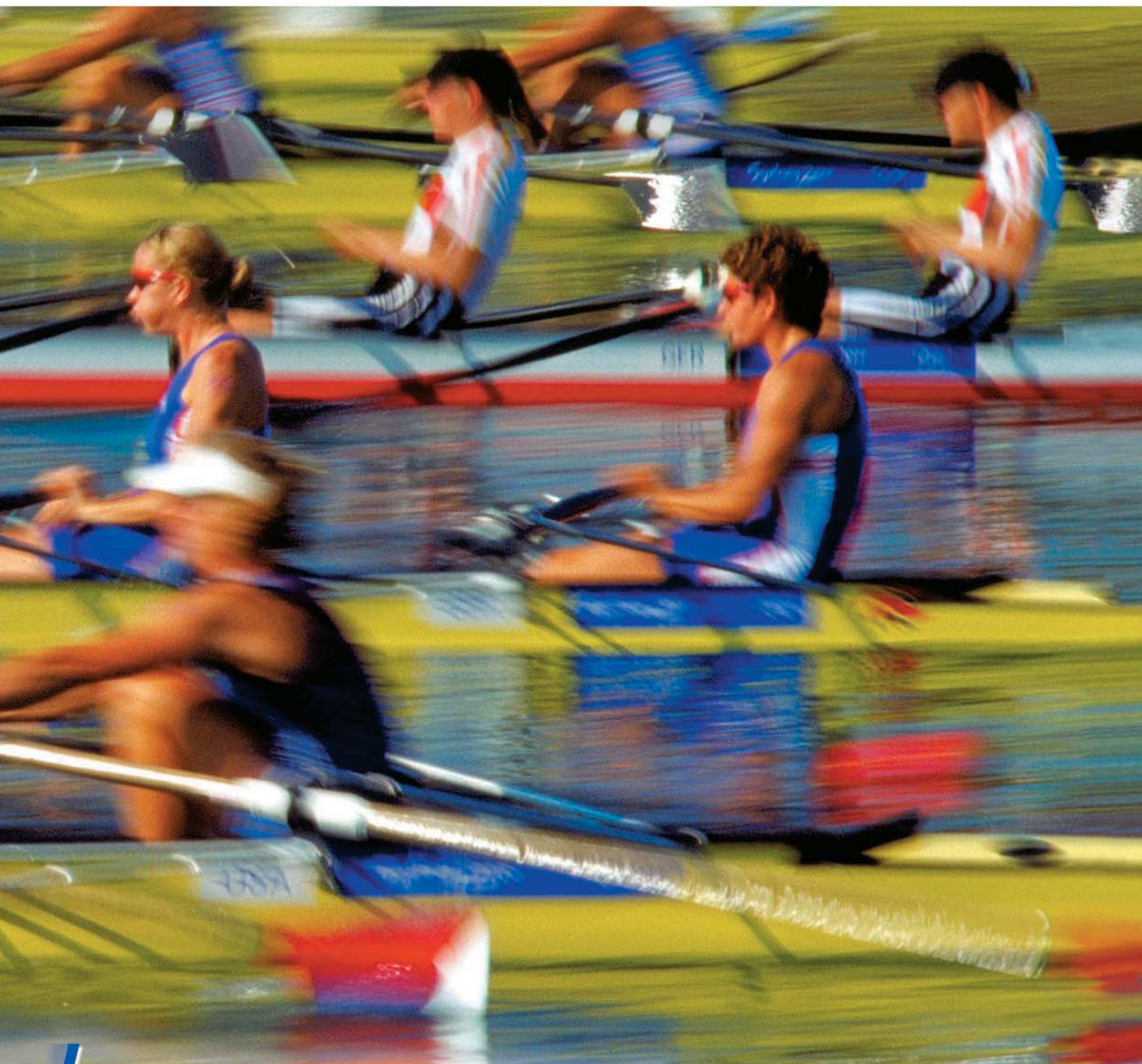
Sport	Africa	America	Asia	Europe	Oceania	Total (%)
Athletics	3	1	2	–	–	6 (12.5)
Rowing	–	1	1	–	–	2 (4.2)
Basketball	1	–	–	–	–	1 (2.1)
Biathlon	–	–	–	2	–	2 (4.2)
Boxing	1	–	–	–	1	2 (4.2)
Canoe-Kayak	1	–	–	–	–	1 (2.1)
Cycling	1	–	–	1	–	2 (4.2)
Equestrian	1	–	–	–	–	1 (2.1)
Fencing	–	1	–	–	–	1 (2.1)
Football	1	1	–	–	–	2 (4.2)
Gymnastics	–	1	–	–	–	1 (2.1)
Handball	–	–	–	1	–	1 (2.1)
Judo	–	–	–	1	–	1 (2.1)
Luge	–	–	–	–	1	1 (2.1)
Wrestling	–	1	–	–	1	2 (4.2)
Aquatics	–	–	–	–	1	1 (2.1)
Skiing	–	–	1	1	–	2 (4.2)
Softball	–	–	–	–	1	1 (2.1)
Taekwondo	1	–	1	–	–	2 (4.2)
Tennis	2	–	–	–	–	2 (4.2)
Table tennis	–	–	2	–	–	2 (4.2)
Shooting	–	–	–	1	–	1 (2.1)
Sailing	–	–	–	1	–	1 (2.1)
Volleyball	1	3	–	–	–	4 (8.3)
Others	–	5	–	1	–	6 (12.5)
Total	13	14	7	9	5	48 (100)

Breathing



in rhythmic

Women's rowing event (quadruple sculls) during the Games of the XXVII Olympiad in Sydney © Allsport/Jamie Squire



harmony



Group discussion in progress during the course for sports administrators in Guyana

➤ The year of the Games of the XXVIII Olympiad in Athens was a key year for NOCs in ensuring a solid management structure was in place for these Games, and at the same time evaluating the impact of their planning at the conclusion of the Games and of the 2001–2004 quadrennial plan.

Olympic Solidarity was also active in evaluating the impact of the NOC Management programmes over these four years in order to plan appropriately for the following quadrennial period, and NOCs took a particular interest in collaborating with Olympic Solidarity to ensure that their views were represented. Each of the management programmes available to NOCs in 2004 included an emphasis on evaluation.

NOCs committed to high-quality sports management

The five World Programmes within the NOC Management area are dedicated to strengthening the NOCs' administrative infrastructure, training sports administrators and offering assistance tailored to the individual NOC's needs. NOCs were provided with a contribution towards their running costs as well as IT through the **NOC Infrastructure Programme**. Sports administrators could take advantage of national educational opportunities through the **Sports Administrators Programme**, as well as gain insight into the latest knowledge and trends in the international sport management field through the **High Level Education Programme**. The **NOC Management Consultancy Programme** offered NOCs the opportunity to improve upon their management through the support of external experts or other NOCs. The **Regional Forums Programme** enabled NOCs to meet in small groups to discuss issues of relevance to their continent and region.

NOCs enter the digital age

Olympic Solidarity distributed for the final year of the quadrennial plan **the annual subsidy of US\$ 20,000 to 202 NOCs**. The administration subsidy is a contribution towards the NOCs' general running costs, such as office rent, staff salaries, telecommunications, meetings, etc. In order to receive the funding, NOCs had to certify that the previous year's funds had been used for the purposes set out in their application form, and specify their intentions for how the 2004 grant was to be used.

The objective of the IT Development sub-programme was **to ensure that all NOCs were equipped with suitable computer technology**, and, if necessary, that their staff were trained to use it. In 2001, NOCs that did not meet the specified IT minimum requirements were prioritised in the distribution of funding; and in 2002, the programme was opened to all NOCs, who could apply for funding to improve their existing IT systems. Most of

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.

2004 Budget: US\$ 4,000,000

the balance of the funds was allocated in 2003 following receipt and analysis of 152 applications from NOCs, whereby the majority of NOCs listed electronic communication as being the most important means of communication (over fax, telephone and mail). Olympic Solidarity is indeed satisfied that in comparison to the start of the quadrennial, **most of the correspondence and applications for Olympic Solidarity programmes are being submitted by email**. At the end of 2004, all NOCs (except for two NOCs) had an email address at which they can receive communications from Olympic Solidarity.

In total, 177 NOCs benefited from the IT Development Programme during the 2001–2004 quadrennial plan.



Developing the NOC administration is a key objective for the new NOC of Kiribati



Installation of computers at the new headquarters of the Iraqi NOC

Sports administrators in very good hands

The Olympic year was also active in terms of the number of sports administrators courses approved world-wide, with **169 courses organised by 64 NOCs**. These courses were in particular demand during the year of the Games of the XXVIII Olympiad given the increased interest in learning about the Olympic Movement, which was shown by the fact that the Athens Games had the highest ever world-wide viewership, with 3.9 billion people tuning in to see the Games.

NOCs participating in the Sports Administrators Programme implemented an evaluation process in each of the courses conducted in order to improve upon future courses. Olympic Solidarity supported NOCs in the evaluation process by providing them with sample evaluation tools.

The majority of NOCs active in the Sports Administrators Programme collaborated with Olympic Solidarity in the planning for the programme to be offered to NOCs during the next quadrennial by providing feedback in the 2004 Course Report Forms and in the questionnaire that was discussed with NOCs' during the Athens

Games. **The consensus of the NOCs' feedback is that they are satisfied with the Sport Administration Manual and the level of courses being offered**, in particular as it relates to the grassroots and new sports administrators operating on a national level. However, there is a need to provide a higher level of courses to more experienced sports administrators. Olympic Solidarity will continue to work in a joint effort with NOCs on the development of **advanced level management courses**, which are being **developed in partnership with the MEMOS** Network and will be launched within the next quadrennial plan.

Sports Administrators Programme

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

2004 Budget: US\$ 300,000

Courses organised / participants by continent

Continent	Number of courses	Number of participants	Participating NOCs	
Africa	44	1,100	18	1 course: MOZ, MRI, NAM, NIG 2 courses: CMR, GAM, GHA, MAD, TAN 3 courses: ANG, BDI, ETH, LBA, SWZ, ZIM 4 courses: BUR, ERI, GBS
America	52	1,612	19	1 course: BAR, BIZ, GRN, GUY, MEX 2 courses: URU, VIN 3 courses: COL, HAI, HON, NCA, PER 4 courses: ARG, CHI, CRC, ECU, ESA, GUA, PAR
Asia	54	1,836	17	1 course: SIN 2 courses: CAM, LIB, OMA 3 courses: BHU, BRN, MAS, SRI, THA 4 courses: IND, IRI, LAO, MGL, MYA, TJK, UZB, VIE
Europe	12	312	3	4 courses: ALB, ARM, EST
Oceania	7	*	7	1 course: ASA, AUS, FSM, GUM, NRU, PLW, VAN
Total	169	4,860	64	

*results not provided



Distribution of the Sport Administration Manual to a participant during the course for sports administrators in Pune, India



Course for sports administrators in Albania

NOCs network: a key factor of MEMOS

The **MEMOS VII** graduates presented their projects on 8 October 2004 at the Olympic Museum in Lausanne in front of participants from more than 60 countries, including their graduating class and the next class of participants starting **MEMOS VIII**. The **success of MEMOS** can be attributed to the quality of the tutors and professors involved in leading the lectures; the flexibility of the course structure which allows participants to continue their professional responsibilities; the networking among participants which is a unique component in its own right as it brings together high level

executives in the Olympic Movement from the five continents; and the fact that **to graduate from the programme the participants must present a work that is going to make a considerable impact by improving the way that their respective organisation is operating**. Copies of selected participants' projects will be posted on the NOC Extranet.

Acceptance for the MEMOS programme is becoming more and more competitive, with over 65 applications received for MEMOS VIII. Participants were accepted

based on their academic and/or professional background and on the presentation of their personal project proposal. Preference was also given to NOCs that had not previously participated in the MEMOS programme.

With 2004 being an Olympic year, it was particularly challenging for the MEMOS VII graduating class to complete their projects, and Olympic Solidarity congratulates those who graduated on time as it required a truly Olympic effort!

High Level Education for Sports Administrators (new programme)

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

2004 Budget: US\$ 300,000

Scholarship recipients by continent

Continent	2002-2004 "à la carte" scholarship recipients	2003 MEMOS VII scholarship recipients	2004 MEMOS VIII scholarship recipients
Africa	BEN, CPV, GAB, GAM, LES, SEN, SLE, SWZ	GHA, MRI	CMR, MAW, MOZ, RSA, SWZ, ZIM
America	ARG, CUB, ESA	COL, ECU, GUY, JAM, USA, VIN	ANT, BAR, CRC, GUA, HAI, MEX, PUR
Asia	CAM, JPN, KGZ, NEP, OMA, SYR, THA, UZB	CHN, KUW, LIB, TJK, TKM, UZB	INA, IRQ, JOR, KGZ, PHI
Europe	CYP, HUN, MLT, SLO, SUI	CZE, FIN, GER, GRE, LIE, MLT, NOR, POR, ROM, SCG, SLO	ALB, BLR, CRO, FRA, GBR(2), LTU, NED, POR
Oceania	AUS	–	SAM
Total	25	25	28



Working group during MEMOS VII in Lausanne, Switzerland

MEMOS VII Olympic Solidarity scholarship graduates and their projects:

CHN	ZHOU Jing – Quality management for sponsorship of Chinese Olympic Committee (MEMOS VI).
COL	Helder NAVARRO CARRIAZO – Sports macro plan for the Caribbean region of Colombia.
CZE	Zdenek SESTAK – The communication strategy of the Czech National Olympic Committee.
ECU	Sandra LOPEZ – Strategic plan for the National Olympic Committee in the promotion of high level athletes in Ecuador.
GER	Britta JAHNKE – Updating organised sport's lobbying strategies to the European Union – Taking the challenge of the EU enlargement.
GHA	Henry Augustine PUFAA – Improving quality of amateur boxers towards the 2008 Olympic Games.
GRE	Andreas GALANOS – From Athens to Beijing. The development of triathlon in Greece: optimising the legacy of the Olympic Games through a middle-term strategic plan.
GUY	Garfield WILTSHIRE – A strategic plan for the Guyana Olympic Association 2005–2008.
FIN	Asko HARKONEN – The coach and the manager as elite athletes' support persons in a changing operational environment.
JAM	Lenford G. LEVY – Evaluation of the effectiveness of the International Association of Athletics Federations RDCentre in San Juan.
KUW	Obaid Zayed AL-ANZI – Development of Kuwait Sport through professionalism.
LIB	Roland TABET – Development plan of the Lebanese Basketball Federation.
LIE	Alex HERMANN – Developing the certification of national sports federations in Liechtenstein.
MLT	Laurie PACE – Developing career opportunities for elite athletes in Malta.
MRI	Sanjaye GOBOODUN – Diagnosis and strategic guidelines for the Mauritius National Olympic Committee.
NOR	Eirik NYBERG – The introduction of a competence manager programme in the Norwegian Skating Association.
POR	Manuel BOA DE JESUS – The relations between International Federations and Continental structures in Europe.
ROM	Florin MISCA – Diagnosis and perspectives for the Romania National Olympic Committee programmes for young high level athletes.
SCG	Milivoje V. ILIC – Strategic guidelines for Olympic Winter sports of Serbia and Montenegro: The ice hockey case.
USA	Robert P. GAMBARDELLA – An analysis of sports organisations and the development of world class athletes for sustained competitive excellence.
VIN	Keith JOSEPH – Voluntarism in the National Olympic Movement.

Olympic Solidarity “à la carte” Scholarships

As in the previous years, Olympic Solidarity awarded ten scholarships to candidates nominated by NOCs to complete a masters level course in sports management at a university of their choice. In 2004, there was a decrease in the number of applications received for this “à la carte” option, as more NOCs are opting for MEMOS. **To date, 11 of the 2002, 2003 and 2004 scholarship holders have successfully completed their studies**, which have in most cases included thesis projects aimed to have an impact on the candidate’s national sports movement or their respective organisations. Moreover, 14 scholarship holders are in the training process.



MEMOS VIII participants in Lausanne, Switzerland

Exchanges between NOCs, a worthwhile sharing of experiences

A new option within the NOC Management Consultancy programme, **NOC Exchange**, was launched in cooperation with the IOC NOC Relations Department in 2004. The main objective was to foster and further promote a sharing of experiences among NOCs, in order that NOCs which are more developed in certain management areas may support their colleagues in their continent or other continents in improving their management.

Although this was a new programme, it was well received by NOCs, with 10 exchanges having been successfully completed. Exchanges among NOCs were conducted on a wide variety of topics, including: media relations training, organisation of regional games,

national sports system structure, information technology usage and transfer of knowledge within regional organising committees, developing leadership in women coaches, development of sports medicine and sports science within an NOC, management internships for NOC staff, and development of a national coaching policy.

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.

2004 Budget: US\$ 100,000

Given the interest of NOCs in participating in the programme, Olympic Solidarity will continue to offer the NOC Exchange programme in the next quadrennial.

As the success of the programme is determined by the partnerships developed with NOCs willing to support other NOCs, Olympic Solidarity is thankful to those

NOCs that have offered their support spontaneously. Olympic Solidarity will work to continue to build those partnerships as well as to further develop the programme in the next quadrennial.

Apart from the NOC Exchange programme, requests for **standard management consultancies continued to be a popular option among NOCs**. In 2004, 26 projects were presented by NOCs. An area which NOCs gave particular emphasis to this year was the development of strategic plans and marketing, with other pertinent

NOC requests and projects completed since the beginning of the programme

Continent	NOC requests		Projects completed	
Africa	18	ANG, CIV, EGY, GAM, GEQ, LBA, MAD (2), MAW, NIG, RWA, SEY, STP, SWZ (2), ZAM, ZIM (2)	17	ANG, CIV, EGY, GAM, LBA, MAD (2), MAW, NIG, RWA, SEY, STP, SWZ (2), ZAM, ZIM (2)
America	27	AHO, BAR, BIZ, CAY, CHI, COL (2), CRC, DOM, ECU (2), ESA, GUA, GUY (2), HAI (2), HON, ISV, LCA, PAR (3), SUR, TRI (3),	25	AHO, BAR, BIZ, CAY, CHI, COL (2), CRC, DOM, ECU (2), ESA, GUA, GUY (2), HAI (2), ISV, PAR (3), SUR, TRI (3)
Asia	8	CAM, IND, JOR, KAZ, LIB, MAS (2), YEM	7	CAM, IND, JOR, KAZ, LIB, MAS (2)
Europe	11	ALB (2), MKD (2), MLT (2), NED (2), POL, SVK (2)	11	ALB (2), MKD (2), MLT (2), NED (2), POL, SVK (2)
Oceania	12	FIJ, FSM (4), NZL, PLW, PNG (2), SAM, TGA (2)	11	FSM (4), NZL, PLW, PNG (2), SAM, TGA (2)
Total	76		71	

subject areas including: development of a Games results system for regional games, review of NOC staffing plans and NOC operational structures, media training, high level management training courses for National Federations, and the development of a national sports calendar and budgets.



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

Games in Athens: priority topic for regional forums

With the Games of the XXVIII Olympiad in Athens at the forefront, the Continental Associations took advantage of the Regional Forums in 2004 to address the specific needs of the NOCs.

The following forums were conducted in each of the five continents:

- **In Africa**, ANOCA, in collaboration with ATHOC, organised two forums in Casablanca (Morocco) and Johannesburg (South Africa) to conduct the Delegation Registration Meetings for NOCs in preparation for the Athens Games.
- **In America**, PASO, in collaboration with ATHOC, organised a forum in Mexico City through the Continental Activities Programme to conduct the Delegation Registration Meetings for the NOCs in preparation for the Athens Games.

Regional Forums (new programme)

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

2004 Budget: US\$ 1,000,000

- **In Asia**, the OCA organised five forums in Almaty (Kazakhstan), Bangkok (Thailand), Beijing (People's Republic of China), Doha (Qatar) and Islamabad (Pakistan) to address the Asian Indoor Games and Crisis Management during the Olympic Games.
- **In Europe**, the EOC organised a debriefing on the lessons learned during the Athens Games through the V EOC Technical Seminar on "Both sides of the medal – how to create win-to-win models in sport". The forum was held in Warsaw (Poland).
- **In Oceania**, ONOC organised a forum on the preservation of the NOC Legacy and on spreading the ideals of Olympism through Olympic education programmes. The forum took place in Palau.



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

Stand out



Make the

Water Polo match, Australia-Italy, at the Games of the XXVII Olympiad in Sydney © Allsport/McNamara



best of yourself



A group of children participating in the competitions organised by the NOC of Tanzania

➤ The term “special fields” covers much more than just programmes, even if at first glance the themes involved sometimes seem to be only loosely connected with sport as most people perceive it. In fact, **these programmes contribute to the promotion of Olympic values and uphold the fundamental principles of the Olympic Movement.**

From the very first year of the 2001–2004 quadrennial plan, and in accordance with the IOC policy set out by its various Commissions, Olympic Solidarity decided to offer eight specific programmes designed to help the NOCs fulfil their tasks as members of the Olympic Movement, to strengthen their role in their respective countries, and to increase their presence within international sport. The basic objective of this strategy was to establish solid common policies in order to achieve the best possible results and thereby spread the Olympic values throughout all the continents.

8 programmes strengthen NOC tasks

2004 was a busy year in terms of events, which had an impact on all the programmes, with **particular attention focused on the Games of the XXVIII Olympiad in Athens.** This was reflected in the financial assistance given to help NOCs participate in the Games, to subsidise activities organised by the NOCs in their respective countries (many of which were aimed at promoting the Games) and to organise the International Olympic Academy sessions in Olympia which, because of where they are held, have a highly symbolic dimension. **Other important international events took place,** including the three IOC Congresses: Sport for All in Rome (Italy), Women and Sport in Marrakech (Morocco) and Culture and Olympic Education in Barcelona (Spain).

Through these eight programmes, Olympic Solidarity offered the NOCs the chance to develop other sports-related fields, with the overall aim of supporting the spread of the Olympic ideals, which are of course part of the Olympic Games, as well as fostering on a daily basis the improvement of the human condition and values.

At the leading edge of scientific and technical knowledge in sports medicine

The main aspect of this programme remains the **sports medicine courses organised for the benefit of NOCs**. The same participation arrangements applied as in previous years. The NOCs received the necessary documentation from the IOC Medical and Scientific Department, and had until 31 October 2003 to send to the representative of their continental medical committee their request for a course during 2004. After an initial analysis of applications, the final decision on how many courses to run in each continent was taken by the IOC Medical Commission at its annual meeting at the end of 2003. The chosen NOCs were then informed of the various steps they should take in order to run these courses. The guidelines were also available on the NOC Extranet. **For 2004, 26 courses were scheduled, representing a total budget of US\$ 341,000.**

All the NOCs also had access to the weekly publication Sportsmed, which is disseminated via the NOC Extranet and for which the EUR 55 annual subscription is paid by Olympic Solidarity.

Sports Medicine

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

2004 Budget: US\$ 525,000

Olympic Solidarity continued to provide financial support to the five representatives of the continental medical committees by granting a budget of US\$ 10,000 to each continent as a contribution towards administrative and meeting expenses in 2004.

Sports medicine courses

Continent	Accepted	
Africa	7	BEN, CIV, MAR, NIG, SEY, SLE, SUD
America	3	ARU, CAN, CHI
Asia	7	BAN, BRN, JOR, KSA, PHI, TJK, UAE
Europe	4	BUL, LUX, RUS, SWE
Oceania	5	AUS, COK, FIJ, FSM, PLW
Total	26	



Frenchman Pascal Gentil receiving treatment under the watchful eye of his Moroccan opponent, Abdelkader Zrouri, during a taekwondo bout at the Games of the XXVIII Olympiad in Athens

© Getty Images/Jamie Squire

The world of sport collectively committed to protecting the environment



The emblem of the IOC Sport and Environment Commission

This programme promotes respect for and protection of the environment, values which should not just be taken into account at major events such as the Olympic Games, but also at sports competitions and events at grassroots level. Sport can contribute at national level through environmental programmes set up by different organisations within a country, awareness-raising campaigns, seminars and other projects designed to improve quality of life, such as by providing open areas for outdoor sport or safe sports facilities. Since the declaration adopted at the 4th IOC World Conference on Sport and the Environment in Nagano in November 2001, priority has been given to the implementation of the measures listed in Agenda 21. A joint IOC/UNEP (United Nations Environment Programme) working group has been set up for this purpose. The regional seminars organised by the IOC for the benefit of the NOCs, with funding from Olympic Solidarity to help their delegates take part, also play an important role.

In November 2004, the IOC invited a number of NOCs to participate in two regional seminars. The purpose of these seminars was to discuss and share information on the role of sport in promoting sustainable development, and to define future objectives, strategies and activities to be adopted and implemented by the NOCs in the environment field as part of the Olympic Movement's Agenda 21. In Lomé (Togo), venue of the first seminar, and Havana (Cuba), where the second seminar was held, the NOC representatives present drew up recommendations aimed at continuing

existing activities promoting sustainable development, particularly concerning the fight against environmental pollution, education, strengthening of alliances between the authorities concerned and the creation of a sport and environment committee within each NOC.

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.

2004 Budget: US\$ 250,000

Olympic Solidarity received individual requests for assistance from NOCs throughout 2004 for national projects such as the organisation of seminars and information workshops, ecological and educational camps and the renovation of sports facilities.

Individual NOC initiatives

Continent	Accepted	
Africa	6	BDI, BUR (2), MAD, MRI, TOG
America	1	CHI
Asia	1	UZB
Europe	3	ARM, AZE, SCG
Oceania	–	–
Total	11	



Participants involved in a reforestation and land clean-up project in Togo

Encouraging women's participation in sport and sports administration

The Olympic Solidarity Women and Sport Programme is designed to help the NOCs create and develop their own national strategy, action plan and activities in order that they may comply with the **IOC's policy of promoting women's participation in the Olympic Movement** and sport in general. This programme also aims to help the NOCs cover their delegates' participation costs in regional seminars and IOC world conferences.

The activities carried out in 2004 were therefore developed with these objectives in mind. The NOCs which asked for help received funding to develop a series of national activities aimed at creating **a genuine structure promoting women's participation in sport and in administrative bodies**. Various activities that were not covered by other Olympic Solidarity programmes, such as national seminars, information and training workshops and research programmes, were also financed through this programme.

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.

2004 Budget: US\$ 350,000

Following the second round of regional seminars organised by the IOC between 2001 and 2003, and thanks to the recommendations and follow-up of these seminars, the IOC was able to determine some of the themes of its conference. Organised in cooperation with the



Seminar on Women and Sport in Guyana

Individual NOC initiatives

Continent	Accepted	
Africa	5	CHA, CIV, GAM, MAW, TOG
America	5	BAR, BIZ, CHI, DMA, ESA
Asia	–	–
Europe	1	MLT
Oceania	2	COK, PNG
Total	13	

Moroccan NOC, this conference was held on African soil for the first time. Following in the footsteps of Lausanne in 1996 and Paris in 2000, Marrakech (Morocco) hosted the **3rd World Conference on Women and Sport** from 7 to 9 March 2004, under the heading **“New Strategies, New Commitments”**. The conference was a total success, with 600 participants from 137 different countries, including representatives of the United Nations institutions and non-governmental organisations, IOC partners, athletes, Olympians, experts, academics, NOCs and IFs. In order to help delegates attend the conference, 45 NOCs received funding from Olympic Solidarity to cover transport and accommodation costs totalling US\$ 114,384.



Participants in the regional Women and Sport seminar in Benin



Participants in a Women and Sport seminar in El Salvador

Olympism, universal culture

In November 2003, the International Olympic Academy (IOA) sent its activity programme for 2004 to all the NOCs and National Olympic Academies (NOAs). The main sessions organised were the 7th Joint International Session for Presidents or Directors of NOAs and Officials of NOCs, the 44th International Session for Young Participants and the 12th International Olympic Studies Seminar for Postgraduate Students. As part of this joint programme, Olympic Solidarity again provided financial assistance for the NOCs and NOAs to cover some of their delegates' participation costs for the first two sessions.

Focusing on the theme of Olympism, with the special topic of "Cultural Diversities and Olympism", the **7th Joint Session was held in Olympia from 23 to 27 April 2004, with 88 participants from 70 different countries and seven lecturers**. The NOC and NOA representatives were given the opportunity to exchange views on themes of common interest and their respective experiences, as well as to create a network through which they could continue their discussions when they returned home.

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.

2004 Budget: US\$ 600,000

Brought forward to the end of May because of the Games of the XXVIII Olympiad in Athens, the **44th International Session for Young Participants attracted 142 youngsters from 77 different countries**. The rich, varied programme on the theme of "Olympic Games:

Cultural and Ethical Parameters" enabled the young people to deepen their knowledge and to discuss this subject with the 10 lecturers, 9 guests and 22 coordinators who were present, and to exchange opinions on Olympic education.

These two sessions were transmitted live on the Internet site www.ioa-sessions.org, so that students from all over the world could follow and discuss the proceedings interactively. Olympic Solidarity covered the costs of these broadcasts.

IOA Sessions

Continent	44th 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	11	17	19	23
America	15	26	17	18
Asia	15	26	8	13
Europe	34	68	25	32
Oceania	2	5	1	2
Total	77	142	70	88

During this Olympic year, the IOA launched an **Olympic literary competition on the theme “Education and the Olympic Movement”**. Organised through the NOAs, this competition was held in two stages, the first at national level and the second at international level. The results were announced by the IOA President and IOC member, Nikos Filaretos, at the opening ceremony of the 7th Session. The first prize was awarded to the NOA of Mauritius, while the NOAs of Indonesia and New Zealand received second prize ex æquo.

As usual, Olympic Solidarity also paid for the translation of IOA documents and publications.



Students at the 44th International Session for Young Participants organised by the International Olympic Academy in Olympia, Greece



The palaestra: Ancient Olympia © IOCIAnne Chevalley

Popularity and universality of sport



NOCs wishing to promote Sport for All activities at national level can apply for help through this programme. In 2004, these initiatives led to the organisation of various mass participation sports events, seminars and activities aimed at disadvantaged communities.

This year was marked by the **10th World Sport for All Congress, organised in Rome from 11 to 14 November** by the Italian National Olympic Committee (ITA) under the IOC's patronage and in cooperation with the World Health Organisation (WHO) and the General Association of International Sports Federations (GAISF). Under the theme "Sport for All as a tool for education and development", this event brought together more than 1,200 delegates from 112 different countries, representing sports organisations, governments, academic and community bodies, as well as UN

agencies. As in previous years, **Olympic Solidarity gave financial support to 45 NOCs in all** (10 per continent and 5 from Oceania), selected with the help of their respective Continental Associations. This funding covered transport costs, Congress registration fees and accommodation for one delegate from each NOC.

The second major event of the year was **the traditional Olympic Day Run**, in which 164 NOCs agreed to participate. By the end of the year, 150 NOCs had submitted a report and were therefore entitled to a subsidy of US\$ 1,500

from Olympic Solidarity, together with an additional US\$ 1,000 or US\$ 2,500 from the IOC (depending on the number of participants). Olympic Solidarity paid for the postage of the certificates that were awarded to the participants.

Sport for All

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

2004 Budget: US\$ 480,000

Olympic Day Run 2004

Continent	NOCs which said they were staging a race	NOCs which submitted a report and received financial assistance	Participants
Africa	43	37	100,539
America	32	32	226,137
Asia	38	33	304,815
Europe	40	37	532,657
Oceania	11	11	127,671
Total	164	150	1,291,819



"All together, irrespective of sex, race and ages – Walking for Health" in Dominica

Individual NOC initiatives

Continent	Accepted	
Africa	3	MOZ, SOM, TAN
America	4	ANT, CHI, DMA, GRN
Asia	1	TPE
Europe	4	AZE, DEN, LIE, MKD
Oceania	3	COK, FIJ, NZL
Total	15	



Participants in the Olympic Day Run held in the Former Yugoslav Republic of Macedonia

Growing success for Culture and Education programme

Launched at the start of the 2001–2004 quadrennial plan, **Olympic Solidarity's "Culture and Education" programme has become increasingly popular among the NOCs**. Complementing the IOA programme, it offers the NOCs and their NOAs assistance with

the development of national activities in this field. Several projects were thus carried out, many of them linked in this Olympic year to the theme of the Games. They included exhibitions, seminars, competitions, publications and educational material. For some specific requests from NOCs, mainly for documentation and photographic research or training, **Olympic Solidarity was able to cooperate with the Olympic Museum and Olympic Studies Centre in Lausanne.**

Parallel to the financial help available for individual initiatives, Olympic Solidarity helped all the NOCs by paying the transport and accommodation costs for one delegate from each NOC to participate in the World Forum on Education, Culture and Sport, held in Barcelona in June on the theme "Sports: a universal dialogue". Lasting three days, the

Culture and Education (new programme)

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

2004 Budget: US\$ 450,000



Debate at the Universal Forum of Cultures entitled "Sports: a universal dialogue", Barcelona, Spain © BPMD Photo

first of which was dedicated to the 2nd IOC World Forum, this event was held in the framework of the Universal Forum of Cultures 2004, organised by the Municipality of Barcelona. For the first time, the general public was able to attend and participate in the debates.

Specific NOC activities

Continent	Accepted	
Africa	7	BDI, MAD (2), NIG, RSA, TAN, ZIM
America	9	BIZ, CHI, DMA (2), PAR, PUR, TRI, URU, VIN
Asia	4	IRI, KOR, PHI (2)
Europe	6	ARM (2), BUL, IRL, MKD, UKR
Oceania	3	FSM, NZL (2)
Total	29	



Primary and secondary school children in Pohnpei (Federated States of Micronesia) received the new brochure on Olympic Education from the NOC

NOCs' legitimate ambition: to develop their own Olympic heritage

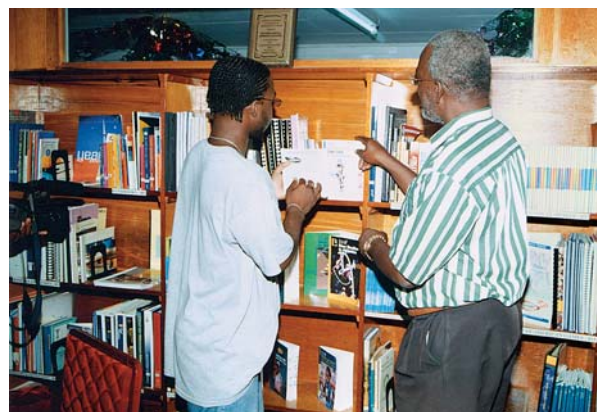
This programme, launched at the start of this quadrennial plan, is designed to meet the IOC's request that NOCs be enabled to preserve the history of the Olympic Movement and sport in their respective countries for both current and future generations.

In 2004, financial support from Olympic Solidarity was used by NOCs to create exhibition rooms for their collections of sports-related items, to publish books on the development of sport at national level, to create libraries and organise their archives, or even to conduct research or purchase specific equipment for their museums. The NOCs were therefore able to achieve their primary ambition of making all available information on the history of sport in their countries accessible to their community.

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.

2004 Budget: US\$ 500,000



Seeking information in the library at the Guyana documentation and resources centre

Individual NOC requests

Continent	Accepted	
Africa	4	COD, MAW, RSA, SEY
America	4	BIZ, CHI, ESA, GUA
Asia	1	IRI
Europe	4	ARM, MKD, MLT, NED
Oceania	5	COK, FIJ, FSM, NZL, PNG
Total	18	



School children visiting the Ukraine Museum Sports Glory exhibition

NOCs rewarded for contribution to success of the Games



The main event of this year was clearly the Games of the XXVIII Olympiad, held in Athens from 13 to 29 August 2004, in which 10,625 athletes participated.

Thanks to a budget approved by the Olympic Solidarity Commission in February 2004, all NOCs with athletes competing in the Games received financial assistance from Olympic Solidarity. This comprised a fixed sum of US\$ 10,000 to cover logistical costs, up to US\$ 14,000 for the transport and accommodation expenses of the President and Secretary General of each NOC (US\$ 7,000 for each), and reimbursement of the travel costs of up to six athletes and two officials. In addition, **each NOC received a financial reward for its contribution to the success of the Games**, calculated on the basis of an amount of US\$ 1,450, multiplied by the number of participating athletes per NOC.

For each NOC, Olympic Solidarity also paid for one young person to participate in the International Youth Camp run by the Organising Committee of the Games of the XXVIII Olympiad in Athens (ATHOC).

Olympic Games Participation

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

In total, Olympic Solidarity paid US\$ 22,776,000 to the NOCs in 2004, a sum which will form part of the budget for the 2005-2008 plan because it is funded by the sale of television rights for the Athens and Turin Games and is earmarked for the development of the 2005-2008 quadrennial plan.

Athletes who participated in the Games of the XXVIII Olympiad in Athens

NOC	Number of athletes	NOC	Number of athletes	NOC	Number of athletes	NOC	Number of athletes
Africa		(cont.)		America		(cont.)	
ALG	62	MAD	8	AHO	3	JAM	47
ANG	30	MAR	57	ANT	5	LCA	2
BDI	7	MAW	4	ARG	155	MEX	113
BEN	4	MLI	23	ARU	4	NCA	5
BOT	11	MOZ	4	BAH	22	PAN	4
BUR	5	MRI	9	BAR	10	PAR	23
CAF	4	MTN	2	BER	10	PER	12
CGO	5	NAM	8	BIZ	2	PUR	43
CHA	1	NGR	72	BOL	7	SKN	2
CIV	5	NIG	4	BRA	246	SUR	4
CMR	18	RSA	106	CAN	262	TRI	19
COD	4	RWA	5	CAY	5	URU	15
COM	3	SEN	16	CHI	22	USA	535
CPV	3	SEY	9	COL	53	VEN	48
EGY	97	SLE	2	CRC	24	VIN	3
ERI	4	SOM	2	CUB	151		
ETH	26	STP	2	DMA	2		
GAB	5	SUD	4	DOM	33		
GAM	2	SWZ	3	ECU	16		
GBS	3	TAN	8	ESA	7		
GEQ	2	TOG	3	GRN	5		
GHA	28	TUN	57	GUA	18		
GUI	3	UGA	11	GUY	4		
KEN	46	ZAM	6	HAI	8		
LBA	8	ZIM	12	HON	5		
LBR	2			ISV	6		
LES	3			IVB	1		
		Total	828			Total	1,961

NOC	Number of athletes
Asia	
AFG	5
BAN	4
BHU	2
BRN	10
BRU	1
CAM	4
CHN	387
HKG	32
INA	38
IND	73
IRI	37
IRQ	25
JOR	8
JPN	311
KAZ	116
KGZ	29
KOR	268
KSA	16
KUW	11
LAO	5
LIB	5
MAS	26
MDV	4
MGL	20
MYA	2

NOC	Number of athletes
<i>(cont.)</i>	
NEP	6
OMA	2
PAK	26
PHI	16
PLE	3
PRK	36
QAT	15
SIN	16
SRI	7
SYR	6
THA	42
TJK	9
TKM	9
TLS	2
TPE	88
UAE	4
UZB	69
VIE	11
YEM	3
Total	1,809

NOC	Number of athletes
Europe	
ALB	7
AND	6
ARM	18
AUT	74
AZE	37
BEL	50
BIH	9
BLR	151
BUL	96
CRO	81
CYP	20
CZE	142
DEN	92
ESP	316
EST	42
FIN	53
FRA	308
GBR	264
GEO	32
GER	442
GRE	431
HUN	209
IRL	46
ISL	26
ISR	36

NOC	Number of athletes
<i>(cont.)</i>	
ITA	365
LAT	32
LIE	1
LTU	59
LUX	10
MDA	33
MKD	10
MLT	7
MON	3
NED	210
NOR	52
POL	194
POR	82
ROM	108
RUS	449
SCG	87
SLO	79
SMR	5
SUI	98
SVK	64
SWE	116
TUR	64
UKR	239
Total	5,355

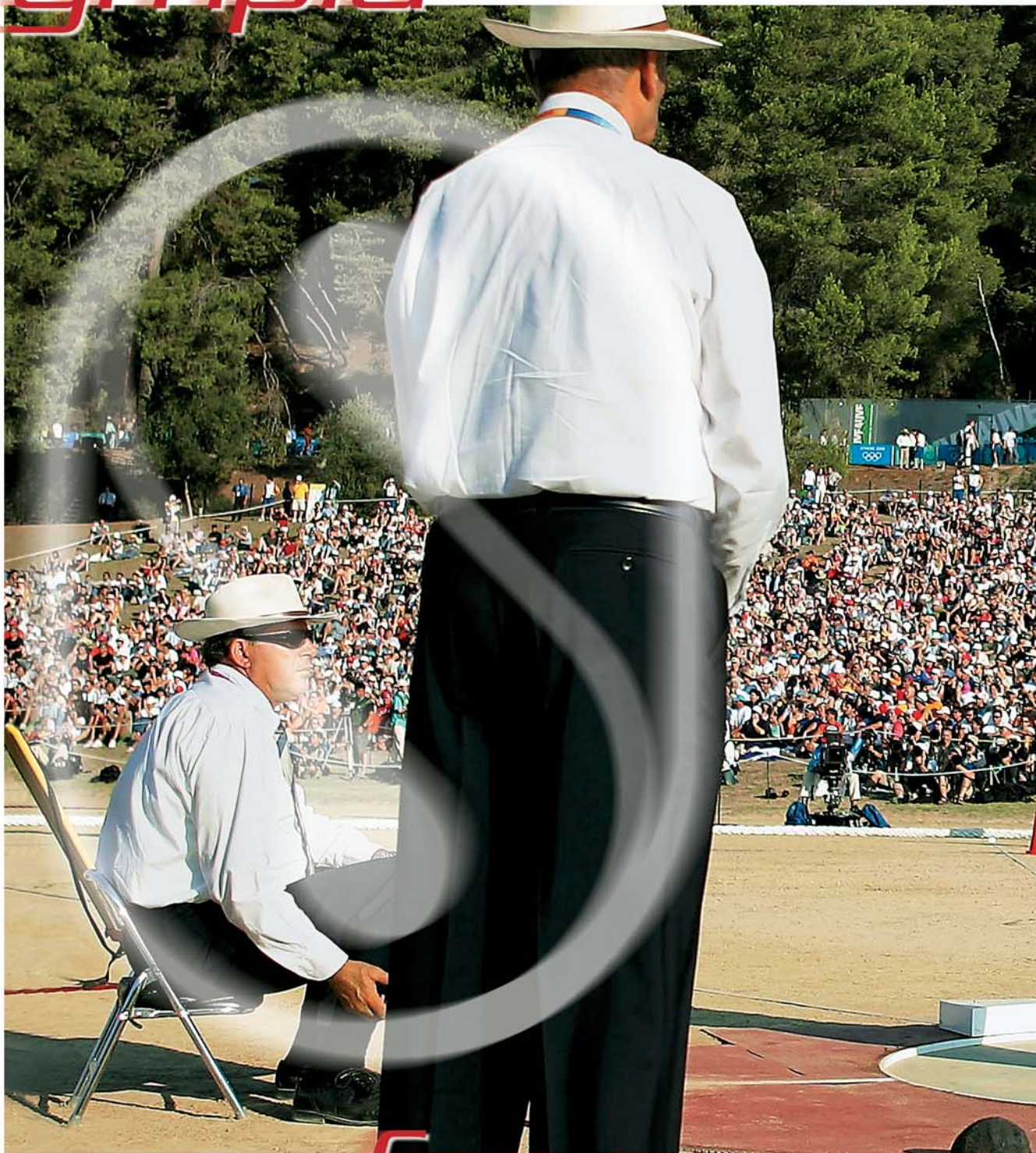
NOC	Number of athletes
Oceania	
ASA	3
AUS	475
COK	3
FIJ	8
FSM	5
GUM	4
KIR	3
NRU	3

NOC	Number of athletes
<i>(cont.)</i>	
NZL	148
PLW	4
PNG	4
SAM	3
SOL	2
TGA	5
VAN	2
Total	672



Closing Ceremony of the Games of the XXVIII Olympiad in Athens © IOC/Wataru Abe

Olympia



for every

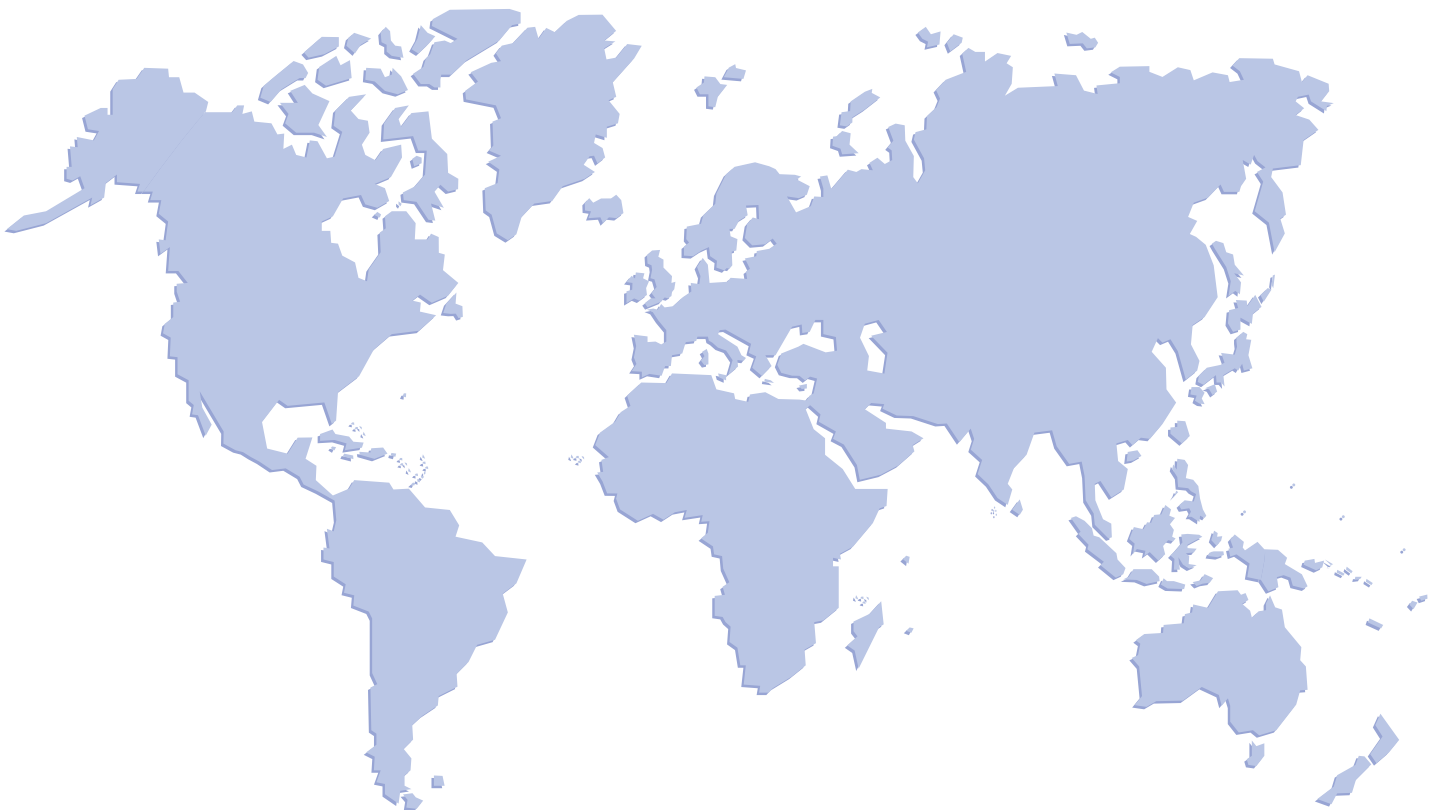
Ana Po'Uhila (Tonga), Olympic scholarship holder competing in the Games of the XXVIII Olympiad in Athens © Getty Images/Michael Steel



country

Continental Associations played a full part

➤ 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.



At the beginning of the 2001–2004 quadrennial plan, **the Continental Associations embarked on a new approach to the Olympic Solidarity programme based on the decentralisation process**. Their workload, both organisational and financial, has increased tremendously. In 2004, with experience already gained, it was clear from the satisfaction expressed by the NOCs that these Continental programmes functioned very well. All activities were stepped up and the NOCs were provided with a high-quality service with improved the results in comparison to earlier years.

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)



The holding of the Games of the XXVIII Olympiad in Athens in August 2004 brought to a conclusion one of the main elements of the activity programme of Olympic Solidarity's 2001-2004 quadrennial plan and of most African NOCs. Of ANOCA's 53 member NOCs, 52 participated in this superb festival of sport. The African delegation at the Games included 95 of the 157 Olympic scholarship-holders. African athletes won a total of 35 medals. Other important events took place this year within the framework of ANOCA's activities, including the participation of all the African NOCs in the ANOC General Assembly held in Athens in February, the participation of the ANOCA Women and Sport Committee, together with a substantial women's delegation from 20 NOCs, in the IOC World Conference on Women and Sport held in Marrakech (Morocco) in March; the organisation, in cooperation with Olympic Solidarity and ATHOC, of two pre-Delegation Registration Meetings (pre DERMs) in Casablanca (Morocco) and Johannesburg (South Africa) in June; and the organisation of the Seminar for Secretaries General of the African NOCs in Addis Ababa (Ethiopia) in December and the meeting of the ANOCA Marketing Committee in Johannesburg, also in December. In 2004, **the total budget** allocated for ANOCA programmes was **US\$ 3,255,000**.

Administration

This budget is mainly used to cover ANOCA's development and operating costs, including staff salaries, office expenditure (furniture, electrical equipment), computer technology and communication. The whole of the quadrennial budget, amounting to US\$ 1,840,000, was used.

2004 Budget: US\$ 460,000

Meetings

The same applies to the meetings budget. Ten meetings were organised during the four-year period just completed, including two in 2004, i.e. the Executive Committee meeting in Yaoundé (Cameroon) in January, at which the annual activity programme was drafted and adopted, and the Seminar for Secretaries General of the NOCs in Addis Ababa, when the main items for discussion were the 2005–2008 quadrennial plan, analysis of the 2001–2004 quadrennial plan, the fight against doping and Olympic education.

2004 Budget: US\$ 300,000

Continental activities

Several projects have been suspended or stopped altogether because the financing regulations laid down by mutual agreement with the partners concerned have not been respected. With the exception of the 2001 financial year, when the relevant subsidy was used correctly, the other three years have produced large outstanding balances totalling US\$ 764,655.

2004 Budget: US\$ 375,000

Regional and Continental Games (organisation)

The whole of the budget allocated for these activities was used to support the All Africa Games in Abuja (Nigeria) and the inaugural Afro-Asian Games in Hyderabad (India) in 2003 which, as well as producing some outstanding sporting performances, fostered greater solidarity between athletes and officials from the two continents. Nevertheless, in 2004, meetings were held in New Delhi (India) and Algiers (Algeria).

Budget used up in 2003

NOC activities

This programme, which aims to offer a fixed annual sum for the development of each NOC's main activities, was managed by Olympic Solidarity on ANOCA's behalf. A total of 48 NOCs benefited from this programme in 2004.

2004 Budget: US\$ 2,120,000

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

Pan American Sports Organisation (PASO)



In 2004, PASO continued to consolidate and enhance the implementation of Olympic Solidarity's World and Continental Programmes, with very encouraging results achieved in America during this Olympic year.

Thanks to co-operation between the Olympic Solidarity staff in Lausanne and the Pan American Olympic Solidarity programme coordination office, all activities in our continent were run more efficiently and the NOCs enjoyed greater benefits as a result. The decentralisation of funds towards the Continental Associations, along with the activities and programmes run by PASO at the initiative of President Mario Vázquez Raña, helped to ensure that the Olympic Solidarity programmes were organised in a true spirit of solidarity encompassing all 42 of PASO's member NOCs.

Generally speaking, the programmes relating to the administration of PASO, the continental meetings and the programme of continental activities were successfully implemented in accordance with the respective annual budgets. The various activities carried out were regularly evaluated, with favourable results in every case.

At the Executive Committee's last meeting, held in Mexico City in October 2004, it was noted that the results achieved by PASO's member NOCs at the Games of the XXVIII Olympiad surpassed those recorded at the Sydney Games. One of the reasons for this improvement is the positive impact of the Olympic Solidarity programmes during this four-year period, particularly with regard to coach education, Olympic scholarships for athletes, support for talented young athletes and the increase in financial support for NOCs. Furthermore, the joint programme between PASO and the United States NOC, entitled "Rumbo a Atenas" (on the way to Athens), enabled many athletes, mainly from small countries, to complete the final stages of their preparation for the Athens Games.



The Pan-American Olympic Solidarity Commission met on 13 December to analyse the implementation of the World Programmes and of those that PASO decided to include in its Pan-American Olympic Solidarity programme.

PASO managed all of the Continental Programmes and their budgets, with a budget of US\$ 3,042,500 in 2004.

Administration

During the 2001–2004 period, PASO continued to offer financial support to the NOCs, enabling them to further develop and enhance their IT programmes and employ their own IT specialists. During each year of the quadrennial, 65% of the total budget was allocated for this purpose. The rest of the budget covered areas such as staff salaries, the basic services necessary for the day-to-day running of the PASO office and other administrative activities.

2004 Budget: US\$ 450,000

Meetings

PASO's annual General Assemblies and at least two Executive Committee meetings per year are funded through the budget allocated to this programme. This year, the XLII General Assembly was held in San Antonio, Texas (USA). The Executive Committee met in San Antonio and Mexico City. Not surprisingly, the main item on the agenda was the NOCs' preparation for the Games of the XXVIII Olympiad in Athens.

2004 Budget: US\$ 285,000

Continental activities

The whole of 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. Therefore, 32 of the 35 courses that were planned for 2004 took place, covering 26 different sports. They were attended by a total of 793 participants and 169 lecturers.

2004 Budget: US\$ 627,500

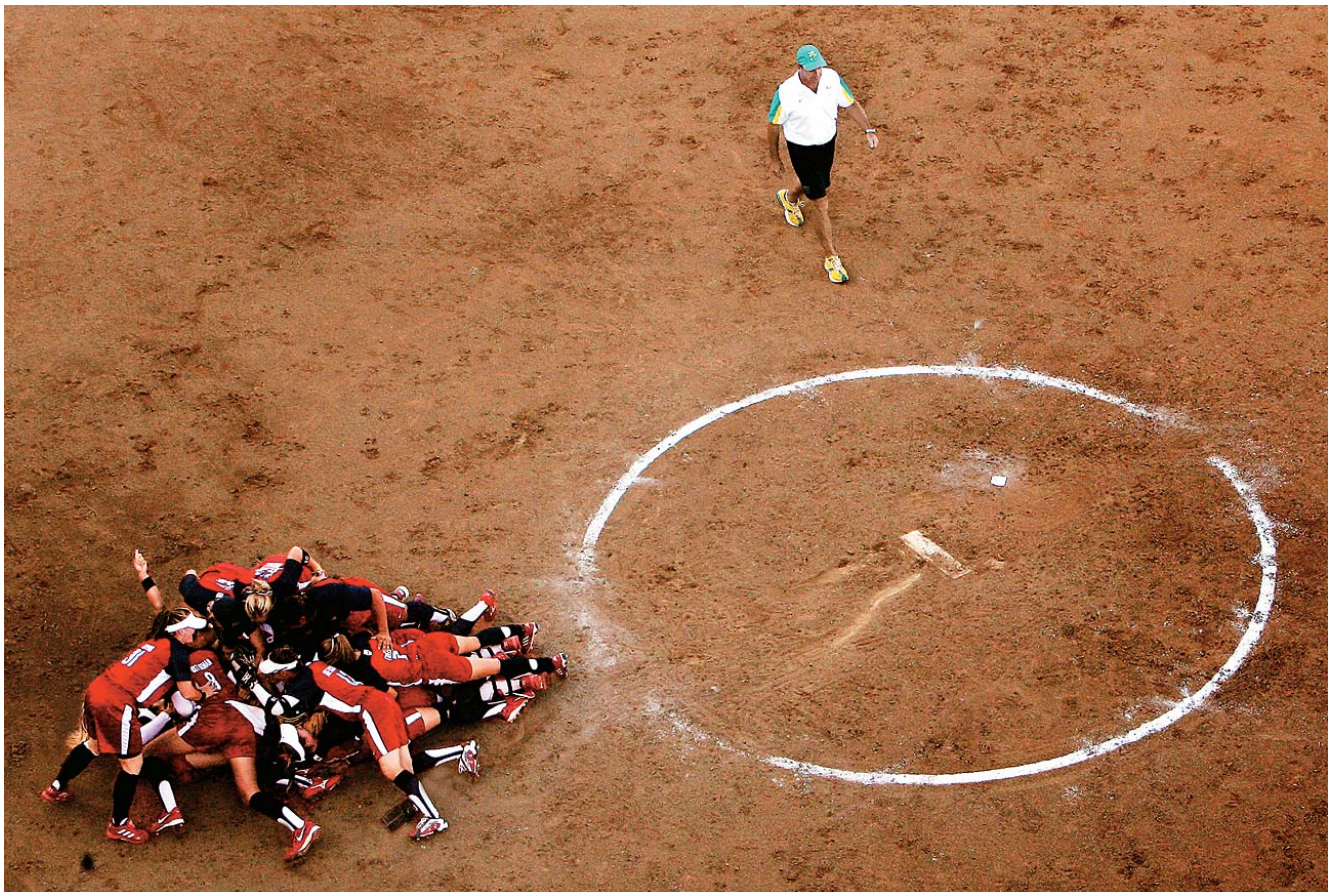


*Summary of the report by
Mr Julio C. Maglione, ANOC Vice-President, and
Mr Felipe Muñoz Kapamas, PASO Secretary General*

NOC activities

Each year, PASO grants US\$ 40,000 to each NOC in two instalments of US\$ 20,000, enabling them to organise activities in accordance with their specific needs. However, every year the most difficult task remains the implementation of this programme. Some NOCs had totally or partly failed to justify their use of funds previously received, which meant that PASO was unable to allocate further payments. PASO is sticking rigidly to this rule, while at the same time continuing to help the NOCs to address this problem.

2004 Budget: US\$ 1,680,000



The American softball team win the final against Australia at the Games of the XXVIII Olympiad in Athens © Getty Images/Nick Laham

Olympic Council of Asia (OCA)



2004, the final year of the quadrennial plan, was very eventful. All member NOCs of the OCA welcomed the increased autonomy they were granted, which enabled them to carry out their activities in accordance with their needs and priorities. The OCA supported the organisation of the 9th South Asian Federation Games held in Islamabad (Pakistan). Thanks to the frequent and excellent organisation of the Asian Games and regional games, Asian athletes achieved very good results at the Games of the XXVIII Olympiad in Athens, and the Asian NOCs played a prominent part in the Games.

The regular holding of meetings resulted in stronger collaboration and coordination between the OCA and the different Asian NOCs, thus fostering more regular exchanges of information. In the same way, the OCA and the NOCs were able to gather more experience in order to develop high-level technical and administrative standards. The OCA has received encouraging feedback from the regional forums, which served as a platform for discussion of numerous issues relating to the Olympic Movement. The delegates also had the opportunity to present their national initiatives. These forums are excellent tools for strengthening links between the various parties. However, the OCA would not have been able to achieve this high level of success without the cooperation of member NOCs and the efficiency of the Olympic Solidarity office in Lausanne. The OCA managed all the continental programmes and their funding with a budget of **US\$ 2,867,500** in 2004.

Administration

As in previous years, the budget allocated by Olympic Solidarity was used mainly for staff salaries at the OCA headquarters, computer and office equipment, communication and the day-to-day running of the OCA headquarters. In March, the OCA's previous headquarters were demolished to make room for a new, larger building, which should be completed by June 2007. The OCA headquarters are now temporarily based in an apartment in the Bayan area.

2004 Budget: US\$ 508,750

Meetings

The funds allocated by Olympic Solidarity for OCA meetings do not cover the actual costs. The OCA therefore has to make up the deficit from its own funds. This year, the OCA organised various meetings, including the joint meeting between itself, Olympic Solidarity and the NOCs of the Islamic Republic of Iran and Afghanistan in Tehran from 20 to 22 January; the meeting with the Organising Committee of the 1st Asian Indoor Games in Bangkok (Thailand) on 24 February; the meeting for Secretaries General and the 42nd Executive Board meeting in Doha (Qatar) on 30 June; and the 23rd OCA General Assembly in Doha on 1 July.

2004 Budget: US\$ 330,000

Continental activities

The whole of the 2004 budget was used for the Olympasia project and for organising the Asian Games Fun Run. The Olympasia project has been running smoothly since its inception. At the beginning of the 2001-2004 quadrennial, the OCA planned eight projects, but by the end of 2004, a total of 14 projects had been funded for the following Asian NOCs: Afghanistan, Bhutan, Cambodia, India, Jordan, Maldives, Mongolia, Democratic People's Republic of Korea, Lao People's Democratic Republic, Nepal, Tajikistan, Thailand, Vietnam and Yemen. The OCA plans to continue this project for the benefit of other NOCs. The Asian Games Fun Run was held in Delhi (India), Seoul (Korea), Beijing (People's Republic of China) and Thailand. This run was particularly aimed at promoting the 15th Asian Games in Doha.

2004 Budget: US\$ 308,750

Regional and Continental Games (organisation)

The 9th South Asian Federation Games were successfully held in Islamabad (Pakistan) from 29 March to 9 April. Eight NOCs participated. The OCA granted financial assistance to the NOC of Pakistan. **The entire budget for this programme was allocated in 2001 and 2002.**





*Summary of the report
by Mr Hussain Al-Mussallam,
Deputy Director General*

NOC activities

A sum of US\$ 40,000 was paid directly to each member NOC to fund different programmes specific to their needs. This year, the NOCs used this money for various national activities, such as the purchase of office and sports equipment, or to support athletes' training for and participation in international competitions. At the end of each year, the NOCs must present an audited statement of their accounts, showing how this money has been used.

2004 Budget: US\$ 1,720,000



Tímea Nagy (Hungary) gold medallist at the Games of the XXVIII Olympiad in Athens, individual épée © Getty Images/Jamie Squire

The European Olympic Committees (EOC)



The decentralisation process launched in 2001 continued in the final year of the 2001–2004 Olympic Solidarity quadrennial plan. The EOC managed the continental programmes in a smooth and generally satisfactory way. The European programmes were implemented in parallel with the world programmes run by Olympic Solidarity and in full coordination between the Olympic Solidarity headquarters in Lausanne (Switzerland) and the EOC office in Rome (Italy). In 2004, the EOC managed all the continental programmes and the corresponding funds, with **a budget of US\$ 3,216,000**.

Administration

In 2004, the EOC secretariat not only constantly updated its equipment with the latest technologies in an effort to increase efficiency, but also rationalised the administrative management of its office's activities in order to gradually improve the quality of the services provided to the NOCs.

2004 Budget: US\$ 525,000

Meetings

In addition to the institutional meetings such as the General Assembly, Seminar for Secretaries General and Chefs de Mission, and meetings of the Executive Committee, Commissions and working groups, the EOC organised the very successful V EOC Technical Seminar – European Forum, held in Warsaw (Poland) from 10 to 12 December 2004.

2004 Budget: US\$ 225,000

Continental activities

The EOC website, www.eurolympic.org, is constantly updated, while the EOC Newsletter is now sent out monthly as well as being accessible on the website. The EOC also published the annual issue of its magazine "SportEurope", presenting an overview of the main EOC activities carried out during the year. All of these tools helped the EOC to improve communication and to achieve its goals.

2004 Budget: USD 546,000

Continental and Regional Games (organisation)

2004 was the year for the preparation of the European Youth Olympic Festival, the winter edition of which will be held in Monthey (Switzerland) from 23 to 28 January 2005. Lignano Sabbiadoro (Italy) will host the summer edition, while the Games of the Small States of Europe will be held in Andorra.

The budget was used in 2001 and 2003.

NOC activities

As in the past, the EOC paid most of the annual budget directly to the NOCs, with each receiving US\$ 30,000. In addition, 32 projects were funded in the framework of the "NOCs special activities" budget. The remaining budget was used to implement the numerous activities of the EOC, indirectly helping the NOCs to participate in and organise the year's meetings.

2004 Budget: US\$ 1,920,000

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



Oceania National Olympic Committees (ONOC)



The decentralisation process is continuing satisfactorily for ONOC, which managed all the continental programmes and their funds, with a budget of **US\$ 2,095,000 in 2004**, as well as some Olympic Solidarity world programmes, as was previously the case. The NOCs took a while to begin using the new programmes, some of which were hardly used. However, these programmes still made a major contribution to the development of sport in the region.

Administration / Meetings

The funds allocated were primarily used to cover the costs of the ONOC secretariat, based in Suva (Fiji), the travel expenses of Executive Board and staff members, and the costs of organising the General Assembly in Koror (Palau) and the ONOC Executive Board meetings.

2004 Budget: US\$ 350,000

Continental activities

The Oceania Sports Information Centre (OSIC), based at the University of the South Pacific in Suva, continues to offer its services to the whole region. After functioning initially as the information and archive centre for the South Pacific Games – which celebrated their 40th anniversary last year – the Centre is now involved in a new sports education programme, to be run through the distance learning programme of the University of the South Pacific. The Australian government and Olympic Solidarity helped to fund the creation of this new project.

ONOC has noted increased interest among the NOCs in using funds allocated as part of the Olympoecania programme. The Solomon Islands NOC was the first to complete its project of renovating several sports installations in Honiara this year. The project's success was partly due to the additional financial support given by the British High Commission in Honiara for building renovation. At the end of the year, the Vanuatu NOC began to build its new headquarters. The Palau NOC signed an agreement with the national government, giving it control of the National Gymnasium in Koror, which is to be substantially improved with funding from the Olympoecania programme. Further projects are under way for the NOCs of the Cook Islands, the Federated States of Micronesia, American Samoa and Samoa. ONOC has also received applications from the NOCs of Guam, Nauru and Papua New Guinea.

Finally, ONOC awarded subsidies to the Oceanian national athletics, baseball, basketball, boxing, weightlifting, wrestling, swimming, softball, tennis, table tennis and archery federations. It also helped to fund their regional championships and development programmes.

2004 Budget: US\$ 720,000

Continental and Regional Games (organisation)

Since 2002, ONOC has been giving financial support to the Organising Committee of the VII South Pacific Mini Games, to be held in Palau from 25 July to 4 August 2005. The Mini Games programme will include athletics, baseball, basketball, canoeing, weightlifting, wrestling, swimming, softball, tennis, table tennis, triathlon and beach volleyball. Starting this year and for the next two years, ONOC is also helping the Organising Committee of the XIII South Pacific Games, to be held in Apia (Samoa) in 2007. Meanwhile, the NOCs of Fiji, Solomon Islands, Cook Islands, Kiribati and Samoa have been organising various national multi-sport events.

2004 Budget: US\$ 125,000

NOC activities

Thanks to funding allocated for national activities, the 15 Oceanian NOCs organised 102 technical programmes. Ten NOCs received subsidies for the employment of sports development officers and 12 were awarded sports equipment grants.

2004 Budget: US\$ 900,000

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



Continental Associations

ANOCA Association of National Olympic Committees of Africa

PASO Pan American Sports Organisation

OCA Olympic Council of Asia

EOC The European Olympic Committees

ONOC Oceania National Olympic Committees

International Olympic Federations

Summer

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

Winter

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

National Olympic Committees

Africa (53 NOCs)

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

America (42 NOCs)

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

Asia (44 NOCs)

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

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

Europe (48 NOCs)

ALB	Albania
GER	Germany
AND	Andorra
ARM	Armenia
AUT	Austria
AZE	Azerbaijan
BLR	Belarus
BEL	Belgium
BIH	Bosnia and Herzegovina
BUL	Bulgaria
CYP	Cyprus
CRO	Croatia
DEN	Denmark
ESP	Spain
EST	Estonia

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

Oceania (15 NOCs)

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

202 National Olympic Committees
are recognised by the IOC

Listening to you!

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Mizuki Noguchi of Japan, at the Panathinaiko Stadium, celebrates at the end of the race, after winning the gold medal in women's marathon at the Games of the XXVIII Olympiad in Athens

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2004 Report

Olympic Solidarity

