

# Solidarity, our strength



2005-2008 Quadrennial Plan

**Final Report**



OLYMPIC  
SOLIDARITY

Introduction .....	
Message by the Chairman of the Olympic Solidarity Commission	2
Analysis of the Quadrennial Plan by the Director of Olympic Solidarity	4
Olympic Solidarity History	7
Olympic Solidarity Commission	8
Olympic Solidarity Offices	9
World and Continental Programmes	10
Programmes and Budgets	11
A Worldwide Partnership	12
World Programmes .....	16
Athletes	18
Torino 2006 – NOC Preparation	19
Olympic Scholarships for Athletes “ Beijing 2008 ”	20
Team Support Grants	22
Continental and Regional Games – NOC Preparation	23
2012 – Training Grants for Young Athletes	24
Talent Identification	25
Coaches	26
Technical Courses for Coaches	27
Olympic Scholarships for Coaches	29
Development of National Sports Structure	31
NOC Management	36
NOC Administration Development	37
National Training Courses for Sports Administrators	38
International Executive Training Courses in Sports Management	39
NOC Exchange and Regional Forums	41
Promotion of Olympic Values	42
Sports Medicine	43
Sport and the Environment	44
Women and Sport	45
Sport for All	46
International Olympic Academy	47
Culture and Education	48
NOC Legacy	49
Olympic Games Participation .....	50
Financial Statement .....	52
Continental Programmes .....	70
Reports by the Continental Associations	
Association of National Olympic Committees of Africa (ANOCA)	72
Pan-American Sports Organisation (PASO)	80
Olympic Council of Asia (OCA)	88
The European Olympic Committees (EOC)	96
Oceania National Olympic Committees (ONOC)	104
Abbreviations .....	112

## What a beautiful page we have just turned together!



Message by Mr Mario VÁZQUEZ RAÑA  
Chairman of the Olympic Solidarity Commission



Olympic Solidarity's final report on the results of the 2005–2008 period allows us to appreciate, with great objectivity and precision, its real magnitude and enormous significance in the work of the National Olympic Committees (NOCs).

Without a doubt, I can confirm that the 2005–2008 quadrennial plan, and the figures show this, was the most fruitful in the history of Olympic Solidarity, both in direct financial assistance to the NOCs, and in benefits gained by the athletes. The most eloquent expression of this great effort was the participation of 1,088 Olympic scholarship holders, from 166 NOCs, in the qualification phase of the 2008 Beijing Olympic Games, and the presence in the Games themselves of 591 scholarship holders, representing 151 NOCs, who won 81 medals. I must stress that the NOCs benefiting from the Olympic Scholarship for Athletes' programme were mainly those with the most limited resources and technical possibilities.

Along with the concrete results which can be seen in the evaluation of the World and Continental Programmes, it is necessary to stress that, in the last four years, as a clear strategy benefiting all, the process of decentralisation of funds towards the Continental Associations has been consolidated, enhancing decision-making and specific attention to the needs and interests of the NOCs and their athletes.

This decentralisation has also symbolised, both for the Lausanne office and for each Continental Association, a further step in transparency and control over the use of the funds assigned. The Olympic Solidarity Commission has defined important actions directed at increasing rigour in accounting; strengthened the process of internal and external audits; developed a plan of evaluation visits to selected NOCs; and insisted on the analysis which must be performed by every leadership body on the use of the financial resources devoted to Olympic Solidarity's World and Continental Programmes.

We are conscious of the great responsibility we all have to manage, with the greatest zeal and efficiency, Olympic Solidarity's funds. In concluding one quadrennial and initiating another, we can be satisfied that the funds assigned for the world and continental activities have been used correctly and for the planned actions. For the 2009–2012 period, there will be growth and strengthening of the means related to rationalising, saving, efficiency and transparency in the use of the resources we hold.

50 km classical event –  
XX Olympic Winter Games in Turin  
© Getty Images/Clive Mason



A key factor in obtaining the results, which are explained in greater detail in the report, was greater coordination and the unified work of the Lausanne office and the five continental offices. An annual meeting between these offices has enabled us to set up new ways of working in which the interests and objectives, on both a global and continental level, are adequately expressed. This new way of working will be continued in the next quadrennial, allowing the structure of Olympic Solidarity to improve, advance and become consolidated throughout the world.

To summarise a four-year period, I must emphasise that Olympic Solidarity's assistance to the NOCs, as well as what it has represented to the development of their specific activities, has been converted into a guarantee to conserve and defend their independence and autonomy. The 205 NOCs in the world, without exception, receive direct financial support from Olympic Solidarity, which increases significantly with each quadrennial, and, furthermore, guarantees full access to the World and Continental Programmes. Never before have the NOCs been able to enjoy such great benefits.

I invite you to make a critical analysis of the results of the 2005–2008 quadrennial period in order to understand the positive experiences that will allow us to make even greater achievements in the 2009–2012 period, with the stated objective of increasing benefits to the NOCs and the athletes.

May I express my deep gratitude to those who have contributed to writing this beautiful page in the history of Olympic Solidarity, especially the Lausanne office team and its Director, Pere Miró; to the five offices of the Continental Associations; and to the NOCs, the main protagonists of these undeniable and recognised successes, and of those which will certainly be achieved in the 2009–2012 period.

Congratulations and best regards,  
Mario VÁZQUEZ RAÑA  
Chairman

The Olympic flame is lit in the  
Beijing National Stadium  
© Getty Images/Cameron Spencer





## Successfully meeting NOCs' needs and interests

Analysis by Mr Pere MIRÓ  
Director of Olympic Solidarity

### Increased decentralisation

Generally speaking, the 2005–2008 quadrennial plan was very similar to the previous plan, with no major changes. However, the World Programmes were revised and improved on the basis of lessons learned and analysis of how they had been used previously. The decentralisation of some of the funds towards the Continental Associations, which began during the 2001–2004 plan, was increased. The role and responsibilities of the Continental Associations grew as a result. Each association also enjoyed greater independence in terms of the selection of Continental Programmes and the distribution of the funds to the NOCs in its continent.

### Vital communication

Since the NOCs were already familiar with the two different sources of assistance (the international office in Lausanne for the World Programmes and their continental office for the Continental Programmes), they very quickly adopted this plan and began benefiting from the assistance programmes in the early months of 2005. Nevertheless, in order to explain the details of each programme and the links between them, forums were held for the NOCs in each continent in 2005, with the aim of optimising participation in and the success of the various programmes. Efforts to communicate with the NOCs and keep them informed continued throughout the plan and were rewarded, since all 205 recognised NOCs benefited from a large number of programmes. The flexibility offered to the NOCs, particularly through the Continental Programmes, also meant that the priorities and specific needs of each continent could be taken into account.



▲ Finnish women's ice hockey team during a training session – XX Olympic Winter Games in Turin

© Getty Images/Brian Bahr

### Four fields of action

The assistance offered by Olympic Solidarity continued to be primarily focused on the programmes for athletes. The six programmes available provided investment at each level of athlete development, from the identification of talented youngsters to the world elite, enabling the NOCs to offer technical and financial assistance to their athletes in accordance with their respective levels. "Beijing 2008" Olympic scholarships were

Scholarship holders during 2005  
autumn training at the CISÉL  
(Centre international du sport  
d'élite de Lausanne)



awarded to 1,088 athletes, 591 of whom qualified for and participated in the Olympic Games. Overall, the results achieved were highly satisfactory, with 81 medals won by scholarship holders.

High-quality coaching is essential to athletes' preparation. This is why Olympic Solidarity encouraged the NOCs to use and gain maximum benefit from the programmes aimed at coaches, helping them to improve their coaching skills in general in order to meet athletes' current coaching requirements. Almost 1,000 technical courses were organised, 530 coaching scholarships awarded and 170 national structure development programmes carried out.

For this quadrennial plan, Olympic Solidarity focused its efforts on helping the NOCs to strengthen their national structure and, in this way, consolidate their role within the Olympic Movement. The NOC management programmes provided assistance with training and the exchange of information and experiences in order to help the NOCs to further improve the management of their organisation. Convinced that the training of administrators and managers of NOCs and their affiliated organisations is essential to the acquisition of the skills needed for the modern, efficient management of an organisation, Olympic Solidarity, in partnership with a network of universities, has developed a new sports management manual designed to act as a basic tool for advanced courses in this field. This new training option has bridged the gap between the Sports Administrators Courses at grassroots level (450 such courses were held during this quadrennial period) and International Training in Sports Management, for which 175 scholarships were awarded between 2005 and 2008 for the MEMOS (Executive Masters in Sports Organisation Management). In future, Olympic Solidarity will continue to strengthen its work in this area in order, among other things, to promote good governance of the NOCs.

The NOCs made good use of the seven Olympic values programmes. Through the actions and activities they carried out, the NOCs demonstrated their continuing commitment to promoting and strengthening the Olympic Movement.

Thanks to the diversity of World and Continental Programmes available, the 2005–2008 quadrennial plan fulfilled the expectations and needs of each NOC. With around 9,000 requests approved as part of the World Programmes and excellent use of the funds available, the positive results that were achieved, as described in this report, confirm the pertinence of the strategy and general orientation adopted by the Olympic Solidarity Commission at the start of the plan.



◀ Children start learning cricket during the summer holidays in Grenada

### A promising future

Having analysed and evaluated these programmes in partnership with the Continental Associations and NOCs during 2008, we were able to set out the general direction, strategy and structure of the seventh quadrennial plan 2009–2012, as well as the relevant programmes and budgets. We can therefore prepare for the future with confidence and put all our energy into strengthening even further the role of the NOCs within the Olympic and sports movement.

### Thanks

I would sincerely like to thank the Chairman of the Olympic Solidarity Commission, Mario Vázquez Raña, for his trust and his leadership of this organisation, and the Commission members, most of whom are also leaders of the Continental Associations, for their invaluable collaboration and contribution. I am also grateful to the Continental Associations and the staff of the Olympic Solidarity continental offices; to all our partners – NOCs, IFs, IOC Commissions and departments – who are involved in some of our programmes; to external experts; and, of course, to the whole team at the international office in Lausanne, without whom it would have been impossible to provide the help and support needed for the development of the Olympic Solidarity programmes.



▲ MEMOS VIII graduates after the presentation of their projects at the Olympic Museum in Lausanne in 2005

## Olympic Solidarity: blossoming of a noble idea

In order to support a number of NOCs, whose countries had only recently become independent, the IOC decided at the beginning of the 1960s to organise its own methodical, comprehensive assistance programme to help the NOCs and, through them, the development of sport and the Olympic ideals. In 1962, Count Jean de Beaumont created the Committee for International Olympic Aid, which the IOC Executive Board adopted as an IOC Commission with the same name in 1968. When it merged with a similar body set up by the Permanent General Assembly of the NOCs, it finally became the Committee for Olympic Solidarity.



Between 1973 and 1978, solidarity efforts continued with the aim of improving the assistance offered to the NOCs that needed it most, although the lack of funds meant that very little progress was made in this area. It is worth remembering that, during the 1960s and 1970s, more than 50 new NOCs were established in countries with very few resources, where assistance was needed for the development of sport.



In 1979, at the constituent assembly in Puerto Rico, the IOC was asked to allocate 20% of the television rights earmarked for the NOCs to ANOC. In 1981, at the Olympic Congress in Baden-Baden, the IOC President at the time, Juan Antonio Samaranch, and the ANOC President, Mario Vázquez Raña, decided to create the Olympic Solidarity Commission, which was meant to serve the interests and meet the needs of the NOCs. It was chaired by the IOC President.



Starting at the Games of the XXIII Olympiad in Los Angeles in 1984, the increase in revenue from television rights meant that help was offered no longer in the form of a general subsidy, but in accordance with an income management structure that met IOC criteria. Since 1985, the Olympic Solidarity Commission has enjoyed administrative independence in conformity with its remit, and its administrative structure has enabled it to develop its activities on a quadrennial plan basis.

In 2001, the new IOC President, Jacques Rogge, decided to strengthen the work of the Olympic Solidarity Commission and reiterated his desire to continue the process of political and administrative decentralisation of Olympic Solidarity towards the Continental Associations and ANOC. To this end, he restructured the Commission and appointed Mario Vázquez Raña as its Chairman.

The Commission's work, in connection with the rise in Olympic Games TV rights income, has resulted in the launch of some major NOC assistance programmes during the past five quadrennial plans.

▲  
The 60th IOC Session in 1962 – NOC delegates at the ANOC working meeting during the Olympic Congress in Baden-Baden in 1981 – Mario Vázquez Raña's speech at the 1981 Congress (from top)





◀ Women's long jump  
© Getty Images/Ian Waldie

## Olympic Solidarity Commission

### Setting guidelines, directing activities

Chaired by Mario Vázquez Raña and mainly composed of representatives of the Continental Associations, ANOC and the athletes, the Commission is responsible for defining the main courses of action and managing the activities of Olympic Solidarity, for example by approving programmes and the related budgets, and monitoring their implementation. In order to fulfil these tasks, the Commission enjoys financial, technical and administrative independence.

Olympic Solidarity is managed by the Commission. It implements and executes the Commission's decisions and applies its guidelines. The Olympic Solidarity Commission works closely with the IOC Executive Board and President, and keeps them regularly informed about its activities.

The Commission met on 8 October 2008 in Acapulco (Mexico) in order to present its conclusions and approve the strategy and budgets for the new quadrennial period, with the aim of strengthening the decentralisation policy towards the Continental Associations and further improving the quality of services to the NOCs, thus providing them with more flexibility.

#### Olympic Solidarity Commission at 31 December 2008

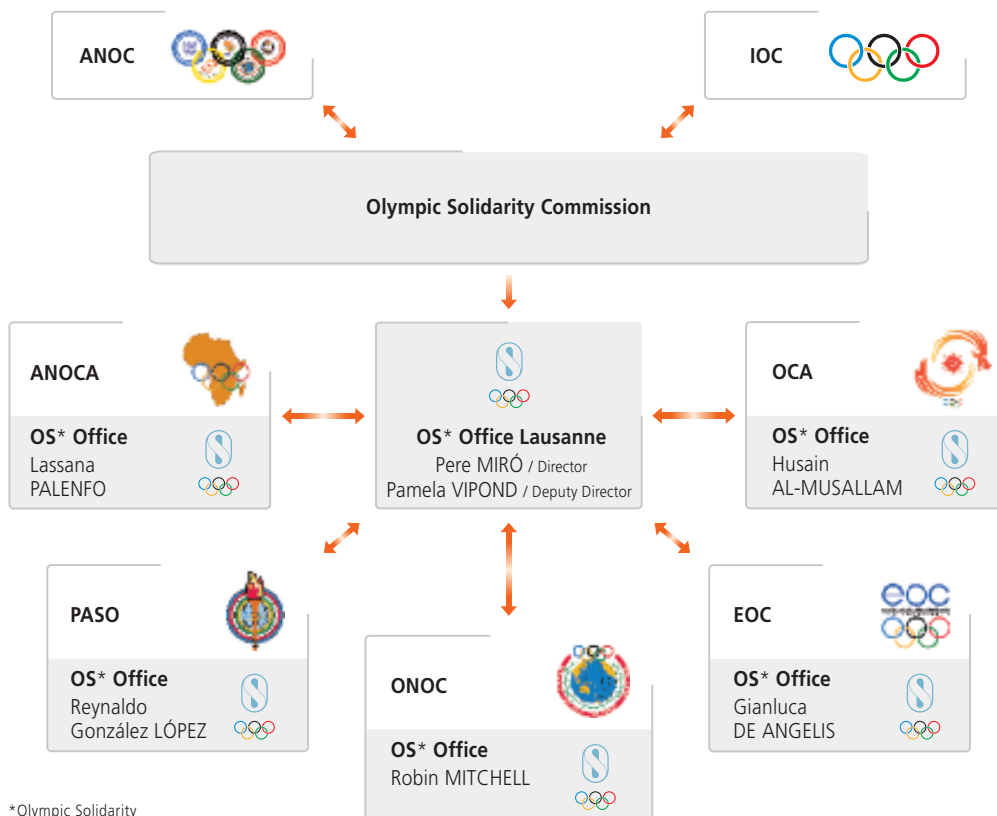
Chairman:	Mario VÁZQUEZ RAÑA
Vice-Chairman:	Richard Kevan GOSPER
Members:	Sheikh Ahmad Al-Fahad AL-SABAH Husain AL-MUSALLAM Patrick Joseph HICKEY Gunilla LINDBERG Mireya LUÍS HERNÁNDEZ The Grand Duke of LUXEMBOURG Julio César MAGLIONE Robin E. MITCHELL Felipe MUÑOZ KAPAMAS Raffaele PAGNOZZI Intendant General Lassana PALENFO Richard PETERKIN

## Olympic Solidarity offices Transparent organisation, clear objectives

In order to improve the coordination between the Olympic Solidarity international office in Lausanne and the Continental Associations, the Olympic Solidarity Commission reinforced the overall structure of Olympic Solidarity. The aim was to strengthen all aspects relating to the financial, technical and administrative coordination between the Olympic Solidarity international office and each of the Continental Association Olympic Solidarity offices. This structure provides, from a political and administrative point of view, a clear vision of the dependency, role and responsibilities of each of the parties concerned.

The Olympic Solidarity international office in Lausanne, which is responsible for coordination between the different Olympic Solidarity offices within the Continental Associations, has been restructured with the whole of the 2005–2008 quadrennial plan in mind, with a view to increasing and enhancing the quality of the services it provides to programme beneficiaries.

### Olympic Solidarity Structure



\*Olympic Solidarity

## World and Continental Programmes

### NOC assistance at the heart of our work

In accordance with the Olympic Charter, Olympic Solidarity focuses its efforts on assistance for the NOCs, particularly those in greatest need. The aid given to the NOCs to help them develop their own structures should enable them to assume the responsibilities that the Olympic Movement has given them, particularly to support the athletes and promote Olympic values.

To help them fulfil these responsibilities, Olympic Solidarity offers the NOCs an advice service to assist them in gaining access to financial, technical and administrative assistance through:

- World Programmes and Olympic Games participation grants managed from the Olympic Solidarity office in Lausanne and aimed at all NOCs, covering all areas of sports development.
- Continental Programmes, managed by the Olympic Solidarity offices of the Continental Associations of NOCs, designed to meet some of the specific needs of each continent.

The key concept is based on autonomy between the World and Continental Programmes, but with complementary objectives and fully coordinated implementation and management.



Shot put

© Getty Images/Matt King



## A well-allocated budget and well-invested resources

The only source of funding for the functioning of Olympic Solidarity and the implementation of its activities and programmes comes from the NOCs' share of the income from Olympic Games television rights. The development and assistance budget approved by the Olympic Solidarity Commission for the 2005–2008 period was USD 244,000,000. This was based on income from the sale of TV rights for the Games of the XXVIII Olympiad in Athens and the estimated revenue from the XX Olympic Winter Games in Turin, plus the estimated net assets of Olympic Solidarity at the end of 2004 and the interest from future investments.

Overall, this budget was USD 34.5 million ( 16.48 % = World Programmes + 10.72 %, Continental Programmes + 28.67 % ) higher than that of the 2001–2004 quadrennial plan of USD 209,484,000. This increase reflected, in the way it is split between the World and Continental Programmes, the Olympic Solidarity Commission's decision to increase the decentralisation of funds towards the Continental Associations.

### Breakdown of the 2005–2008 budget

World Programmes	USD 110,500,000
Continental Programmes	USD 90,000,000
Olympic Games Participation and Forums	USD 34,000,000
Administration / Communication	USD 9,500,000
	<u>USD 244,000,000</u>

### Breakdown of the "World Programmes" budget

Athletes	USD 47,500,000
Coaches	USD 24,000,000
NOC Management	USD 25,500,000
Promotion of Olympic Values	USD 13,500,000
	<u>USD 110,500,000</u>

### Breakdown of the "Continental Programmes" budget

ANOCA (Africa) – 53 NOCs	USD 19,675,000
PASO (America) – 42 NOCs	USD 15,660,000
OCA (Asia) – 44 NOCs	USD 16,419,000
EOC (Europe) – 49 NOCs	USD 18,508,000
ONOC (Oceania) – 17 NOCs	USD 10,474,000
ANOC	USD 9,264,000
	<u>USD 90,000,000</u>



◀ 500 m final of the canoe-kayak – Games of the XXIX Olympiad in Beijing  
© Getty Images/Streeter Lecka

## Components of the Olympic Movement : responsibility and solidarity

During the four-year period between each edition of the Olympic Games, the main components of the Olympic Movement – the IOC, the International Federations (IFs) and the NOCs – as well as all other bodies with similar interests, are responsible for working together in order to contribute to the development of sport and the dissemination of the values conveyed by the fundamental principles of Olympism.

The global network of partners involved in setting up, implementing and following up Olympic Solidarity programmes, as well as providing technical expertise, is the perfect example of this. Without the contribution of the Continental Associations, ANOC, NOCs, IOC commissions and IFs, not forgetting the high-level training centres, universities and experts in various fields, Olympic Solidarity would be unable to fulfil its tasks.

▶ Technical course for skiing coaches in Tajikistan





▶ Working group at the 2nd edition of MEMOS in Spanish at the Centro de Alto Rendimiento (CAR) in Barcelona in 2007

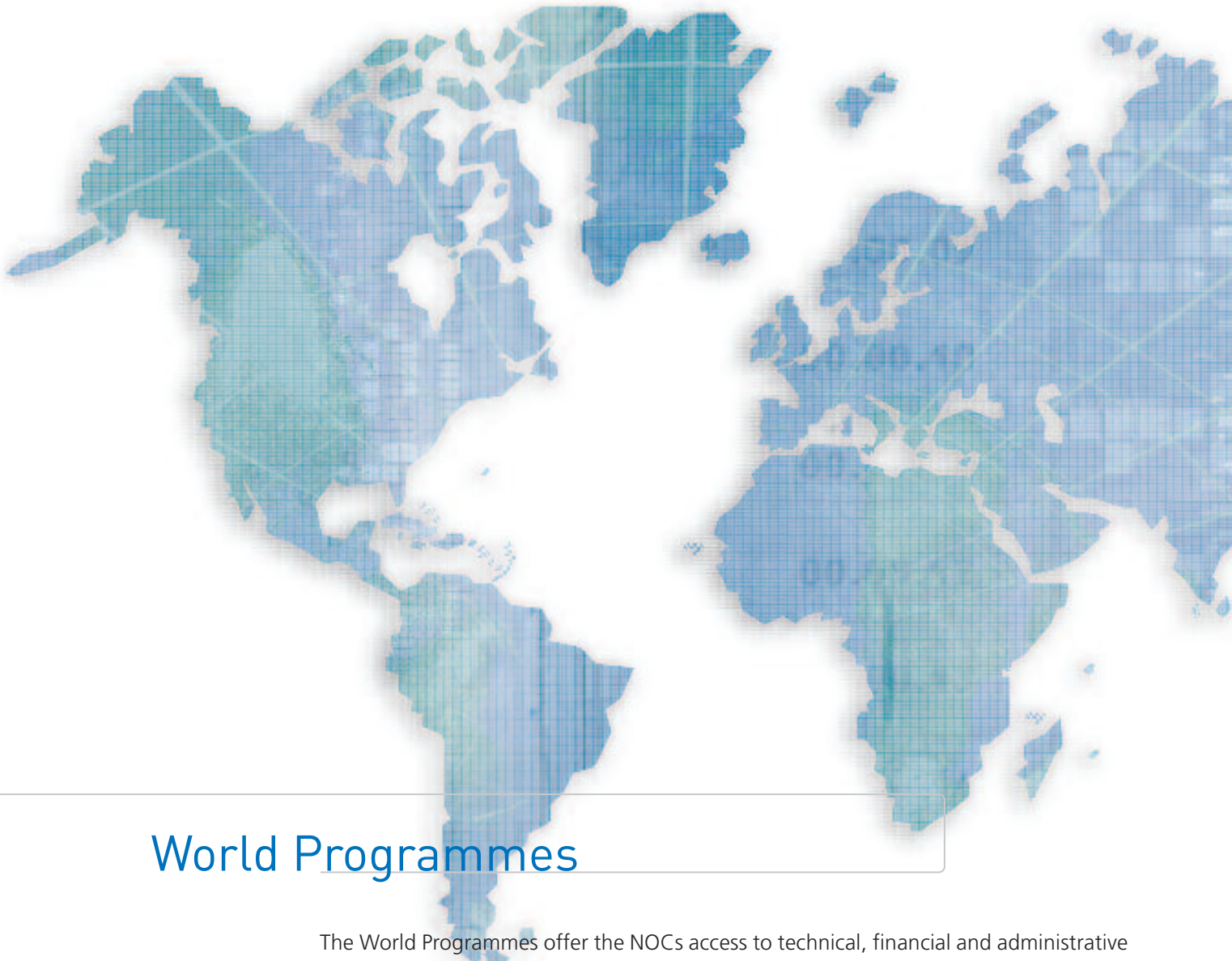


# Friendship circle









## World Programmes

The World Programmes offer the NOCs access to technical, financial and administrative assistance for the organisation of specific sports development activities. In principle, and in accordance with Olympic Solidarity's mission, priority in the budget allocation is given to the NOCs with the greatest needs.

For the 2005–2008 quadrennial, Olympic Solidarity made available to the NOCs 20 World Programmes within the four main areas of sports development (Athletes, Coaches, NOC Management and Promotion of Olympic Values) considered essential for NOCs to develop sport in their country and accomplish the mission that is entrusted to them by the Olympic Charter.

The World Programmes are managed from the Olympic Solidarity international office in Lausanne, in coordination with each respective Continental Association, in order to maximise the objectives of each of the continents and regions. Olympic Solidarity was supported by its partners during these four years in its efforts to develop and deliver high quality programmes to the NOCs. The potential of these programmes is enormous, and the NOCs strove to make full use of them. To meet the specific needs of each NOC even more closely, all the programmes have been further improved for the new quadrennial plan.



## Twenty programmes, four areas of action

### Athletes

- Torino 2006 – NOC Preparation
- Olympic Scholarships for Athletes “Beijing 2008”
- Team Support Grants
- Continental and Regional Games – NOC Preparation
- 2012 – Training Grants for Young Athletes
- Talent Identification

### Coaches

- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- Development of National Sports Structure

### NOC Management

- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchange and Regional Forums

### Promotion of Olympic Values

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

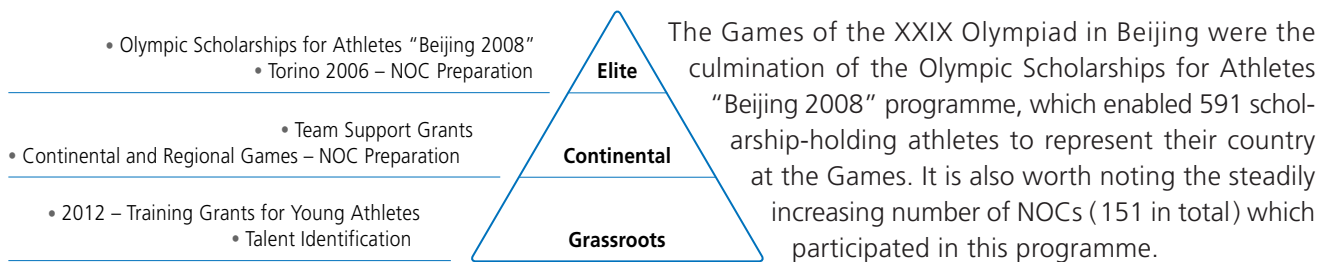


◀ Hamchetou Maiga of Mali (left) and Teresa Bodensteiner of New Zealand during a preliminary game at the Beijing Olympic Basketball Gymnasium  
© Getty Images/Mark Dadswell

## Commitment to athletes' success



The philosophy adopted for the athletes' programmes for the previous four years, which involved a pyramid approach to the athletes' technical level, continued to prove effective. This structure made it easier to target and channel the assistance offered to athletes, while providing the possibility for interaction between the different levels.



Support for team preparation was offered throughout the 2005–2008 quadrennial plan. This programme was amended in order to give teams at different levels, rather than just Olympic level, the chance to receive assistance so that they could improve in accordance with their own objectives.

Thanks to the Continental and Regional Games preparation programme, the NOCs were able to offer their athletes the best possible training conditions and the chance to participate in regional and/or continental competitions. These athletes were therefore more likely to achieve success at these Games, which for many NOCs are among the most important competitions after the Olympic Games. With a participation rate of around 90 %, the importance of offering a programme at this intermediate level is indisputable.

At the bottom of the pyramid, the NOCs were also keen to help young athletes. This programme provided the NOCs with financial assistance for activities ranging from the organisation of training camps for young athletes to individual subsidies for development programmes run by certain IFs. Together with the support provided through the other programmes, this only serves to confirm Olympic Solidarity's commitment to promoting athlete development.

## Torino 2006 – NOC Preparation

### Positive impact of funds made available

In line with Olympic Solidarity’s commitment to supporting athletes, this specific assistance programme, which was launched in the year preceding the Games, enabled the NOCs to supplement and optimise the preparations of their individual athletes and teams for the XX Olympic Winter Games in Turin. Since this was not a conventional programme offering long-term individual scholarships for athlete training, the NOCs were able to benefit from an “à la carte” approach and to use the funds available in accordance with their priorities. This had a very positive impact, as reflected in the wide range of proposals submitted by the NOCs. Training camps were organised, travel to the competition venues was subsidised and coaching fees were paid.

One of Olympic Solidarity’s aims was to help athletes from small NOCs with a recognised winter sports tradition to qualify for Turin. For some of these NOCs, Olympic Solidarity funding represented the main source of revenue for athlete preparation. Some of the NOCs that usually send a large delegation to the Winter Games used the grants to give a final push to athletes who were aiming to win an Olympic Diploma or even a medal. Others used the funds to supplement their overall team preparation budget.

This programme provided the NOCs with essential support in the final phase of their preparations for the Games. With 70 participating NOCs (88 % of those taking part in the Games), Olympic Solidarity saw this programme take off in terms of popularity, since only 59 NOCs had applied for assistance four years previously. The increase in the number of requests for assistance for winter sports suggests that Olympic Solidarity should reassess its commitment in this area for the years to come.

#### NOC preparation activities for the Olympic Winter Games in Turin

Continent		Approved	Budget allocated in USD
Africa	5	ALG, KEN, MAR, RSA, SEN	79,000
America	7	ARG, BER, BRA, CHI, ISV, MEX, TRI	172,515
Asia	12	CHN, IND, IRI, KAZ, KGZ, LIB, MGL, NEP, PRK, TJK, TPE, UZB	259,522
Europe	44	AND, ARM, AUT, AZE, BEL, BIH, BLR, BUL, CRO, CYP, CZE, DEN, ESP, EST, FIN, FRA, GBR, GEO, GER, GRE, HUN, IRL, ISL, ISR, ITA, LAT, LIE, LTU, MDA, MKD, MON, NED, NOR, POL, POR, ROM, RUS, SLO, SMR, SRB, SVK, SWE, TUR, UKR	1,358,188
Oceania	2	AUS, NZL	55,000
<b>Total</b>	<b>70</b>		<b>1,924,225</b>

**Objective:** to offer technical and financial assistance for the final preparation stages and qualification of NOCs’ athletes and teams eligible to participate in the XX Olympic Winter Games in Turin.

**2005-2008 Budget: USD 2,000,000**



Athletes entering the stadium during the Opening Ceremony of the XX Olympic Winter Games in Turin

© Getty Images/Kevork Djansezian-POOL



## Olympic Scholarships for Athletes “Beijing 2008”

**Objective:** to assist athletes nominated by their NOC in their preparation and qualification for the Games of the XXIX Olympiad in Beijing.

**2005–2008 Budget:** USD 16,000,000

### 591 scholarship-holders more successful than ever before

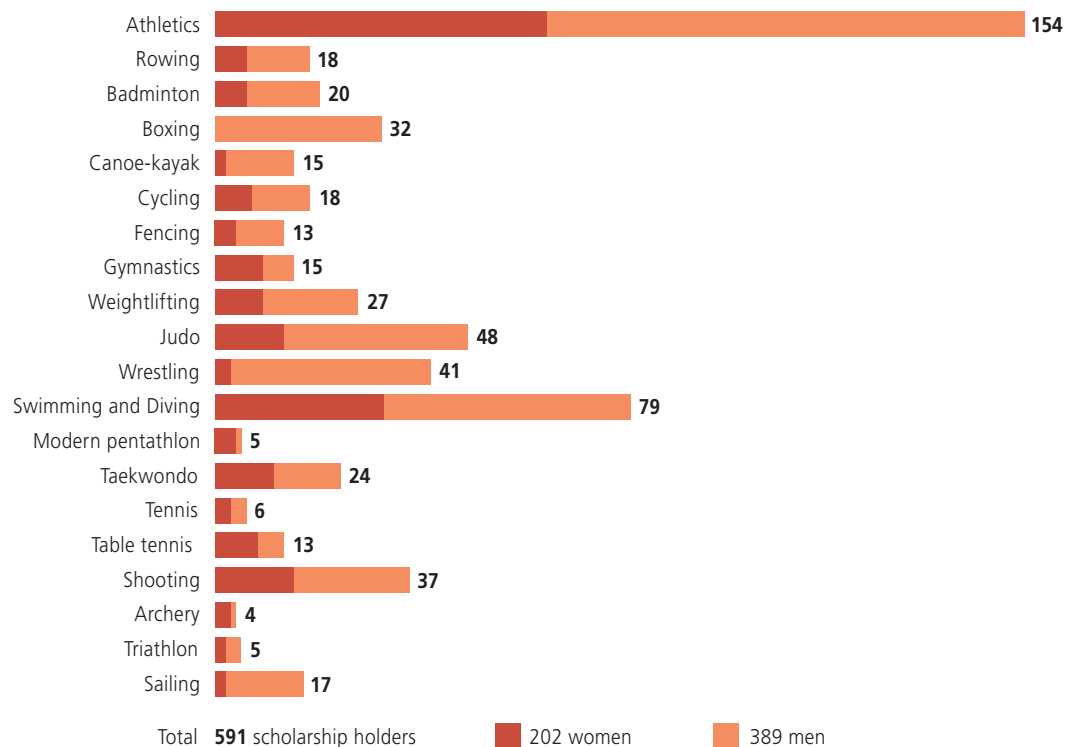
The Olympic Scholarships for Athletes “Beijing 2008” programme finished in August 2008 with the Games of the XXIX Olympiad in Beijing. Olympic scholarship holders’ qualification for and participation in these Games were once again the main objectives of this programme which, following the success achieved in Sydney and Athens, was rightly repeated in order to continue supporting the neediest athletes.

At the technical level, Olympic Solidarity continued to collaborate with the NOCs, IFs and high-level training centres. Thanks to this network, Olympic Solidarity was able to award 1,088 scholarships over a period of two years and eight months.

A few days before the Games began, Olympic Solidarity was proud to note that 591 scholarship holders from 151 NOCs had qualified for the Games, either through the IFs’ own qualification system or at the invitation of the IOC Tripartite Commission. China and the city of Beijing in particular provided the world with an outstanding spectacle throughout the 16 days of competition. The Olympic scholarship holders played a significant role in the Games, winning a total of 81 medals (19 gold, 33 silver and 29 bronze).



#### Female and male scholarship holders by sport who participated in the Games



Olympic scholarship holders by continent

Continent	Scholarship holders who benefited			Scholarship holders who participated in the Games			
	NOCs	Men	Women	Total	Men	Women	Total
Africa	46	155	70	<b>225</b>	67	33	<b>100</b>
America	39	136	72	<b>208</b>	74	47	<b>121</b>
Asia	32	197	59	<b>256</b>	97	36	<b>133</b>
Europe	41	247	136	<b>383</b>	141	81	<b>222</b>
Oceania	8	11	5	<b>16</b>	10	5	<b>15</b>
<b>Total</b>	<b>166</b>	<b>746</b>	<b>342</b>	<b>1,088</b>	<b>389</b>	<b>202</b>	<b>591</b>

cf. detailed results in the brochure "Olympic scholarships for athletes 'Beijing 2008' – Results"



Medals won by Olympic scholarship holders by continent

Continent	Medals			Total
	● Gold	● Silver	● Bronze	
Africa	2	4	2	<b>8</b>
America	3	3	4	<b>10</b>
Asia	9	10	9	<b>28</b>
Europe	5	16	14	<b>35</b>
Oceania	–	–	–	–
<b>Total</b>	<b>19</b>	<b>33</b>	<b>29</b>	<b>81</b>

cf. detailed results in the brochure "Olympic scholarships for athletes 'Beijing 2008' – Results"



Olympic Solidarity is delighted to report that the objectives laid down by the Olympic Solidarity Commission were largely achieved. The high number of exceptional results and unexpected medals, combined with the significant rise in the number of NOCs that participated in the programme during this quadrennial plan, only serve to confirm the success of the Olympic Scholarships for Athletes "Beijing 2008" programme.

Olympic scholarship holders "Beijing 2008":

Florencia Cerruti from Paraguay

© Getty Images/Clive Mason

Ruslan Tiumenbaev from Kyrgyzstan

© Getty Images/Stu Forster

◀ Daba Modibo Keita (red) from Mali

© Getty Images/Ezra Shaw



## Team Support Grants

**Objective:** to offer technical and financial assistance to one national team per NOC to prepare and participate in the Games of the XXIX Olympiad in Beijing or in an international, continental or regional competition.

**2005–2008 Budget:** USD 9,000,000

## Successful reorientation of the programme

Originally aimed at teams likely to qualify for the Olympic Games, the format of this programme was reviewed for the 2005–2008 plan in order to help teams at different levels, in both winter and summer sports. This broader vision meant that the programme benefited a wider range of sports and countries, as well as providing considerable new impetus to this programme, which was already very popular among the NOCs. The funding awarded was used to organise training courses, to enable teams to participate in competitions and to cover the coaching costs of teams selected by their NOC. Olympic Solidarity worked closely with the IFs throughout the programme, consulting them with regard to every application that was received in order to evaluate the technical information and the standard of the team. The IFs' expertise was a key part of the award process. Olympic Solidarity also set aside part of the available budget for the final preparations of teams that qualified for the Olympic Games in Beijing. With 111 teams receiving a grant since the programme was launched in 2005, Olympic Solidarity will continue the programme's reorientation in order that it should benefit all the NOCs.

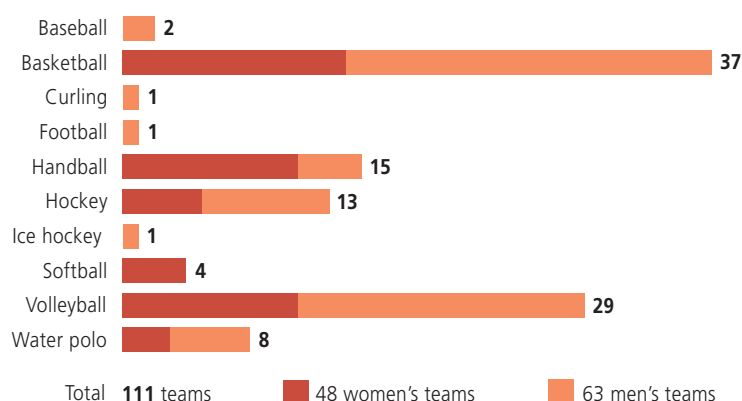
### Grants awarded by sport and by continent

Sport	Teams that participated / qualified by continent					Total
	Africa	America	Asia	Europe	Oceania	
Baseball	–	–	–	2	–	<b>2</b>
Basketball	12 / 2	9	4	7 / 2	5 / 1	<b>37 / 5</b>
Curling	–	–	–	1	–	<b>1</b>
Football	–	–	1	–	–	<b>1</b>
Handball	6 / 1	4 / 1	–	5 / 1	–	<b>15 / 3</b>
Hockey	3 / 1	2 / 1	2 / 1	5 / 1	1	<b>13 / 4</b>
Ice hockey	–	–	–	1	–	<b>1</b>
Softball	–	2	2 / 1	–	–	<b>4 / 1</b>
Volleyball	10 / 2	5	4	10 / 2	–	<b>29 / 4</b>
Water polo	–	–	1	7 / 4	–	<b>8 / 4</b>
<b>Total</b>	<b>31 / 6</b>	<b>22 / 2</b>	<b>14 / 2</b>	<b>38 / 10</b>	<b>6 / 1</b>	<b>111 / 21</b>

▲ Montenegro goalkeeper Zdravko Radicof during the semi-final against Hungary – Games of the XXIX Olympiad in Beijing

© Getty Images/Streeter Lecka

### Distribution of women's and men's teams by sport



## Continental and Regional Games – NOC Preparation

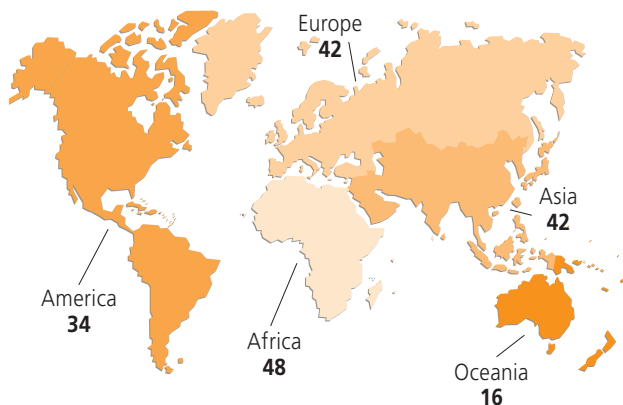
### Programme welcomed with open arms by 182 NOCs

For many NOCs, athletes’ preparation for and participation in Continental and Regional Games form an integral part of their objectives and have a significant impact on their workload over each four-year period. Indeed, NOCs often send a larger delegation to these events than to the Olympic Games and, consequently, the results they achieve there are particularly important at national level.

Following the programme’s success during the 2001–2004 period, Olympic Solidarity took the logical decision to continue with it and once again to offer a programme designed to assist continental level athletes. By the end of 2008, 89% of the NOCs (182 in total) had received assistance from Olympic Solidarity. This proves once more the need for this type of programme; the NOCs like its flexibility, which enables them to give priority to what they consider to be the most important activities for the preparation of their athletes and teams for their Continental Games.

The NOCs understood the typical profile of the athletes at which this programme is aimed, one which illustrates the crucial link between promising youngsters and the world elite. Indeed, Olympic Solidarity encourages the NOCs to use results achieved in the various Continental and Regional Games as an indication of whether an athlete is likely to qualify for an Olympic scholarship. Olympic Solidarity did likewise and, jointly with the NOCs, was able to evaluate athletes’ abilities as accurately as possible and help them to make the transition towards obtaining a possible Olympic scholarship.

#### Preparation budgets granted



**Objective:** to offer technical and financial assistance to NOCs for the preparation of continental level athletes prior to their participation in multi-sports continental and regional games.

**2005–2008 Budget:** USD 12,500,000



Decathlon 110m hurdles heat – XV Pan-American Games in Rio de Janeiro, Brazil

© Getty Images/Donald Miralle



## 2012 – Training Grants for Young Athletes

**Objective:** to identify and offer training possibilities to talented young athletes who have the potential to qualify for the Olympic Winter Games in 2010 and the Games of the XXX Olympiad in 2012.

**2005–2008 Budget:** USD 5,000,000

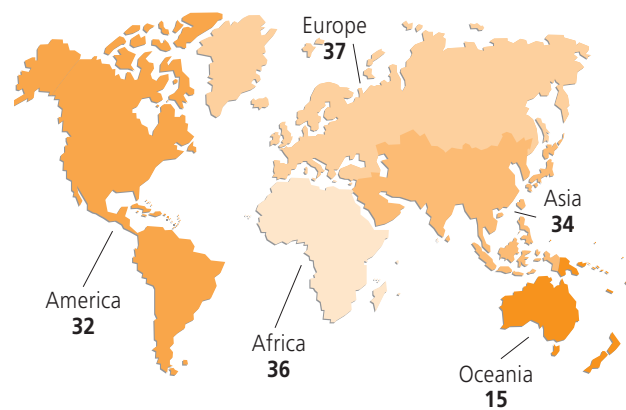
### Springboard to world elite for talented youngsters

After this programme was launched in 2005, the NOCs, aware of the importance of offering a basic level of support to their youngest athletes, did not hesitate to request Olympic Solidarity funding for the organisation of training camps, courses or even individual subsidies for specific athletes.

At the same time, Olympic Solidarity continued to support programmes set up by the various IFs. This assistance took the form of individual subsidies granted to athletes identified by the IFs or help with the organisation of international training courses. This option, which was welcomed with open arms by the NOCs and IFs alike, enjoyed unprecedented success. It is important to note that some of these young athletes confirmed their tremendous potential by taking part in the Olympic Games in Beijing.

In total, 154 NOCs benefited from this programme during the 2005–2008 quadrennial plan. This positive response has encouraged Olympic Solidarity to continue its support for young athletes. Thanks to the Youth Olympic Games, this programme will be reoriented in order to better target the talents of the future.

#### NOCs that benefited from the programme during the 2005–2008 quadrennial plan



▲ FINA training camp at Assumption University in Bangkok, Thailand



## Talent Identification

### Talented youngsters today, tomorrow's champions

This programme enabled the NOCs to set up or strengthen their systems for the identification of talented young athletes. Olympic Solidarity approved a total of 124 projects for 69 NOCs. Projects were carried out in many different sports, primarily athletics, swimming, basketball and boxing, as well as in the framework of a general talent identification procedure. In some cases, they were combined with national sports structure development projects. This meant that the NOCs could draw on more funding and take advantage of the assistance of an international expert to support their action plan.

This programme was used in a wide variety of ways: some NOCs contributed to an existing government-led initiative or set up talent identification projects within sports clubs, while others organised competitions in one or more sports and used the results to select the most talented young athletes.

However, it still remains very difficult to evaluate the true impact of this programme. Olympic Solidarity therefore decided to incorporate it into the programme aimed at supporting the Youth Olympic Games, which will be included in the 2009–2012 quadrennial plan.

#### NOC projects

Continent	NOCs	Projects approved
Africa	21	37
America	22	48
Asia	7	11
Europe	14	22
Oceania	5	6
<b>Total</b>	<b>69</b>	<b>124</b>

**Objective:** to assist NOCs to discover young athletes who show a particular sporting talent.

2005–2008 Budget: USD 3,000,000



Talent identification programme organised in schools in Eritrea



◀ Archery technical course  
in Argentina

## Educating national coaches for the benefit of athletes



During the 2005–2008 quadrennial plan, the NOCs made good use of the various programmes available in order to train their national coaches at various levels and in different ways (technical courses, individual training, medium- and long-term programmes). The NOCs understood the importance of coach education, without which their athletes would be unable to progress.

The technical courses programme benefited from the collaboration of the IFs involved. Coaches were therefore able to follow a training course appropriate to their level of knowledge in the majority of Olympic sports.

As part of the Olympic Scholarships for Coaches programme, the NOCs submitted numerous requests to Olympic Solidarity for help with the two options available: training in sports sciences and sport-specific training. For the latter option, the IFs made a valuable contribution to the improvement of the programme by organising training in their own centres, where coaches were able to develop their skills in their particular sport.

The NOCs remain fully committed to the Development of National Sports Structure programme. Indeed, the value of having a foreign expert visit a country to support the development of the whole structure linked to a particular sport is clear for all to see. The NOCs are now more than capable of creating and implementing an action plan. Some improved the link between the different projects within long-term programmes, while others used the work that coaches who received scholarships had carried out during their training in order to launch a new project.

## Technical Courses for Coaches

### Basic training provided in most Olympic sports

The Technical Courses for Coaches programme was one of the first assistance programmes offered to the NOCs by Olympic Solidarity. The NOCs are therefore completely familiar with the relevant procedures and submitted numerous requests throughout the quadrennial plan. The basic level 1 and 2 courses are generally organised at national level, while level 3 courses may sometimes take place at regional level. These involve participants from several neighbouring NOCs and provide higher-level training.

During the 2005–2008 quadrennial plan, 142 NOCs organised 980 technical courses. Africa was again the continent that organised the largest number of courses (367), followed by Asia (307) and America (252). It should be noted that, due to the decentralisation of the programmes, European and Oceanian NOCs also organised courses with the help of their respective Continental Association. Olympic Solidarity mainly supported the regional courses.

However, planning the courses over the four years of the plan caused additional problems for some NOCs, which had previously followed an annual programme in collaboration with their national federations. Even so, the programme remained very popular with the NOCs, since it meets their need to offer basic training to coaches in most Olympic sports. Tennis, athletics and basketball were the most common sports supported during the four years, followed by volleyball, boxing and table tennis.

#### Technical courses organised

Continent	Technical courses	Participating NOCs
Africa	367	52
America	252	35
Asia	307	39
Europe*	52	15
Oceania*	2	1
<b>Total</b>	<b>980</b>	<b>142</b>

\* Regional courses only, other courses were organised through the relevant continental programme

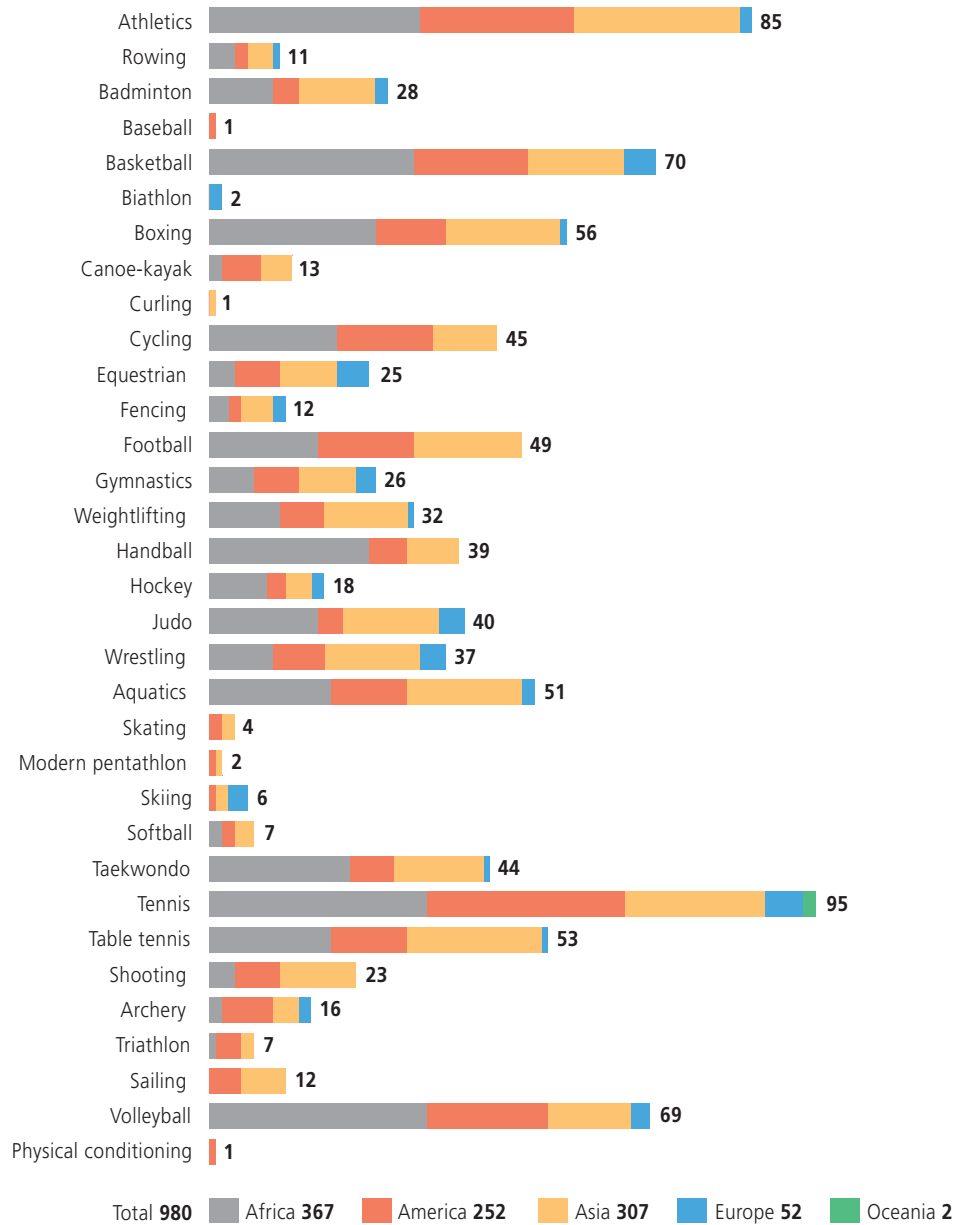
**Objective:** to provide basic training to coaches through courses led by an expert from another country in close collaboration with IFs.

**2005–2008 Budget:** USD 13,000,000



Demonstration by expert Shunsuke Yamasaki at a technical course for judo coaches in Zambia

Distribution of technical courses by sport and by continent



▲ Listening to expert Jean-Paul Magnen during a technical course for equestrian coaches in the Republic of Korea

▲ Technical course for badminton coaches in Bulgaria

## Olympic Scholarships for Coaches

### Training and technical standard constantly improving

Since its launch in 1991, the Olympic Scholarships for Coaches programme has enabled a large number of coaches to receive training and broaden their experience in their particular sport. Its main aim is to improve the training and technical level of coaches so that they in turn can pass on their knowledge and contribute to their sport’s development in their country.

During the 2005–2008 quadrennial plan, Olympic Solidarity continued to offer two types of training to the NOCs, i.e. sports science programmes, which can be followed in high-level centres or universities, and sport-specific training, which offers NOCs the chance to set up “à la carte” programmes in collaboration with the IFs (training at high-level centres, sport-specific preparation, etc.).

The statistics show that a high number of coaches were supported by Olympic Solidarity: 363 in sports science and 166 in sport-specific training, from a total of 145 NOCs. Olympic Solidarity continued its policy of flexibility by offering, in principle, one scholarship to each NOC per year. However, after analysing the available budget, it also tried to meet additional requests submitted during the year.

The centres have told Olympic Solidarity that the standard of the coaches participating in the training programmes has been constantly rising as NOCs are more rigorous in the selection process. In addition, the scholarship holders are now all expected to carry out a research project during their training in order to make the connection between the new themes they have explored and practical applications. Some NOCs supported these projects through the Development of National Sports Structure programme. The number of sport-specific training programmes increased significantly because several IFs set up such programmes at their world training centres (UCI - cycling) or continental centres (ITF – tennis, FITA – archery), etc.

**Objective:** to offer coaches access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

**2005–2008 Budget:** USD 6,000,000



Yu Fang Yuan (Malaysia, centre) benefited from an Olympic scholarship to follow a training course at Semmelweis University in Budapest, Hungary

#### Scholarships for coaches by continent

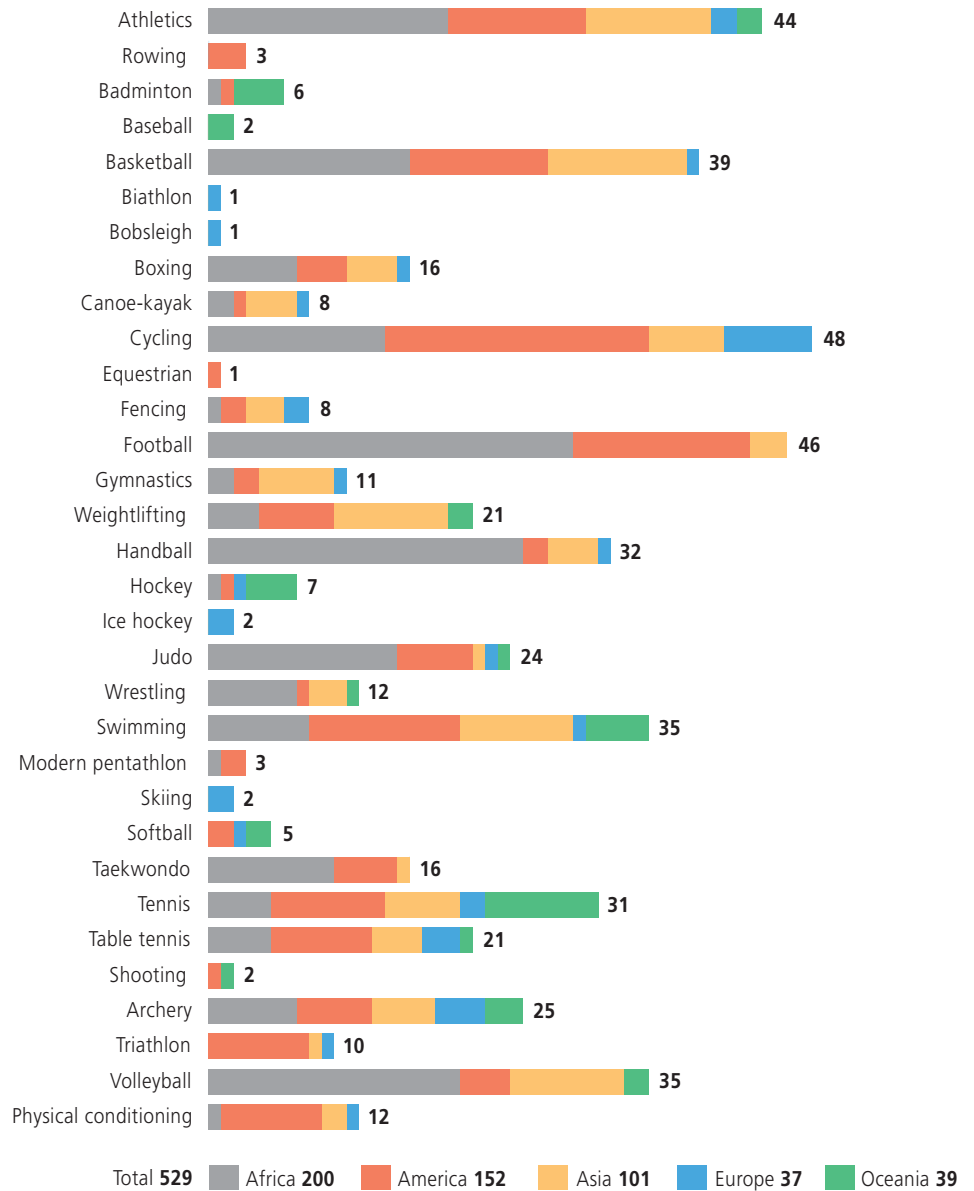
Continent	Scholarships granted						Total	NOCs
	Sports science			Sport-specific training				
	Men	Women	Total	Men	Women	Total		
Africa	139	20	159	39	2	41	200	48
America	92	18	110	40	2	42	152	32
Asia	74	6	80	18	3	21	101	35
Europe	11	3	14	20	3	23	37	22
Oceania	–	–	–	27	12	39	39	8
<b>Total</b>	<b>316</b>	<b>47</b>	<b>363</b>	<b>144</b>	<b>22</b>	<b>166</b>	<b>529</b>	<b>145</b>



▲ Scholarship holders during 2005 spring training at the CISÉL (Centre international du sport d'élite de Lausanne)

▲ Participants during the autumn training session at Semmelweis University in Budapest, Hungary

Distribution of scholarships for coaches by sport and by continent



## Development of National Sports Structure

### Support from international experts strengthens NOCs' sports structure

Interest in the Development of National Sports Structure programme increased throughout the quadrennial plan. The NOCs familiarised themselves with the procedures and were able to set up projects and see them through to completion. They were not obliged to focus solely on coach education, as had been the case during the 2001–2004 quadrennial plan, but were able to analyse the strengths and weaknesses of their current structure and put in place an action plan that allowed them to develop or strengthen that structure in a sustainable way, with the help of an international expert.

In some cases, the research projects carried out during their time at a training centre by coaches who had received scholarships served as the basis for an action plan. Other NOCs combined this programme with the talent identification programme in order to increase the funds available and derive maximum benefit from the help provided by the visiting expert.

A total of 171 projects were approved during the quadrennial plan. However, much remains to be done in order to ensure that a larger number of projects are successfully carried out. Olympic Solidarity took an initial step by cooperating with certain IFs to divide experts' visits into a number of shorter periods. This solution will be repeated in the future because it is easier to find experts available for shorter periods, and it helps with the process of entrusting responsibility to the people who manage the action plan in the country during the expert's absence.

Basketball (19 projects), table tennis (15) and athletics (10) were among the most common sports supported through this programme.

#### Projects accepted

Continent	NOCs	Projects accepted
Africa	27	44
America	22	51
Asia	12	23
Europe	20*	32
Oceania	11	21
<b>Total</b>	<b>92</b>	<b>171</b>

\*19 NOCs and 1 IF

**Objective:** to enable NOCs to develop their national sports structure by implementing a mid- to long-term (3 to 6 months) action plan for a specific sport under the direction of an international expert.

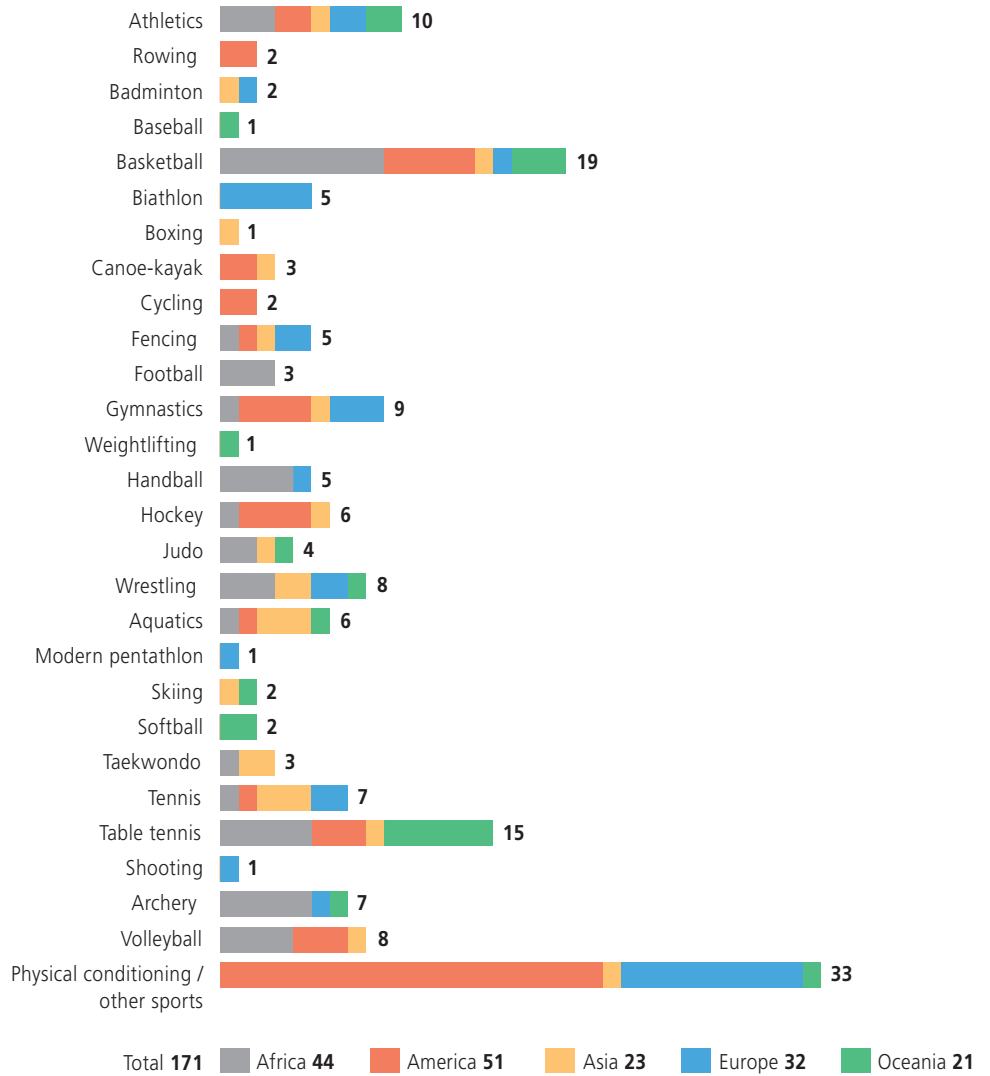
**2005–2008 Budget:** USD 5,000,000



National sports structure development project in basketball in St Vincent and the Grenadines led by the American expert Nelson Isley



Distribution of projects by sport and by continent



▲ Training in taekwondo to develop the national structure in Yemen

▲ Development project in volleyball in Nigeria



▶ Training session – XX Olympic Winter Games in Turin  
© IOC/Hélène Tobler



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BBC 10

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# Olympism - driving forward





◀ The participants at the second session of the Spanish MEMOS at the Olympic Museum in Lausanne in 2006

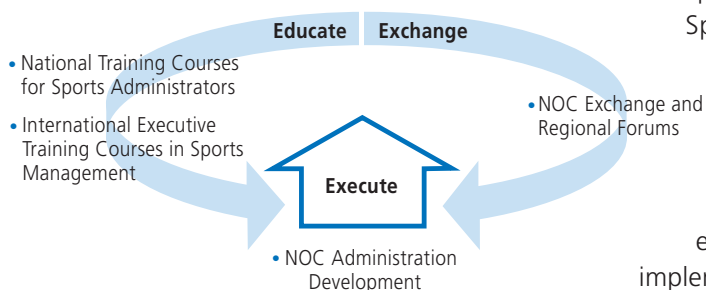
## New means to improve results



Several new opportunities and improvements to the existing options were introduced within the NOC Management programmes in the 2005–2008 quadrennial. The new options included NOC Management Initiatives, part of the NOC Administration Development programme, which was designed to provide NOCs with an à la carte approach and allow them to choose a priority area for development and the most appropriate methodology for reaching the desired goal. Another new programme, Staff Skills Training, aimed to draw NOCs' attention to the importance of keeping the skills of NOC employees up to date by offering them a chance to attend training courses.

Within the National Training Courses for Sports Administrators programme, a new option of Advanced Sports Management Courses was developed and the *Managing Olympic Sport Organisations* manual, on which the courses are based, was written specifically with this programme in mind. *The Sport Administration Manual*, the base of the long-established Sports Administrators Courses, was updated in 2005 and made available to all the NOCs active in this programme.

Scholarships for NOC-supported participants of MEMOS (Executive Masters in Sports Organisation Management) continued to be offered within the framework of a new programme of International Executive Training Courses in Sports Management. As well as four editions of MEMOS in English, two other language versions were developed and, as a result, two editions in French and two in Spanish were held during the 2005–2008 quadrennial.



Finally, the NOC Exchange programme, which was initiated in 2004, was developed into a specific programme aiming to encourage the sharing of knowledge and experience among NOCs. A specific type of exchange, NOC Internships, was piloted in 2005 and fully implemented in the following three years of the quadrennial.

The development of the NOC Management programmes was warmly welcomed by the NOCs, which derived maximum benefit from Olympic Solidarity support: firstly from the programmes offering them direct financial assistance and tools to improve performance, and secondly from the training and exchange opportunities for their staff, with the common aim of continually strengthening their management systems.

## NOC Administration Development

### Variety of initiatives proposed by NOCs

The following three options were available to the NOCs as part of the NOC Administration Development programme: Administrative Subsidy, NOC Management Initiatives and Staff Skills Training.

The amount of the administrative subsidy was increased to USD 25,000 for the 2005–2008 quadrennial. The NOCs used it to cover their basic needs and running costs, such as office rent, utility bills, organisation of statutory and other meetings and salaries.

The NOC Management Initiatives were introduced to give NOCs an opportunity to request Olympic Solidarity's support for projects aimed at improving NOC management, but for which there was no dedicated programme. This concept was welcomed by the NOCs, who used it to attend educational seminars and congresses, provide training options to their staff, organise information workshops for stakeholders, develop strategic plans, improve their accounting systems, revise policies and statutes, update IT systems, create websites and, finally, develop plans and activities, such as athlete career support, NOC information centres, etc. The programme proved so popular that, for budgetary reasons, initiatives had to be limited, in principle, to one per NOC.

Within the framework of Staff Skills Training, NOCs had a chance to receive a quadrennial grant of USD 1,500 towards the cost of training of NOC staff members. Most NOCs took advantage of this offer and requested reimbursement for courses in leadership and management, project management, presentation skills, report writing, communication, customer service, protocol, finance and accounting, marketing and fundraising, tax law, human resources management, graphic design, website management, specific computer software, multimedia archiving, database management, work safety, office administration and languages.

**Objective:** to support the administrative structure of NOCs by contributing towards their general running costs and offering a subsidy dedicated to providing educational opportunities to NOC staff.

**2005–2008 Budget:** USD 21,000,000



Management course for the staff of the Albanian NOC headquarters

#### Administrative Subsidy

Continent	NOCs that benefited			
	2005	2006	2007	2008
Africa	53	53	53	53
America	42	42	42	42
Asia	43	42	42	42
Europe	48	48	48	48
Oceania	15	16	16	17
<b>Total</b>	<b>201</b>	<b>201</b>	<b>201</b>	<b>202</b>

#### NOC Initiatives and Staff Skills Training

NOC initiatives	NOC that benefited from the staff skills training subsidy
37	40
50	19
42	27
32	36
8	7
<b>169</b>	<b>129</b>

## National Training Courses for Sports Administrators

**Objective:** to offer NOCs the possibility to organise training courses on a national basis to improve the knowledge of sports administrators and strengthen the management of Olympic sports organisations through two sub-programmes: the Sports Administrators Courses and the Advanced Sports Management Courses.

2005–2008 Budget: USD 2,500,000

### New stage in training sports managers

When requesting Olympic Solidarity's support for the organisation of Sports Administrators Courses, NOCs were asked in 2005 to plan how many courses they intended to organise during the whole quadrennial plan. This enabled Olympic Solidarity to predict how the programme budget would be used over the four years and promoted the idea of long-term planning. *The Sport Administration Manual* was revised to include data on the latest editions of the Olympic Games as well as updates on the Olympic Movement.

During the evaluation of the 2001–2004 quadrennial, Olympic Solidarity identified a gap in its management training programmes, between the Sports Administrators Courses at grassroots level and MEMOS at masters level. In order to bridge this gap, it collaborated with the MEMOS Association on the production of a new manual, *Managing Olympic Sport Organisations*, and development of the concept of Advanced Sports Management Courses, based on that book. Advanced courses are organised locally by NOCs and target executive staff, primarily of national federations and NOCs. They require a higher level of commitment, involving participation in a longer course and the production of a series of case studies.

The advanced courses were launched at the end of 2007 with a pilot training session for the first group of programme directors, who are responsible for running the courses. Olympic Solidarity then closely monitored the organisation of the first courses. Based on this experience, the first regular session was attended by the second group of programme directors, who received all the necessary information to organise advanced courses in their own respective countries.

#### Sports Administrators Courses organised by continent

Continent	Courses	NOCs	Participants		
			Men	Women	Total
Africa	125	32	2,604	672	3,276
America	141	27	3,237	1,313	4,550
Asia	135	23	2,970	917	3,887
Europe	31	12	539	244	783
Oceania	14*	9	**	**	**
<b>Total</b>	<b>446</b>	<b>103</b>	<b>9,350</b>	<b>3,146</b>	<b>12,496</b>

\*Courses organised through ONOC's "Sports administration programme" (Continental Programme)

\*\*Statistics not available

#### Advanced Sports Management Courses by continent

Continent	Africa	America	Asia	Europe	Oceania	Total
Programme directors who attended training sessions	9	12	14	3	1	<b>39</b>
Number of courses	4	2	3	–	1	<b>10</b>
NOCs	GHA, MAW, RWA, ZIM	CHI, GUA	MAS, QAT, TPE	–	ONOC (Continental Association)	

▲ Sports administration course in Easter Island, Chile



## International Executive Training Courses in Sports Management

### Continued involvement of MEMOS graduates

During the 2005–2008 quadrennial period, NOC-nominated candidates were granted a scholarship to participate in eight editions of MEMOS: four in English, two in French and two in Spanish. In 2008, Olympic Solidarity paid for one airline ticket per NOC to enable graduates to attend the First Worldwide Convention of MEMOS Graduates, organised by the National Institute of Physical Education of Catalonia in Barcelona (Spain). The delegates were able to listen to their colleagues' accounts of the implementation of their MEMOS projects and update their knowledge in the area of information and communication technology, which was the subject of the conference.

Taking advantage of the MEMOS Convention, Olympic Solidarity conducted an evaluation of the programme and its medium-term impact on NOCs. A total of 81 NOCs that had benefited from a MEMOS scholarship responded to Olympic Solidarity's questionnaire. According to the data provided, almost all MEMOS graduates (95%) are still involved in the national sports system in either the same or a slightly different capacity. A vast majority of the MEMOS projects have been either completely or partially implemented, or are in the process of implementation.

According to a number of NOCs, participation in the programme has directly improved the management of the participants' organisations and produced concrete results, such as development of a strategic plan, implementation of conflict resolution or risk management models, qualification of a higher number of athletes for the Olympic Games, a federation's improved position in the international rankings, the successful management takeover of national sports facilities, an increased number of sponsors or improved public perception of a sport.

In addition to high quality teaching, numerous networking opportunities and a chance to visit other sports organisations and training facilities during module locations, MEMOS brought less obvious benefits. As a result of MEMOS, the organisations involved are now more aware of the importance of training and have a better understanding of the Olympic Movement structure. Graduates are involved in the management training of other sports managers nationally (e.g. through Advanced Sports Management Courses or by tutoring other MEMOS participants) and perform an advisory role for national federations. Finally, their projects are used as a point of reference by local sports organisations. The great advantage of this course, mentioned by many NOCs, is the possibility for participants to continue working full-time while undergoing training.

**Objective:** to provide sports managers with masters level training courses of international significance in order that they may develop the knowledge required to better manage their organisations.

**2005–2008 Budget:** USD 2,000,000



Module 1 of MEMOS IX at the IOC Headquarters in Lausanne in 2006





The MEMOS programme is therefore very useful to the NOCs in terms of both staff training and the relevance of projects developed during the course.

#### Scholarships granted and subsidies by continent

Continent	NOCs	Scholarships granted						Total	Travel subsidies / Convention
		MEMOS IX, X, XI and XII		MEMOS in Spanish (1st and 2nd editions)		MMOS and MEMOS in French			
		M	W	M	W	M	W		
Africa	33	20	4	5	–	14	10	<b>53</b>	18
America	31	17	14	11	6	1	3	<b>52</b>	21
Asia	20	20	8	–	–	2	–	<b>30</b>	8
Europe	23	18	10	4	2	1	1	<b>36</b>	12
Oceania	4	1	3	–	–	–	–	<b>4</b>	2
<b>Total</b>	<b>111</b>	<b>76</b>	<b>39</b>	<b>20</b>	<b>8</b>	<b>18</b>	<b>14</b>	<b>175</b>	<b>61</b>



▲ MOS Masters group at the Olympic Museum in Lausanne in 2006

▲ Module 1 of the MEMOS in Spanish (1st edition) in Mexico City in 2006

## NOC Exchange and Regional Forums

### NOC solidarity for joint progress

First and foremost, Olympic Solidarity wishes to thank the following NOCs, who lived up to the Olympic ideals during the 2005–2008 quadrennial by sharing their knowledge and experience with other NOCs. They helped them to improve their management in particular areas or by hosting interns working within their organisations for up to three months.

- Australian Olympic Committee Inc.
- British Olympic Association
- Comité National Olympique et Sportif Français
- Comitê Olímpico Brasileiro
- Comitê Olímpico de Portugal
- Comitê Olímpico de Puerto Rico
- Comitê Olímpico Ecuatoriano
- Comitê Olímpico Español
- Comitê Olímpico Mexicano
- Comité Olympique et Interfédéral Belge
- Deutscher Olympischer SportBund
- Egyptian Olympic Committee
- Fiji Association of Sports and National Olympic Committee
- Gambia National Olympic Committee
- Jordan Olympic Committee
- National Olympic Committee of the Republic of Belarus
- Nederlands Antilliaans Olympisch Comité
- Nederlands Olympisch Comité\* Nederlandse Sport Federatie
- New Zealand Olympic Committee Inc.
- Olympic Committee of Slovenia Association of Sports Federations
- Olympic Council of Ireland
- Olympic Council of Malaysia
- Qatar National Olympic Committee
- South African Sports Confederation and Olympic Committee
- The Barbados Olympic Association Inc.
- United States Olympic Committee
- Zimbabwe Olympic Committee

The regional forums organised on each continent by Olympic Solidarity and the Continental Association concerned enabled the NOCs to get together to share views on important issues. The subjects of these forums related mainly to the Olympic Solidarity programmes for the 2005–2008 quadrennial plan, preparations for the Olympic Games in Beijing and other topics specific to each continent.

#### NOC Exchange and Regional Forums by continent

Continent	NOCs that benefited from an exchange	Internships	Regional Forums
Africa	42	12	9
America	27	7	2
Asia	18	6	15
Europe	22	3	5
Oceania	8	1	4
<b>Total</b>	<b>117</b>	<b>29</b>	<b>35</b>

**Objective:** to promote and facilitate the exchange of knowledge and experience between NOCs on an individual, regional and continental basis.

**2005–2008 Budget:** USD 4,000,000



The United States NOC welcomes the participants to the workshop of the Olympic Public Relations Association organised in 2005



Activity organised in the framework of the 3rd Women and Sport National Conference in Albania

## Seven programmes to promote our common values



Olympism refers not only to elite sport and the Olympic Games, but also to sport's role in society and the values on which this unique, universal movement is based. Fulfilling the tasks set out in the Olympic Charter in these areas is a huge challenge for the NOCs, whose financial resources are sometimes inadequate to cover the cost of training, developing the skills that are often necessary and keeping up with technological progress.

In order to help the NOCs to accomplish their role, Olympic Solidarity developed seven programmes for the promotion of Olympic values, some of which were run in collaboration with the corresponding IOC Commissions. All seven programmes were implemented again as part of the 2005–2008 quadrennial plan. The diversity of the programmes available meant that they met the needs of the NOCs, from the smallest to the largest with well developed structures.

Olympic Solidarity dealt with more than 2,100 applications for support from these seven programmes during this quadrennial period. The NOCs ran 648 individual initiatives, an increase of more than one-third compared to the previous plan (427 during the 2001–2004 period). Olympic Solidarity is also pleased that there was a good balance between the requests for funding and its distribution across the five continents. All of these activities, which aim to educate through the practice of sport, helped to spread the Olympic values widely within local populations. These programmes also helped NOC delegates to attend seven world conferences and 12 continental/regional seminars organised by the IOC.

In some cases, the support given provided the NOCs with the impetus they needed to launch long-term programmes. Olympic Solidarity hopes that the NOCs will do this more often in order to maximise the programmes' impact and success. This is particularly true in areas where setting up programmes comprises several stages before the IOC's objectives can be achieved, such as the promotion of women in sport, the creation of educational programmes or specific structures for the environment and sustainable development. In the future, Olympic Solidarity also hopes to encourage the NOCs that are less active in these different fields to become involved in line with the resources available to them.

## Sports Medicine

### Key aspect of athlete preparation and performance

The sports medicine programme has been an integral part of the NOCs' activities for a long time and is vital to athletes' preparation and efforts to perform to the best of their ability, as well as protecting their health. Over the last four years, more than half of the NOCs benefited from either a sports medicine course or the scholarship programme that was introduced in 2005.

The sports medicine courses, run at national, regional or continental level, remain highly relevant across all five continents. More than 110 courses were held between 2005 and 2008 under the auspices of the IOC Medical and Scientific Department, with the collaboration of the five continental coordinators. Doctors, physiotherapists, trainers and coaches were therefore able to acquire the latest scientific knowledge and to update their skills.

After a fairly slow start, the new educational scholarship element eventually attracted the NOCs' interest, particularly after its scope was broadened during the plan. This amendment made it possible to organise training courses of a certain length, as well as for doctors specialising in sports medicine to attend international conferences. This programme will be reviewed again for the 2009–2012 quadrennial plan in order to broaden the range of options available and meet the NOCs' needs in this area.

Finally, a contribution to the administrative and meeting costs linked to the management of the programme was paid to the five continental coordinators. Olympic Solidarity also continued to cover the costs of specialist publications selected by the IOC Medical and Scientific Department, which were distributed to the NOCs during the 2005–2008 quadrennial plan.

**Objective:** to develop and disseminate scientific knowledge and techniques in sports medicine.

**2005–2008 Budget:** USD 2,700,000



National conference on sport, health and smoking in Tunisia

#### Courses and educational scholarships by continent

Continent	Sports medicine courses	Educational scholarships
Africa	31	4
America	22	7
Asie	15	2
Europe	39	22
Oceania	9	8
<b>Total</b>	<b>116</b>	<b>43</b>

## Sport and the Environment

**Objective:** to encourage NOCs to be actively involved in the field of sport and the environment, and to undertake, implement and adopt programmes and initiatives, using sport as a tool for sustainable development.

2005–2008 Budget : USD 1,200,000

### Three areas of awareness-raising and activities to promote the environment

For many years, the IOC has recognised the role that the Olympic Movement can play in protecting the environment and promoting sustainable development initiatives. The NOCs are able to contribute to these efforts through a special programme, which comprises three different types of activity.

The first element of the programme gave the NOCs an opportunity to launch individual initiatives at national level. In this context, the number of projects that were organised increased by more than one-third compared to the 2001–2004 plan. The most common activities remained specific awareness campaigns, sports events that took into account the need to maintain and protect sports venues, and environment celebration days involving athletes and other people involved in sport in the country concerned. However, although a small number of NOCs are active in this field, a lack of experience and technical know-how in particular is preventing many NOCs from becoming involved or adopting a long-term strategic approach.

The second type of activity was precisely aimed at overcoming these obstacles by disseminating information, enhancing technical knowledge and presenting practical examples to the NOCs in order to make up for their inexperience. This was achieved through the organisation of seven seminars (six regional and one continental) by the IOC during the 2005–2008 period. Olympic Solidarity paid for one delegate from each NOC in the relevant region to attend.

In order to cooperate with other organisations working in this field, to establish the position of the sports movement and to define joint activities, two IOC World Conferences were held, in Nairobi in 2005 and in Beijing in 2007. A number of NOC delegates were able to attend these events thanks to the third category of Olympic Solidarity support.



▲ Awareness campaign for sport and the environment in El Salvador



The emblem of the IOC Sport and Environment Commission

#### Individual NOC initiatives

Continent	Accepted
Africa	19
America	13
Asia	5
Europe	19
Oceania	7
<b>Total</b>	<b>63</b>

#### IOC World Conferences

Participating NOCs	
Nairobi 2005	Beijing 2007
10	9
10	9
6	9
7	9
3	2
<b>36</b>	<b>38</b>

## Women and Sport

### Promoting access for women to positions of responsibility

This programme remained very popular with the NOCs during the 2005–2008 period, demonstrating that they still consider this to be a very important theme. Indeed, despite the progress that has been achieved to date within sporting circles, much remains to be done in order to ensure genuine equality in this field.

Olympic Solidarity noted that this programme was well used, particularly in terms of individual initiatives that were adopted and then implemented by the NOCs in their respective countries. The main types of activity that were organised included seminars, workshops, various other events and awareness campaigns; research or academic study; creation of networks; or the preparation of publications or guides. The programme also helped a number of delegates from each continent to attend the ANOC General Assemblies in 2006 and 2008.

Olympic Solidarity encouraged the NOCs to make a special effort to include more women in their management programmes and to put more female candidates forward for the technical programmes aimed at athletes and coaches.

During this quadrennial plan, a new cycle of IOC seminars was launched at continental level, with a particular focus on the development of management and leadership skills. These new continental seminars were held in Cairo (Egypt) in 2006, Miami (United States) in 2007 and Kuala Lumpur (Malaysia) in 2008. The seminars held in Istanbul (Turkey) and Auckland (New Zealand) in 2005 therefore marked the end of the regional format. Each NOC from the region or continent concerned received funding to cover the participation costs of one delegate. Olympic Solidarity also paid for a number of NOC representatives to attend the 4th IOC World Conference on Women and Sport, held in Jordan from 8 to 10 March 2008.

**Objective:** to encourage NOCs to launch, implement and reinforce a series of actions in order to promote awareness of women in sport and to increase their participation both in practice and in management.

**2005–2008 Budget:** USD 1,200,000



National conference on women and sport in Algeria

#### Individual NOC initiatives

Continent	Accepted
Africa	28
America	28
Asia	14
Europe	27
Oceania	16
<b>Total</b>	<b>113</b>

#### IOC World Conference

Jordan 2008 Participating NOCs
11
11
10
10
5
<b>47</b>

## Sport for All

**Objective:** to promote sport in general and the practice of physical activities throughout all levels of society.

2005–2008 Budget: USD 1,900,000

### A slogan that stirs people into action

The 2005–2008 quadrennial plan was characterised by the stability of the Sport for All programme, which remains popular among the NOCs and the budget for which was almost completely allocated during this period. The main element of this programme remains the Olympic Day Run, which truly demonstrates the universality of Olympism. This event is organised by an average of 80 % of the world's NOCs, spread equally across all the continents. On submission of a detailed report, the NOCs received a subsidy of USD 1,500 from Olympic Solidarity, plus an additional USD 1,000 or USD 2,500 from McDonald's, depending on the final number of participants.

#### Olympic Day Run

Continent	NOCs that submitted a report and received financial assistance			
	2005	2006	2007	2008
Africa	43	41	42	36
America	36	35	33	31
Asia	34	34	35	30
Europe	40	38	35	33
Oceania	11	12	13	9
<b>Total</b>	<b>164</b>	<b>160</b>	<b>158</b>	<b>139</b>

The other activities carried out as part of this programme also helped to promote sport and physical activity among the population, thanks to the organisation of national initiatives launched by the NOCs and targeting different groups of people. The NOCs completed 57 projects in their respective countries in the form of awareness campaigns, competitions, sports festivals or schools programmes.

In parallel, a total of 78 NOCs (of the 90 that were invited) received Olympic Solidarity assistance to send a delegate to the IOC Congresses in Cuba in 2006 and Malaysia in 2008.

▲ Sport for All activities in the Netherlands

#### Individual NOC initiatives

Continent	Accepted
Africa	12
America	17
Asia	4
Europe	14
Oceania	10
<b>Total</b>	<b>57</b>

#### IOC World Congresses

Continent	Cuba 2006	Malaysia 2008
	Participating NOCs	
Africa	9	7
America	11	9
Asia	8	8
Europe	9	9
Oceania	3	5
<b>Total</b>	<b>40</b>	<b>38</b>



## International Olympic Academy

### 18- to 35-year olds learn about the Olympic values

During the 2005–2008 quadrennial plan, Olympic Solidarity continued to work closely with the International Olympic Academy (IOA). For many years now, participants from various backgrounds and sectors of society have learned about Olympism at the IOA’s annual sessions. These are aimed at young people aged between 18 and 35 who are involved in their national sports structures, representatives of national academies responsible for Olympic education and NOC presidents and directors. The participants meet in Olympia, Greece, to discuss topics linked to Olympic history, philosophy and current affairs. The presentations and debates during the sessions enable them to deepen their knowledge and understanding of this educational movement. They are then able, once they return home, to pass on this knowledge within their organisations and to play an active role in directing the development of sport and its values.

During the four years of the plan, Olympic Solidarity contributed financially to the participation of 800 delegates in the two annual sessions. It also covered the cost of the translation of documents, interpreting and Internet broadcast of these sessions. Finally, Olympic Solidarity also supported the annual Olympic studies seminars for postgraduate students and other research projects on the subject of Olympism.

#### IOA annual sessions

Continent	Annual sessions for young participants							
	2005		2006		2007		2008	
	NOCs	Participants	NOCs	Participants	NOCs	Participants	NOCs	Participants
	that received assistance from Olympic Solidarity							
Africa	12	18	12	15	16	21	17	22
America	18	27	21	33	19	29	19	30
Asia	23	37	23	35	22	33	23	33
Europe	37	66	35	60	37	63	33	59
Oceania	2	4	3	4	2	4	2	3
<b>Total</b>	<b>92</b>	<b>152</b>	<b>94</b>	<b>147</b>	<b>96</b>	<b>150</b>	<b>94</b>	<b>147</b>

Continent	Sessions for NOA directors		Sessions for NOC officials and NOA presidents or directors	
	2005	2007	2006	2008
	NOCs that received assistance from Olympic Solidarity			
Africa	15	13	16	15
America	12	15	9	10
Asia	8	10	8	8
Europe	12	18	16	11
Oceania	2	1	2	1
<b>Total</b>	<b>49</b>	<b>57</b>	<b>51</b>	<b>45</b>

**Objective:** to educate, spread and protect the ideals of the Olympic Movement and encourage NOCs and NOAs to send participants to the different sessions of the IOA, in order to study and implement educational and social principles of Olympism.

2005–2008 Budget: USD 2,000,000



IOA facilities and gardens  
© IOC



## Culture and Education

**Objective:** to encourage NOCs and their NOAs to be actively involved in the promotion of Culture and Olympic Education and to undertake, implement and adopt programmes and initiatives in this field.

2005–2008 Budget: USD 2,500,000

### Partnerships welcome with national school and educational structures

Through this programme, more than one-third of the NOCs across the five continents carried out one or more initiatives during the 2005–2008 period, aimed at promoting the Olympic values through educational programmes and cultural activities. A number of projects funded by Olympic Solidarity became long-term programmes that were well integrated into the activities of the NOCs concerned. These programmes, which are already part of the school syllabus, were possible thanks to partnerships with national education or cultural ministries or institutes. They were therefore able to reach a large number of people in each country, especially among the younger generations.

This programme attracted the interest of many NOCs and National Olympic Academies (NOAs), regardless of their size or structure. Twice as many requests were received as in the previous quadrennial plan, with 144 initiatives in total. As well as the programmes set up in schools, universities and sports clubs, the NOCs organised seminars and conferences, prepared publications and teaching materials, set up websites devoted to Olympism, launched research programmes, created NOAs and carried out numerous other activities, such as the organisation of youth camps, exhibitions, festivals and radio or television programmes.

The NOCs were also able to request help with organising the national phase of international contests organised by the IOC (e.g. literature, photography, art). In addition, some NOCs received support for their participation in the World Forums organised by the IOC in 2006 and 2008.

#### Individual NOC activities

Continent	Accepted
Africa	30
America	34
Asia	15
Europe	54
Oceania	11
<b>Total</b>	<b>144</b>

#### IOC World Forums

Participating NOCs	Beijing 2006	Busan 2008
	10	6
10	11	
9	8	
10	7	
5	3	
<b>44</b>	<b>35</b>	



▲ Session on culture and education in Vietnam

## NOC Legacy

### Preserving our heritage, the memory of Olympism

Although this Olympic Solidarity programme is still relatively new, the number of requests steadily increased during the 2005–2008 quadrennial plan, when a total of 112 activities were accepted and one-third of the world’s NOCs participated. Inaugurated in 2001, the programme enables NOCs to take action in a field that is often of a technical nature, keeping pace with the development of new technologies and, if necessary, benefiting from the support of the expert staff and know-how of the Olympic Museum in Lausanne.

Many requests were received in relation to the development, maintenance or modernisation of museums and exhibitions devoted to either Olympic themes or sport in general. The types of project varied according to each NOC’s situation, context and resources, but they all helped to share every aspect of the Olympic adventure with the general public.

The preservation of Olympic heritage was also possible thanks to the creation and conservation of archives, whether physical or digital, documentation centres and libraries. Another aspect of the programme concerned the preservation of memories through publications or videos devoted to Olympians of the past, the commemoration of key dates such as an NOC’s anniversary and the history of the Olympic and sports movement at national level.

#### Individual NOC requests

Continent	Accepted
Africa	12
America	35
Asia	9
Europe	43
Oceania	13
<b>Total</b>	<b>112</b>

**Objective:** to encourage NOCs to preserve their national Olympic and sport history and heritage.

**2005–2008 Budget:** USD 2,000,000



Opening of the Slovolympfila exhibition in Slovakia in 2008



◀ Opening Ceremony of the Games of the XXVIII Olympiad in Athens  
© Getty Images/Stuart Franklin

## Olympic Games: NOCs' largest gathering



The Olympic Games Participation programme is intended to help the NOCs to participate in the Olympic Winter and Summer Games. The financial assistance provided has two quite different yet complementary objectives: firstly, to help foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs, and secondly, to give additional support to NOCs which contribute to the development and success of the Games.

The 2005–2008 quadrennial plan was funded through the revenue allocated to the NOCs from the television rights for the Games of the XXVIII Olympiad in Athens and the XX Olympic Winter Games in Turin. Revenue from the Olympic Games in Beijing, even though they were held in 2008, is being used, along with that from Vancouver, to fund the 2009–2012 quadrennial plan.

The subsidies received by the NOCs during the 2005–2008 period include grants for their participation in the Olympic Games in Athens in 2004 and Turin in 2006, and in the meetings of Chefs de Mission held in Turin in 2005 and Beijing in 2007.

This financial assistance was therefore given in three phases: before, during and after the Games. Before the Games, Olympic Solidarity covered the travel expenses for one delegate from each NOC to attend the meeting between the Chefs de Mission and the Organising Committee. This meeting, held a year before the start of the Games, is vital for the delegations' final preparations. During the Games, the NOCs were reimbursed the travel expenses of a number of athletes and officials, and – for Athens only – one participant in the International Youth Camp. They also received subsidies for logistical expenses and for the transport and accommodation costs of their President and Secretary General. Finally, after the Games, each NOC was awarded a subsidy for its participation in and contribution to the success of the Games, calculated on the basis of the number of athletes that participated in the competitions, according to the official figures.

#### NOCs / Athletes that participated in the Olympic Games

Continent	Games of the XXVIII Olympiad Athens 2004		XX Olympic Winter Games Turin 2006	
	NOCs	Athletes	NOCs	Athletes
Africa	52	828	6	9
America	42	1,961	9	428
Asia	44	1,809	16	306
Europe	48	5,355	47	1,710
Oceania	15	672	2	55
<b>Total</b>	<b>201</b>	<b>10,625</b>	<b>80</b>	<b>2,508</b>

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

**2005-2008 Budget:** USD 30,000,000



▲  
Chefs de Mission Seminar in Beijing in 2007 for the Games of the XXIX Olympiad

© IOC/Richard Juilliart



◀ Closing Ceremony of the Games  
of the XXIX Olympiad in Beijing  
© Getty Images/Stu Forster

## Financial statement 2005-2008



The NOCs derived enormous benefit from the funds available through the various World Programmes to help them carry out their activities, as well as the subsidies for their participation in the Olympic Games. The financial results for both of these elements are presented in the same table, bearing in mind the fact that all of these programmes are managed from the Lausanne office (cf. pages 54 to 67).

From an analytical point of view, the detailed breakdown of the funds allocated to the World Programmes and to Olympic Games subsidies is presented by NOC and by continent. These figures do not take into account all the indirect costs (not allocated individually to the NOCs) linked to World Programme development, which amount to USD 6,500,000. These indirect costs include the cost of publishing manuals and certificates, training costs, the costs of experts who ran technical courses for coaches, and the cost of the continental forums organised each year and managed by the respective Continental Associations. These financial results are based on the funds allocated up to the end of April 2009.

Once all the 2005–2008 activities have been completed and the related financial payments have been made, the remaining balance of funds allocated to the World Programmes, indicated in the final audit report, will be carried forward and reinvested in the development of the programmes of the 2009–2012 quadrennial plan.

▶  
Latvian four man bobsleigh  
during the final - XX Olympic  
Winter Games in Turin  
© Getty Images/Donald Miralle



Amounts allocated by NOC and by programme, in USD

NOC	Athletes						Coaches			NOC	
	Torino 2006 NOC Preparation	Olympic Scholarships for Athletes Beijing 2008	Team Support Grants	Continental and Regional Games NOC preparation	2012 - Training Grants for Young Athletes	Talent Identification	Technical Courses	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators
<b>AFRICA</b>											
ALG	12,000	122,400	108,000	80,000	25,265		80,000	47,897		106,872	7,845
ANG		28,800	150,000	23,000			46,928	19,294	25,000	100,695	20,000
BDI		14,400		80,000	19,800	95,000	80,000	91,998	48,107	105,500	16,000
BEN		113,578	32,500	80,000	40,000		80,000	127,755	98,017	101,500	10,040
BOT		58,459			8,400		72,467	11,000		103,249	
BUR		226,150	40,000	80,000	53,437	25,638	80,000	167,549	50,000	101,500	16,000
CAF		118,187	80,000	80,000			32,000	17,945		100,000	9,005
CGO		54,950	3,600	73,140	12,000	25,000	66,577	79,721	25,000	107,500	2,000
CHA		43,200		43,615		25,000	80,000	106,264	25,000	101,500	6,000
CIV		282,227	94,000	80,000	11,212		88,365	84,108	58,506	100,865	
CMR		145,608	70,000	80,000	28,488	30,500	61,152	80,850	30,000	100,000	14,000
COD		156,910		50,000			40,000	2,492	48,912	101,200	
COM		27,956		60,000			36,887			100,000	
CPV		37,100	53,000				20,000	70,263		100,000	
DJI		22,876	5,000	69,168	20,000		48,000	89,743		103,276	2,000
EGY		98,400	100,000	80,000	51,078		74,000	51,736		101,500	2,000
ERI		63,750		56,000		50,000	83,000	4,141	25,000	101,996	12,000
ETH		147,000	10,000	80,000			72,000	31,728		109,500	22,000
GAB		156,785					7,500	41,792		100,000	
GAM		79,909		75,718	15,000		69,952	40,105	20,280	100,000	18,000
GBS		104,737	38,000	75,000			55,297	67,094		101,500	10,000
GEQ				60,000			17,171			101,500	2,000
GHA		104,746		80,000	18,400	15,293	73,500	31,867		115,135	33,914
GUI		128,219		80,000			80,000	63,608	23,519	101,500	7,579
KEN	9,000	152,451	100,000	75,394	35,661		40,000	18,946		100,449	6,402
LBA		69,085	20,000	40,000	3,428		43,660			101,500	2,294
LBR		85,279		9,300	12,340	19,200	79,824	38,056		101,500	
LES		47,444	23,000	80,000	30,020		68,050	45,827	55,000	114,157	15,297
MAD		159,959		80,000	75,500		81,161	75,275		101,500	8,000
MAR	15,000	76,560	65,000	80,000	25,033	13,900	89,556	54,804	51,000	100,000	
MAW		84,049	46,000	80,000	60,500	75,000	80,000	43,049	106,278	109,374	40,808
MLI		228,075	140,000	80,000	10,000	25,000	80,318	44,488	77,032	104,477	6,000
MOZ		92,000	80,000	73,500		25,000	20,000	9,738		103,495	9,049
MRI		54,460		80,000	66,000		68,558	45,204	15,078	103,000	2,000
MTN				73,200		25,000	40,000			100,000	

\*Olympic Games participation Athens 2004 and Turin 2006 + meetings of the Chefs de mission Turin 2006 and Beijing 2008

Management		Promotion of Olympic Values							Olympic Games Participation*	Total
International Executive Training Courses in Sports Management	NOC Exchange and Regional Forums	Sports Medicine	Sport and the Environment	Women and Sport	Sport for All	International Olympic Academy	Culture and Education	NOC Legacy		
30,587	5,248	24,925		12,017	17,934	4,777		1,681	139,350	826,798
15,164		25,000		2,047	7,500	1,335			67,500	532,264
7,454	4,856	8,000	29,725	6,552	13,005	4,337	24,930	4,980	47,028	701,671
18,544	2,505	8,000		13,858	10,000	7,493			48,204	791,995
11,620	2,190	6,339	3,055	5,091	7,500				66,275	355,646
22,167	2,505	8,000	10,000	10,367	29,484		5,000	10,000	64,523	1,002,320
	2,505		3,067	3,131	7,500	8,164	42,204		48,971	552,678
4,745	2,505		11,500	9,338	15,000		1,500	15,000	70,687	579,763
12,000	3,543	8,000	3,231	16,808	5,000	2,324	10,000		37,061	528,546
19,168	9,110	52,954		12,239	14,079	3,038			46,955	956,825
20,427	2,140	8,000		9,078	11,500	2,051	22,936	15,000	67,693	799,422
		6,000		7,785	2,500				44,543	460,342
12,373			4,054	2,771	2,500	4,602	2,723		49,299	303,165
	2,190			306	2,500	5,168			41,731	332,258
	1,116		1,358	1,821	10,114	1,715			25,435	401,621
17,460	1,900		1,935		10,000	5,762	5,630	28,000	168,923	798,323
5,095	1,990	17,555	5,551	1,386	10,916	1,335	3,000		36,584	479,298
	7,316	7,896	1,122	1,244	10,000		1,688		80,324	581,818
868			2,257	1,894	5,000				42,829	358,924
	8,985		3,093	2,124	10,000	1,184	5,913		35,951	486,213
17,659	7,105			2,797	5,000		4,677		41,612	530,478
				7,704					39,204	227,579
10,603	11,856	8,000	5,520	10,355	19,938	7,933	1,928		80,176	629,164
	2,735	25,000		2,204	5,000				58,349	577,713
25,155	1,900	23,600	2,415	19,052	7,500	5,763			110,832	734,521
	671		2,458	1,204					35,600	319,901
	10,203		10,864	6,845	25,000		18,316	8,000	37,393	462,120
25,455	3,640	7,277	15,987	7,868	28,522	5,519	8,289	10,000	32,424	623,777
5,808			4,688	23,554	7,500				87,052	709,996
	3,176		2,642	24,348	7,500		1,914		120,321	730,755
12,781	9,301	7,900	30,000	16,601	10,000	6,456			32,864	850,961
13,987	5,416	15,500	15,283	7,072	23,390	12,095	5,000		81,233	974,366
10,250	8,279		3,985	2,851	7,500				40,565	486,213
	2,095	10,888	4,269	1,627	13,598	11,865	10,000		52,612	541,253
	2,045								41,082	281,327



Amounts allocated by NOC and by programme, in USD

NOC	Athletes						Coaches			NOC	
	Torino 2006 NOC Preparation	Olympic Scholarships for Athletes Beijing 2008	Team Support Grants	Continental and Regional Games NOC preparation	2012 - Training Grants for Young Athletes	Talent Identification	Technical Courses	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators
<b>AFRICA</b>	<i>(cont.)</i>										
NAM		32,857	40,000	80,000	14,000		67,749	47,442		107,904	10,034
NGR		141,965		80,000	25,657		90,000	35,527	50,000	101,500	
NIG		202,525	60,000	90,000	3,081	92,641	80,000	109,825	75,810	101,500	2,000
RSA	35,000	173,000	165,000	80,000	40,908	7,700	115,821	10,023		101,500	8,000
RWA		43,700	40,000	80,000		23,000	77,567	69,572	25,000	109,121	18,640
SEN	8,000	252,351	60,000	80,000	7,334	51,250	69,804	150,202	30,000	101,500	2,000
SEY		170,469	60,000	80,000	8,300	23,585	56,991	63,302	25,182	104,666	2,000
SLE							79,820	49,027	26,879	101,500	
SOM				75,000	5,787		10,000	14,121		100,000	
STP				80,000	10,000			23,261		111,947	
SUD		98,200			7,533		40,000	40,165		100,000	324
SWZ		25,882	20,000	80,000	9,750		52,126	36,432		101,500	5,239
TAN				61,600			79,122	29,970		106,182	16,989
TOG		31,134		10,000	117,441		9,000	91,089	25,000	100,000	2,000
TUN		78,960	100,000	80,000	56,900	17,000	65,072	93,047	29,193	108,449	8,125
UGA		84,432		79,970	35,640	20,500	41,816	16,706	18,441	100,000	7,428
ZAM		150,990		43,590	4,610		78,807	32,893		110,449	4,000
ZIM		188,710	45,000	80,000	96,641	55,000	79,767	36,254	28,645	114,685	30,710
<b>AMERICA</b>											
AHO		105,471	40,000	70,000	15,000	25,000	18,500	9,541	63,927	108,397	11,643
ANT		114,401	37,000	70,000		40,000	22,647	58,872		100,000	2,000
ARG	35,000	140,780	100,000	63,872	2,571		91,225	75,380	61,819	101,500	24,320
ARU		36,850		70,000	3,000		7,460		14,372	102,941	2,000
BAH		168,000					54,863			100,000	
BAR		102,197	63,000	70,000	35,000	25,000	85,397	49,494	74,417	113,284	9,282
BER	9,000	34,847		70,000			26,003			100,000	
BIZ		67,200	10,830	57,600	15,000	12,188	70,000		25,000	101,790	2,000
BOL		48,000					47,785	57,664		100,000	
BRA	35,000	150,400	200,000	70,000	96,284	50,224	82,000	45,799	77,084	114,392	13,599
CAN		24,000	150,000	70,000	15,000		28,065			101,500	
CAY		57,600		70,000	15,000	24,000	7,165			100,245	
CHI	35,000	132,000	75,000	57,557	91,600		81,221	15,996	22,500	100,000	28,059
COL		134,400	45,000	70,000	82,414		98,585	47,515		104,568	21,225
CRC					40,000		87,007	67,183		111,097	10,000

\*Olympic Games participation Athens 2004 and Turin 2006 + meetings of the Chefs de mission Turin 2006 and Beijing 2008

Management		Promotion of Olympic Values							Olympic Games Participation*	Total
International Executive Training Courses in Sports Management	NOC Exchange and Regional Forums	Sports Medicine	Sport and the Environment	Women and Sport	Sport for All	International Olympic Academy	Culture and Education	NOC Legacy		
8,653	2,190		1,495	2,356	10,507				57,322	482,508
12,064	2,190	51,000	5,365	1,711	16,000	16,231			153,134	782,343
9,153	2,505			2,903	10,000	10,875	25,000	25,000	51,002	953,820
			2,472	542	9,031	7,135			206,050	962,182
18,379	2,108		9,806	3 535	5,000	5,754	22,480		39,934	593,596
13,801		7,500		11,834	7,500	4,416	377		78,988	936,856
765	2,045	20,528	4,343	10,446	13,443	22,686	15,000		54,692	738,442
	2,114	8,000	12,527	2,222	14,470				36,481	333,040
16,220	6,235			1,776	7,500				24,000	260,638
7,438	2,100	50,000	12,144	3,787	10,000	4,651	9,488		31,551	356,367
8,235			3,323	1,551	7,500	8,735			36,315	351,881
	9,610	8,000	1,292	4,597	12,084	7,159			39,978	413,650
8,390	2,190		8,914	1,575	12,103	3,468			49,971	380,473
	2,835	7,500	11,575	1,861	12,861	1,551			44,216	468,062
15,343	6,929	26,768	9,000	9,542	10,000	3,820	11,853	20,000	109,605	859,606
	2,012	8,000	1,491	1,445	10,000	989	6,494	10,000	52,653	498,017
10,120	3,830		4,533	4,846	10,000	12,837			46,793	518,298
23,469	3,009	6,903	881	6,752	15,000	11,050	13,039	29,943	71,018	936,476
9,249	10,960	23,490	783	1,664	11,490			41,043	42,543	608,702
11,289		15,000	1,322	1,839	13,346				47,593	535,309
19,679	3,118	15,000	10,906	11,471	12,664	18,682	7,523	12,000	296,736	1,104,246
4,817	1,495			8,789	12,875	6,432	12,917		33,142	317,090
			1,005		7,500				73,691	405,059
11,612	1,595	10,000	5,045	9,688	21,359	3,769	13,599	60,000	38,500	802,236
			500		2,500				67,847	310,697
11,000		11,259		308	10,000	6,163			39,626	439,963
	1,738	20,000		1,943	10,000				38,543	325,673
69,609	16,125	45,000	7,231	20,834	14,839	16,924	34,004	25,902	426,502	1,611,753
17,587			1,575	3,979	5,000	18,655	32,416		732,466	1,200,243
	3,000		3,438	1,441	11,251				32,846	325,986
21,224			12,445	17,026	25,343	3,567	20,000	7,351	111,943	857,833
53,986	5,006		3,294	8,556	8,504	4,837	1,564	19,950	112,035	821,438
6,293	1,082	15,000	3,898	1,543	5,000	2,198			81,526	431,827

Amounts allocated by NOC and by programme, in USD

NOC	Athletes						Coaches			NOC	
	Torino 2006 NOC Preparation	Olympic Scholarships for Athletes Beijing 2008	Team Support Grants	Continental and Regional Games NOC preparation	2012 - Training Grants for Young Athletes	Talent Identification	Technical Courses	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators
<b>AMERICA</b>	<i>(cont.)</i>										
CUB		212,000	100,000	70,000	57,120		82,000	37,049	24,517	100,000	6,032
DMA		42,000	27,250	70,000		43,705	77,682	44,075	25,000	103,750	
DOM		47,825		70,000	42,428	15,500	56,988	18,749		101,931	11,341
ECU		169,000	70,562	70,000	66,571	25,000	88,056	73,681	83,205	124,378	18,038
ESA		217,658	59,550	70,000	111,071	9,175	94,514	81,093	23,350	114,616	30,063
GRN		100,800		70,000	24,200	88,717	18,650		25,249	108,196	4,000
GUA		177,218	31,250	70,000	69,599	68,750	71,553	132,631	91,647	106,265	35,326
GUY		103,443		70,000				33,044		100,771	10,032
HAI		259,036		70,000	24,750	45,000	84,000	110,247	25,508	113,547	20,000
HON		168,373		70,000	61,714	83,000		34,633	140,000	107,534	24,038
ISV	9,000	113,700	38,502		8,766		27,409	11,000		102,020	3,393
IVB		17,000		38,695	35,000	28,810				100,598	8,895
JAM		129,600		70,000	24,284		66,243	11,164	25,000	100,000	
LCA		62,400		70,000	30,855	99,320	46,184	44,429		110,364	14,087
MEX	23,265	133,399		70,000	2,571			28,293		114,060	13,996
NCA					5,141		48,000	63,321		101,750	
PAN		30,565	60,000				17,500			100,000	
PAR		72,000	66,000	70,000	67,971	35,100	91,443	61,923	32,500	112,577	24,000
PER		168,152	48,000	52,500	47,766	25,000	78,385	76,188	4,500	112,309	24,000
PUR		98,000	100,000	70,000	56,268	25,000	51,392	56,936	18,000	111,221	2,000
SKN		11,285		70,000				58,544		102,259	
SUR		28,800		70,000	35,000	41,623		4,722		103,000	2,000
TRI	26,250	154,800		70,000	23,000		48,421	25,263	26,380	102,318	12,073
URU		205,377	100,000	70,000	54,994	81,001	77,788	48,922	104,945	101,900	8,011
USA										100,000	
VEN		48,000					37,417	48,022		100,000	
VIN		57,000	26,000	70,000	15,000	100,000	63,908	9,591	99,000	110,284	5,721

\*Olympic Games participation Athens 2004 and Turin 2006 + meetings of the Chefs de mission Turin 2006 and Beijing 2008

Management		Promotion of Olympic Values							Olympic Games Participation*	Total
International Executive Training Courses in Sports Management	NOC Exchange and Regional Forums	Sports Medicine	Sport and the Environment	Women and Sport	Sport for All	International Olympic Academy	Culture and Education	NOC Legacy		
7,357	1,614	20,000	1,201	3,188	16,000	2,272	3,554		250,963	994,868
	1,078	10,000	1,418	4,000	11,731	14,463	23,467		36,366	535,985
25,415	6,759	14,950	21,331	11,337	10,000	1,752	6,397	3,000	94,215	559,919
26,392	13,551	32,500	36,000	16,983	65,443	13,422	4,147	27,000	68,608	1,092,537
36,333	621	50,000	19,947	2,002	26,455	11,550	14,569		48,209	1,020,775
	1,212		11,324	18,637	30,000		28,724		41,974	571,683
35,861	30,661	30,000	2,020	1,972	7,500	15,711	2,835	10,000	61,690	1,052,489
11,000			4,963	2,031	12,107		2,171		44,340	393,902
27,363	1,165	15,000	4,198	5,551	25,000	12,258	32,943		52,121	927,687
10,250	3,364		5,016	1,365	2,500		12,936		46,140	770,863
	1,175		2,522	1,655	7,500	7,990			78,850	413,482
8,333	1,764		1,722	1,835	10,762			15,000	27,945	296,358
8,979			2,783	1,504	9,188				111,788	560,532
8,293		15,655	1,242	5,210	10,000	3,648	6,183	15,000	43,658	586,528
16,269	615		3,488	20,526	11,729	8,284	7,377	60,000	191,788	705,659
16,766					10,000			6,000	34,936	285,914
11,120	853		1,072		5,273	8,135			47,178	281,696
15,163	5,136	26,100	1,570	15,766	40,806	6,976	4,640	13,500	69,859	833,030
6,756	2,326	26,000	21,123	13,020	36,000	22,806	33,174	40,000	41,400	879,405
32,828		15,000	4,082	11,019	11,849	12,418		31,000	84,900	791,912
	2,069		4,085	1,761	10,000	1,379	4,392		38,624	304,397
					9,804		3,795		45,588	344,332
22,716	2,305	20,000	4,753	1,699	10,000	6,216	41,665		67,943	665,802
18,801	2,141	26,468	8,731	6,486	9,180	20,313	33,370	60,000	59,834	1,098,263
8,144			1,197	2,568	7,500	12,159			1,152,124	1,283,692
				3,064	5,000	1,099	50,000	70,000	108,425	471,027
1,781	8,139		25,655	22,784	10,000	8,140	42,000	35,138	39,553	749,694

Amounts allocated by NOC and by programme, in USD

NOC	Athletes						Coaches			NOC	
	Torino 2006 NOC Preparation	Olympic Scholarships for Athletes Beijing 2008	Team Support Grants	Continental and Regional Games NOC preparation	2012 - Training Grants for Young Athletes	Talent Identification	Technical Courses	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators
<b>ASIA</b>											
AFG		66,090		75,000	2,384			6,330		100,000	
BAN		53,215		68,962	3,069		80,000	11,641		103,268	20,357
BHU		66,050		75,000	10,833	21,099	35,920	60,215		107,970	6,033
BRN				48,300	16,665	80,000	56,321	2,350	20,160	100,000	10,524
BRU					3,069			13,483		101,500	
CAM				30,000	3,069		68,020	18,302	13,500	109,008	24,027
CHN	15,000	85,169		75,000	1,138		80,000	11,000	53,000	102,545	
HKG		181,371		67,500	13,376			10,974		110,380	4,000
INA		94,720	34,000	75,000	47,400		72,000	800		100,000	2,000
IND	18,000	198,400	100,000	15,000	25,069		25,704	44,623	60,000	101,500	
IRI	28,000		40,000	18,750	10,127		86,182	48,561		101,417	26,542
IRQ		42,800	90,000	51,922	4,587		12,715	2,826		100,000	4,000
JOR		58,700		75,000	3,069		69,109	48,119		102,777	2,843
JPN				75,000						101,500	
KAZ	35,000	180,500	100,000	15,000	88,563	25,000	10,000			76,901	
KGZ	12,000	90,600		64,000	7,161					107,551	
KOR		81,000		75,000	11,138		77,981	8,647		107,266	
KSA		32,000					71,934			75,000	
KUW				75,000			10,000			101,500	
LAO				75,000	5,040		79,093		65,028	103,349	26,044
LIB	21,000	54,875	80,000	75,000	22,846		50,000	7,701		103,572	9,670
MAS		100,800		75,000	23,606		66,000	54,382		104,458	30,746
MDV				75,000			39,046	63,423		111,304	3,083
MGL	33,510	182,400	50,000	75,000	12,500		80,000	35,879	40,298	103,662	4,667
MYA				75,000	19,825		80,000			100,450	24,000
NEP	2,984	44,690		70,000	3,069		80,000	10,143		79,750	
OMA		33,600		37,500	12,600		70,000	25,270		101,500	8,383
PAK			40,000	75,000	34,207	49,000	77,500	66,619	37,427	100,449	6,000
PHI		149,650		75,000	6,178		50,977	43,650		102,034	3,690
PLE		10,800		75,000	3,996	16,700	24,000	3,545		101,179	
PRK	15,028	156,600	100,000	75,000	8,868		80,358	56,269	50,000	102,015	
QAT			50,000	75,000	1,138		31,093	4,775		102,098	10,442
SIN		138,950		75,000	6,015	15,000	49,103	46,688	22,682	100,000	8,045
SRI		21,149		73,665	45,718		73,856	41,818		101,315	21,837
SYR		76,800	25,000	75,000	8,926		79,966	78,853		111,519	2,484

\*Olympic Games participation Athens 2004 and Turin 2006 + meetings of the Chefs de mission Turin 2006 and Beijing 2008

Management		Promotion of Olympic Values							Olympic Games Participation*	Total
International Executive Training Courses in Sports Management	NOC Exchange and Regional Forums	Sports Medicine	Sport and the Environment	Women and Sport	Sport for All	International Olympic Academy	Culture and Education	NOC Legacy		
	540		1,480	1,333	17,841				32,900	303,898
22,770		20,000	3,237	1,692	37,142				39,710	465,062
			1,500	1,906					44,620	431,147
				14,240	5,000	1,049			38,500	393,108
	15,667		3,545	1,438	7,500				25,450	171,652
			2,826	1,324	10,000	2,354	2,163		46,748	331,340
8,903	9,300		4,009	2,448	18,388	13,336			723,303	1,202,539
8,235	13,515	13,500	2,934	1,471	10,164	7,542	22,093		92,241	559,297
16,177	2,700		6,730	1,144	10,000	14,879	2,938		79,100	559,587
			1,976		16,000	11,598	5,836		163,781	787,487
39,603		30,000	2,926	4,515	10,000	8,979	17,935	20,000	106,529	600,067
1,107	6,115		3,800	5,000					80,812	405,684
32,997		15,000	3,082	2,114	10,500	3,618			36,814	463,741
	1,200		9,264	15,290	16,000	18,959	2,114		732,926	972,253
	10,636		702	11,617	16,000	2,932			312,060	884,911
3,597	4,847		1,870		5,000	3,360			84,771	384,758
12,004	9,318		3,225	2,146	7,500	17,957	18,000		522,784	953,967
		24,336	1,958		2,500	4,666			47,200	259,594
									48,246	234,746
10,986	4,785		3,791	2,012	14,880		1,525		47,754	439,286
17,796	1,142		3,766	3,065	4,520	2,966	7,148	20,000	66,290	551,357
2,126	6,587	20,970	3,049	1,474	10,000	18,543		50,000	62,328	630,070
19,097			4,464	1,534	6,500	12,986			29,800	366,236
11,616	2,526	36,518	11,187	6,544	19,300	22,886	6,961	30,000	115,465	880,918
		25,000	3,540	2,289	14,500		2,270		26,101	372,975
12,000			4,109	3,015	11,726		1,371		66,855	389,712
15,672	4,498		2,240	1,993	13,925	3,382			26,900	357,463
		7,860	3,879	3,650	5,000				69,356	575,947
11,305			2,813	11,449	10,000				67,356	534,102
	16,034				2,500			12,000	16,311	282,065
		27,819		10,517	16,479				152,710	851,663
15,491			1,627	1,762	10,000	4,666			45,750	353,842
		26,393	3,768	1,167	10,000	17,380	1,620		58,489	580,300
13,334	6,165	34,795	5,436	1,697	7,500	12,925	31,547		34,150	526,906
	977		5,845	3,482	11,341	8,635			39,717	528,544

Amounts allocated by NOC and by programme, in USD

NOC	Athletes						Coaches			NOC	
	Torino 2006 NOC Preparation	Olympic Scholarships for Athletes Beijing 2008	Team Support Grants	Continental and Regional Games NOC preparation	2012 - Training Grants for Young Athletes	Talent Identification	Technical Courses	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators
<b>ASIA</b>	<i>(cont.)</i>										
THA		197,600		75,000	79,844		87,850	5,430		101,500	12,000
TJK	9,000	160,000	55,000	75,000	24,500		88,913	44,608	20,000	103,068	24,027
TKM		148,800		60,000	48,068		78,687			100,000	
TLS		3,000		30,000						100,000	
TPE	35,000	113,717	60,000	75,000	60,895		33,593	10,743		107,195	20,465
UAE				75,000	1,435		80,000	8,496	10,000	101,500	2,000
UZB	35,000	189,800	53,962	75,000	7,839	25,000	75,000	9,163		105,515	22,000
VIE		130,800		75,000	54,587		80,000	34,258		103,583	32,102
YEM		112,800		75,000			83,000	19,138	90,529	110,000	4,000
<b>EUROPE</b>											
ALB		134,400		13,935	30,000		57,087	31,065	13,380	101,500	18,370
AND	35,000	76,000	20,000	50,000	15,000					101,148	
ARM	34,100	186,300		50,000	30,000	40,000	76,079			101,517	12,000
AUT	25,000	56,505	80,000	25,000						101,500	
AZE	26,250	143,840	80,000	50,000	17,460			12,303		101,500	
BEL	35,000		170,000	25,000						101,810	
BIH	26,250	114,032					10,000			100,000	
BLR	26,250	159,500	69,593	45,600	60,000		80,987			111,512	
BUL	35,000	183,770	60,000	50,000	50,000		20,000		37,746	107,500	
CRO	35,000	135,525	80,000	25,000	10,000			6,813		102,682	12,397
CYP	30,000	146,140		50,000	20,000		24,459	12,678		101,500	
CZE	35,000	124,800	150,000	50,000	15,000	15,000		12,538	23,599	104,107	
DEN	18,000			50,000	17,000					101,852	
ESP	35,000									101,500	
EST	35,000	177,008	90,000	50,000	17,000		30,000	29,226	25,055	102,596	20,000
FIN	20,000	77,412	37,500	25,000	24,292	22,362			25,000	102,049	
FRA	35,000		80,000	25,000					9,099	100,000	
GBR	35,000	122,466	100,000					37,034		101,500	
GEO	35,000	182,000	30,000	50,000	15,000		27,955	8,445		100,000	
GER	26,250	21,000	60,000	50,000	17,000					102,756	
GRE	35,000	100,000	32,000	25,000	30,000			33,300		100,000	
HUN	35,000	110,160	170,000		9,500			23,293		100,000	
IRL	35,000	53,643	145,000	50,000	30,040					101,500	
ISL	35,000	126,765	160,000	50,000	10,000			15,000	25,000	103,965	

\*Olympic Games participation Athens 2004 and Turin 2006 + meetings of the Chefs de mission Turin 2006 and Beijing 2008

Management		Promotion of Olympic Values							Olympic Games Participation*	Total
International Executive Training Courses in Sports Management	NOC Exchange and Regional Forums	Sports Medicine	Sport and the Environment	Women and Sport	Sport for All	International Olympic Academy	Culture and Education	NOC Legacy		
			3,097	3,622	14,500	18,616	5,784		121,565	726,407
	5,828	6,000	6,527	21,941	22,669	8,364	30,000		65,294	770,739
	6,588		1,660		10,000	2,619			51,715	508,137
									40,020	173,020
10,207	1,200	10,000	2,534	1,803	10,000	17,788	7,000	20,000	159,645	756,786
1,237	416				12,481		4,733		29,800	327,097
	5,622		1,385	18,031	11,500	5,907	1,040		161,262	803,026
8,801	5,205	12,080	3,112	1,402	16,000	13,247	20,000	30,000	41,120	661,297
7,311	2,724		15,814	5,025	10,000	1,049			30,196	566,585
566	1,109	5,000	603	8,994	22,218	10,120	11,700	13,581	61,658	535,286
				3,053	10,000				69,916	380,117
	5,225	4,009	14,598	8,200	18,475	9,168	18,283	24,983	88,151	721,088
		30,000		2,449		10,605			267,379	598,437
	3,099		9,923		19,641		35,200		107,138	606,354
	763	6,300		889	10,500	4,336	20,000	40,000	137,340	551,938
				789	2,038			7,190	78,694	338,994
	8,700	8,689		2,500	16,000	4,451	14,842		310,512	919,136
6,550					16,838	10,746	16,383		221,260	815,793
14,866	11,115	8,300	86,855	11,355	7,500	3,917	57,000	38,000	208,854	855,179
	902	18,300		1,289	7,500	9,380		15,939	65,714	503,801
5,500	3,523	15,000	1,789	8,600	16,000	11,782	53,166	22,800	376,244	1,044,449
5,762	1,384		22,854		12,500	9,691			189,847	428,890
13,660		10,617		19,226		13,867	57,549	50,000	540,163	841,583
		13,500	71,899		21,939	11,211	50,000	5,000	161,086	910,518
10,801		15,000			33,401	13,354	55,610	40,000	271,616	773,397
13,851				29,162	7,500	12,458	67,000	34,790	617,018	1,030,877
6,011		5,000		20,000	11,500	9,974	50,000	50,000	490,208	1,038,693
	3,537	18,300			16,272	11,736			118,143	616,388
		8,600		7,933	14,500	11,370	62,679		913,983	1,296,070
5,726		12,300		1,022	14,500	6,814	2,500	20,000	654,937	1,073,099
	1,745	4,760			2,500	10,390			373,776	841,124
					7,500			50,000	122,272	594,955
7,634		5,000		1,546	7,474	13,838		52,000	105,777	718,999



Amounts allocated by NOC and by programme, in USD

NOC	Athletes						Coaches			NOC	
	Torino 2006 NOC Preparation	Olympic Scholarships for Athletes Beijing 2008	Team Support Grants	Continental and Regional Games NOC preparation	2012 - Training Grants for Young Athletes	Talent Identification	Technical Courses	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators
<b>EUROPE</b>	<i>(cont.)</i>										
ISR	35,000	177,500	60,000	50,000	30,000			3,750		101,417	
ITA	35,000			25,000						76,500	
LAT	35,000	150,400	80,000	50,000	17,272		10,000	11,000	52,800	103,114	
LIE	35,000	28,310	30,000	50,000	56,250					101,477	
LTU	30,500	223,600	100,000	50,000	77,850	100,000		22,748		102,538	
LUX		151,000								100,000	
MDA	35,000	214,044	36,000	43,750	84,140	70,400			81,930	101,945	8,000
MKD	35,000	142,703	80,000	49,750	35,000	23,200	47,600	11,000	25,000	114,692	
MLT		119,750	60,000	50,000			3,000	28,910	40,069	107,827	2,000
MNE		61,263	100,000							25,000	
MON	18,000	47,416								100,000	
NED	35,000	2,000	140,000	22,500		37,845				100,000	
NOR	35,000	38,000			42,000					101,949	
POL	33,338	166,000	80,000	50,000	76,272		10,000		55,299	111,500	
POR	9,000	114,157			10,000	20,000		9,740		101,949	
ROM	35,000	171,380	78,000	50,000	85,000	80,000		13,745	65,000	103,148	2,000
RUS	20,000			29,262	2,272		17,980			101,823	
SCG	35,000	201,707	150,000	50,000	66,905	70,000	19,500	4,326	30,470	102,499	2,853
SLO	35,000	165,600	85,000	50,000	1,551		10,000			101,568	
SMR	9,000	74,644		50,000	21,743			7,194		108,500	4,000
SUI			80,000		4,000	20,000			30,000	101,500	
SVK	35,000	166,000	60,000	50,000	8,600	32,500			22,630	102,657	
SWE	35,000		100,000	50,000	64,000	25,000			27,000	101,500	
TUR	35,000	178,500	90,000	50,000	2,000			7,215	52,184	101,500	
UKR	26,250	184,800	80,000	50,000	77,272				50,000	101,557	

\*Olympic Games participation Athens 2004 and Turin 2006 + meetings of the Chefs de mission Turin 2006 and Beijing 2008

Management		Promotion of Olympic Values							Olympic Games Participation*	Total
International Executive Training Courses in Sports Management	NOC Exchange and Regional Forums	Sports Medicine	Sport and the Environment	Women and Sport	Sport for All	International Olympic Academy	Culture and Education	NOC Legacy		
19,427		16,300	1,148	997	13,000	11,083			109,831	629,453
15,246		1,300		2,826	5,000	9,168			839,347	1,009,387
11,950	4,574	26,921	21,000	18,000	46,096	11,668	35,446	9,000	177,879	872,121
					10,000		1,899		61,431	374,367
6,451	3,286	8,300	2,774		16,000	12,882	2,718		149,390	909,037
		15,000			10,000	1,049			71,017	348,066
10,000	7,110	10,000	434	7,877	17,207	2,177		20,000	107,497	857,511
	1,157	22,570	18,000	11,170	27,448		81,000	62,000	71,279	858,569
12,126	1,142	21,300		9,450	10,000	7,516	102,586	5,000	38,077	641,552
				1,783			20,000		1,818	209,864
						2,767			72,555	240,738
420				1,000	27,404	5,320	7,732	26,000	414,248	819,469
5,392		20,300			2,763		3,366	30,000	227,789	506,558
8,000	1,379	1,300			11,625	12,398	15,000	15,000	397,515	1,044,626
27,053	2,891			1,319	12,875	6,467	2,234		178,099	495,783
6,384		15,000		11,710	26,000	11,121	1,835		245,631	1,000,954
	6,366	5,000		1,477	12,000	9,315			954,355	1,159,851
12,153	1,662	16,300		12,897	11,769	4,224	32,000		206,631	1,030,895
6,090	1,212	2,000	1,775		21,928	8,075			222,716	712,515
	1,142		2,075					100,000	57,262	435,560
			1,959		10,000	11,093			374,751	633,304
14,451	6,783	17,763	2,570	1,737	18,457	11,652	15,122	32,700	236,940	835,562
			2,343		16,000	10,502			382,179	813,524
5,398		7,000	30,452	758	10,000	8,149	61,443		154,977	794,576
	4,963	40,000	3,599		21,019	6,610	25,000	25,000	468,500	1,164,570

Amounts allocated by NOC and by programme, in USD

NOC	Athletes						Coaches			NOC		
	Torino 2006 NOC Preparation	Olympic Scholarships for Athletes Beijing 2008	Team Support Grants	Continental and Regional Games NOC preparation	2012 - Training Grants for Young Athletes	Talent Identification	Technical Courses	Olympic Scholarships for Coaches	Development of National Sports Structure	NOC Administration Development	National Training Courses for Sports Administrators	
<b>OCEANIA</b>		1)		1)		1)		2)		1)		3)
ASA			50,000	43,157		19,959		11,700	99,477	101,025		
AUS	20,000							5,320		104,008		
COK				75,385	21,268				24,621	107,500		
FIJ		111,172	60,000	64,901	42,146	4,950	20,000	49,661	77,763	107,310		
FSM		27,100		65,677	6,525	31,248		5,800	96,576	101,500		
GUM								8,508	25,000	100,000		
KIR				20,928	8,233				22,400	100,000		
MHL		32,000		990				3,723		75,000		
NRU		72,600		28,692	23,161			17,900		100,000		
NZL	35,000		175,000		18,500			81,080	22,660	104,596		
PLW		32,460	30,000	63,820		25,000		14,151	12,000	100,000		
PNG		92,000	14,850	39,253	16,920			25,580	19,800	103,763		
SAM				27,212	4,294				25,000	100,000		
SOL			39,084	50,042	19,781			24,550		103,000		
TGA		55,590		70,382	2,147			14,000		100,000		
TUV				11,943						25,000		
VAN		35,964		4,492	13,980	20,000		12,389	45,904	102,614		

\* Olympic Games participation Athens 2004 and Turin 2006 + meetings of the Chefs de mission Turin 2006 and Beijing 2008

1) World Programmes managed by ONOC

2) Programme financed through ONOC continental programme "NOC Activities"

3) Programme financed through ONOC continental programme "Sports Administration"

Management		Promotion of Olympic Values							Olympic Games Participation*	Total
International Executive Training Courses in Sports Management	NOC Exchange and Regional Forums	Sports Medicine	Sport and the Environment	Women and Sport	Sport for All	International Olympic Academy	Culture and Education	NOC Legacy		
		19,060	3,722	5,246	7,500		3,946		51,242	416,033
	2,227	17,650		9,113	9,000	15,520	85,377	30,000	803,073	1,101,287
	3,657	25,906	44,644	1,170	26,581		7,913	20,000	47,432	406,076
10,502	14,193		16,200	7,673	15,107	2,776	4,222	38,788	60,313	707,677
	5,000	45,027	12,361	17,768	42,636		20,769		64,153	542,140
					23,584				51,767	208,859
		25,447		6,374					54,307	237,689
			28,819		7,955				2,770	151,256
				2,511	7,500				50,009	302,373
12,617		7,046		20,955	71,341	26,791	100,960	119,038	330,453	1,126,038
		21,546	5,000	10,117	28,051		1,719	19,840	29,800	393,503
15,248	1,810	19,016	5,000	2,153	20,319		5,442		68,624	449,778
13,560	2,554	2,633		4,407	2,500				45,237	227,396
	685	21,700		2,760					46,477	308,080
		7,773		11,235	10,000				33,318	304,446
					4,170				4,086	45,199
		22,968		16,014	10,269		372		43,976	328,944



# A lightning performance





◀  
4th East Asian Games  
Opening Ceremony, 2005, Macau  
© Getty Images /China Photos

## Continental Associations reflect global Olympic dynamism



Following the positive impact of the decentralisation policy introduced during the previous quadrennial plan, the Olympic Solidarity Commission decided to continue with this process and to broaden the decentralisation of funding and operational decision-making towards the Continental Associations of NOCs for the 2005–2008 period. This resulted in an increase in the amount of funding allocated to the Continental Associations and in the possibility for them to choose their own continental programmes and decide how they distribute their budget.

In accordance with this decentralisation policy, each Continental Association therefore decided which continental programmes to run, as well as its objectives and budgets, in order to meet the specific needs and priorities of the continent concerned.

The continental programmes are implemented on the basis of specific procedures that enable each Continental Association to draw up its own action plans in the most effective way possible, including basic elements that need to be covered, such as the association's operational costs, assistance with the organisation of statutory meetings or individual subsidies for NOCs for the development of their own national activity programmes.

The continental programmes are managed by the five Olympic Solidarity offices within the Continental Associations, in full coordination with Olympic Solidarity's international office in Lausanne.

The reports prepared by each Continental Association are presented in the following pages and summarise the activities carried out during the 2005–2008 quadrennial plan, taking into account the specific characteristics of each continent.



**ANOCA**  
Association of National Olympic Committees of Africa  
President: Intendant General Lassana PALENFO



**PASO**  
Pan-American Sports Organisation  
President: Mr Mario VÁZQUEZ RAÑA  
Secretary General: Mr Felipe MUÑOZ KAPAMAS



**OCA**  
Olympic Council of Asia  
President: Sheikh Ahmad Al-Fahad AL-SABAH  
Secretary General: Raja Randhir SINGH



**EOC**  
European Olympic Committees  
President: Mr Patrick Joseph HICKEY  
Secretary General: Mr Raffaele PAGNOZZI



**ONOC**  
Oceania National Olympic Committees  
President: Mr Richard Kevan GOSPER  
Secretary General: Dr Robin MITCHELL

▶ Start of a backstroke event –  
9th All Africa Games in 2007  
in Algiers, Algeria







◀ Olympic scholarship holder Kadiatou Camara from Mali (left) with her Jamaican opponent Kerron Stewart during the 200m heats – Games of the XXIX Olympiad in Beijing  
© Getty Images/Stu Forster

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



### Specific programmes developed for the African continent

This quadrennial period marked a watershed in the conduct of business in ANOCA and represented a dramatic shift from the past. In accordance with the Olympic Solidarity decentralisation policy, ANOCA, for the very first time since its inception, devised a number of programmes specific to the African continent, in addition to the Olympic Solidarity World Programmes.

These new programmes included the Games of the Zones and special projects (solidarity and humanitarian aid). ANOCA commends the decentralisation policy as it makes it possible for Africa to have a say in the design of programmes carried out on the continent. Following the election of a new Executive Committee in mid-2005, which for the first time ever included two women, this new initiative was given greater momentum with the institutionalisation of the ANOCA Games of the Zones, which will be known as the Africa Youth Games from the next edition onwards. The Games of the Zones turned out to be such a huge success that member NOCs recommended that they be staged annually.

The new administration immediately buckled down to business, determined to give new impetus to ANOCA's activities. ANOCA thus became an action-oriented organisation, aiming to deliver the best possible services to its stakeholders. Focus was also laid on communication in order to make ANOCA and its activities more visible to the public. To this end, a website was created ([www.anoca.info](http://www.anoca.info)) and publications were launched (ANOCA Update and ANOCA Magazine).

The visibility of the institution therefore increased substantially and its image greatly improved during the Olympiad. Relations between ANOCA and Olympic Solidarity continue to be underpinned by mutual trust, dialogue and consultation. Issues regarding the African continent are now addressed directly by ANOCA's leaders, who are at liberty to take such action as deemed necessary after consultation with ANOCA's partners if need be. It can thus be said that ANOCA has now fully come of age, thanks to the decentralisation policy instituted since the 2001–2004 quadrennial period, although the implementation of these programmes has not always been easy.

At ANOCA's request, part of the budget for the 2005–2008 quadrennial plan was managed by the Olympic Solidarity office in Lausanne, pending the creation of the necessary structures at ANOCA's headquarters. The budget allocated for the 2005–2008 quadrennial period was **USD 19,675,000**.

▶  
Football match between  
Cameroon and Guinea –  
9th All Africa Games



## Administration

The relocation of the ANOCA headquarters from Yaoundé (Cameroon) to Abuja (Nigeria) was the most significant event from an administration point of view. After over a quarter of a century in Cameroon and upon decision of the Extraordinary General Assembly held in Seoul in 2006, NOCs wishing to host the ANOCA headquarters were invited to submit bids. Bids were received from the NOCs of Cameroon, Egypt, Ghana, Kenya, Nigeria and Togo. After rigorous scrutiny of the reports of the various evaluation commissions, the capital city of Nigeria was chosen.

The ANOCA offices are now accommodated in a modern, spacious and functional building pending construction of the permanent headquarters in a building provided by the government of Nigeria. Office equipment for the secretariat was obtained from donations made by two partners as benefits in kind.

The administration, after a few teething problems, should attain cruising speed during the coming quadrennial period, when human resources will be strengthened and office equipment installed, making it possible to execute fully the duties and functions of an autonomous Continental Association.

- 2005–2008 Budget: USD 2,090,000

## Meetings

ANOCA organised all statutory and institutional meetings (Executive Committee, General Assembly, seminar for Secretaries General and commissions) during the four years of the plan. A number of extraordinary and informal meetings were convened, notably on the fringes of the ANOC General Assembly meetings and during the Beijing Olympic Games. Special note should be taken of two Olympic Forums that were organised by the new administration in late 2005 and early 2006. The first, held in Tunis (Tunisia) in November 2005, aimed to analyse the status of sports development in Africa in order to help to improve the performances of African athletes. Recommendations were formulated and adopted and the member NOCs were asked to share them with their respective governments for possible action. The second, held in Brazzaville (Congo) in January 2006 and attended by the IOC President, adopted the “Brazzaville Declaration”, which was jointly signed by the President of the Republic of Congo, the IOC President and the President of ANOCA.



▲ The ANOCA President and the Foreign Minister of Nigeria, Joy Ogwu, during the ceremony for the signature of the headquarters agreement between ANOCA and the Nigerian government in 2007 in Abuja

Prompted by the need to assume some form of social responsibility through sport on the continent, the Brazzaville Declaration established a “Youth, Sports and Peace” Fund designed to finance sports development projects for young people, especially for underprivileged youngsters in refugee camps in countries in post-conflict situations.

ANOCA was invited to meetings of partner organisations such as IOC-sponsored conferences, seminars and workshops, ANOC General Assemblies, commission meetings and Olympic Solidarity Commission meetings. It should, however, be noted that, with the fall in the dollar exchange rate in late 2007 and 2008, together with the high cost of airfares in Africa, ANOCA found it difficult to fund its meetings with the budgets earmarked for this purpose. The organisation therefore needs to find other sources of revenue to offset future shortfalls in such circumstances. Mention should also be made of other activities such as the inaugural meeting of the ANOCA Athletes Commission in Tripoli (Libya) in 2007, the African Seminar for Women in Sport, held in partnership with the IOC in Cairo (Egypt) in October 2006 and attended by members of the ANOCA Women and Sports Commission, representatives of each African NOC and the Chairperson of the IOC Women and Sport Commission, and several conferences organised by the ANOCA Medical Commission, funded directly by the IOC Medical Commission. It was not possible to carry out the other activities, mainly because of the lack of resources.

At the last seminar for Secretaries General, held in Kampala (Uganda), the longest serving Secretaries General were decorated by the ANOCA President in recognition of their outstanding services to the development of sport and Olympism on the African continent. This was unprecedented in ANOCA’s history.

- 2005–2008 Budget: USD 2,045,000

## Continental Games

The celebration of the 9th All Africa Games in Algiers (Algeria) from 11 to 23 July, with 27 sports on the programme, took centre stage in 2007. Attended by nearly all African countries and NOCs, this edition was one of the most successful in the history of the Games. As one of the major stakeholders and with a budget of USD 1,400,000 for these Games, ANOCA provided a grant of USD 250,000 to the Games Organising Committee. It also allocated a grant of USD 10,000 to each African NOC to facilitate their participation in the Games. The event also served as a testing ground



Meeting of the ANOCA Executive Committee in 2008 in Abuja

Secretaries General of the African NOCs in 2007 in Cairo

for many athletes preparing for the 2008 Beijing Olympic Games. The next edition is expected to be held in 2011 in a country yet to be determined following the withdrawal of Zambia on 12 December 2008.



One major development which might impact positively on the future of the All Africa Games is the planned dissolution of the Supreme Council for Sports in Africa (SCSA) by the African Union, based in Addis Ababa (Ethiopia). Following the restructuring of sports governing bodies in Africa, it is likely that the organisation of the Games will be transferred to the continental Olympic Movement, whose standard bearer is ANOCA, as is the case in all other continents. Should this materialise in the near future, ANOCA will have to work very closely with the various continental sports confederations in respect of the organisation of the Games. The transfer process is currently being discussed by ANOCA and the African Union Commission, with a stakeholders' meeting to be held in the near future with a view to reaching a final decision and taking things forward.



The Games of the Zones, created by ANOCA, were a great success and preparations for the next edition are under way. Each zone was free to select at least four or five disciplines, with athletics being mandatory. In 2006, the Games were held as follows: Zone 2: Bamako (Mali) from 24 to 28 December, Zone 3: Abuja from 14 to 18 November, Zone 4: Brazzaville from 3 to 9 September, Zone 5: Nairobi (Kenya) from 1 to 5 December, Zone 7: Port Louis (Mauritius) from 8 to 10 December. Zone 6 staged its Games in early 2007. The Games had a budget of USD 1,840,000.



In the heat of the action –  
9th All Africa Games



Games of ANOCA's Zone 7  
in Mauritius

The Olympic Games represent the culmination of every Olympiad. As the pan-African organisation, ANOCA fully played its role in ensuring the continent's participation in this global event. To this end, in partnership with Olympic Solidarity, ANOCA organised three forums for its NOCs in Dakar (Senegal), Nairobi and Johannesburg (South Africa) on the theme "How to prepare an Olympic Games delegation". On the whole, Africa's participation in the Beijing Games was positive. As well as athletics, where African athletes performed impressively, Africa did well in swimming and other events that are less popular on the continent, such as canoe-kayak. Contrary to the Sydney and Athens Games, where Africa won 25 medals each time, it achieved 40 medals in Beijing. This performance augurs well for the 2012 London Games and the hard work must therefore be continued.

- 2005–2008 Budget: USD 3,240,000

## Olympafrica

This programme becomes more popular among the member NOCs with each quadrennial period. Through it, in partnership with other major stakeholders (IOC, Daimler Chrysler, World Bank), ANOCA funds the construction of low-cost and easily accessible sports facilities in rural areas. So far, over 30 countries have benefited from projects under this programme and the list keeps growing, demonstrating its high popularity and its positive impact on the target groups. During the quadrennial period, ANOCA, thanks to cooperation with various partners, built a small library in every Olympafrica centre across the continent, thus making education more accessible for underprivileged children in these areas.

- 2005-2008 Budget: USD 1,500,000



## Special projects

This programme was designed to meet specific needs that cropped up during the quadrennial period. It covered areas such as marketing, anti-doping, Olympic education and humanitarian aid. Of course, for ANOCA's activities to be meaningful, in view of the small budget allocated to this programme, it needs to find new sources of revenue if its actions in these areas are to impact positively on the respective target groups. One special project was the best sports picture contest, launched for the very first time across the continent. The contest was won by a young Algerian photographer.

Regarding Olympic education, a dream recently came true with the establishment of the Association of African National Olympic Academies at the constituent General Assembly held in Tunis in December 2008. In terms of humanitarian aid, in partnership with the IOC Department of International Cooperation and Development, ANOCA donated sports equipment, blankets and sportswear to children in refugee camps in Tanzania so that they could participate in sports activities.

- 2005-2008 Budget: USD 200,000

▲  
Djibouti delegation before leaving for the High Level Athletic Centre in Eldoret, Kenya, for a three-month training course to prepare for the African Games

## NOC activities

These funds, managed directly by Olympic Solidarity under the oversight of ANOCA, represent the majority of ANOCA's quadrennial budget. Each of the 53 African NOCs receives USD 50,000 each year in order to cover the cost of its activities in the different areas considered essential for its development. A substantial increase in funds was granted to this programme. Unfortunately, the value of the dollar plummeted in the last two years of the programme, which had a negative impact on the activities of many NOCs. A number of African NOCs have wondered whether funds allocated for "NOC activities" could be granted in Euros, a currency that enjoys better parity with most African currencies.

The NOCs used these funds, for example, to participate in national and international competitions, to help their national federations, to attend meetings, conferences or seminars, to organise awareness raising campaigns (environment, doping, etc.) and to purchase sports equipment.

- 2005–2008 Budget: USD 10,600,000

### 2005–2008 expenditure per NOC in USD for the NOC activities programme\*

NOC	Expenditure	NOC (cont.)	Expenditure	NOC (cont.)	Expenditure
ALG	200,000	GAB	200,000	NGR	200,000
ANG	150,000	GAM	200,000	NIG	200,000
BDI	200,000	GBS	199,700	RSA	200,000
BEN	200,000	GEQ	199,982	RWA	200,000
BOT	118,556	GHA	200,000	SEN	200,000
BUR	200,000	GUI	200,000	SEY	200,000
CAF	200,000	KEN	105,471	SLE	200,000
CGO	200,000	LBA	150,000	SOM	200,000
CHA	200,000	LBR	200,000	STP	200,000
CIV	200,000	LES	200,000	SUD	200,000
CMR	200,000	MAD	200,000	SWZ	150,000
COD	103,938	MAR	200,000	TAN	200,000
COM	150,000	MAW	200,000	TOG	200,000
CPV	200,000	MLI	200,000	TUN	200,000
DJI	200,000	MOZ	200,000	UGA	200,000
EGY	50,000	MRI	200,000	ZAM	200,000
ERI	150,000	MTN	200,000	ZIM	200,000
ETH	200,000	NAM	200,000	<b>Total</b>	<b>9,927,647</b>

\*at 31 December 2008



▲ Young people participating in the Togo NOC's "Useful holidays" project make a volleyball net

## Conclusion

During the 2005–2008 quadrennial period, the continental programme served as a decisive platform in raising further the awareness and visibility of ANOCA not only across Africa but also beyond. ANOCA is playing an increasingly key role in all issues affecting African NOCs, which had not been the case in recent years. This new position is highly appreciated by its members. ANOCA now has a better picture of the situation of these NOCs and believes it would be advisable to set up an office to specifically address these issues within its administration.

Admittedly, a number of problems were encountered in the past four years, which impeded the implementation of some projects. ANOCA is currently seeking solutions. Many NOCs are becoming more professional and their administration is being streamlined. They are now making better use of funds from the other programmes available under the Olympic Solidarity quadrennial plan. With the benefit of hindsight, ANOCA would also like to organise tailor-made forums and conferences to further enhance the skills of NOC officials and staff in various areas, especially information and communication.

The autonomy that the NOCs now enjoy in managing the funds made available to them has greatly contributed to the principles of good governance that are currently being put into practice. The autonomy of the NOCs is a delicate issue in Africa and has been the source of several conflicts between ministries of sport and NOCs, in which ANOCA has often successfully played the role of honest broker. The frequent occurrence of such conflicts has provided food for thought for ANOCA and the creation of an NOC Relations department is under serious consideration.

Of course, there is still room for improvement, but African NOCs are generally on the right track, since they are becoming increasingly aware of their pivotal role in sports development and human development through sport in their respective countries. This augurs well for the continental programme for the 2009–2012 quadrennial period. Areas of priority will particularly include follow-up of the performance of commissions as they help to attain the objectives laid down, a comprehensive review of the governing instruments to include concepts such as sport governance, and a comprehensive overhaul of the organisation, underpinned by the principles of accountability, transparency, efficiency, participation and responsibility.



▲  
 “Olympic clubs in schools” activity  
 organised by the Liberian NOC

▲  
 Annual Sports Festival in  
 Karatu, Tanzania





◀ Cuban Olympic scholarship holder Lisandra Guerra competes in the sprint qualifying event – Games of the XXIX Olympiad in Beijing  
© Getty Images/Nick Laham

## Pan-American Sports Organisation (PASO)



### Stronger support for athlete preparation

PASO considers that the objectives of the Olympic Solidarity World and Continental Programmes implemented during the 2005–2008 quadrennial period were achieved satisfactorily. They helped to improve athletes' results as well as the efficient management of PASO's member NOCs.

Thanks to the coordinated efforts of and collaboration between the Olympic Solidarity office in Lausanne and the PASO office in Mexico City, each of the activities carried out in the continent was managed effectively, thereby significantly increasing the benefits and support received by the NOCs through the World and Continental Programmes.

The vast majority of PASO's member NOCs consider that the results achieved by the World and Continental Programmes were better than in previous years, in both quantitative and qualitative terms, but also in terms of the diversity of activities carried out. The participation of the American NOCs in the XV Pan-American Games in Rio de Janeiro (Brazil) in 2007 and the Olympic Games in Beijing reflects Olympic Solidarity's positive influence on the continent, particularly with regard to athlete preparation.

The process of decentralising funds towards the Continental Associations and the strengthening of the World Programmes, together with the programmes and projects run by PASO at the initiative of President Mario Vázquez Raña, were essential for ensuring that the Olympic Solidarity programmes that were made available to PASO's 42 member NOCs were conducted in a real spirit of solidarity.

Olympic Solidarity was a major theme at every PASO Executive Committee meeting and General Assembly held during the past four years. The development of programmes adapted to the NOCs' real needs, together with the control and suitable use of financial resources, form a commitment and an obligation assumed by all the members of the pan-American Olympic family.

PASO met its responsibilities in relation to the decentralisation process and considers the results achieved to be excellent. This has had a very positive impact on the NOCs' activities, leading to more efficient management of their activities as well as increased support and a high-quality service for their athletes. It is also a vitally important factor in preserving the autonomy and independence of the member NOCs.

In addition, using its own funds, in 2007–08 PASO implemented a special programme to help NOCs with the preparation of their athletes for the Pan-American Games in Rio de Janeiro and the Olympic Games in Beijing. An initial payment of USD 50,000 was made to the NOCs, followed by a second instalment for the same amount, paid on presentation of a report on how the first payment was used. This programme enabled the NOCs to honour key commitments linked to the participation of their athletes in the Pan-American Games in Rio and the Olympic Games in Beijing.

The collaboration and exchange of information between the Olympic Solidarity office in Lausanne and the PASO office helped to enhance coordination, which in turn enabled the American NOCs to make optimal use of the various opportunities offered by the World and Continental Programmes by adequately meeting their objectives.

The PASO office in Mexico City hosted two meetings of the six Olympic Solidarity offices, involving representatives of the five Continental Associations and the Lausanne office. Both of these meetings provided a chance to improve coordination and the exchange of information and to establish common foundations for the planning, control and evaluation of the plans and programmes. President Mario Vázquez Raña attended both meetings. Representatives of the PASO office also participated in the third meeting of the Olympic Solidarity offices, held at the ANOC headquarters in Paris in December 2008.

▶ Volleyball match –  
XV Pan-American Games 2007,  
Rio de Janeiro, Brazil  
© Getty Images/Donald Miralle



The continental forum on Olympic Solidarity organised in 2006 by PASO and the Lausanne office, with the support of the Mexican Olympic Committee, proved to be very significant in terms of the use of the Olympic Solidarity programmes, since it helped to provide the NOCs with the tools they needed to take advantage of the numerous opportunities available. The representatives of PASO's member NOCs attended a detailed two-day presentation of the basic concepts, procedures, options and methods of control and evaluation of the World and Continental Programmes.

In September 2007, a continental forum for America was organised in cooperation with the Lausanne office, the IOC's NOC Relations Department and BOCOG. This forum was specially devoted to preparations for the Olympic Games in Beijing. The Chefs de Mission and NOC representatives responsible for the Olympic delegations received all the necessary information and had their concerns answered. This undoubtedly helped them to assume their responsibilities more effectively at the last Olympic Games in Beijing.

PASO is grateful to the Olympic Solidarity Commission and its Chairman, Mario Vázquez Raña, for the clarity with which Olympic Solidarity is run, at both world and continental levels, ensuring that it is constantly improving its ability to offer fundamental support to the NOCs, particularly those with limited sources of revenue. The results achieved during the 2005–2008 period are considered very positive and PASO is sure that Olympic Solidarity's support for the American NOCs will be strengthened even further during the next quadrennial period.

PASO managed all the Continental Programmes and the related funds from Olympic Solidarity, totalling **USD 15,660,000**.



◀ Olympic scholarship holder James Grayman from Antigua and Barbuda during the high jump qualifying round – Games of the XXIX Olympiad in Beijing  
© Getty Images/Mark Dadswell

## Administration

The continental programme relating to the administration of the Continental Association was used to finance staff salaries, basic services and the administrative activities of the PASO office. It was implemented satisfactorily, with appropriate control and evaluation measures applied in each case. In addition, funding from the administrative subsidy programme, a world programme which is now managed by PASO, was granted to each member NOC during the first quarter of each year.

- 2005–2008 Budget: USD 1,600,000



## Continental meetings

This programme enabled the various PASO meetings to be organised satisfactorily. These General Assemblies and meetings of the Executive Committee, commissions and working groups are essential for evaluating results and facilitating exchange with NOCs so that they can be offered the best possible services.

- 2005–2008 Budget: USD 1,200,000



## Continental activities

Funding from this programme was used to implement an ambitious programme of high-level technical courses and seminars. The 45th PASO General Assembly, held in Rio de Janeiro in July 2007, reviewed the implementation of this programme of technical courses and seminars, approved by PASO for the 2002–2006 period. The figures clearly demonstrate the size and importance of this professional development programme: 290 courses were organised, with more than 7,500 participants, including 6,400 coaches and 1,200 speakers. All 42 of PASO's member NOCs benefited from the programme, which covered 35 sports, including the 28 that made up the programme of the Beijing Olympic Games.

▲

Continental Forum in Mexico for the NOC preparation for the Games of the XXIX Olympiad in Beijing

▲

Continental Seminar of Sport Medicine in Cartagena (Colombia) within the framework of the Central American and Caribbean Games

### Distribution of technical courses and seminars by year

Year	Technical courses	Seminars	Total number of events	Participants
2002*	104	3	107	2,045
2003*	46	1	47	1,032
2004*	32	3	35	986
2005	41	5	46	1,374
2006	49	6	55	1,036
<b>Total</b>	<b>272</b>	<b>18</b>	<b>290</b>	<b>6,473</b>

\*2001–2004 quadrennial budget

The success of a programme of such magnitude owed much to the constant attention of the PASO President, Mario Vázquez Raña, to the concern and sense of responsibility shown by the NOCs in assuming their role, to the enthusiasm and commitment of the coaches and speakers, and to the technical support provided by the pan-American sports confederations and IFs involved.

The objectives laid down by PASO for the implementation of this programme were attained and the effort made in organisational, technical and financial terms constituted an unprecedented contribution to the training, professional development and improvement of the American NOCs' staff. All the NOCs received, in electronic format, English and Spanish versions of the basic content of these courses and seminars.

Another very important outcome of the implementation of this programme is the fact that all the NOCs affiliated to PASO now possess the minimum structure required to implement, monitor and evaluate the World and Continental Programmes, and that permanent relations have been established not only among the NOCs, but also between the NOCs and the PASO office. This represents a solid basis for carrying out the new projects that Olympic Solidarity is planning for the 2009–2012 quadrennial period.

- 2005–2008 Budget: USD 4,460,000

## NOC activities

This programme, which aims to support each NOC's own activities in accordance with their specific needs, was carried out in accordance with the rules laid down by PASO. Each NOC received an annual sum of USD 50,000, distributed in two six-monthly instalments, and reported back on its use of this funding in order to receive the next payment. PASO and its 42 NOCs continued their efforts aimed at strengthening and enhancing the methods and processes for guaranteeing efficient, rigorous and transparent monitoring of the use of Olympic Solidarity funding. The American NOCs are fully aware of the need to act with complete transparency and responsibility in relation to the management of the funds allotted to each activity.

The funds allocated by Olympic Solidarity, together with additional resources from PASO's own budget, helped to strengthen the role and influence of Olympic Solidarity in the activities of the American NOCs, providing vital support for their operations, particularly for NOCs with limited resources or those which receive no funding from their national governments.



Boxing technical course in Mexico



Continental course in tennis  
in Buenos Aires, Argentina

During the 2005–2008 quadrennial plan, the NOCs mainly used the funds allocated for athlete preparation for the Olympic Games in Beijing; participation of national teams in different competitions; support for national federations; organisation of technical meetings, seminars and national courses; purchase of air tickets; athletes' participation in training camps; coach recruitment and the acquisition of sports equipment for the preparation of their athletes.

- 2005–2008 Budget: USD 8,400,000

#### 2005–2008 expenditure by NOC in USD for the NOC activities programme\*

NOC	Expenditure	NOC (cont.)	Expenditure	NOC (cont.)	Expenditure
AHO	200,000	CUB	200,000	NCA	200,000
ANT	200,000	DMA	175,000	PAN	200,000
ARG	200,000	DOM	125,000	PAR	200,000
ARU	200,000	ECU	200,000	PER	200,000
BAH	150,000	ESA	200,000	PUR	200,000
BAR	200,000	GRN	200,000	SKN	200,000
BER	125,000	GUA	200,000	SUR	175,000
BIZ	75,000	GUY	175,000	TRI	200,000
BOL	125,000	HAI	200,000	URU	200,000
BRA	200,000	HON	175,000	VEN	175,000
CAN	175,000	ISV	175,000	VIN	175,000
CAY	150,000	IVB	150,000	USA	175,000
CHI	200,000	JAM	175,000		
COL	200,000	LCA	200,000		
CRC	200,000	MEX	200,000		
				<b>Total</b>	<b>7,650,000</b>

\*at 31 December 2008





Raising  
the bar







◀ Olympic scholarship holder Li Ching from Hong Kong, China, during the table tennis tournament – Games of the XXIX Olympiad in Beijing  
© Getty Images/Bongarts/Vladimir Rys

## Olympic Council of Asia (OCA)



### Medal opportunities for all athletes

From the participation of children in Asian Games Fun Runs to the top marathon runners in the world from Asia, the OCA is involved at all levels and in all regions in promoting and developing the Olympic ideals. Thanks to the activities of Olympic Solidarity, the OCA is able to lay firm foundations for the future year after year, generation after generation.

The four years of the 2005–2008 plan saw the creation of new multisport games, in addition to the two established ones – the Asian Games and the Asian Winter Games. The OCA wishes to give the possibility to all the NOCs to organise games, but especially to give their athletes the opportunity to win medals. This is one of the reasons why the OCA has been able to expand so rapidly and why numerous Asian cities have been able to stage international multi-sport events.

In August 2008, Beijing excelled as the host city of the Games of the XXIX Olympiad. Not only did China build some spectacular venues, it also finished on top of the medals table with exactly 100 medals, 51 of which were gold. In addition, 132 Olympic records and 43 world records were broken. Nineteen of the 87 NOCs that won medals were from Asia.

Asia also suffered many tragedies (including conflicts in Palestine, Iraq or Afghanistan) and natural disasters (deadly earthquakes, devastating tsunami, etc.). Conflict still rages in parts of the continent. The OCA has been affected directly by this and is therefore working hard for peace and prosperity, and to support the NOCs and their leaders in these difficult times.

The OCA is actively associated with various issues concerning the planet, especially those which affect everyday life. It has lent its voice to the cause of environmental protection and has gone one step further by ensuring that the environment will be an integral part of all future Asian Games.

The OCA, with the support of the World Anti-Doping Agency (WADA) headquarters and its regional office in Tokyo, established a regional anti-doping office in Kuwait, which will work closely with the Tokyo office. The OCA is confident that this new office will help to raise public awareness of doping and assist in the global fight against doping.

On the financial side, the OCA manages all the Olympic Solidarity Continental Programmes and their funding, which amounted to **USD 16,619,000** (including extra funds for the NOC of Timor-Leste) for the 2005–2008 quadrennial plan. The continental programmes are aimed at providing the OCA's member NOCs with more flexibility to design their own programmes according to their specific needs and objectives, such as local projects tailor-made for their own athletes and officials. This has raised the level of sport as well as the technical and administrative capabilities of the NOCs.

Below is a summary of the activities resulting from the partnership between Olympic Solidarity and the OCA, and of the specific areas and regions to have benefited during the 2005–2008 quadrennial plan.



▶ Opening Ceremony of the 6th Asian Winter Games

© Getty Images/Guang Niu

## Administration

The grant provided by Olympic Solidarity contributed to the day-to-day functioning of the OCA's headquarters, including communication, transport, staff salaries, rent, maintenance, upgrading of the OCA website, Internet use and office modernisation. It was also used to improve communication and staff qualification levels.

However, the budget allocated for this programme and the "OCA meetings and Standing Committee activities" programme was limited. The directives of the OCA Executive Board and the flexibility shown by Olympic Solidarity enabled the OCA to manage its activities using the budget allocated by sharing the funds according to priorities.

The six Olympic Solidarity offices meet each year. In 2008, this meeting, coordinated by the EOC secretariat, was held at the headquarters of the Italian NOC in Rome. Several points were raised at this meeting, such as the good results obtained through the application of the World and Continental Programmes during the 2005–2008 quadrennial period. The participants recognised the support provided by President Mario Vázquez Raña and the Olympic Solidarity Commission, as well as the important decisions taken by this Commission concerning the new 2009–2012 plan.

- 2005–2008 Budget: USD 2,219,000

## OCA meetings and Standing Committee activities

Through this programme, the OCA organised and/or participated in numerous meetings and events throughout the 2005–2008 quadrennial period, such as General Assemblies and meetings of the Executive Board and the various OCA committees (athletes, culture and education, women, sport and environment, finance, etc.).

The regional forums organised by the OCA, whose budget depends on the corresponding Olympic Solidarity world programme, played a vital role for all five Asian regions: south, south east, central, west and east. Not only did they bring together the NOCs to exchange ideas, present their national initiatives and gather information, but they also provided a valuable link between the Olympic Movement and its members. The forums are one of the most important platforms for discussing various projects related to the Olympic Solidarity and OCA programmes. All Asian NOCs actively participated in the forums. Experts from Olympic Solidarity, the OCA and other sports institutions provided all the necessary information on the various subjects that were covered.

- 2005–2008 Budget: USD 1,800,000



27th OCA General Assembly



The OCA Women's Committee

## NOC activities

The OCA granted USD 50,000 per year to each of its member NOCs for the development of their national activities. The NOCs mainly used the funds to purchase office and sports equipment, to run technical courses and to finance athlete training.

At present, the OCA is very satisfied with the procedure it has adopted, which involves sending half of the budget in January, upon receipt and approval of the NOC's proposed programme. In July each year, the OCA forwards the remaining 50%. At the end of each year, the NOCs submit a detailed administrative, technical and financial report on the use of the budget allocated by the OCA. According to the directives of the OCA General Assembly, the NOCs must provide a statement of accounts, audited by the auditor of the NOC concerned and then approved by the NOC's General Assembly, of the funds allocated by the OCA through the Continental Programmes.

- 2005–2008 Budget: USD 8,800,000



## Asian Games Fun Run

First and foremost, sport is fun. Therefore, there is nothing better than a competition based on friendship and community involvement such as a fun run. Fun runs are also ideal vehicles for promoting the Asian Games, which are held every four years and spread the Olympic message into all corners of the continent. Following the enormous success of the fun runs organised on the occasion of the 2006 Asian Games in Doha, the OCA repeated the exercise by holding fun runs to publicise the 16th Asian Games in Guangzhou, China, in 2010.

Year	Organising NOCs	
2005	11	BHU, INA, IND, KUW, MAS, MGL, MYA, OMA, SRI, TKM, VIE
2006	14	BRU, CAM, CHN, HKG, KAZ, KGZ, LAO, MDV, PAK, QAT, TJK, UZB, YEM
2007	6	CHN, INA, JPN, KGZ, SRI, YEM
2008	1	VIE
	<b>32</b>	

- 2005–2008 Budget: USD 200,000



## Continental and Regional Games

At the beginning of the 2005–2008 Olympic Solidarity quadrennial plan, the OCA only organised two multi-sport events: the Asian Games and the Asian Winter Games. By the end of the four-year cycle, the OCA had added two new Games to its calendar and had plans for a further two to begin in 2009, bringing the total number of pan-Asian events to six.

The first edition of the Asian Indoor Games was held in Bangkok (Thailand) in 2005 and the second edition in Macau in 2007, while the inaugural Asian Beach Games took place in Bali (Indonesia) in 2008. In 2009, Singapore will host the first Asian Youth Games and Thailand the inaugural Asian Martial Arts Games.

Therefore, thanks to the support of Olympic Solidarity and to the unity, cooperation and hard work of Asia's 44 NOCs, the OCA has grown into a dynamic and pioneering member of the Olympic Family.

The six different Asian Games organised by the OCA provide Asia's vast and varied population, particularly the youth, with the opportunity to be a part of the worldwide Olympic Movement. In a region as diverse as Asia, in terms of race, culture, religion and politics, the OCA is trying to foster peace, understanding and a healthy lifestyle through the noble Olympic values.

Date	Games	Venue	NOCs	Sports
2005	1st Asian Indoor Games	Bangkok, Thailand	37	9
	4th East Asian Games	Macau	11	17
	23rd South East Asian Games	Manila, Philippines	11	43
	3rd West Asian Games	Doha, Qatar	13	11
2006	15th Asian Games	Doha, Qatar	45	39
	10th South Asian Federation Games	Colombo, Sri Lanka	8	20
2007	6th Asian Winter Games	Changchun, China	26	5
	2nd Asian Indoor Games	Macau	45	17
	24th South East Asian Games	Nakhon Ratchasima, Thailand	11	43
	6th Central Asian Games	Tashkent, Uzbekistan	5	n/a
2008	1st Asian Beach Games	Bali, Indonesia	45	19

- 2005–2008 Budget: USD 2,600,000



The Uzbekistan team during the B final – 15th Asian Games

© Getty Images/Clive Rose



Half-pipe final event during the 6th Asian Winter Games

© Getty Images/China Photos

## Olympasia projects

The funds allocated to this programme were used to carry out Olympasia projects involving various NOCs:

NOC	Type of projects	Allocated in	Status
AFG	Construction of a "Sport Gymnasium" in Kabul.	2003*	Finalised
PRK	Construction of the NOC headquarters in Moranbong, Pyongyang.	2004*	Finalised
VIE	Olympic Sport Museum located in the National Sport Complex in My Dinh Village.	2004*	Finalised
SRI	Construction of a building accommodating the NOC headquarters, a conference room, as well as indoor sport facilities in Colombo.	2004*	Finalised
LAO	Additional facilities to address the lack of a gymnasium and host events at the 25th South East Asian Games in 2009, as well as national games and other international competitions in Vientiane.	2004	In progress
TLS	Installation including an Olympic library, a computer centre, secretarial service, and a reading and recreational room situated in Dili province.	2005	Finalised
TKM	Construction of a building accommodating the NOC headquarters, a high-level sports academy, a sports hall and an Olympic museum in Garashsyzlyk, Ashgabat.	2005	Finalised
KGZ	Renovation of the Spartak Stadium in Bishkek.	2005	In progress
UZB	Re-building of a sports centre and construction of a training centre for judo and boxing in Tashkent.	2006	Finalised
BAN	Construction of building accommodating the NOC headquarters, a conference room, a video library, National Olympic Academy and medical laboratory in Dhaka.	2006	In progress
PAK	Re-building of the NOC headquarters in Lahore.	2006	In progress
PHI	Renovation of the NOC headquarters in Pasig City including a conference room, offices and a library.	2007	Finalised
BHU	Multi sports hall in Gelephu.	2007	In progress
KGZ	Reconstruction of a swimming pool.	2007	In progress
MDV	Construction of an Olympic swimming pool.	2007	In progress
YEM	NOC headquarters (purchase).	2008	Finalised
CAM	Aquatic centre.	2008	In progress
LIB	Renovation of an handball hall in South Lebanon.	2008	In progress
TJK	NOC headquarters extension.	2008	In progress

\*Projects finalised during the 2005–2008 quadrennial plan

- 2005–2008 Budget: USD 800,000



Opening of the NOC of the Philippines headquarters in the framework of an Olympasia project

## Special projects

The funds allocated to this programme were mainly used to support NOCs in difficulty. The OCA was able to help in different ways: subsidies to help NOCs that were victims of natural disasters (tsunami, earthquakes, etc.), support for participation in sports events, financing of a crime and drug prevention programme, etc.

- 2005–2008 Budget: USD 200,000



Chefs de Mission meeting for  
the 1st Asian Indoor Games



Women's pole vault event –  
4th East Asian Games

© Getty Images/China Photos

## 2005–2008 expenditure by NOC in USD for the following continental programmes\*

NOCs	NOC activities	Fun Run	Continental and regional Games	Olympasia projects	Special projects	Total
AFG	200,000		30,000	50,000		280,000
BAN	200,000		40,000	50,000	10,000	300,000
BHU	200,000	1,500	20,000	50,000		271,500
BRN	200,000		20,000			220,000
BRU	200,000	1,500	20,000			221,500
CAM	200,000	1,500	20,000	20,000		241,500
CHN	200,000	1,500	30,000			231,500
HKG	200,000	1,500	30,000			231,500
INA	200,000	3,000	20,000			223,000
IND	200,000	1,500	30,000		10,000	241,500
IRI	200,000		30,000			230,000
IRQ	200,000		20,000			220,000
JOR	200,000		30,000			230,000
JPN	200,000	1,500	30,000			231,500
KAZ	200,000	1,500	30,000			231,500
KGZ	200,000	3,000	30,000	50,000	10,000	293,000
KOR	200,000		30,000			230,000
KSA	200,000		20,000			220,000
KUW	200,000	1,500	30,000		5,000	236,500
LAO	200,000	1,500	20,000			221,500
LIB	200,000		30,000			230,000
MAS	200,000	1,900	30,000		10,000	241,900
MDV	150,000	1,500	20,000		10,000	181,500
MGL	200,000	1,500	30,000			231,500
MYA	175,000	1,500	20,000			196,500
NEP	200,000		30,000			230,000
OMA	200,000	1,500	20,000			221,500
PAK	200,000	1,500	30,000	50,000	25,000	306,500
PHI	200,000		50,000	50,000		300,000
PLE	150,000		30,000			180,000
PRK	200,000		30,000			230,000
QAT	200,000	1,500	40,000			241,500
SIN	200,000		20,000			220,000
SRI	200,000	1,500	40,000	50,000	10,000	301,500
SYR	200,000		20,000			220,000
THA	150,000		30,000		30,000	210,000
TJK	200,000		10,000			210,000
TKM	150,000	1,500	10,000	50,000		211,500
TLS	150,000			50,000		200,000
TPE	200,000		30,000			230,000
UAE	150,000		10,000			160,000
UZB	150,000	1,500	10,000			161,500
VIE	150,000	1,500				151,500
YEM	150,000	1,500		50,000		201,500
<b>Total</b>	<b>8,325,000</b>	<b>39,400</b>	<b>1,070,000</b>	<b>520,000</b>	<b>120,000</b>	<b>10,074,400</b>

\*at 31 December 2008.

This table reflects only the amounts paid directly to the NOCs for the various programmes indicated, and does not include the amounts paid to the organisations responsible for the various events.



Olympic scholarship holder  
Rasul Bokiev (right) won the first ever  
Olympic medal for Tajikistan – Games of  
the XXIX Olympiad in Beijing

© Getty Images/Jed Jacobsohn





◀ Croatian Olympic scholarship holder Filip Ude, silver medallist in the individual pommel horse event – Games of the XXIX Olympiad in Beijing  
© Getty Images/Harry How

## The European Olympic Committees (EOC)



### NOCs benefit even more from allocated funds

This quadrennial period was full of achievements for the EOC and the European NOCs, of which there are now 49 following the addition of Montenegro. The EOC has focused attention on the smaller and less well-off NOCs. The gap in skills between NOCs is such that it makes it hard for some of them to compete on an even footing. Time, effort and money have been dedicated to redressing the balance and significant progress has been made. The EOC has particularly witnessed an increased use of information technology and communications in all NOCs, especially the neediest ones. Administrative skills, from routine administration to Olympic teams, have also improved. Analysis of the reports shows how the funds for NOC activities are used to cover a broad range of expenditure, ranging from basic running expenses and upgrading of technology to Olympic Games preparation. Other achievements include a move towards greater transparency and the adoption of good governance practices in accordance with Olympic Solidarity directives aimed at all levels of the Olympic Movement. For example, the quality of the financial reports received by the EOC has improved greatly.

In addition, in order to better defend the interests of the European NOCs with the European Union, the EOC has established an office in Brussels (Belgium), which was inaugurated in 2009. Finally, the Continental Games have achieved far greater popularity. The European Youth Olympic Festival (EYOF) now benefits from TV coverage thanks to an agreement with EuroSport TV and the Games of the Small States of Europe (GSSE) remain highly popular in the small nations of Europe.

In conclusion, the main benefit brought by decentralisation is that it is now possible to offer the NOCs services that are better tailored to their needs, which means that NOCs have seen improved results thanks to the programme. In effect, the policy adopted for the 2005–2008 quadrennial period has shown itself to be effective and will thus make a good starting point for future policy.

The EOC continues to pursue a policy of directing the highest amount of funds possible towards all those activities that directly benefit the European NOCs. The figures indicate that around 70% of the EOC's funds are invested in direct support to the European NOCs in the form of NOC and Special Activities funds, and for the Regional and Continental Games (Winter/Summer EYOFs and GSSE). The remainder of the resources are invested in the many other activities of the EOC, which actually represent indirect assistance to the members. The Continental Programme managed by the EOC is composed of five sections.

For the 2005–2008 quadrennial period, the EOC managed all of the continental programmes and their budgets, which totalled **USD 18,558,000** (including extra funds for the NOC of Montenegro).

▶  
The Flame is lit for the 10th edition of the Winter EYOF in Slask Beskidy in front of Alexander Kozlovsky, EOC Vice-President, Jacques Rogge, IOC President, and Piotr Nurowski, President of the Polish NOC (left to right)



## Administration

The administration budget is used to cover the running expenses of the EOC office, maintenance, insurance and auditing; staff and associated costs; the President's office; the Secretary General's office; and the purchase of promotional materials and office equipment (computer hardware and software, office equipment, etc.). The secretariat in Rome (Italy) takes care of all organisational and administrative aspects of the association's activities.

The administrative goal for the quadrennial period has been to keep pace with technological developments in the fields of communication and office management by updating equipment so as to increase efficiency, but also streamlining the office's activities. In line with international good governance practice, the EOC has worked to improve its auditing system and rationalise its use of resources, adopting new Articles of Association that better meet the association's needs and producing an administrative manual that gives guidelines for financial and administrative procedures. The key aspects of the new management structure are as follows: the position of Treasurer is now separate from that of Secretary General and there is now an Audit Committee whose task is to ensure the funds are properly invested. Finally, the EOC has adopted a new logo which gives it a more modern and forceful image.

- 2005–2008 Budget: USD 3,296,000

## Meetings

This category includes the EOC institutional meetings, namely the annual General Assembly and EOC Seminar. The Seminar, the key technical meeting of the year, was given a new format, which was successfully tested in 2007 and definitively launched in 2008. This new format is designed to be more interactive so as to better meet the needs of participants. It includes a range of workshops on topics of concern to NOCs, at which delegates can exchange experiences and learn from each other. Each year, the programme is prepared by an ad hoc working group led by the Secretary General and including representatives of the NOCs. The NOCs have warmly welcomed their greater involvement, and feedback from all fronts has been highly positive.

The General Assembly is the mandatory institutional meeting at which the members receive reports on the year's activities from the President, Secretary General and Treasurer, as well as the chairpersons of the commissions and working groups. It is also when the financial documents are approved and the main stakeholders of the Olympic Movement present their reports. The General Assembly is also the occasion to award the EOC Order of Merit



▲  
37th EOC General Assembly  
in Istanbul, Turkey

and the new EOC Olympic Laurel Awards, which the EOC has created in recognition of commitment to the furtherance of the principles of the Olympic Movement within European sport.

- 2005–2008 Budget: USD 1,420,000

## Continental activities

It is the general policy of the association to create ways of maximising the involvement and participation of its members. The resources under this heading are invested in the general organisation and support of the activities conducted by the EOC. These include:

- the Executive Committee meetings, of which there are four per year and during which this administrative body determines policy and gives the secretariat directives;
- the meetings of the commissions and working groups, which generally take place once a year. The EOC currently has six commissions: technical cooperation and sport development, preparation of the Olympic Games, EYOF, medical and scientific, European Union, and athletes. In addition, the Executive Committee includes commissioners who act as liaison officers for the Olympic Games, GSSE, Olympic academies, Arab Sport Confederation, World Anti-Doping Agency and legal affairs. There are also two working groups, one for communication and one for the environment and sport for all. These organs each promote their particular field through meetings, forums and seminars focused on specific topics, which are much appreciated by the NOCs;
- regular auditing meetings at which professional auditors and the newly created Audit Committee examine the accounts, which mirror the EOC's performance;
- communications, the main tool being the website, on which the EOC publishes general information on its activities and which includes a monthly newsletter produced in-house and also mailed out. The EOC website has become the main means of communication with the member NOCs, and so time and money have been invested in developing an efficient intranet and FTP service;
- coordination activity with the Olympic Solidarity international office and, on occasions, the annual meeting of the six Olympic Solidarity offices;
- a policy of keeping the European NOCs informed, including visits to the NOCs, so that they acquire a better understanding of their problems and needs, and in order to lend them support.

- 2005–2008 Budget: USD 2,140,000



▲  
A delegation of the athletes' commission met in Rome to study ways of updating the web pages devoted to European athletes on the EOC institutional website

▲  
Executive Committee meeting in 2008 in Sorrento, Italy

## Continental and Regional Games

The investment made under this heading is focused on the EYOF and the GSSE, which the EOC considers to be fundamental tools with which to promote the Olympic values. Both events are held every two years.

The EYOF is a multi-sports event dedicated to young athletes. The GSSE are based on the idea of Games between NOCs with a population of fewer than 1 million. The eight countries that participate are Andorra, Cyprus, Iceland, Liechtenstein, Luxembourg, Malta, Monaco and San Marino. During the quadrennial period, four EYOFs and two GSSEs were organised highly successfully, and the majority of funds was invested in supporting the organising and participating NOCs. An indication of the growing importance of the EYOFs is the signature of bilateral agreements with European federations. The EYOFs and GSSEs now also benefit from a standardised accreditation system provided by the EOC.

- 2005–2008 Budget: USD 1,669,000

## NOC activities

Most of the NOC Activities budget was invested directly with the NOCs through payment of an annual lump sum. A further support tool is the “Special Activities Fund”, with which the EOC provides the NOCs that apply for it with financial support for the implementation of a specific programme.

An analysis of the reports received to date shows how the funds dedicated to NOC activities are used to cover a broad range of expenditure, from basic running expenses and upgrading of IT to Olympic Games preparation activities, seminars and other events linked to the promotion of Olympic values. During the quadrennial period, a total of 118 projects were supported through the Special Activities programme.

The funds employed under this heading go directly to the NOCs, which must thus produce detailed financial reports. In order to ensure maximum transparency and at same time facilitate the work of the NOCs, the EOC has implemented a standardised reporting system. Thanks in particular to the active collaboration of the NOCs, this system is functioning well.

- 2005–2008 Budget: USD 10,033,000



▲  
IOC President Jacques Rogge (centre) and former EOC President Mario Pescante (on his right) welcomed by a children's delegation during the 2005 EYOF in Lignano Sabbiadoro, Italy © COE



▲  
A competitor during the special slalom – 2007 Winter EYOF in Jaca, Spain

## 2005–2008 expenditure by NOC in USD for the following continental programmes\*

NOC	NOC activities	NOC special activities	Continental and regional Games	Total
ALB	160,000	44,800	13,500	218,300
AND	160,000	5,000	141,428	306,428
ARM	160,000	59,680	13,000	232,680
AUT	160,000	10,000		170,000
AZE	160,000	10,000	13,500	183,500
BEL	160,000	22,000		182,000
BIH	160,000	100,000	13,000	273,000
BLR	160,000	16,000	38,000	214,000
BUL	160,000	85,000	24,500	269,500
CRO	160,000	30,000	38,000	228,000
CYP	160,000	64,750	31,928	256,678
CZE	160,000			160,000
DEN	160,000			160,000
ESP	160,000	25,000	130,000	315,000
EST	160,000	43,000	38,000	241,000
FIN	160,000	40,000		200,000
FRA	160,000	15,000		175,000
GBR	160,000	20,000		180,000
GEO	160,000	110,000	23,000	293,000
GER	160,000	5,000		165,000
GRE	160,000	16,000		176,000
HUN	80,000			80,000
IRL	160,000	90,000	26,000	276,000
ISL	160,000	10,000	40,928	210,928
ISR	160,000	90,000		250,000
ITA	160,000	25,000	200,000	385,000
LAT	160,000	68,000	41,000	269,000
LIE	160,000		12,428	172,428
LTU	160,000	79,890	38,000	277,890
LUX	160,000		12,428	172,428
MDA	160,000	163,000	10,000	333,000
MKD	160,000	50,000	16,500	226,500
MLT	160,000	82,160	19,428	261,588
MNE	80,000	40,000	6,500	126,500
MON	160,000	13,000	141,000	314,000
NED	160,000	17,000		177,000
NOR	160,000	30,000		190,000
POL	160,000	30,000		190,000
POR	160,000	30,000		190,000
ROM	160,000	37,838	35,000	232,838
RUS	160,000	50,000		210,000
SCG	160,000	145,000	256,000	561,000
SLO	160,000	65,000	38,000	263,000
SMR	160,000	60,000	22,928	242,928
SUI	160,000	15,000	100,000	275,000
SVK	160,000	52,630	41,000	253,630
SWE	160,000	40,000		200,000
TUR	160,000	85,000		245,000
UKR	160,000	60,000	41,000	261,000
<b>Total</b>	<b>7,680,000</b>	<b>2,149,748</b>	<b>1,615,996</b>	<b>11,445,744</b>

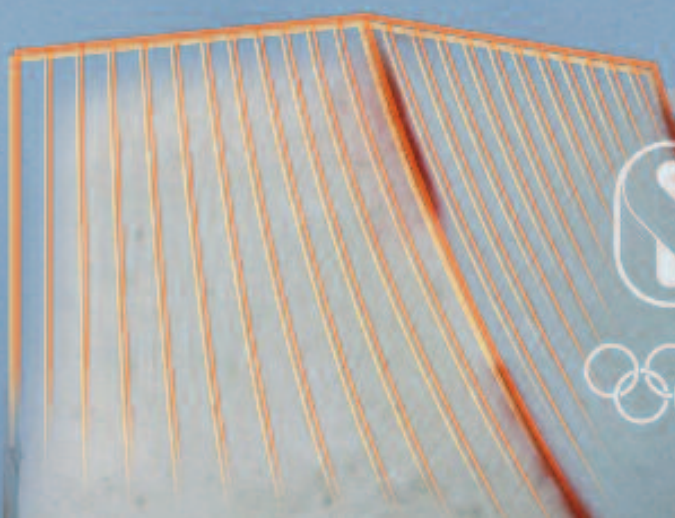
\*at 31 December 2008



Seven sports federations sign the agreement with the EOC in 2007 for the EYOF

Flying  
ever higher









◀ 400m hurdles runner and Olympic scholarship holder Mowen Boino from Papua New Guinea participated in the Games of the XXIX Olympiad in Beijing

## Oceania National Olympic Committees (ONOC)



### Winning programmes for sport at continental level

The Olympic Solidarity continental programmes in Oceania were used more effectively during this quadrennial period than in the previous one, except for three programmes – Olympoceania, sports administration and IF and NOC technical experts. In 2008, funding allocated to these areas was either reduced or cancelled, and reallocated primarily to the athlete preparation programme and the new ONOC Athletes Commission and Oceania Women in Sports Commission programmes.

During 2008, all the NOCs were invited to complete a questionnaire evaluating the 2005–2008 Olympic Solidarity programmes. Fifteen of the 17 NOCs responded prior to the ONOC regional forum held in Suva (Fiji) on 30 and 31 October 2008.

With regard to the level of satisfaction with the decentralisation policy adopted for the 2005–2008 plan, the majority of the NOCs indicated that they had been either reasonably or completely involved in the decision-making process. Most of the NOCs favoured the continuation of the decentralisation process. Eleven out of 15 NOCs favoured continued, and even increased, decentralised management of the Olympic Solidarity programmes in Oceania. Nine NOCs stated that ONOC's role in managing Olympic Solidarity programmes had had a significant impact on their sports development activities. Six said that they could not have done without ONOC's help! Comments made by the NOCs demonstrate the value of a regional office with staff who are familiar with the realities of the continent.

Most of the NOCs felt that the Continental Programmes offered by ONOC were helping them to address the main sports development challenges facing the region and had had a positive impact on their activities in this field.

During the 2005–2008 quadrennial plan, ONOC managed the following continental programmes and the related funds totalling **USD 10,824,000** (including extra funds for the NOCs of Marshall Islands, Kiribati and Tuvalu), as well as some World Programmes (Olympic Scholarships for Athletes “Beijing 2008”, Continental and Regional Games – NOC Preparation, 2012 – Training Grants for Young Athletes, Olympic Scholarships for Coaches and NOC Administration Development – Administrative Subsidy). The results of these programmes appear in the world programmes section.

▶  
Start of the women's 100m  
event – Australian Youth  
Olympic Festival 2007 in  
Sydney, Australia  
© Getty Images/Mark Nolan



## Administration and meetings

ONOC General Assemblies were held in Brisbane (Australia) in 2005, Nadi (Fiji) in 2006 and 2008, and Pago Pago (American Samoa) in 2007. Executive Board meetings were held in Honiara (Solomon Islands) in 2005, Wellington (New Zealand) in 2005, Nadi in 2006 and 2008, Melbourne (Australia) in 2006, 2007 and 2008, Pago Pago in 2007 and Rarotonga (Cook Islands) in 2007.

- 2005–2008 Budget: USD 1,870,000

## NOC activities

### National technical programmes

The 17 Oceanian NOCs carried out a total of 463 technical programmes and activities through the budgets allocated for the 2005–2008 period (USD 65,000 per year). The majority of the NOCs made allocations for the employment of Sports Development Officers. All the NOCs made provision in their budget for annual equipment grants of up to USD 5,000. Olympic Solidarity (international office) released additional funds for the two NOCs that were recognised during this quadrennial period (Marshall Islands and Tuvalu).

Responses to the evaluation questionnaire completed by the NOCs show that 53.5% of all the funds allocated for national activities were used to support the national federations (particularly coaching courses), 17% covered NOC administrative costs, 17.5% was spent on participation in Regional Games and 7% was used to purchase sports equipment.

- 2005–2008 Budget: USD 4,120,000

### IF technical experts

On the basis of experts' reports and the claims submitted by the relevant IFs, reimbursements were made for the travel expenses and per diems of the experts responsible for running Olympic Solidarity technical courses.

- 2005–2008 Budget: USD 365,500



ONOC General Assembly in Pago Pago



The expert Hayden Jones in Vanuatu coaching beach volleyball

## Regional projects

### Collaboration with regional federations

Throughout the 2005–2008 quadrennial period, ONOC provided grants to the following Oceanian Olympic Sports Federations and International Federations in order to support their development activities in the region: Badminton Oceania, Baseball Confederation of Oceania, FIBA Oceania, Oceania Athletics and Swimming Associations, FITA, Oceania Judo Union, and the Oceania Badminton, Weightlifting, Hockey, Softball, Tennis and Table Tennis Federations. Programmes implemented by these federations included regional development officer activities, operations of regional training centres, support for regional competitions, event management, training of sports administrators, talent identification programmes, professional development for technical officials and coach education.

- 2005–2008 Budget: USD 1,075,000

### Regional training centres

This programme supplemented those provided by these centres. Grants were paid to support the operations of the IAAF's High Performance Training Centre (Auckland, New Zealand), the IWF's Regional Weightlifting Centre (Apia, Samoa), the ITF's Regional Training Centre (Lautoka, Fiji) and the Regional High Performance Academy of the Baseball Confederation of Oceania (Auckland).

- 2005–2008 Budget: USD 300,000

### Oceania Sport Education Programme (OSEP)

Following the publication in 2004 of a report by the Australian Sports Commission, which concluded that the lack of sustained sport education programmes was one of the main problems facing the Pacific region in the sports development field, the Australian government decided to fund the establishment of the Oceania Sport Education Programme (OSEP). After Australia provided the initial set-up funding for the project, ONOC is now responsible for injecting the capital necessary for the successful running of the programme. The OSEP has become a joint initiative between the Australian Sports Commission, Oceanian Olympic Sports Federations and ONOC. This programme adopts a regional approach to sport education, offering up-to-date, relevant and flexible training in coaching, officiating and administration.



OSEP trainers course in Suva, Fiji

OSEP's objectives are as follows:

- to establish a general ability-based education system which teaches the fundamental principles of sports administration and coaching throughout the Pacific region;
- to involve educational establishments and sports organisations in the development and delivery of sport education in each country of the Pacific region;
- to develop a consistent approach to sport education for coaches, administrators, officials and doctors/sports science experts throughout the Pacific island region; and
- to strengthen the activities of local, provincial and national organisations throughout the Pacific islands.

The Oceanian NOCs are awaiting with interest the full roll-out of the programme.

- 2005–2008 Budget: USD 390,000

#### **Sporting Pulse/OceaniaSport**

ONOC provided an annual grant to Sporting Pulse, a company specialising in information and communication technologies based in Melbourne, for the development of the oceaniaSport.com portal, NOC websites, databases and competition management software. Most Oceanian NOCs use the OceaniaSport platform. This initiative was presented at the 1st MEMOS Worldwide Convention in Barcelona (Spain). Its inclusion as an example of best practice in the *Management of Olympic Sports Organisations* manual demonstrates the high regard in which it is held by the Olympic Movement.

- 2005–2008 Budget: USD 200,000

### **Sports administration**

This programme was used to help the NOCs to organise various sports administration training programmes in the region: general training for sports administrators, team management training, event managers' training, marketing and sponsorship seminars and strategic planning workshops. Unfortunately, ONOC noted that the budget allocated to this programme was not fully used. However, with the implementation of the OSEP, ONOC anticipates a greater uptake of this funding during the 2009–2012 quadrennial period.

- 2005–2008 Budget: USD 500,000



▲  
New Secretaries General in training  
and members of ONOC Secretariat  
General in Suva in 2007

## Regional and National Games

During the 2005–2008 quadrennial period, grants were paid to the organising committees of the following competitions: 2005 South Pacific Mini-Games, Palau; 2007 South Pacific Games, Samoa; 2007 and 2009 Australian Youth Olympic Festivals; and 2009 Pacific Mini-Games, Cook Islands. The following NOCs coordinated national multi-sport events: Cook Islands, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Solomon Islands, Samoa and Vanuatu. The grants provided to these NOCs enabled them to effectively run these competitions by offering travel grants to participating athletes, coaches, team managers and technical officials, to use the Oceaniasport competition management software and to assist with overall operational costs.

The existence of more National Games enables the NOCs to identify talented young athletes with a view to their selection for the Pacific Games, Commonwealth Games and Olympic Games.

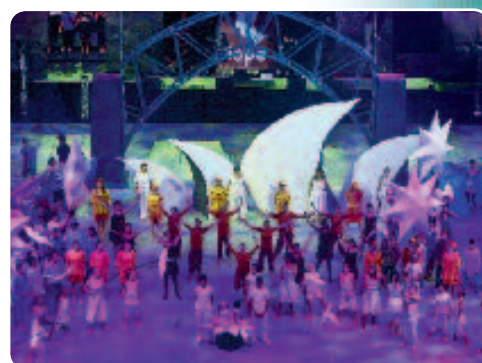
Between 2005 and 2008, ONOC staff provided logistical, technical and administrative support to NOC delegations at the 2005 South Pacific Mini-Games, 2006 Commonwealth Games, 2007 South Pacific Games and 2008 Olympic Games. ONOC also assisted where requested at several National Games held during the period.

- 2005–2008 Budget: USD 940,000

## Oceania Sport Information Centre (OSIC)

ONOC provided an annual grant to the Oceania Sport Information Centre (OSIC), based at the University of the South Pacific in Suva. The Centre provides all kinds of information on request to NOCs, national sports federations, researchers, Games organising committees, students, coaches and sports administrators. The OSIC Coordinator's 2008 annual report notes an encouraging increase in the number of requests received and processed. The aim is to increase these figures in 2009 and ensure that more individuals and sports organisations are aware of the resources available at the Centre.

- 2005–2008 Budget: USD 220,000



▲  
Sera Tuinalase from Fiji, silver medallist in athletics, at the VII South Pacific Mini Games 2005 in Palau

© Getty Images/prpix.com.au

▲  
Opening Ceremony of the Australian Youth Olympic Festival 2007

© Getty Images/Mark Nolan

## Olympeceania

The objective of this programme is to offer the developing island NOCs the opportunity to create, either on their own or in partnership with their government and/or the private sector, multi-purpose sports facilities capable of generating income that will enable the NOCs to operate independently. The NOCs of the Solomon Islands, Samoa, American Samoa and Guam received grants as part of the 2005–2008 programme.

Funds carried over from the budget allocated for the 2001–2004 quadrennial plan were also distributed to the NOCs of the Federated States of Micronesia, Palau, Samoa and Tonga. The completed projects helped to raise the profile of the NOCs in their respective countries and to highlight the important role played by the Olympic Movement in the social development of the small nations of the Oceania region. A special grant was made to the New Zealand NOC to enable it to complete its new headquarters and Olympic Museum in Wellington. For an NOC, having a visible presence is very useful and sends a positive message to potential sponsors and partners.

- 2005–2008 Budget: USD 585,000

## Other areas

### Training Grant for Young Athletes

This programme was launched in 2008 to supplement the world programme conducted by ONOC on behalf of Olympic Solidarity. Grants were provided to athletes preparing for the Commonwealth Youth Games in Pune (India) in October 2008 and the various Oceanian regional championships.

- 2005–2008 Budget: USD 25,000

### Athlete preparation

This new programme was introduced in 2008 to supplement the world programme conducted by ONOC on behalf of Olympic Solidarity. Grants were provided to athletes preparing for the qualification competitions for the Olympic Games in Beijing and training scholarships were awarded to athletes selected for the Games.

- 2005–2008 Budget: USD 111,500

### Scholarships for coaches

The budget set aside for this programme at continental level supplemented the funds allocated to the world programme in order to cover all the coach education requests received from the NOCs in 2008.

- 2005–2008 Budget: USD 22,000



▲  
2008 Olympic Day Run in Vanuatu

▲  
Olympic scholarship holder Niko Verekaita of Fiji (right) during the 400m semi-final at the 18th Commonwealth Games (above) also participated in the 200m event of the Games of the XXIX Olympiad in Beijing

© Getty Images/Mark Dadswell

### Athletes Commission

This programme was launched in 2007 in order to support the work of the ONOC Athletes Commission and encourage the creation of Athletes Commissions throughout the region.

- 2005–2008 Budget: USD 50,000

### Women in Sports Commission

This programme was launched in 2007 in order to support the work of the ONOC Women in Sports Commission throughout the region. A grant was provided to establish a secretariat in Palau in order to support the Commission Chair, Mrs Baklai Temengil. Grants were provided to enable Oceanian delegates to participate in regional and international meetings and seminars.

- 2005–2008 Budget: USD 50,000



▲  
Medal award ceremony for the archery team mixed doubles event – XIII South Pacific Games in 2007 in Samoa

### 2005–2008 expenditures by NOC in USD for the following continental programmes\*

NOC	NOC activities	Sports administration	National and regional Games	Olympoceaania	Total
ASA	248,100	36,000		65,000	349,100
AUS	260,000	4,000	200,000		464,000
COK	257,800	22,500	105,000		385,300
FIJ	249,227	42,496	30,000		321,723
FSM	259,542	35,000		45,000	339,542
GUM	227,933		15,000	195,000	437,933
KIR	249,807		26,250		276,057
MHL	97,605		11,707		109,312
NRU	230,663		26,034		256,697
NZL	256,550	41,220		50,000	347,770
PLW	274,200	25,941	62,500	20,000	382,641
PNG	260,000	40,000	30,000		330,000
SAM	178,209	30,000	105,000	95,000	408,209
SOL	229,844	18,375	33,142	35,000	316,361
TGA	257,001	4,200		32,275	293,476
TUV	19,683				19,683
VAN	218,134	15,000	24,075		257,209
<b>Total</b>	<b>3,774,298</b>	<b>314,732</b>	<b>668,708</b>	<b>537,275</b>	<b>5,295,013</b>

\*at 31 December 2008



## NOC Associations

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ANOC	Association of National Olympic Committees
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

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### Summer

IAAF	International Association of Athletics Federations
FISA	International Rowing Federation
BWF	Badminton World 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	World Taekwondo Federation
ITF	International Tennis Federation
ITTF	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 Africa
COM	Comoros
CGO	Republic of Congo
COD	Democratic Republic of the Congo
CIV	République de 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 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	United Republic of 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	Republic of 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
IVB	Virgin islands, British
ISV	Virgin Islands, US

## Asia (44 NOCs)

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

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

#### Europe (49 NOCs)

ALB	Albania
GER	Germany
AND	Andorra
ARM	Armenia
AUT	Austria
AZE	Azerbaijan
BLR	Belarus
BEL	Belgium
BIH	Bosnia and Herzegovina
BUL	Republic of Bulgaria
CYP	Cyprus
CRO	Croatia
DEN	Denmark
ESP	Spain
EST	Estonia
MKD	The 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
MNE	Republic of Montenegro
NOR	Norway
NED	Netherlands
POL	Poland
POR	Portugal
ROU	Romania
RUS	Russian Federation
SMR	San Marino
SRB	Republic of Serbia
SVK	Slovakia
SLO	Slovenia
SWE	Sweden
SUI	Switzerland
CZE	Czech Republic
TUR	Turkey
UKR	Ukraine

#### Oceania (17 NOCs)

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

205 National Olympic Committees  
are recognised by the IOC

# Listening to you!

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