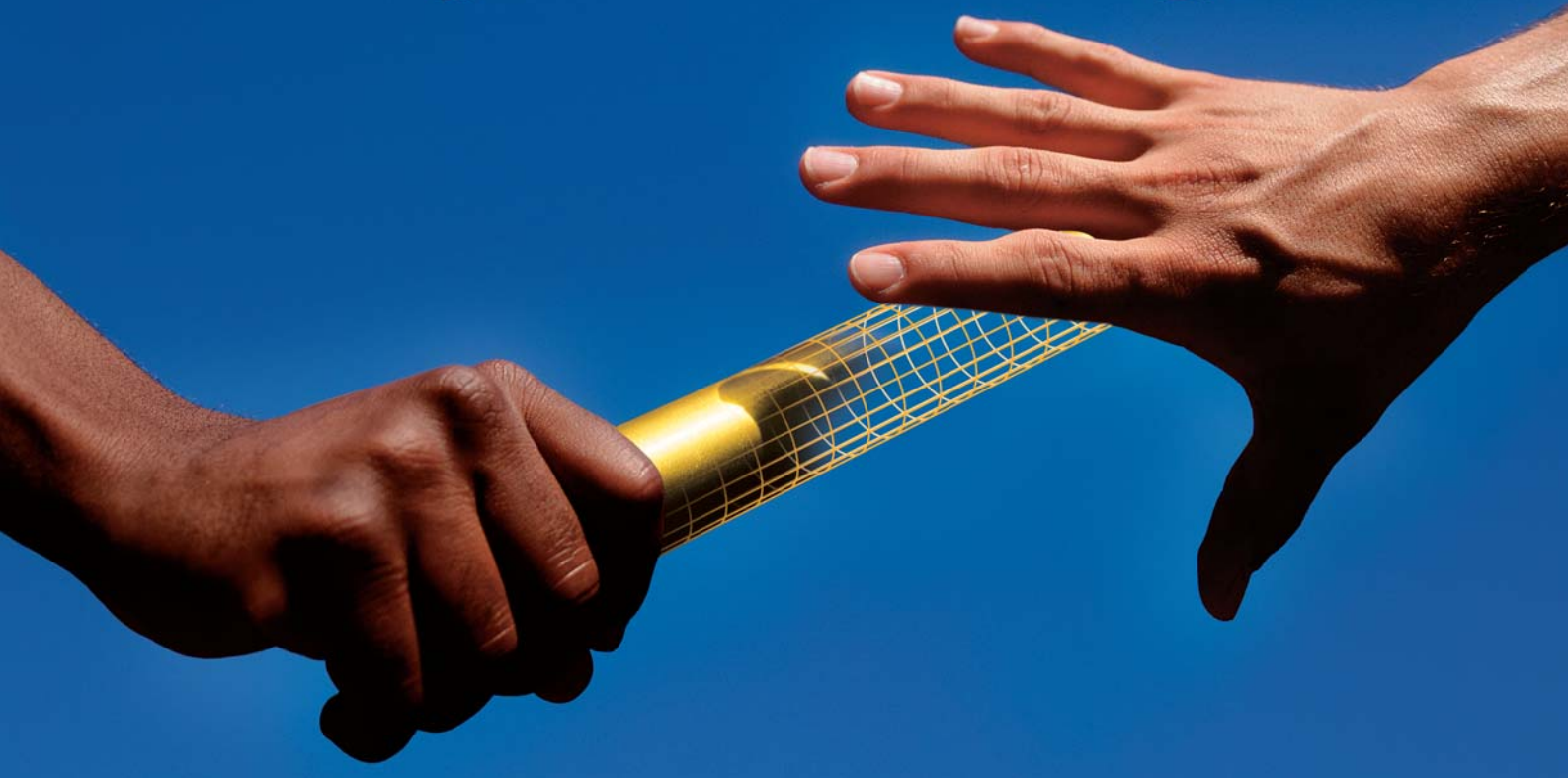


# Unity of strength



2005-2008 Quadrennial plan



Olympic Solidarity



### More solidarity and more active than ever!

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# More solidarity and more active than ever!



Message by  
Mr Mario VÁZQUEZ RAÑA

The Olympic Solidarity Commission was very pleased with the results achieved during the 2001–2004 quadrennial. Clear progress was made in the implementation of the world and continental programmes during that period. The same is true of the positive impact that these programmes had with regard to the financial support offered to the National Olympic Committees (NOCs), increased staff training, the results obtained by athletes participating in the Games, particularly those who received an Olympic scholarship, and the Olympic Games themselves in Salt Lake City in 2002 and Athens in 2004.

This favourable assessment of Olympic Solidarity's work comes not only from the Commission itself, but especially from the NOCs, who were duly consulted about the activities carried out during the 2001–2004 period. The NOCs particularly offered their opinions, suggestions and recommendations concerning the preparation of the general programme for the 2005–2008 quadrennial, so that it might meet their needs even more effectively and thereby provide the athletes with the best possible support.

Having collated these experiences and a large amount of information concerning what has already been achieved and what should be done in the future, the Olympic Solidarity Commission was able to approve the programme and general budget for the 2005–2008 period, which are presented in this document and include the following characteristics:

- The decentralisation of funds and operational decision-making towards the Continental Associations will be further stepped up. This decision has been clearly shown to be right and necessary and has been extremely beneficial for the NOCs. It has also helped to strengthen the Continental Associations.
- Increased financial assistance will be offered to the NOCs, enabling them firstly to carry out a larger number of activities and secondly to enjoy greater financial security that guarantees their independence and autonomy.
- The world programmes have been significantly improved, with greater flexibility ensuring that all the options available to the NOCs can be used more effectively.
- The Continental Associations will have broader decision-making powers concerning the use of budgets allocated and approved for specific programmes.

Sports competition organised  
by the Tanzanian NOC



- The Olympic Solidarity staff will introduce new internal measures designed to provide greater flexibility and efficiency with regard to implementing the decisions of the Olympic Solidarity Commission, meeting the needs of the NOCs and direct, permanent relations with the Continental Associations.
- Regular inspection visits will be made to NOCs in all continents and to their Continental Associations in order to ensure that the programmes and financial resources made available to them are being used in accordance with the objectives for which they were approved. Transparent handling of funds is an essential condition of the work of Olympic Solidarity at all levels.

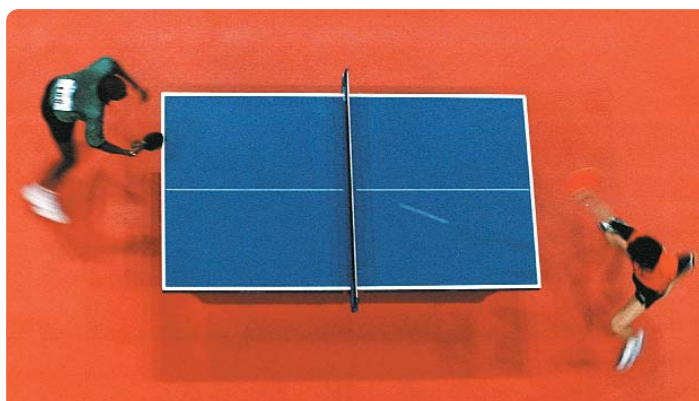
Although we are extremely pleased with the results that have already been achieved, we also have a commitment to fulfil and a major challenge to meet through the objectives that we have laid down for the 2005–2008 quadrennial plan. We are fully confident that our work, coordinated by the Olympic Solidarity staff, with the close cooperation of the Continental Associations and NOCs, will achieve the success we are all hoping for from this new, important phase.

I am sure that this document will be of great help to you in your future work.

Best wishes,

Mario VÁZQUEZ RAÑA  
Chairman of the Olympic Solidarity Commission

Table tennis competition at  
the Games of the XXVII Olympiad  
in Sydney in 2000



© Getty Images/Robert Cianflone



© Getty Images/Steve Munday

## Leading role of the NOCs in the history of Olympic Solidarity

In order to support a number of National Olympic Committees (NOC), 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. The Committee for International Olympic Aid was created in 1961, and in 1968 became an IOC Commission with the same name. When it merged with a similar body set up by the Permanent General Assembly of the NOCs in 1971, it finally became the Committee for Olympic Solidarity.

Efforts continued to improve cooperation with the NOCs and to provide them with the necessary help, 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.



▲ Technical course for football coaches (Dominica) led by the expert Lincoln Philips

In 1981, 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.

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 Olympic Solidarity Commission, a central role

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 the Association of National Olympic Committees (ANOC). To this end, he restructured the Commission and appointed Mario Vázquez Raña as its Chairman. Still 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 directives. The Olympic Solidarity Commission works closely with the IOC Executive Board and President and keeps them regularly informed about its activities.

### Olympic Solidarity Commission at 1 January 2005

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

▶ China beats Japan in the quarter final (volleyball) at the Games of the XXVIII Olympiad in Athens

© Getty Images/Donald Miralle



## Many lessons learned from the 2001-2004 Quadrennial plan



▲ Tirunesh Dibaba (Ethiopia), Olympic scholarship holder, 5000 m bronze medallist at the Games of the XXVIII Olympiad in Athens  
© Getty Images/Michael Steele

The initiatives carried out by the NOCs in recent years demonstrate the extent and diversity of needs, the variety of activities and the priorities and different levels of development linked to the specific nature of each NOC. This constant process of change which, although global, is not always identical, means that Olympic Solidarity regularly needs to adapt its activities so that the NOCs can benefit from programmes that meet their expectations and needs.

During 2004, a worldwide technical evaluation was conducted in order to analyse the programmes of the 2001-2004 quadrennial plan and their administration. This evaluation took place in two phases: the external part was based on a questionnaire sent to the NOCs, the Continental Associations and the ANOC, while the internal part, run by the Olympic Solidarity management and staff, was designed to analyse each of the world programmes from a technical, financial and administrative point of view. The principal objective of this exercise was to draw both quantitative and qualitative conclusions concerning participation in and the benefits of each programme. A final document, reflecting the real impact of the Olympic Solidarity 2001-2004 quadrennial plan on the NOCs, the programmes' main beneficiaries, formed a solid basis for discussion on the creation of the new Olympic Solidarity 2005-2008 quadrennial plan.

## A fair share of aid

The analysis carried out made it possible to define a strategy for the new 2005-2008 quadrennial plan, based primarily on increased decentralisation of some of the funds and programmes towards the Continental Associations, while retaining control over the world programmes, which provide a global balance.

This strategy is implemented through:

- World Programmes, managed from the Olympic Solidarity office in Lausanne and aimed at all NOCs, covering and strengthening all areas of sports development in accordance with the Olympic Charter,
- Continental Programmes, managed and administered by 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.**



## The NOCs consolidate their prerogatives

For the 2005–2008 quadrennial, in accordance with the Olympic Charter, Olympic Solidarity is continuing to focus 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 the Olympic ideal. The NOCs should therefore be able to consolidate their place and role within the Olympic Movement in general, as well as within their own national structures.

To help them fulfil these responsibilities during the new quadrennial, Olympic Solidarity is offering the NOCs an advice service to help them gain access to financial, technical and administrative assistance through:

- World Programmes
- Continental Programmes
- Olympic Games Participation Grants, which complement the range of programmes and offer NOCs financial support before, during and after the Games.



▶  
 Gyorgy Kozmann, Hungary (left), Olympic scholarship holder, and Gyorgy Kolonics, C2 1000 m bronze medallists at the Games of the XXVIII Olympiad in Athens  
 © Getty Images/Scott Barbour



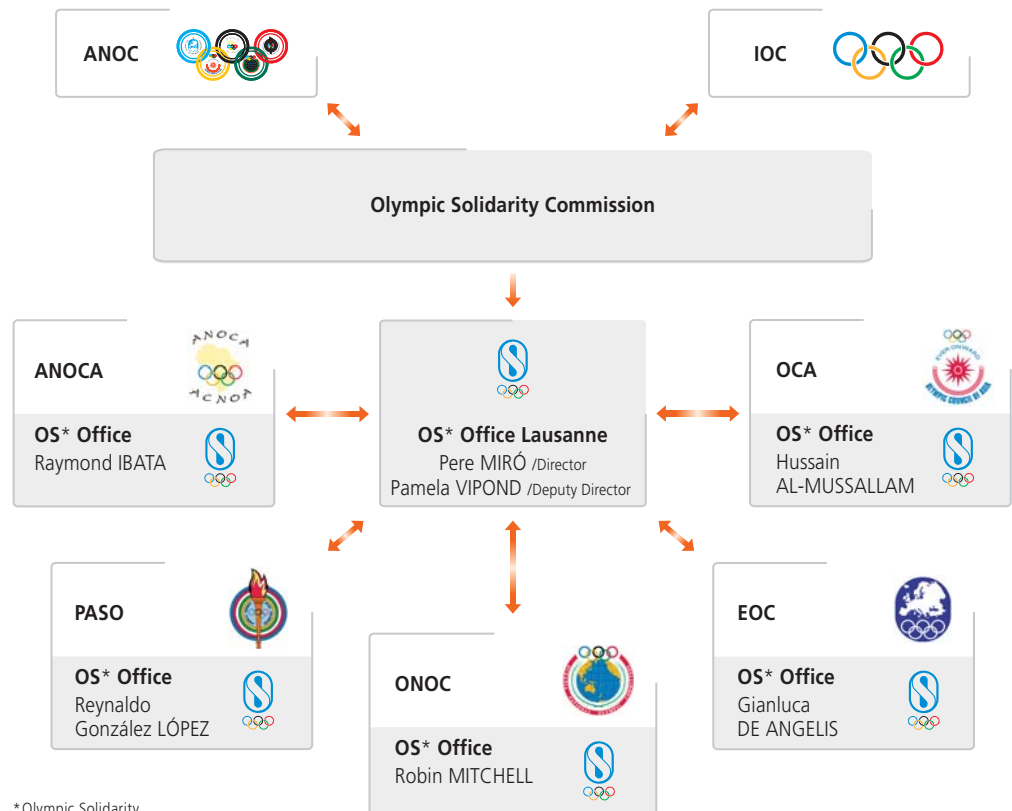
Wrestling technical course in the People's Republic of China



## An Olympic Solidarity office in every Continental Association

The Olympic Solidarity Commission was very keen to strengthen all aspects related to financial, technical and administrative coordination necessitated by the increased decentralisation of funds and programmes. In order to achieve the objectives laid down for this quadrennial plan, the structure of Olympic Solidarity has been bolstered with a view to improving coordination and synergies and creating common working procedures in the areas involved with the decentralisation process. Each Continental Association has an Olympic Solidarity office with responsibility for managing the continental programmes and coordination with the international Olympic Solidarity office in Lausanne. As far as policies and administration are concerned, this new structure provides a clear vision of the interdependencies, role and responsibilities of each of the parties involved.

Olympic Solidarity Structure



The international Olympic Solidarity 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.

### International Olympic Solidarity office in Lausanne

- Director Pere MIRÓ

#### Programmes for Coaches – Relations with Africa/Europe – Logistics and Human Resources

- Deputy Director and Section Manager Pamela VIPOND
- Project Manager Yassine YOUSFI
- Project Assistant Véronique LAMBELET
- Reception Supervisor Vanessa FARRONATO

#### Programmes for Athletes – Relations with Asia – Technology and Public Relations

- Section Manager James MACLEOD
- Project Manager Olivier NIAMKEY
- Project Officer Silvia LUCCIARINI

#### NOC Management Programmes – Relations with America

- Section Manager Carolina BAYON
- Project Manager Joanna ZIPSER-GRAVES
- Project Officer Catherine LAVILLE

#### Programmes for the Promotion of Olympic Values – Olympic Games Participation – OCOG Coordination Relations with Oceania – Finances – Control and Planning – Institutional Communication

- Section Manager and Finance Manager Nicole GIRARD-SAVOY
- Project Officer Claire BROOKBANK MODOUX
- Project Assistant Nadia BELTEMPO
- Accountant Silvia MORARD

At 1 January 2005



▶ The international Olympic Solidarity team in Lausanne

© Thierry Zufferey

## A bigger development budget

The only source of income for Olympic Solidarity, used to fund its administration as well as the activities offered in all its programmes, is the NOCs' share of the television rights from the broadcast of the Olympic Games.

The development and assistance budget approved by the Olympic Solidarity Commission for the 2005–2008 period is US\$ 244,000,000. This is 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, the new development budget is 16.48% higher than that of the 2001–2004 quadrennial plan (US\$ 209,484,000). This total increase of US\$ 34.5 million, which ensures that more resources are available to achieve the objectives laid down, reflects, 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 budget 2005–2008

<b>World Programmes</b>	<b>US\$ 110,500,000</b>
<b>Continental Programmes</b>	<b>US\$ 90,000,000</b>
<b>Olympic Games Participation</b>	<b>US\$ 34,000,000</b>
<b>Administration / Communication</b>	<b>US\$ 9,500,000</b>
	<b>US\$ 244,000,000</b>

### Breakdown of the "World Programmes" budget

Athletes	US\$ 47,500,000
Coaches	US\$ 24,000,000
NOC Management	US\$ 25,500,000
Promotion of Olympic Values	US\$ 13,500,000
	US\$ 110,500,000

### Breakdown of the "Continental Programmes" budget

ANOCA (Africa) – 53 NOCs	US\$ 19,675,000
PASO (America) – 42 NOCs	US\$ 15,660,000
OCA (Asia) – 44 NOCs	US\$ 16,419,000
EOC (Europe) – 48 NOCs	US\$ 18,508,000
ONOC (Oceania) – 15 NOCs	US\$ 10,474,000
ANOC	US\$ 9,264,000
	US\$ 90,000,000

### Comparative table

	2001–2004	2005–2008	% increase
World Programmes	US\$ 99,800,000	US\$ 110,500,000	+10.72
Continental Programmes	US\$ 69,944,000	US\$ 90,000,000	+28.67



▶  
Rowing at the Games of  
the XXVII Olympiad in Sydney  
© Getty Images/Clive Brunskill

## Synergy from a global network of partners

During the four-year period between each edition of the Olympic Games, the main components of the Olympic Movement – the IOC, the International Federations 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 International Federations, not forgetting the high-level training centres, universities and experts in various fields, Olympic Solidarity would be unable to fulfil its tasks.



▶  
The funding for Olympic  
Solidarity and its programmes  
comes from the television rights  
to the Olympic Games  
© Allsport/Olympic Museum/Steve Munday



## World Programmes

With only minor changes compared to the previous quadrennial plan and designed for the most part to increase support for athletes and strengthen NOC structures, the world programmes provide the NOCs with access to technical, financial and administrative assistance for the organisation of specific activities linked to sports development.

Olympic Solidarity is offering 20 world programmes for the 2005–2008 quadrennial plan, reflecting the four areas of sports development that the NOCs consider essential to the role assigned to them by the Olympic Charter.



## 20 programmes, 4 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

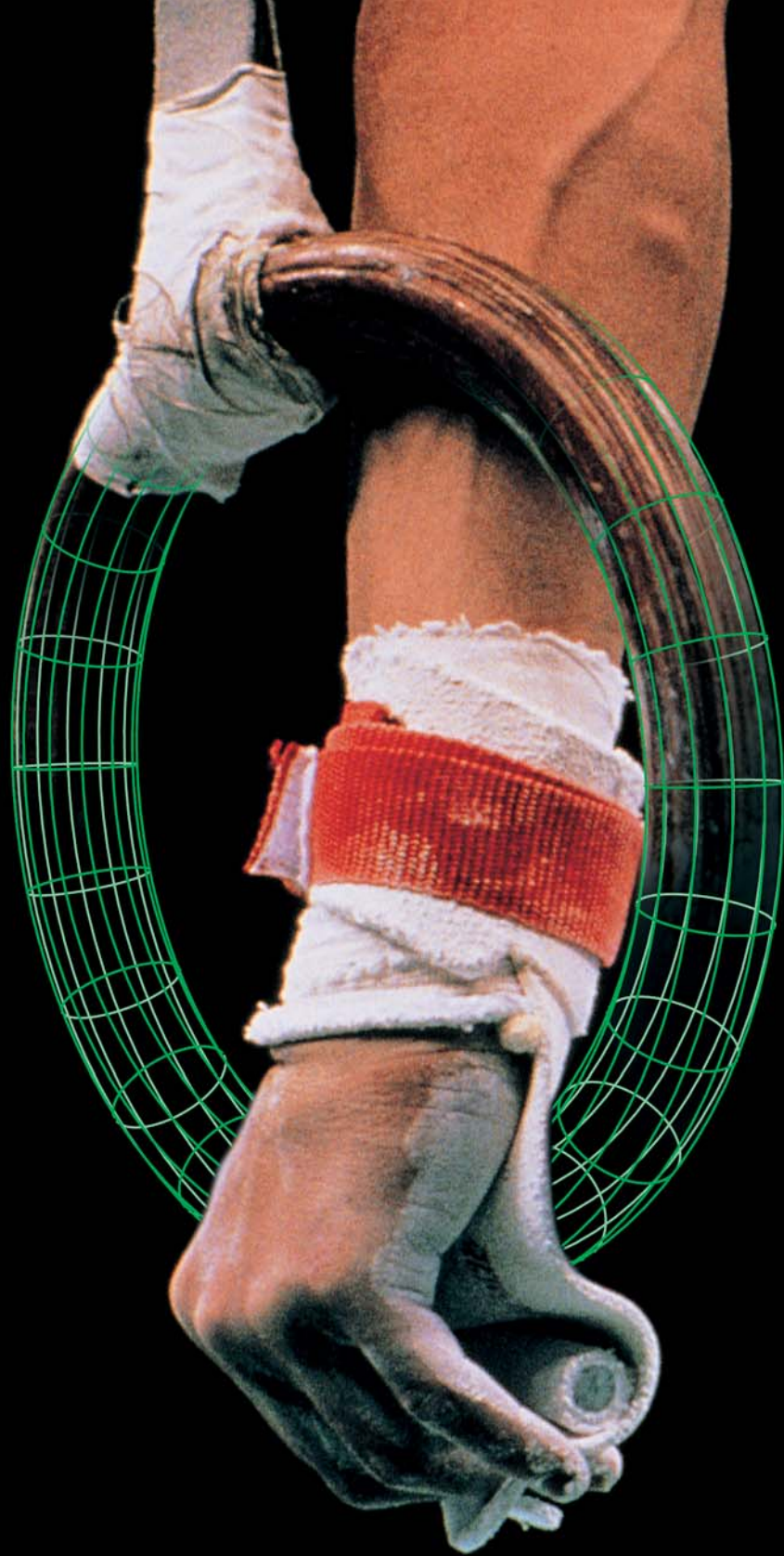
- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- Development of National Sports Structure

### NOC Management

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

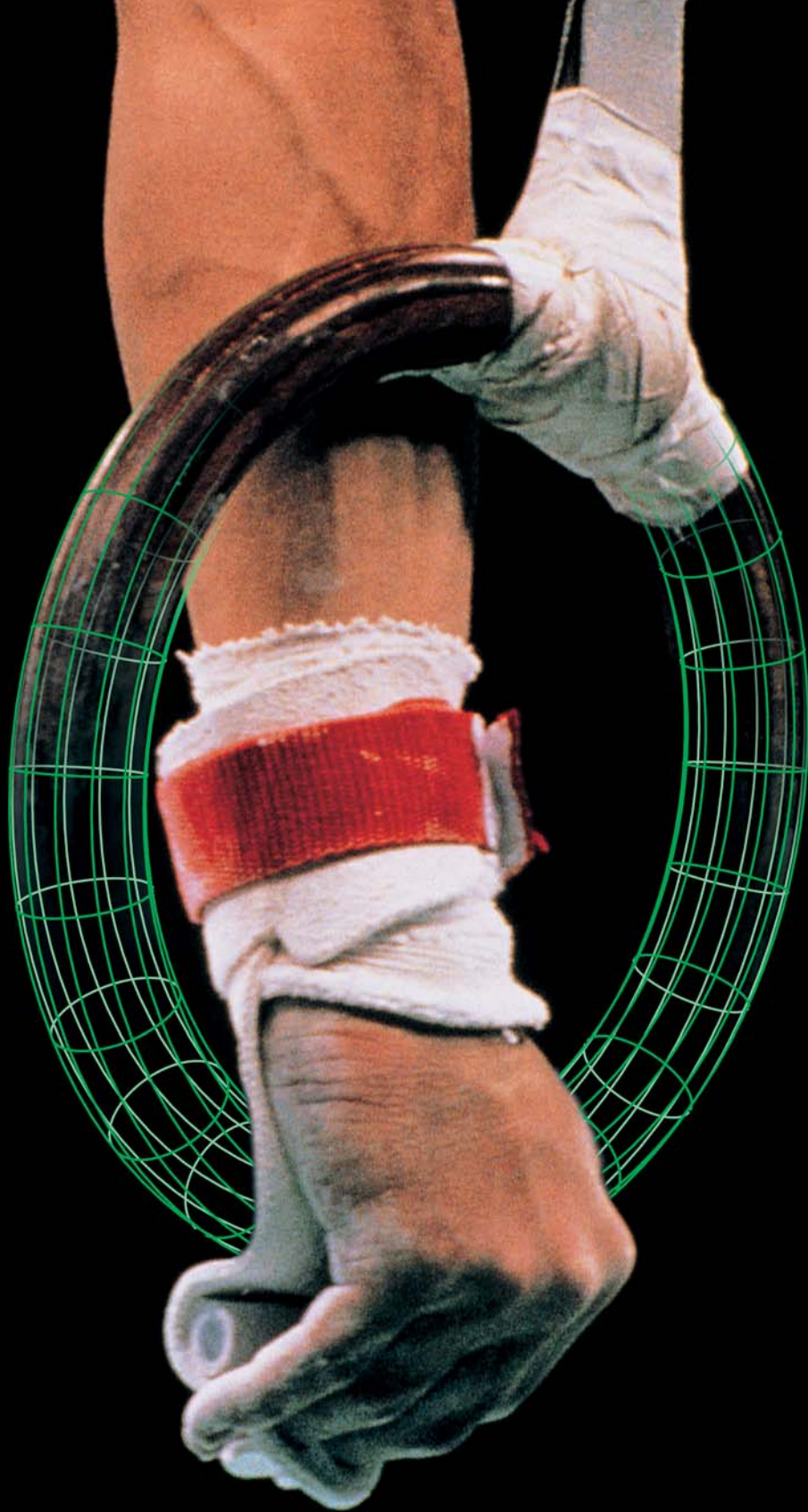
### Promotion of Olympic Values

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



A sense of





balance





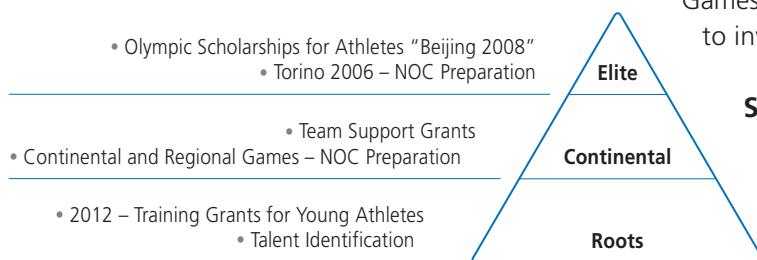
◀ Concentration and coordination of movements

© Getty Images/Stuart Franklin

## Exceptional support for athletes at all levels



Following on from the previous quadrennial plan, the programmes for athletes, which now number six (the youth development programme has been divided into two: talent identification and training grants for young athletes), are structured in a manner that allows the NOCs to offer technical and financial assistance to athletes at all levels who are preparing for various international competitions including, but not only, the Olympic Games. In implementing this structure, Olympic Solidarity wishes to invest in each level of athlete development.



### Sports elite

Guarantee the universality of the Olympic Games by supporting the less advantaged NOCs, particularly through the granting of Olympic scholarships for athletes.

### Importance of Continental and Regional Games

Invest in the preparation of intermediate level athletes with a view to their participation in Continental and Regional Games, which are often given high priority by small NOCs because they can send a larger number of athletes than to the Olympic Games.

### Support from roots

Place emphasis on national talent identification projects and help young elite athletes who will be participating in the 2012 Olympic Games.

## Torino 2006 NOC Preparation

For the XX Olympic Winter Games in Turin in 2006, Olympic Solidarity is again offering technical and financial assistance for the final preparation stages and qualification of eligible athletes and teams.

This programme offers NOCs the chance to supplement and optimise their preparation programmes for the Olympic Winter Games in Turin, using an “à la carte” approach which means that each proposal will be analysed on a case-by-case basis by Olympic Solidarity, in collaboration with the International Winter Sports Federations concerned.

Only NOCs that took part in the Olympic Winter Games in Salt Lake City can submit a proposal for assistance within the context of this programme. The athletes concerned must have taken part in international level competitions recognised by the International Winter Sports Federations during the 2004/2005 and 2005/2006 winter seasons.

The financial assistance offered is closely linked to athlete preparation and training. The funds allocated to NOCs may therefore be used to cover costs relating to training and coaching for athletes and/or teams preparing for the Games; participation in Olympic qualification competitions or other international competitions where this is not already covered by the International Federation concerned; subsidiary activities linked to the preparation of athletes; or purchase of specialised winter sports equipment.

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

### Salt Lake City 2002

59 NOCs took advantage of the programme  
690 athletes and 4 ice hockey teams benefited  
402 qualified for 72 of the 78 events on the programme



▲  
Val di Susa (Sestriere), one of  
the competition venues for the  
next Olympic Winter Games

© LaPresse/Noris

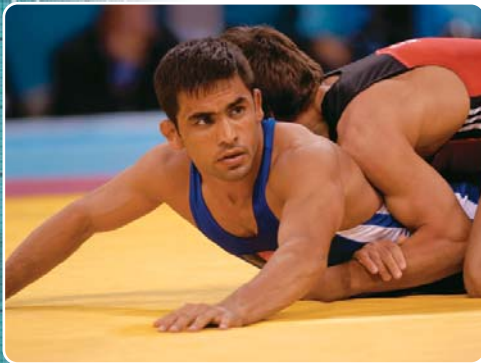
▲  
Giant slalom (alpine skiing)  
at the XIX Olympic Winter Games  
in Salt Lake City in 2002

© IOC/Yo Nagaya





## Olympic Scholarships for Athletes “Beijing 2008”



Created for the Barcelona Games in 1992, the athlete scholarship programme once again offers NOCs essential financial support for the preparation and qualification of their athletes for the Games of the XXIX Olympiad in Beijing in 2008. Each NOC can propose athletes who practise an individual Olympic sport, have great potential and do not have the means to train properly because of a lack of adequate infrastructure or funding.

Olympic Solidarity thus places these athletes on an equal footing with their counterparts from the regions of the world which do not have the same material needs, and enables them to fulfil their dream of participating in the Olympic Games.

Olympic Solidarity therefore hopes to provide these athletes with optimal training conditions, specialised coaching and access to high-level sports facilities, regular medical and scientific controls, full-board accommodation and financial assistance to help them participate in Olympic qualification competitions.

The first Olympic scholarships will be allocated from 1 January 2006 and, provided all conditions are met by each athlete, will last until the Games of the XXIX Olympiad in Beijing in 2008, i.e. 8 months longer than previous scholarship programmes.

**Budget: US\$ 16,000,000**

### Games of the XXVIII Olympiad, Athens 2004

939 scholarships awarded (652 men / 287 women)  
583 scholarship holders qualified (379 men / 204 women)  
57 medals: 17 gold, 18 silver and 22 bronze  
105 Olympic diplomas

▲  
Bashir Ahmad Rahmati (Afghanistan),  
Olympic scholarship holder, at the Games  
of the XXVIII Olympiad in Athens

© IOC/Yo Nagaya

▲  
Françoise Mbango-Etoné (Cameroon),  
Olympic scholarship holder, gold medallist  
at the Games of the XXVIII Olympiad  
in Athens

© IOC/Michael Steele



## Team Support Grants

As well as offering NOCs technical and financial assistance for the preparation of one national team hoping to qualify for the Games of the XXIX Olympiad in Beijing, this improved programme now gives further possibilities to NOCs that do not have teams capable of qualifying for the Olympic Games: the chance to support a team in its preparation and participation in multi-sport games, world championships (senior and junior), continental championships (senior and junior) or Olympic qualification competitions.

The NOCs will therefore be able to give priority to the competitions that they consider to be the most important according to their objectives. They are free to use their budget for a limited number of projects or focus on preparation for a single competition.

The requirements for men's or women's national teams remain the same. Their sport must be part of the Summer or Winter Olympic programme and they must be recognised at international level.

**Budget: US\$ 9,000,000**

▲  
The Croatian handball team, gold medallists at the Games of the XXVIII Olympiad in Athens, received an Olympic Solidarity subsidy

© Getty Images/Jonathan Ferrey

▲  
Argentina beat China in the women's hockey competition at the Games of the XXVIII Olympiad in Athens

© IOC/ABE Wataru

## Continental and Regional Games NOC Preparation

For small NOCs in particular, after the Olympic Games, the Continental and Regional Games are their most important competitions because they can send a larger number of athletes.

As a natural progression from the previous programme, which was phenomenally successful (95 % of NOCs participated), this programme offers NOCs technical and financial support for the preparation of athletes prior to their participation in multi-sports continental, regional or other (eg Commonwealth, Francophonie) Games. These activities focus specifically on training the athletes during the final phase of their preparation for these games.

The athletes must practise a sport belonging to the Summer or Winter Olympic programme. They should already be recognised as "Continental Elite" level, but not yet be able to qualify for the Olympic Games.

NOCs can decide to focus solely on preparations for the Continental Games or to give priority to the games that they consider the most important and use their budget for a number of projects.

**Budget: US\$ 12,500,000**



▲  
Opening Ceremony of the 2005 European  
Youth Olympic Festival in Switzerland  
© FOJE/G rard Berthoud

▲  
The team from the Federated States of  
Micronesia at the XII South Pacific Games

## 2012 – Training Grants for Young Athletes

This programme enables young, promising athletes, who are tomorrow's Olympians, to benefit from their first high-level training experience, which should motivate them to perform well in international junior competitions during this quadrennial and subsequently to continue their training programme for the Olympic Winter Games in 2010 or the Games of the Olympiad in 2012.

As well as showing definite potential, the athletes included in this programme must practise an individual sport that is included in the Summer or Winter Olympic programme and be identified by their NOC or an International Federation due to outstanding results during international or continental junior competitions.

The programme offers the NOCs two separate options during the 2005–2008 quadrennial: technical and financial assistance for the organisation of specific activities relating to the training of young athletes or individual training grants for young athletes preparing for the 2010 and 2012 Games.

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



The young Jordanian table tennis player, Zeina Shaban ▲

Part of the talent identification programme in Grenada ▲

Identifying young, talented athletes in St Lucia ▼





## Talent Identification

One of the principal objectives of the Olympic Movement is to help the youth of the world and to offer young, promising athletes, symbols of the future, the possibility to progress to elite sporting levels.

The main objective of this programme is therefore to help the NOCs to discover young athletes who show a particular sporting talent. All athletes participating at school or club level and belonging to a national federation of a sport included in the Olympic programme are eligible to benefit from this programme.

This programme will allow NOCs to create a national structure for talent identification, continue to develop existing programmes, in collaboration with the International Federations and national federations concerned, and become associated with projects already existing at national level. NOCs are also strongly encouraged to combine this programme with the Development of National Sports Structure Programme (see "Coaches programmes").

**Budget: US\$ 3,000,000**



▲ Sports activities organised in Bahrain to identify young, talented athletes

▲ Athletics competition in Ghana to identify talented young runners

▼ Identifying young, talented athletes in Haiti







◀ Two-man bobs, XIX Olympic Winter Games in Salt Lake City  
© IOC/Yo Nagaya



◀ Judokas at the Games of the XXVIII Olympiad in Athens  
© IOC/Tsuyoshi Kishimoto



# Coaches behind the scenes of success

Training session at the World Cycling Centre in Aigle, Switzerland





◀ Technical course for female archery coaches in Tajikistan, led by Ukrainian expert Stanislav Zabrodskiy

## Top quality coaches: high level athletes



High-quality coaching is vital to an athlete's preparation, which is why the role and training of coaches are decisive elements in the life of an athlete, whether at beginner or international level.

The three programmes available are structured in such a way as to offer the NOCs the chance to train their national coaches in different ways and at different levels, in order to meet today's athlete training requirements.

The programmes are not substantially different from those of the previous quadrennial plan. For this reason, Olympic Solidarity is now looking to encourage the NOCs to create links between the different options and thereby increase the general level of training for coaches around the world.



The programmes therefore provide basic training with technical courses for coaches, individual training in the form of scholarships and support at national level with the national sports structure development programme.

◀ Technical course for equestrian sports coaches in Buenos Aires, Argentina

## Technical Courses for Coaches

The main objective of this programme is to provide basic training to national coaches through courses led by an expert from another country appointed by an International Federation. This programme, which the NOCs have known about for a long time, focuses in particular on long-term planning of NOC training courses during the 2005–2008 quadrennial plan.

The basic idea is to allow for a “standardisation” of the training given to coaches around the world, providing a quality and performance benchmark for NOCs and their national sports structures (national federations, sports club, etc.), as well as for athletes and coaches. This is also why the NOCs must organise the courses with respect to the rules established by the International Federations for this kind of training.

The NOCs now have the opportunity to hold a maximum of 10 courses during the 2005–2008 period. The aim is to enable NOCs to organise the training given from one year to the next in a way that suits them best, and wherever possible to use the technical course programme to identify potential candidates for the coach scholarship programme.

Higher-level courses (level 2 or 3) can also be held, but only for coaches who have already attended a course at the level below.

**Budget: US\$ 13,000,000**



Technical course for athletics coaches in Damascus, Syrian Arab Republic

Judo coach at the Games of the XXVIII Olympiad in Athens

© IOC/Tsutomu Kishimoto



## Olympic Scholarships for Coaches



▲ Participants on the international coaches course at Semmelweis University, Budapest (Hungary)

Olympic Solidarity is looking to continue the training possibilities available during the last quadrennial, and at the same time offer increasingly specific solutions to NOC needs. This programme therefore offers coaches access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

All candidates must belong to a national federation of a sport on the Olympic programme, hold the rank of official national coach recognised in their country of origin and/or by the respective International Federation, be able to prove that they have practical experience as a coach at national and/or international level and undertake to pass on their knowledge in order to continue developing their sport after receiving the training.

NOCs have two possible options: training in sports sciences, which enables coaches to follow theoretical and practical training and thus obtain a high-level qualification, at university level in certain cases; and sport-specific training, organised by the NOC ("à la carte" training), for a three-month period on average. This allows coaches to refresh their knowledge and increase their practical experience in a specific sport.

International Federations, universities, high-level training centres and recognised sports clubs work with Olympic Solidarity to host these coaches.

**Budget: US\$ 6,000,000**



## Development of National Sports Structure

The development of sport in certain countries is often hindered by the fact that the national sport and coaching structure is disorganised or even non-existent. It is therefore vital that NOCs can develop their national sports structure by implementing a mid- to long-term action plan for a specific sport. This programme is designed to help them achieve this.

During the 2005–2008 quadrennial plan, priority will be given to NOCs whose basic sports and coaching structure is weak but shows potential for development.

NOCs will therefore be offered the opportunity to receive a coach from abroad for a period of 3 to 6 months, depending on the funds requested. The aim should be to establish coherent and realistic long-term development plans that provide training for coaches in particular, but also supporting elite sport, sport for all or talent identification, which was not the case during the past quadrennial plan.

NOCs are therefore encouraged to combine this programme with the talent identification programme (see “Athletes programmes”).

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

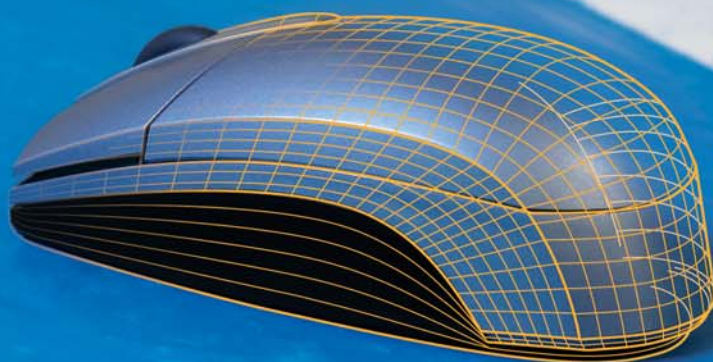
S. Thapornpesee of Thailand leads the team from the Lao People's Democratic Republic during the national coaching structure development programme

The coach Fazwi Bal Bakri during a national structure development course in Yemen





# I.T. comes into play



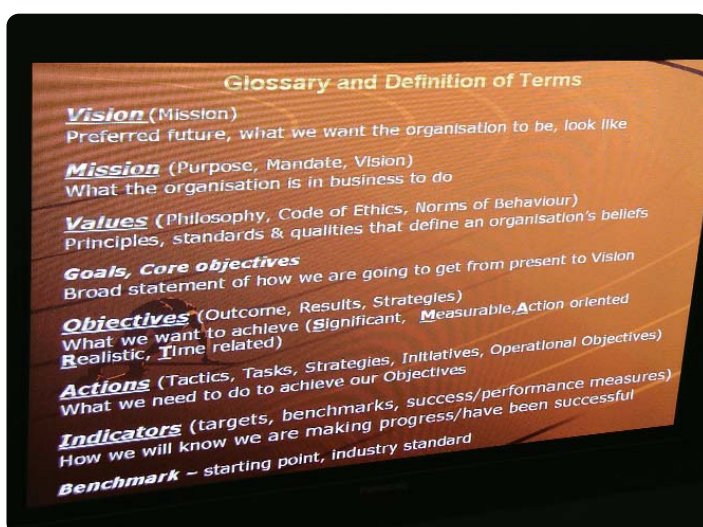
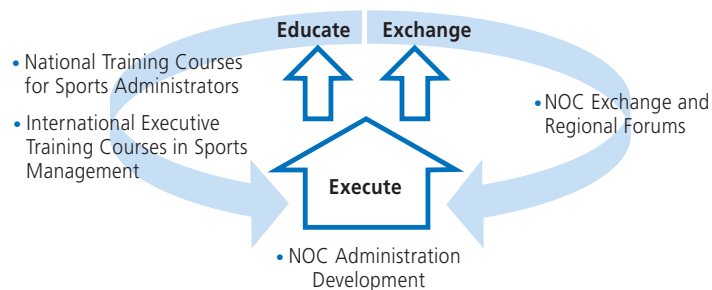


## Efficient management: a source of strength for the NOCs

The NOC Management programmes have been reinforced in order to enhance the support provided to NOCs to strengthen their management during the 2005–2008 quadrennial plan. As one of the key challenges for NOCs is to equip their staff with the knowledge and skills needed to meet the challenges of running a successful organisation in the ever-changing environment of the 21st century, the four management programmes available to NOCs this quadrennial include a component of promoting the knowledge and skills base of NOCs, either through educational opportunities or through encouraging and supporting the exchange of experiences and information among NOCs.

NOCs will also receive an annual subsidy of US\$ 25,000, which is to be used towards the running costs of the NOC, and a sub-programme has been reserved for NOCs to be able to present their individualised initiatives to develop a specific aspect of their management, with priority given to NOCs with the greatest needs.

The main objectives of the NOC Management Programmes are illustrated through the three “E’s” (for striving for EXCELLENCE): to provide NOCs with opportunities to EDUCATE their staff and EXCHANGE information and experiences with other NOCs in order to better EXECUTE their work.



## NOC Administration Development

There are three sub-programmes offered to NOCs through the NOC Administration Development Programme, each covering a distinct area. The Administrative Subsidy sub-programme provides NOCs with a direct annual subsidy to be used towards their running costs, such as staff salaries, office rent, organisation of meetings, purchase of office equipment and IT development.

The Staff Skills Training sub-programme serves to encourage NOCs to invest in their staff's skills by providing them with adequate training opportunities, such as with IT or financial management courses.

The NOC Management Initiatives sub-programme provides NOCs with the opportunity to develop a specific aspect of their management through projects not covered by the other management programmes, which may involve the assistance of an external consultant.

**Budget: US\$ 21,000,000**



Members of the Trinidad and Tobago NOC at a marketing consultancy seminar with Slovenian expert Damjan Pintar

Launching the Gambian NOC website: [www.gnoc.gm](http://www.gnoc.gm)

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



## National Training Courses for Sports Administrators

As a result of the encouraging feedback received from NOCs and their growing interest in this field, Olympic Solidarity has decided to continue this programme and to add a new category of advanced courses. NOCs now have 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 standard Sports Administrators Courses, which are based on the Sport Administration Manual and conducted by certified National Course Directors, are aimed at sports administrators from grassroots to national level. NOCs are able to set up structures that facilitate high quality teaching on sports administration and Olympism and the dissemination of this knowledge in all the regions of their country.

The Advanced Sports Management Courses, developed in partnership with MEMOS (made up of professionals from a network of universities), aim to provide in a more formalised manner the competencies needed to successfully manage an Olympic sports organisation operating at a national or regional level. These advanced level courses are designed to train sports managers through a collective learning process in the following five areas: running of an Olympic sports organisation; strategic management; managing human resources; marketing and media communication; and event management. A new sports management handbook will be used as the basic tool in the teaching of these courses.

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



▲ Working group during a sports administrators course in Uruguay

▼ and in Tanzania



## International Executive Training Courses in Sports Management

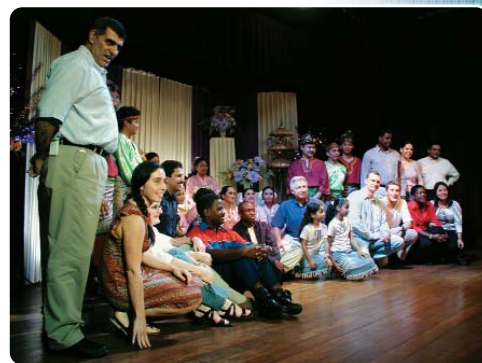
Participants nominated by their NOCs may benefit from internationally recognised masters level courses and gain knowledge in the latest trends of sports management in order to better lead their organisations. Tuition scholarships and travel subsidies are provided to selected NOC candidates accepted to MEMOS (Executive Masters in Sports Organisation Management – in English) and to MMOS (Master en Management des Organisations Sportives – in French), previously DESS.

These courses in sports management are offered by a network of universities specialising in this field. Each course is conducted over a period of an academic year, with residential modules and a distance-learning component. The key element of each course is for the participants, coached by tutors, to present at the end of the year a project aimed at improving an aspect of the management of their organisation.

As a result of the success MEMOS and MMOS had over the past quadrennial, Olympic Solidarity will continue to offer scholarships to the two programmes over the 2005–2008 quadrennial plan. The appeal of the courses has been attributed by the 2001–2004 graduates to: the quality of tutors and the professors involved in leading the lectures; the flexibility of the course structures which allows participants to continue their professional responsibilities; and the opportunity to network and share information among the participants as no other programme brings together such high level executives in the Olympic Movement to undergo such an intensive course.

MEMOS is offered every year and MMOS every other year (2005 and 2007). Olympic Solidarity is also studying the possibility of offering a programme in Spanish.

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



MEMOS VIII module at the IOC headquarters in Lausanne

MEMOS VIII participants in Kuala Lumpur, Malaysia, during the marketing module

© Jan Kossen

## NOC Exchange and Regional Forums



The aim of the NOC Exchange and Regional Forums programme is to promote and facilitate the exchange of knowledge and experiences between NOCs on an individual, regional and continental basis. All NOCs wishing to broaden their knowledge in a certain area of management and share their experiences with other NOCs are encouraged to participate in this programme.

NOCs needing assistance or management coaching in a given area, referred to as “Coachee NOCs”, are paired with NOCs that possess the necessary expertise in that area, referred to as “Coach NOCs.” Exchanges between NOCs can take different forms: providing technical advice or sharing information and documentation by phone, e-mail or in on-site meetings, participation in a seminar organised by another NOC or an “internship” of a “Coach NOC” or “Coachee NOC” staff member at the other’s organisation.

The regional forums address issues of particular interest and relevance to the continent or region and are agreed between Olympic Solidarity and the Continental Association involved. Olympic Solidarity, in coordination with the Continental Associations, decides upon the annual programme of forums and the planning and organisation of these forums for each continent.

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

▲  
South-East Asia regional forum  
in Ho Chi Minh City, Vietnam, in 2005

▲  
Regional forum in Mexico City on prepar-  
ing a delegation for the Olympic Games



◀ Sports administration course in Houaphan province, Lao People's Democratic Republic



◀ IT helping the participants of the MEMOS V marketing module in Brussels, Belgium

# "Sport, our challenge"

Lynne, Donovan, Philéas and Morgan









## NOCs in the front line for promoting Olympic values

The Olympic Movement is constantly expanding and is an extraordinary factor in development. Today it represents a major world phenomenon in the development and promotion of sport on every level, as well as in sectors related to education, individual rights, cultural diversity, improvement of society in general and sustainable development.

One of the missions of the NOCs is to develop and promote the Olympic ideals in their respective countries. According to the Olympic Charter, Olympism, blending sport with culture and education, seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles.

Priorities at national level often favour athletes or the development of coaches, and the NOCs therefore do not always have the possibilities or the means of organising activities in other fields.



The seven programmes at the disposal of the NOCs within the framework of the promotion of Olympic values therefore make an important contribution, enabling the NOCs to carry out actions related to the values conveyed by the fundamental principles of Olympism according to their need, their individual situation and their culture.

## Sports Medicine

Olympic Solidarity refers to the general orientation adopted by the IOC Medical Commission to develop the NOC activities in this area. The Commission's objectives are to protect athletes' health, to defend medical and sports ethics and to give everyone the same chance.

Similar to the 2001-2004 programme, with an additional category for individual educational scholarships, this programme aims to develop and disseminate scientific and technical knowledge in sports medicine.

It covers three areas that have been defined with the IOC Medical Commission: sports medicine courses, conducted by the IOC Medical Commission and intended to educate doctors, physiotherapists, trainers and coaches through practical and scientific training in sports medicine; the individual educational scholarships programme, conducted by the IOC Medical and Scientific Department and intended to offer a financial contribution to help recently qualified doctors and/or physiotherapists to specialise in sports medicine and subsequently work for the benefit of the national sports community; the new publications of the IOC Medical Commission, of which the purchase and distribution costs are covered by Olympic Solidarity and which are distributed to the NOCs in addition to their annual subscription to the Sportsmed newsletter, available via the NOC Extranet.

**Budget: US\$ 2,700,000**



In good hands with sports  
medicine professionals

© Image 100/GraphicObsession

Sports medicine national seminar  
in Brazzaville (Congo)





Windsurfing (Mistral) competition at the Games of the XXVIII Olympiad in Athens

© Getty Images/Mike Hewitt



K120 ski jump event at the XIX Olympic Winter Games in Salt Lake City

© Getty Images/Mike Hewitt



Group of children taking part in a reforestation and clean-up project in Tsaghkadzor, Armenia

## Sport and Environment

Protecting nature and the environment is an integral part of sport and culture. With this in mind, Olympic Solidarity is continuing this programme, of which the main aim is to encourage the NOCs to be actively involved in the field of sport and environment by undertaking, implementing and promoting programmes and initiatives, using sport as a tool for sustainable development.

By contributing to the activities initiated for the NOCs by the IOC Sport and Environment Commission via the IOC Department of International Cooperation and Development, this programme will help a number of NOCs wishing to send delegates to the IOC World Conferences (2005 & 2007) and Regional Seminars on Sport and Environment. This new cycle of seminars, based on a much more practical approach, is organised in the five continents.

At the same time, this programme helps NOCs to set up and carry out individual initiatives on a national basis within this field. These might include national seminars, targeted increasing awareness campaigns, education activities and study projects.

**Budget: US\$ 1,200,000**



The emblem of the IOC Sport and Environment Commission

## Women and Sport

Sport is continuing to become more accessible to women, thus enabling them to have a broader representation in the national and international sports movement. Olympic Solidarity works in partnership with the IOC Women and Sport Commission to support this trend. This assistance programme, which is still relevant today, encourages NOCs to reinforce and implement a series of actions in order to promote awareness of women in sport and to increase participation of women in all levels of sport, both in practice and in administration.

By contributing to the activities initiated for the NOCs by the IOC Women and Sport Commission, via the IOC Department of International Cooperation and Development, this programme supports the participation of a certain number of NOC delegates in the IOC World Conference (2008) and regional seminars on Women and Sport. This new cycle of seminars aims to assist NOCs in practical terms with the implementation of practical activities in their respective countries.

This programme also enables NOCs to set up and carry out individual initiatives in this field on a national basis, which are not covered by any other existing Olympic Solidarity programme. These might include gender equality activities, targeted communication campaigns, national research programmes, national seminars and the development of action plans. However, it is important that each initiative launched by an NOC be part of a coherent set of actions and a policy with defined objectives.

**Budget: US\$ 1,200,000**



▲  
National forum on women  
and sport in Guinea

▼  
Ana Po'uhila of Tonga, Athens 2004  
Olympic scholarship holder  
© Getty Images/Michael Steele



## Sport for All

The growth in the practice and promotion of sport throughout society is one reason why Olympic Solidarity is continuing to support the Sport for All campaign.

This programme, which aims to promote sport in general and the practice of physical activities throughout all levels of society, follows the guidelines given to the NOCs by the IOC Sport for All Commission: assistance to NOCs organising the Olympic Day Run, and help for a certain number of NOC representatives active in this field to attend the IOC Sport for All Congresses (2006 and 2008).

NOCs wishing to organise Sport for All events on a national basis, such as popular sporting events with broad participation, training for sports event organisers, sports camps and awareness-raising campaigns for health for all age groups are also eligible for support through this programme as part of the individual initiatives category.

**Budget: US\$ 1,900,000**



"Fit'n'Fun Day" organised by the NOC in Ruggel (Liechtenstein)



Best foot forward for the "Walk for Health" in Dominica



Opening Ceremony of the 45th Sports Festival in Hong Kong, China



## International Olympic Academy

The International Olympic Academy (IOA) can be defined as a cultural institution whose main task is to study and teach the history of the Olympic Games and to spread the ideals of peace and fraternity. Each year, among its different activities, the IOA organises international training sessions aimed at participants from the five continents.

As well as educating, spreading and protecting the ideals and values of the Olympic Movement, this programme, run in collaboration with the IOA, encourages the NOCs and the National Olympic Academies (NOAs) to send participants to the different sessions of the IOA, in order to study and implement the educational and social principles of Olympism.

For the 2005–2008 quadrennial, Olympic Solidarity is helping NOCs and NOAs by covering part of their participants' expenses for a certain number of sessions.

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



The palaestra, Ancient Olympia  
© IOC/Jean-Jacques Strahm

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

## Culture and Education



Created for the previous plan, the Culture and Education programme is continuing where it left off by encouraging NOCs and their National Olympic Academy (NOA) to be actively involved in the promotion of culture and Olympic education by creating, organising and publicising programmes and initiatives in this field.

This programme is complementary but independent from the International Olympic Academy programme. It contributes to the activities initiated for the NOCs by the IOC Commission for Culture and Olympic Education via the IOC Department of International Cooperation and Development. These activities include the IOC World Forums on Education, Culture and Sport (2006 and 2008), for which help is given to a certain number of NOCs wishing to send a representative active in this field, and the IOC contests (Olympic Sport & Literature 2005 – Olympic Sport & Art 2008), where NOCs are assisted with the organisation costs of the contests at national level.

The programme also helps the NOCs to set up and carry out individual initiatives on a national basis, by means of programmes and/or specific activities such as the creation of NOAs, establishment of Olympic education programmes in schools and universities, assistance for exhibitions or other cultural activities linked to sport.

In order to achieve its objectives and depending on specific NOC requests, Olympic Solidarity may ask for the technical assistance of the IOC Olympic Studies Centre and/or the Olympic Museum.

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

▲ Discussion on "Sports, a universal dialogue" at the Universal Forum of Cultures in Barcelona, Spain, in June 2004  
© BPMO Photo

▲ Anti-doping campaign organised by the Liberian NOC



## NOC Legacy

Olympic values must survive through time. Olympic Solidarity created this programme for the 2001-2004 quadrennial plan in order to encourage the NOCs to preserve their national Olympic and sporting history and heritage.

NOCs can therefore apply to Olympic Solidarity for assistance for specific activities linked to the importance of keeping and passing down to future generations Olympic history relating to athletes, the development of sport and sports events in their country. Examples of such initiatives could be preparation and conservation of archives, museum installation or maintenance, research projects, publications and training.

Depending on the requests from NOCs, Olympic Solidarity may ask for the technical assistance of the IOC Olympic Studies Centre and/or the Olympic Museum to help it achieve these objectives.

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



▲  
Archery competition at the Games of the IV Olympiad, London 1908

© IOC Olympic Museum

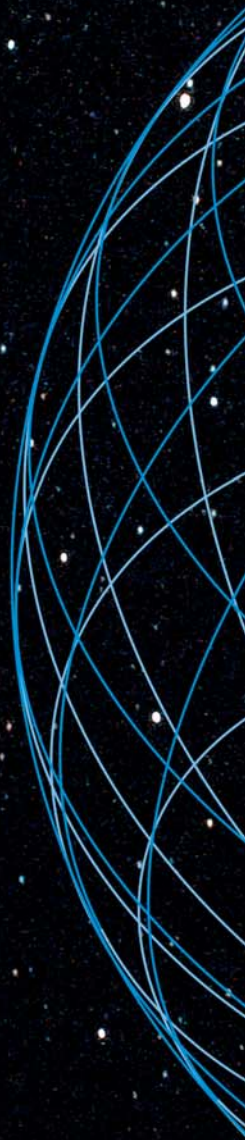
▲  
Pole vault competition at the Games of the X Olympiad, Los Angeles 1932

© IOC Olympic Museum

▼  
Exhibition room at the Lithuanian Sports Museum in Kaunas



All pulling  
together





## Greater freedom of action for the Continental Associations

Olympic Solidarity's main partners have recognised the positive impact of the decentralisation policy carried out during the 2001–2004 period. Olympic Solidarity has therefore decided to continue this process and step up the decentralisation of its programmes towards the Continental Associations for the 2005–2008 period. This will be achieved through an increase in the funds made available to the Continental Associations, who will be free to choose continental programmes and their budget allocation.

In line with this decentralisation policy, the five Continental Associations will offer specific continental programmes to each of their member NOCs during this plan. Each Continental Association must therefore decide which continental programmes to run, as well as their objectives and budgets, in order to meet the specific needs and priorities of their continent.

The implementation of the continental programmes is based on specific procedures that enable each Continental Association to prepare its own action plans in the most efficient way possible. Basic aspects that must be covered include the Association's running costs, assistance for the organisation of its statutory meetings and individual grants to help the NOCs develop their own national activity programmes.

The continental programmes are managed by the five Olympic Solidarity offices within the Continental Associations, which are fully coordinated by International Olympic Solidarity in Lausanne.



### **ANOCA**

Association of National Olympic Committees of Africa

President: Mr Alpha Ibrahim DIALLO  
Secretary General: Mr Raymond IBATA



### **OCA**

Olympic Council of Asia

President: Sheikh Ahmad Al-Fahad AL-SABAH  
Secretary General: Raja Randhir SINGH



### **EOC**

European Olympic Committees

President: Mr Mario PESCANTE  
Secretary General: Mr Patrick J. HICKEY



### **PASO**

Pan American Sports Organisation

President: Mr Mario Vázquez RAÑA  
Secretary General: Mr Felipe Muñoz KAPAMAS



### **ONOC**

Oceania National Olympic Committees

President: Mr Richard Kevan GOSPER  
Secretary General: Dr Robin MITCHELL

# Olympic Games participation, extra help for the NOCs

No longer part of the world programmes category, "Olympic Games participation 2005-2008" is a separate programme for the current quadrennial and aims to help NOCs participate in the Olympic Games. This financial assistance has two quite different yet complementary aims: to help foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs and to give additional support to NOCs which contribute proportionally to the development and success of the Games.

This financial support is given in three phases:

- **before the Games:** travel expenses for one person from each NOC to attend the meeting between the chefs de mission and the Organising Committee of the Olympic Games
- **during the Games:** travel expenses for a number of athletes and officials, subsidy for logistical expenses and subsidy towards the transport and accommodation costs of NOC Presidents and Secretaries General
- **after the Games:** subsidy to the NOCs for their participation and contribution to the success of the Games.

In addition, Olympic Solidarity covers the travel expenses of a young person designated by their NOC to attend the International Youth Camp, if the Organising Committee for the Olympic Games (OCOG) holds one.



◀ Opening Ceremony of the Games  
of the XXVIII Olympiad in Athens  
© IOC/Claude Jenny

# Listening to you!

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◀ The Mon-Repos Villa  
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## 2005–2008 Quadrennial plan



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