

Aligning strength



2005-2008 Quadrennial Plan

2005 Report



OLYMPIC
SOLIDARITY

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2005: excellent results in all areas



Message by
Mr Mario VÁZQUEZ RAÑA

2005, the first year of the 2005–2008 quadrennial plan, was a very important period for the implementation of a series of organisational, technical and administrative activities adopted by the Olympic Solidarity Commission with the objective of giving continuity to the improvement process already initiated and providing the best possible support to athletes and to the National Olympic Committees (NOCs).

This report summarises, in revealing figures, the results of the major effort made in 2005 by the 202 NOCs, the five Continental Associations and the Olympic Solidarity office in Lausanne. The achievements mentioned confirm the validity of the strategy laid out by the Commission and can be resumed as follows: the decentralisation process towards the Continental Associations continued to be applied; the coordination plan between the six Olympic Solidarity offices was initiated with success; all the World Programmes are in the process of execution; there has been an increase in the quantity and variety of the Continental Programmes; and new methods continued to be applied to exercise rigorous control over the use of financial resources allocated for the activities approved for the year.

The Commission considers that the results obtained in 2005 are very satisfactory. Never before have the NOCs received so much support for developing their activities, and the number of athletes and coaches who benefited from the World and Continental Programmes is much greater than in previous stages; the organisation of the work and the integration of efforts between the Olympic Solidarity offices are clear examples of the progress that was noted at the end of 2005.

The Commission is pleased with the work done by the NOCs, the Continental Associations and the Olympic Solidarity office in Lausanne. To all those whom, through their commitment and dedication, enabled us to achieve such results, we express our warmest, most sincere congratulations, and at the same time urge them to continue to work, with renewed enthusiasm, to make 2006 equally successful in reaffirming a positive trend in all Olympic Solidarity's activities ahead of the Games in Beijing in 2008.

Participants in the "Women and Sport" national seminar in Armenia



To attain such a high objective, the Commission, which I have the honour to Chair, adopted some very important decisions at its meeting held last December in Mexico City, including: to continue to exercise great rigour in the control and use of the resources allocated to the various programmes and activities; to implement 25 measures aimed at reinforcing the coordination of joint actions between the six Olympic Solidarity offices; to continue to strengthen and expand the decentralisation process and to work towards achieving the greatest possible efficiency in the execution of the various programmes, increasing the number of athletes and NOCs benefiting from such actions.

The results obtained in 2005 are encouraging. Nevertheless, we continue to be very committed to the responsibility bestowed upon us, of which the underlying objective is to focalize and consolidate the role of Olympic Solidarity as the principal pillar of support to the athletes and the NOCs.

We are working so that the wonderful story written by Olympic Solidarity, over many fruitful years, continues to grow and to be a source of pride for the whole of the Olympic Movement.

I thank you and wish you much success in your future activities.

Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

Expert Adgeboye Onigbinde giving instructions at a technical course for football coaches in Ethiopia



Solid foundations for our quadrennial objectives

This year marked the start of a new quadrennial plan. Olympic Solidarity therefore launched a number of activities in 2005 in order to get the 2005–2008 quadrennial period off to a good start. The Olympic Solidarity international office in Lausanne provided 20 World Programmes for all the NOCs while, at continental level, each association approved the distribution of funds allocated for 2005 before drawing up their continental plan.

In order to ensure that the 202 NOCs were able to have access to information about the 2005–2008 quadrennial programmes, Olympic Solidarity launched a massive information campaign through various means of personal communication. At the start of the year, Olympic Solidarity sent to all NOCs binders containing guidelines and application forms for each of the World Programmes, along with a CD-ROM copy of this information. In addition, all the information was posted on the NOC Extranet. Eleven regional forums were also held in collaboration with the continental offices in order to explain the programmes in detail. NOCs also had the opportunity to address specific questions relating to the World and Continental Programmes to staff members from Olympic Solidarity's Lausanne office during the General Assemblies which took place in all five continents.



▲ OCA Regional Forum for East Asian NOCs in Ulaanbaatar, Mongolia

The year was also devoted to strengthening the structure of the continental offices in Yaoundé (Cameroon), Mexico City, Kuwait, Rome (Italy) and Suva (Fiji), as well as the Olympic Solidarity international office in Lausanne. With this objective in mind, the heads of these six offices met for the first time in Mexico City in September 2005. The main topics they discussed were coordination between the different offices, a review of the technical and financial control systems, particularly the transfer of decentralised funds, as well as more consistent coordination of working methods. The meeting was very productive, since it resulted in a series of recommendations, which were approved by the Olympic Solidarity Commission at its meeting on 8 December 2005. These recommendations mainly concerned the structure and current organisation of Olympic Solidarity and its common working methods.

The first year of this new quadrennial plan was therefore vital for the creation of the basic foundations required to ensure the success of the programmes throughout the 2005–2008 quadrennial. A significant amount of work was necessary. The results achieved in 2005 and presented in this report show that, with effective guidance, the NOCs have been able to draw maximum benefit from the different forms of Olympic Solidarity assistance.

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 the Association of National Olympic Committees (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 Session of the IOC in 1962 – NOC delegates at the ANOC work meeting during the Olympic Congress in Baden-Baden in 1981 – Mario Vázquez Raña's speech at the 1981 Congress (from top)



◀ Speed skating – 3000m women’s event – XX Olympic Winter Games in Turin
© IOC/Tsutomu Kishimoto

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.

Olympic Solidarity Commission at 31 December 2005

Chairman: Mario VÁZQUEZ RAÑA
Vice-Chairman: Richard Kevan GOSPER

Members:

- Sheikh Ahmad Al-Fahad AL-SABAH
- Husain AL-MUSALLAM
- Gustavo Dias Vaz DA CONCEICÃO
- Patrick Joseph HICKEY
- Gunilla LINDBERG
- Mireya LUÍS HERNÁNDEZ
- The Grand Duke of LUXEMBOURG
- Julio César MAGLIONE
- Robin E. MITCHELL
- Felipe MUÑOZ KAPAMAS
- Intendant Général Lassana PALENFO
- Mario PESCANTE
- Richard PETERKIN

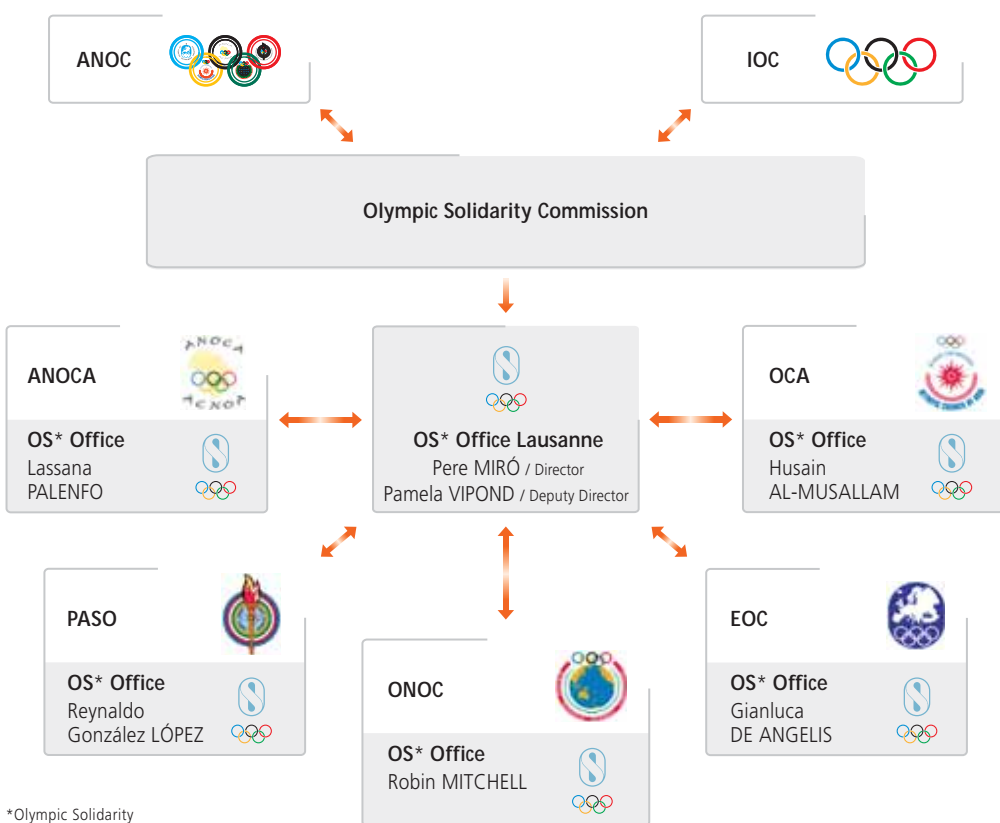
▼ Tennis player Marcos Baghdatis (Cyprus) benefited from Olympic Solidarity’s Youth Development Programme, and thus participated in the Games of the XXVIII Olympiad in Athens
© Getty Images/Ezra Shaw



Olympic Solidarity offices Transparent organisation, clear objectives

In order to improve the coordination between the Olympic Solidarity office in Lausanne and the Continental Associations, the Olympic Solidarity Commission was keen to reinforce 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 new 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.

Olympic Solidarity Structure



*Olympic Solidarity



◀ One team, one goal: to win! Women's relay event – Games of the XXVIII Olympiad in Athens
© IOC/John Huet

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.

International Olympic Solidarity office in Lausanne

- Director Pere MIRÓ

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

- Deputy Director Pamela VIPOND
- Project Manager Yassine YOUSFI
- Project Assistant Véronique LAMBELET (until 31 August)
- Administrative Assistant Carina DRAGOMIR
- Reception Supervisor Vanessa FARRONATO

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

- Head of Section James MACLEOD
- Project Manager Olivier NIAMKEY
- Project Officer Silvia LUCCIARINI
- Project Officer Lirong REN
- Intern Mayrilian CRUZ-BLANCO

NOC Management Programmes – Relations with America

- Head of Section 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

- Head of Section Nicole GIRARD-SAVOY
- Project Officer Claire BROOKBANK MODOUX
- Project Assistant Nadia BELTEMPO
- Accounts Manager Barbara TRENTINI
- Accountant Silvia MORARD

At 31 December 2005

▶ Working group at the "Women and sport: Community Awareness" seminar in Malawi



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 help them gain 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.



Budget in line with our projects

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 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.

The budget for 2005 was US\$ 72,819,250, an amount which was approved by the members of the Olympic Solidarity Commission at their meeting on 22 November 2004. This sum represents 29.84% of the total budget.

Breakdown of the 2005 budget

World Programmes	US\$ 23,830,000
Continental Programmes	US\$ 22,189,250
Olympic Games Participation and Forums	US\$ 24,300,000*
Administration / Communication	US\$ 2,500,000
	US\$ 72,819,250

Breakdown of the "World Programmes" budget

Athletes	US\$ 8,250,000
Coaches	US\$ 6,000,000
NOC Management	US\$ 6,300,000
Promotion of Olympic Values	US\$ 3,280,000
	US\$ 23,830,000

Breakdown of the "Continental Programmes" budget

ANOCA (Africa) – 53 NOCs	US\$ 4,365,000
PASO (America) – 42 NOCs	US\$ 3,915,000
OCA (Asia) – 44 NOCs	US\$ 4,104,750
EOC (Europe) – 48 NOCs	US\$ 4,870,000
ONOC (Oceania) – 15 NOCs	US\$ 2,618,500
ANOC	US\$ 2,316,000
	US\$ 22,189,250

* This budget includes US\$ 23,000,000 paid to the NOCs in 2004 as part of the "Participation in the Games of the XXVIII Olympiad in Athens" programme, but taken from the budget of the 2005–2008 quadrennial plan because the programme is financed from TV rights income from the Athens and Turin Games.



▲ The flame of the VII South Pacific Mini Games 2005 is lit by Christopher Silas Adolf, the first athlete from Palau to participate in an edition of the Olympic Games [Sydney 2000] in athletics

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



Components of the Olympic Movement: responsibility and solidarity

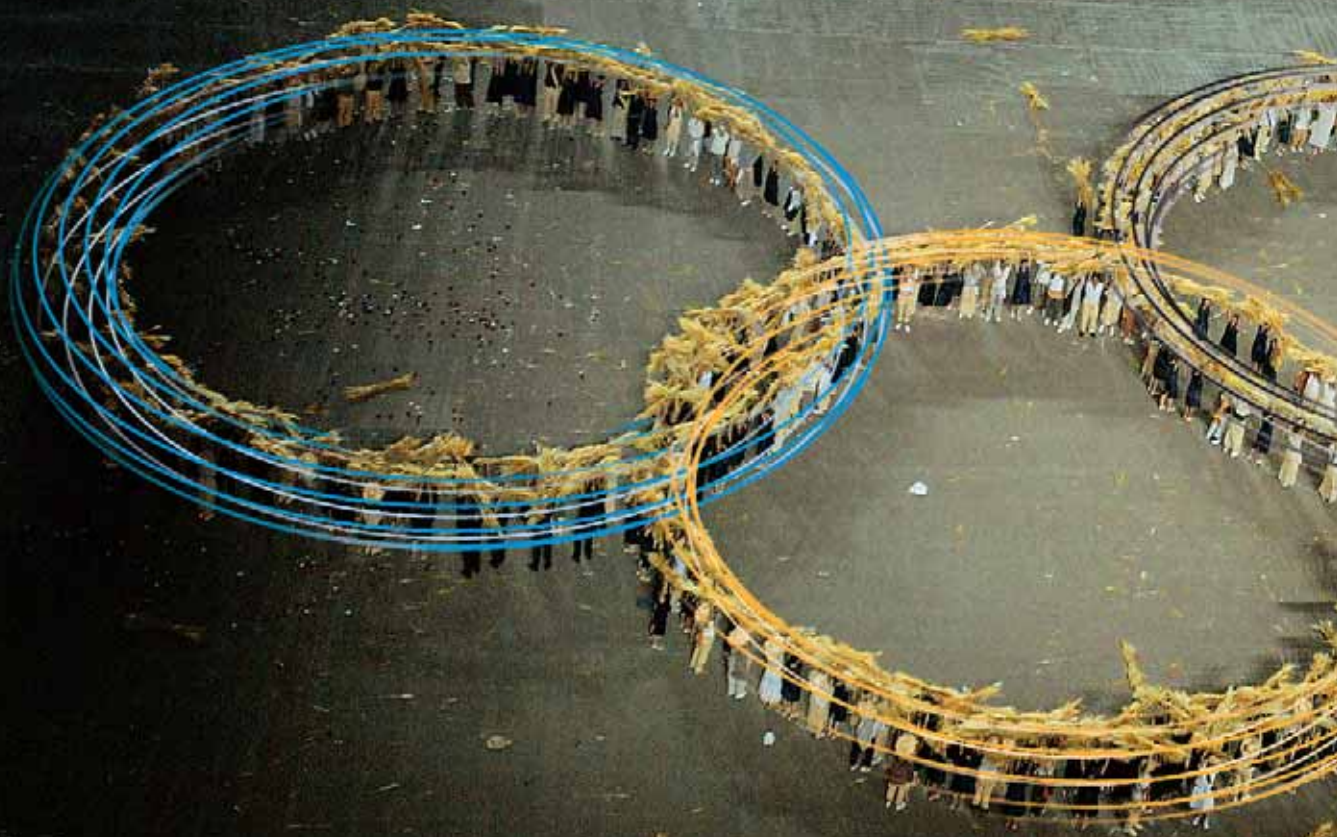
During the four-year period between each edition of the Olympic Games, the main components of the Olympic Movement – the IOC, the International Federations (IFs) and the NOCs – as well as all other bodies with similar interests, are responsible for working together in order to contribute to the development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

▶ Finding the best trajectory for a decisive jump – Games of the XXVIII Olympiad in Athens
© IOC/John Huet



Testimony of humanity







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 has made available to the NOCs 20 World Programmes within the four main areas of sports development considered essential for NOCs to accomplish the mission that has been entrusted to them by the Olympic Charter (Athletes, Coaches, NOC Management and Promotion of Olympic Values).

The World Programmes are managed in coordination with each of the respective Continental Associations in order to maximise the objectives of each of the continents and regions. Olympic Solidarity relies on its partners to develop and deliver high quality programmes to NOCs.



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



◀ Concentration and determination for the 4 x 100 m women's relay – Games of the XXVIII Olympiad in Athens
© IOC/John Huet

Programmes for athletes: an excellent start to the quadrennial



The philosophy of the Athletes Programmes is based on a pyramid structure which allows for a clear reference to the athlete's technical level, variations in the degree of investment per athlete and interactivity between the levels.



2005 was a positive year for the launch of the Athletes Programmes available to the NOCs as part of the 2005–2008 quadrennial plan. Five of the six programmes were already available to the NOCs in 2005 and the response rate from the NOCs was above what is normally expected in the first year of a quadrennial plan.

In particular, Olympic Solidarity can be very pleased with the number of NOCs that benefited from the "Torino 2006 – NOC Preparation" programme, as this was an increase of 13 NOCs over the previous edition. The "Team Support Grants" programme has also attracted more attention as the number of applications received from the NOCs in 2005 nearly surpassed the total number of grants allocated during the whole of the 2001–2004 quadrennial. This is mainly thanks to the fact that the programme now offers more possibilities to NOCs which do not necessarily have teams that can realistically hope to qualify for the Olympic Games by focusing assistance on teams considered to have a "continental" or "regional" level.

It can also be noted with satisfaction that the NOCs have responded positively to the new possibilities that have been created by splitting the former "Youth Development" programme into two separate programmes that better address the NOCs' needs. Indeed, the "2012 – Training Grants for Young Athletes" programme has developed some interesting projects in collaboration with certain Continental Associations and IFs. At the same time, the "Talent Identification" programme has offered the NOCs a clearer objective and framework within which to work on such a crucial aspect of an NOC's responsibility. Moreover, Olympic Solidarity has been working diligently throughout 2005 in collaboration with many external partners on developing the Olympic Scholarships for Athletes "Beijing 2008" programme made available to the NOCs in January 2006.

Torino 2006 – NOC Preparation








A highly satisfactory programme

2005 was clearly an important year for the NOCs preparing their athletes for the Torino Olympic Winter Games held in February 2006. The qualification competitions were spread across the year and many athletes used the "Torino 2006 – NOC Preparation" programme to take part in these competitions and to hopefully obtain their qualification for the Olympic Winter Games. The NOCs also invested the funds obtained by means of this programme in training camps for their athletes and teams or to buy specialised winter sports equipment.

As in the past, the primary beneficiaries of this programme remain the European NOCs, 92% of which received some form of assistance from Olympic Solidarity for their preparations for Turin. There was a notable increase in the number of applications received from NOCs from other continents and these were approved, subject to a guarantee of participation in the Olympic Winter Games. Olympic Solidarity offered assistance to a total of 70 NOCs from all five continents. This represents a 23% increase compared to the equivalent Salt Lake City programme.

In most cases, the funds allocated by Olympic Solidarity served to supplement the NOCs' overall Olympic preparation budgets. However, we strongly believe that this supplement allowed the NOCs to focus additional attention on areas that could be considered as a priority to them, such as increasing the number of qualified athletes or investing specifically in athletes with medal potential.

NOC preparation activities for the Olympic Winter Games in Turin

Continent	NOC	Disciplines concerned
Africa	ALG	
	KEN	
	MAD	
	MAR	
	RSA	 
	SEN	

Continent	NOC	Disciplines concerned
America	ARG	General preparation
	BER	
	BRA	  
	CHI	  
	ISV	
	MEX	 
	TRI	 

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 Budget: US\$ 1,500,000

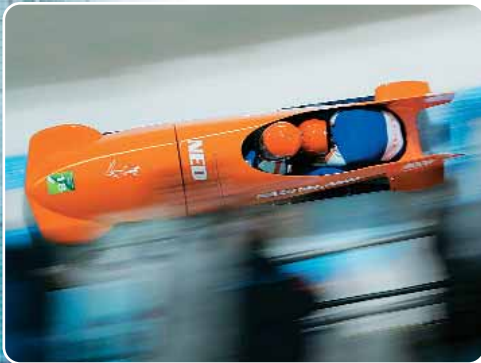


Athletes entering the stadium during the Opening Ceremony of the XX Olympic Winter Games in Turin

© Getty Images/Kevork Djanssezian-POOL



(cont.)



Dutch two-man bobsleigh at the XX Olympic Winter Games in Turin

© Getty Images/Clive Mason
































































Ukrainian Olga Volkova takes off in the freestyle skiing competition, aerials category, XX Olympic Winter Games in Turin

© Getty Images/Donald Miralle



Continent	NOC	Disciplines concerned
Asia	CHN	  
	IND	  
	IRI	  
	KAZ	General preparation
	KGZ	
	LIB	
	MGL	
	PRK	
	TJK	
	TPE	General preparation
	UZB	 
	Europe	AND
ARM		  
AUT		General preparation
AZE		
BEL		   
BIH		    
BLR		     
BUL		General preparation
CRO		   
CYP		
CZE		
DEN		
ESP		 
EST		
FIN		 
FRA		  
GBR		 
GEO	 	

Continent	NOC	Disciplines concerned
Europe (cont.)	GER	General preparation
	GRE	   
	HUN	General preparation
	IRL	  
	ISL	
	ISR	 
	ITA	General preparation
	LAT	 
	LIE	 
	LTU	 
	MDA	  
	MKD	
	MON	
	NED	   
	NOR	
	POL	 
	POR	
	ROM	     
	RUS	
	SCG	  
SLO	General preparation	
SMR		
SVK	   	
SWE	General preparation	
TUR	   	
UKR	     	
Oceania	AUS	
	NZL	     
Total	70	

Olympic Scholarships for Athletes “Beijing 2008”

Offering broader training opportunities

A limited number of interim scholarships were offered on a one-off basis to 28 athletes from 25 NOCs during 2005 to enable them to continue their training in international training centres following the Athens Olympic Games. The overall results of the athletes during various competitions in 2005 showed that Olympic Solidarity's choice of each athlete was correct. The bronze medal won by Ghana's heptathlete Margaret Simpson at the IAAF World Championships in Helsinki (Finland) is one example.

Olympic Solidarity invested a lot of effort to set up this programme during 2005. Firstly, the programme guidelines and administrative procedures were drawn up by taking into consideration an evaluation of the Athens 2004 programme and the comments received from the NOCs and former scholarship holders. Secondly, Olympic Solidarity has worked continuously on establishing a large and effective international training centre network that will offer excellent training opportunities to the Beijing scholarship holders. Olympic Solidarity has favoured working in partnership with certain “large” NOCs to place scholarship holders in their national training centres alongside their national teams. Discussions have been held and, in most cases finalised, with the NOCs of Australia, Canada, Cuba, Germany, Islamic Republic of Iran, Mexico, People's Republic of China, Republic of Korea, South Africa and the United States of America.

During the last few months of 2005, Olympic Solidarity started to receive candidature proposals from the NOCs. According to the internal procedures for the programme, each candidature proposal was sent to the relevant IF for its technical opinion on the athlete's profile. The first scholarships were awarded during December 2005 and took effect on 1 January 2006.

Interim scholarships by continent

Continent	Participating NOCs	2005 interim scholarships
Africa	16	17
America	3	5
Asia	2	2
Europe	2	2
Oceania	2	2
Total	25	28

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

2005 Budget: US\$ 500,000



Olympic scholarship holder Margaret Simpson (Ghana) on the third step of the podium at the IAAF World Championships in Helsinki – a first in the history of her country

© Getty Images/Mark Dadswell



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 Budget: US\$ 2,500,000

Fifty-five quadrennial budgets already allocated

The “ Team Support Grant ” programme was operational from the beginning of 2005, and the NOCs have responded very well with a total of 57 applications received. However, the application procedure for this programme has changed and the NOCs are now asked to submit a quadrennial plan including all the competitions for which they intend to use the grant allocated. This is the first phase of the application procedure which allows the NOCs to plan and select a quadrennial objective for the team they select. Fifty-five quadrennial budgets have already been allocated. The increase in the number of applications is due to the fact that the programme is now open to teams which do not necessarily intend to qualify for the Olympic Games but will participate in continental or regional competitions. This is a very positive point for many NOCs. Indeed, among the 57 NOCs that applied, 30 were not beneficiaries in the 2001–2004 “ Team Support Grant ” programme.

The second phase of the application procedure consists of analysing, approving and financing a specific preparation project for the competitions approved in the quadrennial plan. The number of projects conducted in 2005 is 29 and the most encouraging result was obtained by the Serbia and Montenegro water polo team, which won the World Championships in Montreal (Canada).

Grants awarded to NOCs by sport and by continent

Continent	Participating NOCs	Baseball	Basketball	Handball	Hockey	Ice Hockey	Softball	Volleyball	Water Polo
Africa	12		ALG CGO CPV MAW MOZ	CIV CMR				KEN MAR NIG SEY TUN	
America	13		CUB PAN PER	ARG BRA PAR URU			ESA GUA	BAR CHI PUR PAR	
Asia	8		LIB QAT UZB		IND		PRK	TJK INA	KAZ
Europe	19	GBR SWE	BUL LTU MLT	ISL ISR MKD	BEL	LAT		AZE BLR EST TUR AND GEO	MDA ROM SCG
Oceania	3		ASA NZL SOL						
Total	55	2	17	9	2	1	3	17	4

▲
Aleksandar Zopic, from the Serbia and Montenegro team, at the XI FINA World Championships in Montreal in 2005

© Getty Images/Nick Laham



Continental and Regional Games – NOC Preparation

Continental objectives confirmed

The flexibility offered to the NOCs during the last quadrennial in the framework of this programme was greatly appreciated and therefore the objective for 2005–2008 is to build on this success so as to ensure that the NOCs benefit as much as possible. After consulting the five Continental Associations, Olympic Solidarity agreed on a list of target competitions together with a management procedure adapted to the specificity of each continent.

For **Africa**, the competitions focused on are the All Africa Games, the Afro-Asian Games, the Commonwealth Games, the French-speaking Games, the Mediterranean Games and the Games of the Zones. In 2005, 17 NOCs were allocated a budget and 13 activities were conducted. In **America**, this programme will be dedicated to the preparation of the NOCs for their participation in the Panamerican Games in 2007. Participation in all the other continental or regional competitions will be considered as part of their preparation for the Panamerican Games. A few applications were received in 2005 but, in agreement with PASO, the first budgets will be allocated at the beginning of 2006. The **Asian** NOCs can choose to use this assistance for their preparation for the Asian Games, the Winter Asian Games and the five Regional Games (East, South-East, South, Central, and West). Only 11 NOCs applied in 2005 but we expect the majority of the proposals to be submitted in 2006, since the Doha Asian Games will be held in December. In **Europe**, as in the past, this programme will be dedicated to the preparation of the NOCs for the European Youth Olympic Festival (EYOF – Summer and Winter) and for the Games of the Small States of Europe (GSSE). Twenty-five quadrennial budgets were approved and 17 NOCs have already benefited from assistance to prepare for the 2005 editions of the EYOF and the GSSE. For **Oceania**, a special agreement was concluded with ONOC so that this programme would be managed at continental level. The aim of the programme remains the same and a report detailing the activities undertaken in Oceania in 2005 was submitted by ONOC to Olympic Solidarity at the end of the year.

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 Budget: US\$ 2,000,000



Weightlifter Dika Toua, from Papua New Guinea, benefited from this programme through his NOC at the World Championships in Doha

Participating NOCs and projects accepted by continent

Continent	Participating NOCs	Preparation projects accepted
Africa	17 BUR, CGO, CIV, CMR, GAM, GBS, GHA, MAD, MAR, MAW, MRI, NGR, NIG, RSA, SWZ, TUN, ZIM	13
America	–	–
Asia	11 AFG, INA, IND, KAZ, LAO, MGL, PLE, PRK, SYR, TKM, UZB	7
Europe	25 ARM, AZE, BLR, BUL, CYP, CZE, DEN, EST, GBR, GEO, HUN, ISL, ISR, LIE, LTU, MDA, MLT, NED, POL, POR, ROM, RUS, SCG, SLO, SVK	17
Oceania	7 FIJ, FSM, NRU, PNG, SOL, TGA, VAN	7
Total	60	44

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 Budget: US\$ 1,250,000

Two options both geared for success

Both options in this programme have been used well by the NOCs. Option 1 allows the NOCs to apply directly to Olympic Solidarity for assistance towards the organisation of specific activities related to the training of young athletes. Activities ranged from training camps in preparation for junior level international competitions to training grants for individual young athletes. The number of NOCs that will benefit from this option in the next few years should increase considerably as the NOCs become more familiar with the programme.

NOC specific activities (option 1)

Continent	Accepted	
Africa	3	BEN, GAM, MAW
America	10	BRA (2), CHI, CUB, GUA, HAI, HON, PAR, PUR, URU
Asia	2	KAZ, JOR
Europe	11	ARM, DEN, GEO, ISL, ISR, LTU, MDA, ROM, SCG, SVK (2)
Oceania	3	FIJ, NRU, SAM
Total	29	

Under Option 2, Olympic Solidarity has collaborated with various partners within the Olympic Movement to offer the NOCs some very interesting opportunities for their young athletes.

Activities, grants and participating NOCs by sport (option 2)

Sport	Activities	Participating NOCs	Grants for athletes' training
Cycling	Training Grants at the World Cycling Centre	9	9
Swimming	OS/OCA/FINA Talent Identification Camp	24	38
Tennis	Training Grants at ITF African Training Centre	15	21
Table Tennis	Collaboration with ITTF's "With Future in Mind"	13	14
	OS/ONOC/OTTF training camp in Shanghai for young athletes from the South Pacific	3	6
Luge	Summer Training Course for Elite Youth Athletes	4	19
Total		68	107

▲ Talent identification project at Thammasat University, Bangkok, Thailand



Talent Identification

Passing the baton

In order to work at grassroots level, Olympic Solidarity helps the NOCs to put in place or reinforce talent identification projects conducted at national level. During 2005, the NOCs took advantage of this programme. Even though by April only seven projects had been accepted, the number reached a total of 29 by October 2005.

The NOCs used this programme to support projects that already existed at national level, such as talent identification programmes in schools, or to set up new projects in fields where they were previously lacking.

The NOCs may now also combine this programme with a project for the development of national sport structure, which enables them to receive advice from an expert, who can help set up their talent identification programme, and to increase the budget available for mid- to long-term projects (3 to 6 months).

NOC projects

Continent	Projects approved	
Africa	12	BDI (2), BUR, CMR, ERI, GHA, MAW, MOZ, NIG, UGA, ZIM (2)
America	13	ANT, BAR, BRA, DMA, GRN, GUA, HAI, HON, LCA, PAR, PUR, URU, VIN
Asia	4	BHU, BRN, KAZ, PLE
Europe	8	ARM, EST, LTU, MDA, POR, ROM, SCG, SVK,
Oceania	-	
Total	37	

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

2005 Budget: US\$ 750,000



Identifying young, talented athletes in Saint Lucia



◀ Australian basketball coach Jan Stirling talking to her players during the match against Nigeria – 18th Commonwealth Games, Melbourne, Australia

© Getty Images/Robert Cianflone

Increasing scientific and technical knowledge of national coaches



The programmes offered to the NOCs for the training of their coaches have been structured so as to offer them the chance to train their national coaches in different ways and at different levels. The main objective of these programmes is to enable the NOCs to improve the technical level of their coaches so that they can acquire the latest scientific and technical knowledge and meet the training requirements of athletes, whether beginners or high-level performers.

Over the years, the NOCs have become familiar with these programmes, which are not much different from those offered during the 2001–2004 quadrennial plan. Olympic Solidarity is now working more closely with the NOCs to encourage them to create links between the different programmes and training options offered to national coaches, for example, between technical courses and individual scholarships.

Olympic Solidarity is also working with the IFs to obtain their appraisals and comments on a scholarship or a medium- or long-term (3 to 6 months) development programme, either for the nomination of suitable experts or to increase the number of options to be offered to the NOCs, notably within the framework of the specific training programme for scholarship holders.

For 2005–2008, Olympic Solidarity has asked the NOCs to submit a “quadrennial plan” for the programme of “Technical Courses for Coaches”, which was not the case during the 2001–2004 quadrennial. 2005 was certainly a positive year for the Olympic Scholarships for Coaches programme, since four training programmes were launched in March 2005 in Canada, France, Hungary and Switzerland for a large number of scholarship holders, and this only one month after the NOCs had received the information for the quadrennial plan. The small changes made within the “Development of National Sports Structure” programme were welcomed by the NOCs. Some of them linked this programme with a talent identification project, while for other NOCs this was an opportunity to follow up a programme successfully conducted during the 2001–2004 quadrennial.

Technical Courses for Coaches

Close collaboration between IFs, NOCs and Olympic Solidarity

The programme of technical courses for coaches is one of the original support programmes offered by Olympic Solidarity and still meets the needs of the NOCs. However, the NOCs are required to plan their courses over a four-year period in order to enable them to rationalise their quadrennial planning as well as to slowly increase the level of the coaches attending these programmes (level 1 to level 3).

Olympic Solidarity has encouraged the NOCs to reinforce their candidate selection policy for this kind of training so that the best coaches can benefit from an individual scholarship. Although some NOCs have found it difficult to submit a four-year plan, most have managed to present all the courses they wish to organise during the 2005–2008 period.

Collaboration with the IFs has been reinforced for the organisation of these technical courses and the NOCs are now required to follow the guidelines and rules established by the IFs for the different levels, e.g. course content, duration, evaluation system, etc.

Technical and financial reports are submitted to Olympic Solidarity by the NOCs at the end of the training programmes, as well as by the experts who conducted the courses, usually via the IFs. This allows for better evaluation and coordination between Olympic Solidarity and the IFs.

Technical courses planned

Continent	Technical courses	Participating NOCs
Africa	84	39
America	68	25
Asia	72	27
Europe*	10	7
Oceania**	1	1
Total	235	99

* Regional courses only. The other courses were organised through the EOC's "NOC Activities" Continental Programme.

** One regional course allocated through the World Programme. The National courses were organised through ONOC's "NOC Activities" Continental Programme.

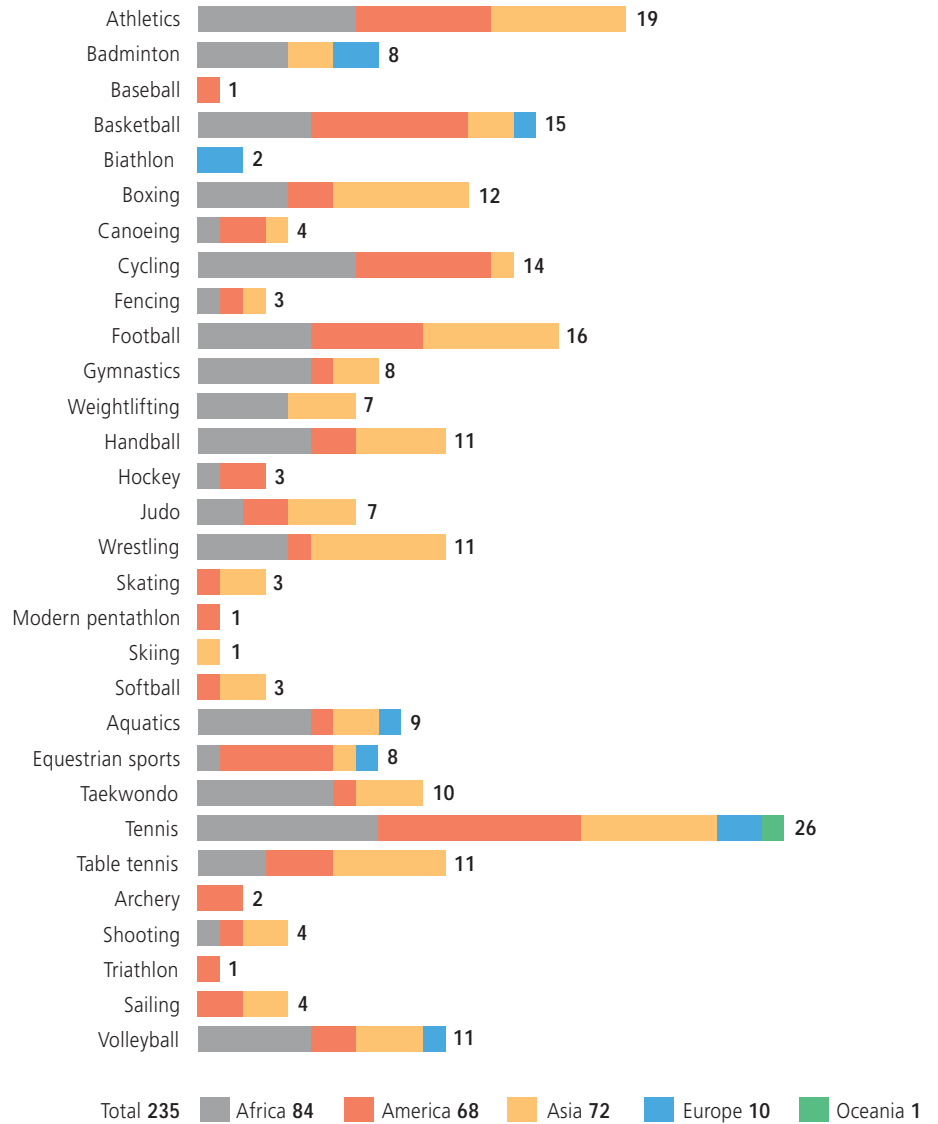
Objective: to provide basic training to coaches through courses led by an expert from another country in close collaboration with IFs.

2005 Budget: US\$ 3,250,000



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

Distribution of technical courses by sport and by continent



▲ Participants at the end of the football technical course (level 1) led by expert Alvin Corneal in Saint Lucia

▲ Technical course for judo coaches in Dushanbe, Tajikistan

Olympic Scholarships for Coaches

Better selection and training of candidates

During 2005, Olympic Solidarity encouraged the NOCs to reinforce their policy of selecting the candidates for this kind of individual training. The main goal, once the coaches have completed their training, is to encourage them to pass on their knowledge and strengthen their sport within their country. In some cases, the coaches may be called upon to lead technical courses alongside an international expert. Some of them use the experience of receiving training abroad to set up medium-/long-term development programmes which are then supported by their NOCs as part of the "Development of National Sports Structure" programme.

Olympic Solidarity continued its collaboration with high-level training centres and universities which offer training programmes for coaches of an average duration of three months. This training in sport sciences is now offered systematically in different languages (French, English, Spanish) and at several centres located in Canada, France, Hungary, Spain and Switzerland.

Olympic Solidarity has also worked to increase the number and quality of the training programmes offered to coaches through a coaching centre network. Thanks to close collaboration with the IFs, some new specific training options were offered in some sports, such as tennis and cycling. The goal is to offer the most suitable training programme for coaches, taking into account their background, technical and scientific knowledge and thereby to increase their general level for the development of sport and the benefit of athletes worldwide.

Olympic scholarships for coaches by continent

Continent	Participating NOCs	Scholarship holders		
		Men	Women	Total
Africa	30 BDI, BEN, BUR, CGO, CHA, CIV, CMR, CPV, DJI, EGY, ETH, GAB, GHA, GUI, KEN, LES, MAR, MAW, MOZ, MRI, NAM, NGR, NIG, RWA, SEN, SEY, SUD, TAN, TOG, ZAM	32	8	40
America	25 ANT, ARG, BAR, BOL, BRA, COL, CUB, DMA, DOM, ECU, ESA, GUA, GUY, HAI, HON, LCA, MEX, NCA, PAR, PER, PUR, SKN, TRI, URU, VEN	38	2	40
Asia	16 BHU, IND, IRI, JOR, MAS, PAK, PHI, PRK, QAT, SIN, SYR, TJK, UAE, UZB, VIE, YEM	17	2	19
Europe	3 ALB, MLT, TUR	2	1	3
Oceania*	4 FIJ, NRU, SOL, VAN	8	–	8
Total	78	97	13	110

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

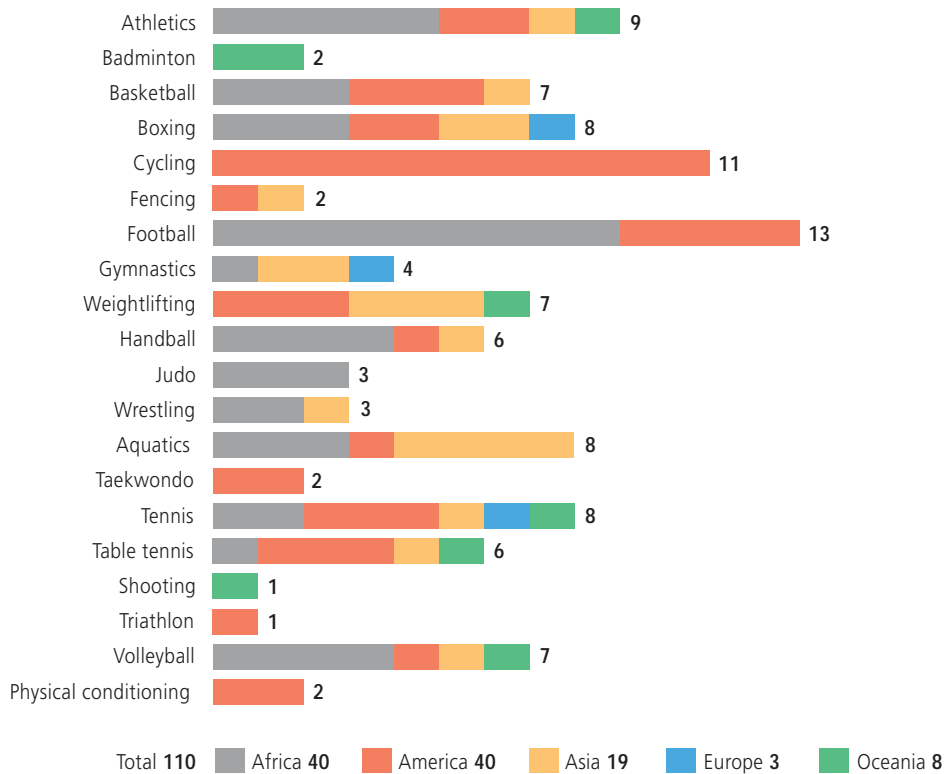
Objective: to offer coaches access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

2005 Budget: US\$ 1,500,000



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

Distribution of Olympic scholarships for coaches by sport and by continent



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

Development of National Sports Structure

Greater flexibility for NOCs

The Development of National Sports Structure programme has been modified so that it is not only focused on coach education. The NOCs can now make a choice, determine their priorities and set up a project which will enable them to strengthen the whole national structure of a sport. The projects submitted to Olympic Solidarity may focus on training coaches, working with clubs, reorganising the National Federations, etc. They may also be linked with the talent identification programme so that the NOCs can use the IF-appointed expert to help them in this crucial area of athlete development.

By means of this programme, the NOCs can ask the foreign expert to work in different areas, not only coach education. The main goal is to build a strong structure that will remain after the departure of the expert so that the NOCs can continue to develop the sport in the country by using the persons who have been trained.

The main difficulty for the NOCs is often to put in place all the technical and financial details of their action plan. Meanwhile, the IFs need to find a suitable expert available for a mid- to long-term mission, which may sometimes delay or even jeopardise some of the projects presented by the NOCs. Moreover, some coaches who have received a scholarship have used their placement in a centre or university to set up a development project as part of their training. On returning to their country, some of them have contacted their NOC, which has helped them carry out their plan. For these different reasons, the number of projects is increasing year after year, some of them being used to follow up a previous programme.

NOC Projects

Continent		Projects accepted
Africa	12	BDI, BEN, CGO, COD, ERI, GAM, GBS, MAW, MOZ, MRI, NIG, TUN
America	13	AHO, ARG, ARU, BAR, BRA, ECU, ESA (2), GUA, HON, PAR, URU, VIN
Asia	5	CHN, LAO, PAK, PRK, YEM
Europe	7	EST, FRA, MDA, ROM, SVK, TUR, UKR
Oceania	6	ASA, COK, FIJ (2), KIR, NZL
Total	43	

Objective: to enable NOCs to develop their national sports and coaching structure by implementing a mid- to long-term (3 to 6 months) action plan for a specific sport.

2005 Budget: US\$ 1,250,000



Pupils and their teacher during a training course for the development of national structure in Yemen



Sliding into



first place





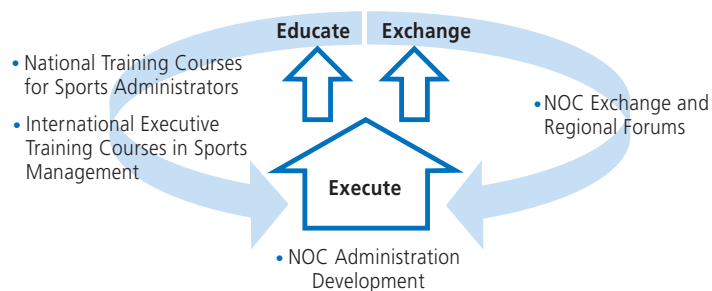
◀ A participant receiving her diploma at the end of the course for sports administrators in Burkina Faso

NOC Management: training and exchange, keys to success



One of the key challenges for NOCs is to equip their staff with the knowledge and skills needed to meet the challenges of running their organisation successfully. The four management programmes available to NOCs this quadrennial are aimed at promoting the knowledge and management skills of NOCs, through educational opportunities, by supporting various projects in the management field, or by encouraging and supporting the exchange of experiences and information among NOCs.

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.



During 2005, Olympic Solidarity, in coordination with the Continental Associations, successfully conducted regional forums to educate NOCs about the 2005–2008 quadrennial programmes. The year's other highlights included the successful launch of a new "pilot" internship programme as well as of a new edition of MEMOS (Executive Masters in Sports Organisation Management) in Spanish and, for the first time, scholarships were offered to 30 female NOC administrators from all five continents to enable them to participate in the Sport Management Seminar for Women in Lausanne (Switzerland). As part of the International Sport Management Training Programme, the 27 Olympic Solidarity scholarship recipients who participated in the MEMOS VIII programme acquired knowledge and management skills that will benefit the management of their NOCs. Finally, Olympic Solidarity was pleased to provide the 112 NOCs that have planned, at national level, to organise Sports Administrators Courses this quadrennial with a newly revised (2005) edition of the Sports Administration Manual.

NOC Administration Development

“A la carte” projects: the right formula

Within the NOC Administration Development programme, 38 NOCs took advantage of the NOC Management Initiatives sub-programme by presenting a variety of “à la carte” projects. Some of the NOC initiatives that Olympic Solidarity helped to develop include an Internet café for the NOC and National Federations, an NOC website, strategic plans for 2005–2008/2006–2010, an athletes’ career management programme, a sports information centre, an NOC database and marketing plans for NOCs and regional games.

Also through this programme, Olympic Solidarity provided 30 women working with NOCs in all five continents with a scholarship and travel subsidy to attend a Sport Management Seminar for Women organised by the AISTS (International Academy of Sports Science and Technology). The four-day educational programme included lectures and interactive workshops in the following areas: sports marketing, sponsorship and media relations, management, communication, teamwork and leadership. The results were very positive, as many of the women who participated felt empowered to further contribute to the activities of their NOCs.

Participating NOCs, subsidies and NOC initiatives by continent

Continent	Participating NOCs	NOCs that applied for an administrative subsidy	NOC initiatives
Africa	52	52	8
America	42	42	12
Asia	42	42	10
Europe	48	48	9
Oceania	15	15	2
Total	199	199	41

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 Budget: US\$ 5,175,000



Women’s seminar on sports management in Lausanne, organised by AISTS

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 Budget: US\$ 625,000

Continued success for a long-established programme

One of Olympic Solidarity's objectives for the 2005–2008 quadrennial is to simplify the administrative procedures of the programmes. The NOCs are therefore allowed to organise a certain number of Sports Administrators Courses during the quadrennial and to decide upon the distribution of these courses for each year. The Sports Administration Manual, which is the key tool used to conduct the courses, was updated in 2005 and NOCs were sent the books and certificates that they will need for the whole of the quadrennial, as well as a CD edition of the Manual in English, French and Spanish.

Seventeen NOCs not having previously benefited from this programme have informed Olympic Solidarity that they wish to start a programme of courses and training of National Course Directors (NCDs) this quadrennial. In order to enhance the sharing of experiences among NOCs, Olympic Solidarity is collaborating whenever possible with neighbour NOCs who have established a successful programme of courses in order to support these NOCs in this endeavour.

For the new sub-programme of Advanced Sport Management Courses, Olympic Solidarity worked this year on the development of a new manual on "Managing Olympic Sports Organisations", which is the key tool to be used for the courses. The IOC's NOC Relations Department collaborated with Olympic Solidarity on an evaluation session of the first version of the manual with partner NOCs from all five continents. One of the strengths identified by the NOC evaluators is that the manual will contain case studies from more than 35 sports organisations, most of them NOCs. Training sessions will be organised for the programme directors in order to familiarise them with the use of this new material.

Sports administrator courses organised by continent

Continent	Courses organised	Participating NOCs	Participants		
			Men	Women	Total
Africa	18	11 1 course: BUR, GHA, MLI, MOZ, ZIM 2 courses: CMR, ETH, GAM, NAM, TAN 3 courses: MAW	404	121	525
America	29	15 1 course: BAR, CRC, CUB, DOM, GUY, MEX, URU 2 courses: HAI, HON 3 courses: ARG, ECU, ESA, GUA, PAR, PER	709	226	935
Asia	32	16 1 course: CAM, OMA, SIN, THA, UAE 2 courses: BAN, BHU, IRI, IRQ, MAS, SRI, TJK 3 courses: LAO, MYA, UZB 4 courses: VIE	727	179	906
Europe	9	4 1 course: ROM 2 courses: ALB 3 courses: ARM, EST	151	67	218
Oceania	4*	4 1 course: FSM, NZL, PLW, VAN	**	**	**
Total	92	50	1,991	593	2,584

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

** Statistics not available



▲ Sports administrators course in Sekong Province, DPR Lao

▲ All together at the end of the course for sports administrators in Argentina

International Executive Training Courses in Sports Management

MEMOS and MMOS: a growing network of participants

NOCs continue to consider executive training opportunities as a key component in developing and enhancing the management of their respective organisations. Over 60 applications were received for the MEMOS IX programme, and 27 of the 34 applicants accepted by the MEMOS Steering Committee had been nominated by NOCs. They therefore benefited from Olympic Solidarity scholarships and travel subsidies. The MEMOS IX participants started their first module in Lausanne in September, when they had the opportunity to attend the project presentations of the 30 MEMOS VIII graduates as well as to develop network opportunities with the 70 MEMOS VIII and IX participants who were present in Lausanne. As one of the objectives of MEMOS is to expose participants to different sport systems, two of the MEMOS IX modules will be held outside Lausanne. The marketing module is to be hosted by the Brazilian NOC in Rio de Janeiro and the human resource management module will be hosted by the Regional School of Sports in Sicily, Italy.

The French-speaking NOCs have been able to benefit this year from the Master MOS (Master en Management des Organisations Sportives), a special programme offered by the University of Lyon in partnership with INSEP (Institut National du Sport et de l'Éducation Physique) in Paris. Fourteen applicants are currently enrolled in the Master MOS where, like MEMOS, one of its key components is to assign tutors to each of the participants in order to support them in working on a personal project geared towards improving some aspect of the management of their organisations.

The *MEMOS Edición en español*, a new MEMOS edition for Spanish-speaking participants from NOCs, was launched this year. This is a special programme offered by the INEFC (Institut Nacional d'Educació Física de Catalunya) and the Spanish NOC. The modules for this programme will be hosted by the Mexican NOC and PASO in Mexico City, by the Spanish NOC in Madrid and by the INEFC in Barcelona. The programme will culminate at the Olympic Museum in Lausanne. Twenty-six participants have been accepted and will begin the course in Mexico City in March 2006.

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 Budget: US\$ 500,000



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

© Jan N. Kossen

Scholarships granted by continent

Continent	Participating NOCs	Scholarships granted									Total
		MEMOS IX			MMOS			MEMOS (español)			
		M	W	Total	M	W	Total	M	W	Total	
Africa	19	3	1	4	7	6	13	2	-	2	19
America	24	6	2	8	-	1	1	17	3	20	29
Asia	7	5	2	7	-	-	-	-	-	-	7
Europe	11	3	4	7	-	-	-	3	1	4	11
Oceania	1	-	1	1	-	-	-	-	-	-	1
Total	62	17	10	27	7	7	14	22	4	26	67

Project topics of MEMOS VIII graduates

NOC	Projects
ANT	Arden WILLIAMS – How to enhance NOC cooperation with the National Sports Federations through E-Management in Antigua and Barbuda.
BLR	Natalia KOTLIAROVA – Strategy to improve involvement of sponsors in the NOC projects.
CMR	David OJONG – Participation of the CNOSC in sports development in Cameroon: How to bring together the different partners in the sports movement and involve our potential partners in the organisation of the National Games in 2007.
CRC	Henry NUNEZ NAJERA – Strategic plan and scholarship programme for the elite athletes in Costa Rica.
CRO	Maja INDIC – Croatian Olympic Committee strategic and operational sponsorship policy.
FRA	Rosemary PAUL CHOPIN – Towards new governance of the European sports movement: strategy to bring about change in the relationship between ENGSO and COE.
GBR	Mark CLARK – Development of a strategic plan for the NOC of Iraq for the 2005–2008 quadrennial. Scott McCARTHY – British Judo Association: creating a commercial division.
GUA	Mario RODRÍGUEZ GUTIERREZ – Sport marketing as a financial tool in developing programmes for high performance athletes.
HAI	Kesner PHAREL – Establishment of solid sports infrastructures in Haiti, by means of a funding plan for a pilot installation.
INA	Abdul RAUF – Designing and creating a strategic plan for the NOC of Indonesia.
IRQ	Tiras Odisho ANWAYA – Managing change with the NOC in Iraq.
JOR	Abdul Ghani TABBALAT – Creating a strategic plan for the Jordan Olympic Committee.
LTU	Mindaugas POKAS – Developing a strategy for the recruitment and mobilisation of volunteers for the Lithuanian National Sport Federations.
MEX	Horatio DE LA VEGA FLORES – High performance student / athletes programme in Mexico's media and higher education.
MOZ	Penalva CÉZAR – Strategic analysis for the elite sports development system in Mozambique.
NED	Jan KOSSEN – National Sport Federations and their economic future.
PHI	Marilou Farnacio CANTANCIO – Evaluation of the state of communication in the Philippines Olympic Committee.
POR	Paulo FRISCHKNECHT – Empowering Olympic athletes in managerial functions in Portugal's Sport Governing Bodies.
PUR	Ramón Luis ÁLVAREZ FELICIANO – Measuring global performance in an organisation: the case of the Puerto Rico Olympic Sports School.
RSA	Sundrasagren REDDY – A national governing structure for sport in South Africa.
SAM	Tupuola Vaa POTOI – Developing a sponsorship plan for the South Pacific Games Authority for the preparation, management and conduct of the 2007 South Pacific Games in Samoa.
SWZ	Zombodze Robert MAGAGULA – The management of the strategic alliance between the Swaziland Olympic and Commonwealth Games Association and the Sports Council.
UZB	Malik BABAIEV – Development of a strategic plan for the Uzbekistan NOC.
ZIM	Robert MUTSAUKI – A framework of conflict resolution in Zimbabwe.



▲ Presentation given as part of MEMOS VIII training at the Portuguese NOC Headquarters

▼ Visit to the "Olympic Preparation Centre of Rio Maior" (Portugal) as part of MEMOS VIII training



NOC Exchange and Regional Forums

Promising start for NOC internships

Sixty-nine NOCs took advantage of NOC exchange opportunities this year through a variety of “à la carte” initiatives coming both from “Coach” NOCs and “Coachee” NOCs. Nineteen exchanges took place, including an Olympic Public Relations Association workshop hosted by the United States NOC, an exchange on management among the NOCs of the Former Soviet Republics hosted by the Kazakhstan NOC, a seminar on the management of high-level training centres hosted by the Ecuador NOC and an exchange on the national sports system of Germany. Several individual proposals were also received from NOCs in areas such as office management, development of marketing plans and management of Olympic Solidarity programmes.

A pilot programme of NOC internships was also successfully launched this year with the support of the NOCs of Australia, Belgium, Great Britain, New Zealand and the United States. Applications from 29 NOCs were received for the five internships offered. Participants from the following NOCs were selected for one of these internships of up to three months’ duration: Brunei Darussalam, Guatemala, Iraq, Malaysia and Tunisia. If the evaluation of the pilot programme is positive, Olympic Solidarity hopes to increase the number of internship opportunities in 2006.

Ensuring that NOCs are well informed about the Olympic Solidarity programmes offered during the 2005–2008 quadrennial was one of the key objectives this year. A total of 11 regional forums were organised in collaboration with the respective Continental Associations and host NOCs in the following locations: Johannesburg, Dakar, Nairobi, Douala, Ashgabat, Beirut, Ho Chi Minh City, Ulaanbaatar, New Delhi, Tirana and Auckland.

NOC Exchange and Regional Forums by continent

Continent	NOCs that participated in an exchange	Regional Forums
Africa	26	4
America	19	–
Asia	8	5
Europe	11	1
Oceania	5	1
Total	69	11

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

2005 Budget: US\$ 1,000,000



▲
The United States NOC welcomes the participants to the workshop of the Olympic Public Relations Association

▲
The NOCs of the Former Soviet Republics gather in Kazakhstan for a discussion on sports management



◀ Olympic Day Run in the British Virgin Islands
© IOC

Relentlessly promoting Olympic ideals and values



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.

The seven programmes proposed to 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 the Olympic ideal, according to their need, individual situation and culture.

These programmes have become familiar to the NOCs, as shown by the increase in the number of individual requests received this year compared to the previous quadrennial plan. 2005 was a busy year, particularly due to the launch of a new cycle of regional seminars within the Women and Sport and Sport and Environment programmes, the World Conference on Sport and the Environment in Nairobi and the two main sessions of the International Olympic Academy organised in Olympia for NOC and National Olympic Association (NOA) delegates. Numerous NOC representatives took part in the above activities, which enabled them to update and increase their knowledge in these fields and encouraged them to implement activities in their respective countries.

Sports Medicine

In the care of the IOC Medical Commission

This programme covers several areas that have been defined with the IOC Medical Commission. The primary aspect of this programme remains the sports medicine courses organised for the benefit of the NOCs. These are conducted by the IOC Medical Commission and aim to educate doctors, physiotherapists, trainers and coaches through practical and scientific training in sports medicine.

Launched by the IOC Medical Commission, a budget was allocated for individual educational scholarships to help recently qualified doctors and/or physiotherapists to specialise in sports medicine. Very few requests were received in 2005 and this programme will therefore be subject to a mid-plan review.

Olympic Solidarity covers the purchase and distribution costs of the new publications of the IOC Medical Commission which are circulated to the NOCs in addition to their annual subscription to the Sportsmed newsletter, available via the NOC Extranet. This year, Olympic Solidarity covered the purchase and distribution costs of the encyclopaedia entitled "The Endocrine system in Sport and Exercise".

Additionally, Olympic Solidarity has allocated a sum of US\$ 10,000 per year to each of the five Medical Commission continental representatives to assist with the meeting and administrative costs linked to the sports medicine courses.

Courses and educational scholarships by continent

Continent	Participating NOCs	Sports medicine courses	Educational scholarships
Africa	9 ALG, CAF, CIV, CMR, COD, MAW, NGR, SEN, STP	8	1
America	7 BAR, BIZ, DOM, ESA, GUA, PER, TRI	6	2
Asia	3 MAS, PAK, TPE	3	-
Europe	9 AUT, BLR, CYP, GEO, HUN, LAT, MDA, MLT, SVK	9	-
Oceania	-	-	-
Total	28	26	3

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

2005 Budget: US\$ 675,000



National conference on sport, health and smoking in Tunisia

Sport and the Environment

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

2005 Budget: US\$ 280,000

Growing awareness for all NOCs

As in the past, this programme revolves around two main types of activity. This year, Olympic Solidarity helped the invited NOC delegates to participate in two regional seminars organised by the IOC, the first for Central Asian NOCs and the second for English-speaking African NOCs. The objective of these seminars was to discuss and share information, review the global and regional situation in this field and to define new activities to be developed. In addition, the IOC organised the VI World Conference on Sport and Environment in Nairobi, Kenya. The theme of this conference, organised in partnership with the United Nations Environment Programme (UNEP), was "Sport, peace and environment". Olympic Solidarity offered financial assistance to a total of 45 NOCs (10 per continent and 5 for Oceania) to cover transport and accommodation costs. In the end, 36 NOCs participated. The second activity within this programme is aimed at helping NOCs to launch initiatives at national level. Olympic Solidarity noticed a progression in the quality and diversity of initiatives being organised by NOCs, and more NOCs are collaborating with their governments on joint ventures.

IOC Regional Seminars

Place	Dates	Participating NOCs
Dubai, United Arab Emirates	19-20.04.05	AFG, BRN, IND, IRI, JOR, KAZ, KSA, LIB, MDV, OAT, SRI, TJK, UAE, UZB
Lusaka, Zambia	22-24.07.05	BOT, EGY, ERI, ETH, GAB, GAM, GHA, KEN, LBR, LES, MOZ, MRI, NAM, NGR, RSA, SEY, SOM, SUD, SWZ, TAN, UGA, ZAM, ZIM

VI World Conference on Sport and Environment in Nairobi

Continent	Participating NOCs	
Africa	10	BDI, CAF, GHA, MAD, MAR, MLI, SEY, STP, TOG, ZAM
America	10	BAR, COL, CRC, GUY, HAI, HON, ISV, MEX, TRI, URU
Asia	6	BAN, INA, IRI, JPN, SYR, THA
Europe	7	AZE, FRA, ISR, LTU, SVK, SWE, UKR
Oceania	3	ASA, COK, FSM
Total	36	

Individual NOC initiatives

Continent	Accepted	
Africa	7	BUR, CGO, MAW, MLI, STP, TAN, TUN
America	2	ARG, ECU
Asia	1	IRQ
Europe	3	ARM, EST, MKD
Oceania	-	-
Total	13	



▲ "Environment Day" in Tanga, Tanzania



The emblem of the IOC Sport and Environment Commission

Women and Sport

Encouraging increase in women's involvement

A new cycle of IOC regional seminars on Women and Sport began this year, the first for NOCs of Oceania and the second for Southern European NOCs, for which Olympic Solidarity supported the participation of NOC delegates. By attending these seminars, the participants obtained the latest information on the global and regional situation of the women's sport movement and were able to review the progress made since the last cycle of seminars.

In addition, Olympic Solidarity continues to receive project proposals from NOCs wishing to implement specific actions aimed at encouraging and reinforcing women's participation in their sports community. The number of individual initiatives received proves that this programme's objective has been well understood and Olympic Solidarity has noticed that more and more NOCs have clear strategic plans in this field. Various activities such as national seminars, workshops and awareness campaigns, have been organised by the NOCs and funded by Olympic Solidarity.

IOC regional seminars

Place	Dates	Participating NOCs
Auckland, New Zealand	29.06-02.07.05	ASA, AUS, COK, FIJ, FSM, KIR, NRU, NZL, PLW, PNG, SAM, SOL, TGA, VAN
Istanbul, Turkey	27-29.10.05	ALB, AND, BIH, CRO, CYP, ESP, FRA, GRE, ISR, ITA, MLT, POR, SCG, TUR

Individual NOC initiatives

Continent	Accepted	
Africa	6	BDI, CIV, KEN, MAW, TUN, ZIM
America	6	BAR, COL, DMA, DOM, ECU, PAR
Asia	4	IRQ, PHI, PRK, UZB
Europe	9	ARM, CZE, ESP, EST, FRA, LAT, MDA, ROM, SCG
Oceania	3	AUS, COK, VAN
Total	28	

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 Budget: US\$ 275,000



Golf training by Vilnis Baltins for the participants in the "I want it, I can do it, I do it" project in Latvia

Speech by Nawal El Moutawakel, IOC member, during the Women and Sport Symposium in Tunisia

Sport for All

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

2005 Budget: US\$ 450,000

A programme that brings people together

The main activity within this programme is the traditional Olympic Day Run, and the number of NOCs that organise it remains constant each year. On presentation of a detailed report, each NOC received a subsidy of US\$ 1,500 from Olympic Solidarity, plus either US\$ 1,000 or US\$ 2,500 (depending on the number of participants) from McDonalds.

For the individual initiatives section of the programme, the NOCs submitted a high number of requests for a wide and varied range of activities, such as courses on physical activities and aging, fair-play festivals, festivals for children and teenagers and activities to bring sport to the work place. This programme remains very popular among the NOCs.

Individual NOC initiatives

Continent	Accepted	
Africa	5	ALG, BUR, GHA, LBR, ZIM
America	8	ANT, ARG, ECU (2), ESA, HAI, PAR, PUR
Asia	1	MGL
Europe	5	DEN, EST, LAT, ROM, SLO
Oceania	1	COK
Total	20	

Olympic Day Run 2005

Continent	NOCs which said they were staging a race	NOCs which submitted a report and received financial assistance
Africa	41	36
America	35	32
Asia	34	26
Europe	40	37
Oceania	12	10
Total	162	141



Young prize-winners in the "Five rings, five races" contest, organised by the NOC of Mongolia



"Children and sport for peace", an activity organised by the Haiti NOC with the support of UNICEF

International Olympic Academy

Sessions broadcast live on the Internet

As part of its continuing collaboration with the International Olympic Academy (IOA), Olympic Solidarity gave financial assistance to NOCs wishing to send delegates to the two main sessions organised by the IOA in 2005, i.e. the 8th Session for Directors of National Olympic Academies (NOAs) and the 45th International Session for Young Participants. Designed to offer an introduction to the Olympic Movement, the 45th International Session took place from 27 July to 11 August 2005. Focusing on the theme of "Olympism", it looked especially at "The Olympic and Paralympic Games of Athens 2004". For this session, Olympic Solidarity paid 50% of the airfare for one male and/or one female participant per NOC, in addition to their accommodation costs paid directly to the Academy. The 8th Session for Directors of NOAs was held from 18 to 25 April and looked particularly at the theme of "National Olympic Academies: Structure, Objectives and Operation". Olympic Solidarity covered the airfare of one representative from each NOA. A total of 100 delegates participated in the Session for NOAs and 220 delegates in the Session for Young Participants.

These two sessions were transmitted live on the Internet site www.ioa-sessions.org so that students from all over the world could follow and discuss the debates interactively. Olympic Solidarity covered the costs of these broadcasts. As in the past, Olympic Solidarity also paid for the translation of IOA documents and publications.

IOA Annual Sessions

Continent	8th International Session for Directors of NOAs	45th International Session for Young Participants
NOCs which benefited from Olympic Solidarity support		
Africa	15	12
America	12	18
Asia	8	23
Europe	10	37
Oceania	2	2
Total	47	92

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 Budget: US\$ 500,000



The palaestra: Ancient Olympia ▲

© IOC/Jean-Jacques Strahm

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 Budget: US\$ 600,000

Young generations at the forefront

Launched at the start of the 2001–2004 quadrennial plan, the “Culture and Education” programme has become increasingly popular among the NOCs. Olympic Solidarity has noted a 20% increase in NOC requests having been accepted, and an overall increase in the quality of requests being submitted. Mainly targeting young people, the types of activities organised by NOCs are Olympic Education radio and television broadcasts, production of videos, books and other material for distribution in schools and the establishment of Olympic clubs for children.

Olympic Solidarity also agreed to help pay some of the costs of NOCs wishing to organise the IOC Contest on Olympic Sport and Literature.

Individual NOC initiatives

Continent		Accepted
Africa	9	BDI, BUR, CAF, CGO, CMR, GHA, SEY, TUN, ZIM
America	11	ARU, BAR, CAN, DMA, DOM, ESA, HON, PAR, TRI, URU, VIN
Asia	4	HKG, IRI, KOR, MGL
Europe	9	ARM, AZE (2), BEL, CZE, GER, MKD, POL, UKR
Oceania	4	AUS (2), FSM, NZL
Total	37	



Contest and national exhibition “Painting and Olympic Values”, organised by the NOC of Paraguay



Distribution of the “Olympic Manual for pupils” in Armenia

NOC Legacy

Preserving the past to look to the future

Olympic Solidarity created this programme for the 2001–2004 quadrennial plan, a period during which the NOCs showed growing interest in this field.

The results for this first year of the new quadrennial plan prove that, as the number of requests accepted so far is 39% higher than in 2004, the objective of this programme has been achieved. Some of the requests received from the NOCs were for specific professional training, research, collecting material, preparing videos and the purchase of publications. Olympic Solidarity has noticed that more and more NOCs are putting in place educational services with the creation of museums or libraries which they open to the general public.

This year, Olympic Solidarity received requests from NOCs that have not requested assistance in the past but are now wishing to start new projects, as well as from NOCs that have previously benefited from this programme and are requesting more assistance to continue their programmes or to improve existing areas.

Individual NOC initiatives

Continent		Accepted
Africa	5	BUR, CGO, CMR, MLI, TUN
America	6	ARG, BRA, ECU, LCA, PUR, URU
Asia	3	MGL, PLE, VIE
Europe	16	ALB, ARM, BEL, ESP, EST, GBR, GRE, ISL (2), MDA, MKD, MLT, NED, SMR, SVK, UKR
Oceania	4	COK, FIJ, NZL, PLW
Total	34	

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

2005 Budget: US\$ 500,000



Inauguration of the monument dedicated to Zoltan Imrich Halmaj, the famous Slovakian Olympian



Solid foundations





◀ 4th East Asian Games opening ceremony, 2005, Macau, People's Republic of China
© Getty Images /China Photos

Each Continental Association in charge of its own action plans



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. 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 in 2005, taking into account the specific characteristics of each continent.



ANOCA

Association of National Olympic Committees of Africa

President: Intendant Général Lassana PALENFO

Secretary General: Mr Gustavo Dias VAZ DA CONCEICÃO



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 Mario PESCANTE

Secretary General: Mr Patrick Joseph HICKEY



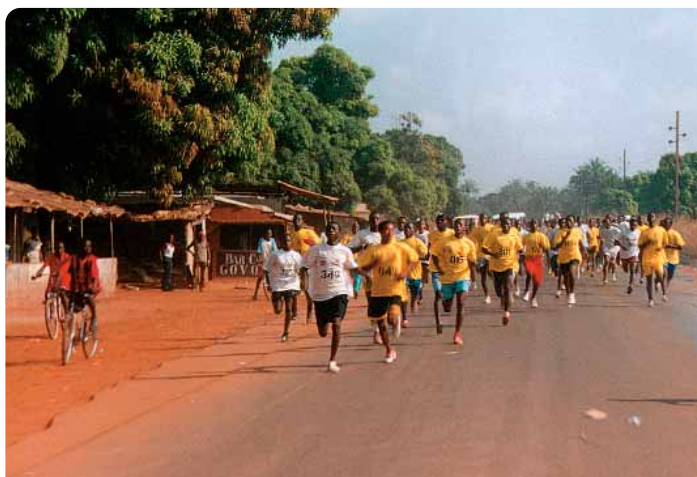
ONOC

Oceania National Olympic Committees

President: Mr Richard Kevan GOSPER

Secretary General: Dr Robin MITCHELL

▶
Half-marathon in Kamsar,
Guinea





◀ Nadjina Kaltouma of Chad, Olympic scholarship holder, waiting for the results after the women's 400 m event – Games of the XXVIII Olympiad in Athens

© Getty Images/Mark Dadswell

Association of National Olympic Committees of Africa (ANOCA)



African NOCs set out their main action priorities

In order to explain the different facets of Olympic Solidarity's 2005–2008 quadrennial plan, ANOCA and Olympic Solidarity organised seminars for NOC Secretaries General and Executive Directors in April and May 2005 in Douala (Cameroon) and Dakar (Senegal) for French-speaking countries, and in Johannesburg (South Africa) and Nairobi (Kenya) for English-speaking countries. These meetings were hugely successful thanks to the relevance, quality and depth of the participants' contributions.

ANOCA was also invited to attend various events in 2005. It was represented at the inauguration of the African office of the World Anti-Doping Agency (WADA) in Cape Town (South Africa) from 13 to 15 August, the PASO General Assembly in Rio de Janeiro (Brazil) from 25 to 27 August, the meeting of the Olympic Solidarity offices in Mexico City (Mexico) on 29 and 30 September and the World Conference on Sport and Environment in Nairobi (Kenya) from 9 to 11 November.

However, the main event of the year was the Forum on Sport and Olympism in Africa, held in Tunis (Tunisia) from 21 to 24 November 2005. The Forum was attended by around 250 people, primarily IOC members and representatives of the 53 African NOCs, IFs and WADA. It was followed, on 25 and 26 November, by the Seminar for Secretaries General of the African NOCs, an Extraordinary General Assembly of ANOCA and a meeting of the Olympafrica Foundation. The purpose of this information forum was to conduct an exhaustive assessment of African sport and to map out the main priorities for future action. It led to the recommendation that a four-year programme for sports development and Olympism in Africa should be drawn up, setting out the following objectives:

- to restructure the ANOCA administration, recruit staff as planned, adapt the ANOCA offices accordingly and establish effective administration in all African NOCs;
- to organise ANOCA Games of the Zones for under-20s from 2006 onwards, with a basic programme comprising athletics, four other individual sports and one team sport;

- to use the Games of the Zones to develop a young talent identification policy;
- to promote a sports infrastructure adaptation programme in collaboration with governments, the IOC, Olympic IFs, international organisations and various sponsors;
- to work together with the Olympic IFs, African sports confederations and Olympic Solidarity on the creation, administration and funding of high-level training centres;
- to support programmes for the promotion of women through and in sport, as well as sports activities for the disabled;
- to establish a record of African sport by creating archives, a documentation centre and a database for ANOCA and all the African NOCs;
- to ensure effective dissemination of information through the systematic use of information and communication technologies;
- to cooperate transparently with governments and the national and international sports movement without ever compromising the independence of the Olympic Movement, governed by the provisions of the Olympic Charter;
- to organise marketing training sessions for African NOCs;
- to use the criteria of ability, reliability and rigour as the bases for African candidatures for administrative posts and positions in the committees and working groups of the international sports movement;
- to develop Olympic education within the NOCs by creating and running NOAs and setting up a continental Olympic academy;
- to select a group of African cities capable of hosting the Olympic Games in Africa, either on their own or jointly with other cities;
- to discuss with the Supreme Council for Sport in Africa (SCSA) the organisation, development and ownership of the All Africa Games;
- to promote the technical knowledge of the public and the media by organising regular seminars on sport, including in journalism institutes;
- to improve ANOCA's communication strategy by creating an appropriate committee and having sufficient means for action;
- to appoint a steering group within the ANOCA Executive Committee, responsible for following up actions required for the implementation of the above forum's proposals.

ANOCA also organised numerous activities in 2005 as part of its efforts to develop sport in Africa. However, much remains to be done in order to achieve the objectives laid down. ANOCA is nonetheless convinced that the will, faith and determination shown by the men and women who devote themselves to promoting sport will enable them to find the strength and the means necessary to preserve and develop the values of Olympism in Africa.

In 2005, the total budget allocated for ANOCA programmes was **US\$ 4,365,000**. At ANOCA's request, and pending the creation of the necessary structures at the organisation's headquarters, part of this budget was managed by Olympic Solidarity.

Administration

This budget covers the running costs of the ANOCA headquarters in Yaoundé, as well as the mission and travel costs of its members.

2005 Budget: US\$ 560,000

Meetings

The 30th Ordinary Session of the Executive Committee and the 11th Ordinary Session of the ANOCA General Assembly were held in Accra (Ghana) on 14 and 15 June and 17 and 18 June 2005 respectively. The Executive Committee made recommendations concerning ANOCA's objectives at the start of the new 2005–2008 Olympiad, while the General Assembly did not manage to discuss all the items on its agenda.

In July 2005, a new Executive Committee was appointed. The handing over of office took place at the ANOCA headquarters in Yaoundé (Cameroon) on 29 July. This event was followed by the first meeting of the new Executive Committee, during which the work plans for the second part of 2005 and for 2006 were adopted.

Initially due to be held in Blantyre (Malawi), the Seminar for Secretaries General of the African NOCs took place in Tunis on 25 November, following the Forum on Sport and Olympism. The Secretaries General immediately implemented one of the Forum's recommendations concerning the organisation of the ANOCA Games of the Zones from 2006 onwards. The various reports on the Games of the seven ANOCA development zones were presented. In order to avoid disrupting the education of young participants, the organisers of these events will have to take into account the school programmes of the zones concerned. The Olympic Solidarity representatives who were present, after recalling the principal aims of the 2005–2008 quadrennial plan and the distribution of the global budget, summarised the main activities already carried out in 2005 and drew the NOCs' attention to the importance of their involvement for the success of the plan.

An Extraordinary General Assembly was also held on 25 November. The main items on the agenda were the report on the work of the new ANOCA Executive Committee, the coopting of a woman to the Executive Committee and the choice of headquarters in view of the current situation in Yaoundé. At the end of the debates, Térésa Quarta (Angola), a former member of the ANOCA Legal Committee and a trained lawyer, was coopted as a member of the ANOCA Executive Committee for a term lasting until the end of the 2005–2008 quadrennial plan.

2005 Budget: US\$ 692,500



▲ Competitions organised for Olympic Day in Mauritania

▼ Tunisian NOC stand with books on sport and physical education at the Book Fair



Olympafrica Projects

Following the death of its Executive Director and a decision by the Executive Committee, an audit of the Olympafrica Foundation was conducted in March 2005 by a delegation of three Executive Committee members, chaired by ANOCA Vice-President Berraf Mustapha. An exhaustive assessment was carried out, at the end of which a new managing body was appointed, led by Thierno Diack.

The situation of the Foundation six months after this new managing body was appointed was examined at the end of the Forum on Sport and Olympism in Tunis. Several points were raised, highlighting a lack of common identity (very diverse projects, difficulties for NOCs to balance the budgets of their projects, excessive construction times and ill-equipped centres). In order to overcome these problems, a new concept was defined, laying down clear objectives, reasonable budgets, new terms of reference, a new procedural handbook and clearly defined construction deadlines. ANOCA hopes that the Foundation can thus be put back on the right track.

2005 Budget: US\$ 375,000



Continental and Regional Games

In anticipation of the All Africa Games and the Afro-Asian Games to be held in 2007, an Evaluation Committee comprising four ANOCA members and chaired by the former General Treasurer, Abdoulie Badara Dandeh Njie, travelled to New Delhi (India) in February and to Algiers (Algeria) in March in order to assess the work carried out at the previous Afro-Asian Games in Hyderabad in 2003 and to discuss the organisation of these Games with the Algerian authorities. The Committee visited the infrastructures and venues chosen to host the various competitions and met the government authorities concerned.

The infrastructures selected to host these Continental Games were renovated for the Pan-Arab Games in September 2004. However, new facilities will be built in order to complete the infrastructure needed for the next Afro-Asian Games. It should also be noted that a joint meeting on the 2007 All Africa Games, organised by the SCSA, was held in Algiers on 27 and 28 November 2005.

The budget for this programme will be opened in 2007.

▲
Athletes from Côte d'Ivoire who benefited from the world programme "Continental and Regional Games – NOC preparation" through their NOC

Continental activities

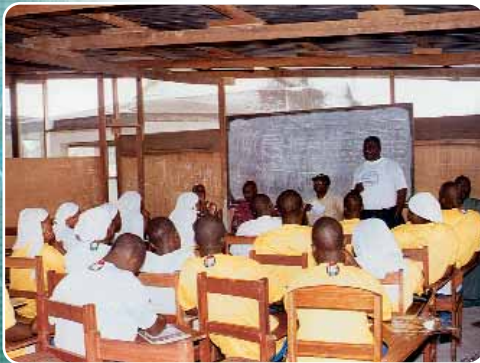
No activities were carried out this year in the fields of marketing, the fight against doping, Olympic education or humanitarian aid.

2005 Budget : US\$ 87,500 (postponed to 2006)

NOC activities

This programme, which aims to offer a fixed annual sum of US\$ 50,000 to each NOC for the development of its main activities, was managed by Olympic Solidarity on ANOCA's behalf. Of the 53 African NOCs, 41 submitted a complete or partial activities programme in 2005.

NOC	Type of activities carried out
ALG	-
ANG	-
BDI	NOC initiatives as part of the "Peace and Development" project; participation in forums, courses, seminars and congresses; participation in national, regional and international competitions; assistance for athletes; programme management.
BEN	21st Session of the NOA; renovation of the NOC headquarters; assistance for national federations; support for activities of the Women and Sport Commission.
BOT	Strategic plan workshop, marketing seminar, seminar with national federations.
BUR	Assistance to national federations for the organisation of national championships, sports equipment for some national federations, publication of an NOC brochure.
CAF	Preparation of various competitions through the national federations and NOA activities; air tickets for the NOC President to attend the international conference on sport and tourism in Tunisia and to accompany the national basketball team.
CGO	Assistance for national federations (athletics, men's basketball, fencing, swimming, women's handball, judo); seminar for sports journalists; equipment for NOC meeting rooms.
CHA	-
CIV	National federation activities, NOC commission activities, support for the running of the NOC office and equipment.
CMR	Travel of NOC officials, Olympic education, creation of NOC regional offices, NOC commission activities, assistance for high-level athletes.
COD	Seminar on Olympism, organisation of multi-disciplinary inter-school tournaments, initiation of young people in various sports, training seminars for legal experts responsible for teaching others about the Court of Arbitration for Sport, equipment and creation of offices for the National Olympians Committee.
COM	-
CPV	Sports equipment for national federations and schools; organisation of local competitions; participation of national teams in different competitions; participation in congresses, General Assemblies and other seminars; participation of youngsters in the IAO session.
DJI	-
EGY	-
ERI	-



▲
Liberian initiative to set up Olympic clubs in schools

(cont.)

NOC	Type of activities carried out
ETH	Participation of a national youth team in the 7th All Africa Youth Championships in Addis Ababa (Ethiopia).
GAB	Participation of a national team in the inaugural Islamic Solidarity Games in Jeddah (Saudi Arabia).
GAM	Organisation of a sports event to celebrate 1 May, assistance for national federations, sport and environment activities, activities to promote sport and culture, organisation of meetings/conferences/seminars, development of the NOC Internet site.
GBS	–
GEQ	Support for the Olympafrica centre, support for the organisation of the first National Games, additional support for the functioning of the NOC office and organisation of administration courses.
GHA	Seminar for journalists, athletes' camp, assistance for one athlete, Olympic education programme in schools and assistance for national federations.
GUI	2nd National Women and Sport Day, national half-marathon, national training course for sports journalists, creation of an NOC newsletter.
KEN	–
LBA	–
LBR	Organisation of Olympic clubs in secondary schools, symposium on the Olympic Movement, advice for athletes, sport and environment, athlete support programme.
LES	Reimbursement of expenses for the organisation of NOC meetings.
MAD	Information seminars in the provinces of Madagascar, purchase of sports equipment, seminars for technical directors of leagues and clubs, assistance for national federations with the organisation of local competitions, identification of young talent, participation in national and international competitions.
MAR	Purchase of sports equipment.
MAW	Meetings of the Executive Board and Committee, national sports competitions, purchase of sports equipment, administrative subsidy for members, General Assembly.
MLI	Restructuring of school and university sport in collaboration with UNESCO and UNICEF; project to help street children using education through sport; activities in the Olympafrica centres (conferences, competitions, publications, etc.) within the framework of the International Year of Sport and Physical Education; seminar on sport, voluntary work and development, assistance with reconstruction of the NOC headquarters.
MOZ	Support for athletes' participation in international competitions, expenses of the Olympafrica centre in Boane.
MRI	NOA, sport for all, assistance for national federations.
MTN	Different activities linked to the Olympic Days (conferences, competitions, etc.), purchase of trophies and sports equipment, participation of NOC officials in various activities and meetings.
NAM	Assistance for member federations' participation in national and international sports events (travel, accommodation, venue hire and visas).
NGR	Participation of national team in the World Table Tennis Championships in Shanghai (People's Republic of China).
NIG	Protection of the boundary of the Olympafrica centre, participation of the Niger team in the Islamic Solidarity Games, equipment for athletes participating in these Games.
RSA	–
RWA	Institutional reinforcement, support for national federations, strengthening of commissions' activities.
SEN	Organisation of an Olympic weekend as part of the International Year of Sport and Olympic Education, assistance for national federations, purchase of trophies and medals, help for regional committees and NOAs.
SEY	Purchase of sports equipment for national federations and NOAs, as well as office equipment.
SLE	Purchase of sports equipment.



Activities organised by the NOC of Togo on the theme of the social rehabilitation of disabled people by means of sports-related professions

(cont.)

NOC	Type of activities carried out
SOM	–
STP	Subsidies to national federations and NOA, support for athletes before the Olympic Games, purchase of sports equipment, etc.
SUD	Support for national federations' organisation of national championships; continuing collaboration with different physical education institutes in relation to the preparation of a university and school sports curriculum; in Khartoum, project to launch a national scheme for schools in different states; training courses for sports administrators, completion of the new NOA and administration building.
SWZ	NOC administration and meetings, special programmes (youth, AIDS, etc.), meeting between the NOC and the National Sports Council aimed at making the most of their collaboration and implementing joint projects.
TAN	Administration training course, General Assembly, training of a team in preparation for the Commonwealth Games, Karatu Sports Festival.
TOG	2nd edition of the "Be a Champion of the Environment" project, activities for disabled athletes during school holidays.
TUN	Training courses for judges and referees in judo, gymnastics and handball, seminars for sports administrators, purchase of sports equipment.
UGA	Contribution to the purchase of synthetic pitches for the national hockey association.
ZAM	Participation in qualifying tournaments, equipment, preparatory work for the young talent identification programme, meetings of the General Assembly and Technical Committee, educational forums, NOC audit costs, etc.
ZIM	Workshop for the review of the strategic plan, forum, Elective General Assembly, meetings of the Executive Board and NOC commissions, meeting of stakeholders in Bulawayo, conference for national coaches, workshop for sports journalists, support for athletes during international competitions.

2005 Budget: US\$ 2,650,000

Report by [Intendant Général Lassana Palenfo](#), President

▲ National junior team players from Burundi under the scrutiny of expert Peter Schnitter during a technical course for coaches in Bujumbura

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





◀
Hobie-16 sailing event – XIV Pan American Games 2003, Santo Domingo, Dominican Republic
© Getty Images/Donald Miralle

Pan American Sports Organisation (PASO)



Huge efforts made for member NOCs

In America, in this first year of the 2005–2008 quadrennial period, PASO has closely followed the instructions of the Olympic Solidarity Commission and has been able to safeguard and increase the activities of its member NOCs.

Priority and systematic attention has been given to the Continental Association's responsibilities within the decentralisation process, the use of the world programmes in place, the fine-tuning and development of the continental programmes and increasing support to the NOCs for the preparation of their athletes ahead of the main competitions in the present Olympic cycle.

The XLIII PASO General Assembly, held last August in Rio de Janeiro (Brasil), host city of the XV Pan-American Games in 2007, carried out a thorough, critical assessment of the implementation of the Olympic Solidarity world and continental programmes for 2005, with a view to achieving greater efficiency in meeting their objectives and using the financial resources assigned for each scheduled activity.

PASO is very positive about the decisions taken by the Olympic Solidarity Commission for the 2005–2008 period, in which the positive trend towards decentralisation is reaffirmed, with the objective of providing ever greater support to the NOCs. Among these decisions, the following are particularly important: the increase in financial assistance to the NOCs (of US\$ 10,000 for the NOC activities programme and of US\$ 5,000 for the administrative subsidy); the decision to keep the world programmes at the same level as in the previous quadrennial; the provision of a subsidy to the American NOCs participating in the 2006 Olympic Winter Games in Turin equivalent to that for the Games in Athens; and the continuing enhancement of procedures designed to make access to both the world and continental programmes easier, faster and more effective.

The cooperation between the Olympic Solidarity office in Lausanne and the Coordinating Office for the Pan-American Olympic Solidarity Programme has allowed work to take place on a more coordinated basis, with the result that the NOCs have enjoyed greater benefits. The decentralisation of funding, together with the special activities initiated and financed by PASO, have enabled the 42 member NOCs to implement the Pan-American Olympic Solidarity programmes on the basis of a genuine spirit of solidarity.

In 2005, PASO has continued and consolidated the implementation of the Olympic Solidarity continental programmes, which have seen better results than in previous years. In general, the programmes linked to PASO administration, continental meetings and continental activities have been implemented in line with the objectives laid down and the approved annual budgets. The various activities carried out have been evaluated regularly, achieving favourable results in all cases.

The results achieved by the PASO member NOCs at the Games of the XXVIII Olympiad in Athens were superior to those achieved at the Games in Sydney. It could be argued that one of the reasons for such an improvement is the positive impact of the Olympic Solidarity programmes, particularly those linked to the preparation of athletes and coaches, the Olympic scholarships for athletes and the increase in financial assistance to the NOCs.

The major effort which PASO makes during each quadrennial period to improve, develop and equip the human resources from a technical point of view is unprecedented in America, and would perhaps be useful for other continents to study. More than 6,000 technical staff from 35 sports in the 42 PASO member NOCs benefited from technical training. The results of the American countries at the Pan-American Games in Rio de Janeiro in 2007 and the Olympic Games in Beijing in 2008 should show more clearly the positive influence of this huge improvement drive.

As well as analysing the progress made during the preceding period, the XLIII PASO General Assembly defined the aims and objectives for 2006, which include continuing the programme of courses and seminars which PASO has been developing for the past four years; the implementation of a special support programme for the 20 American NOCs which are least developed in sporting terms; increased financial assistance to the NOCs, in addition to the funds from Olympic Solidarity, using the revenues generated by PASO; strengthening of the organisational structure to cope with the diversity and complexity of the Olympic Solidarity programmes and activities organised by the NOCs; and the creation of a continental network of specialised high-level training centres.

In short, we can affirm that, for America, 2005 has seen a consolidation of the positive trend towards accomplishing all the Olympic Solidarity activities, both world and continental. The PASO member NOCs have received more benefits and greater support than ever before. The budget approved for the year has been put to excellent use.

PASO managed all of the continental programmes and their funding with a budget of **US\$ 3,915,000** in 2005.

Administration

The subsidy granted by Olympic Solidarity was used to fund staff salaries, basic services and the administrative activities of the PASO office.

2005 Budget : US\$ 400,000

Continental meetings

This programme assisted with the organisation of the PASO General Assembly, as well as meetings of the Executive Committee, PASO commissions and working groups. The basic objective of these various meetings was to prepare for the XV Pan American Games, which are due to be held in Rio de Janeiro from 12 to 29 July 2007. The XLIII PASO General Assembly also provided an opportunity to assess the Olympic Solidarity programmes, both world and continental, and to implement the programmes for the 2005–2008 period.

2005 Budget : US\$ 300,000

Continental activities

The budget for this programme was invested in two specific projects: the programme of technical courses and high-level seminars, which is in its fourth year of implementation, and the special assistance programme for the 20 NOCs that are least developed in sporting terms.

Implementation of the special programme approved by PASO for the 20 NOCs which are least developed in sporting terms began in 2005. In April and May, high-level specialists were sent to perform a diagnostic study in each country covered by the programme. Once the study was concluded, the implementation process was relatively slow, as the programme's financial procedures, activities and monitoring methods were not sufficiently clear. In December, Mexico and Puerto Rico initially began to welcome representatives of these 20 countries in order to raise the level of their athletes, develop the qualifications of their staff and expand the options open to them in sporting terms. PASO has stressed the need to make the programme more flexible, whilst ensuring that everything takes place with respect for the general concept that was originally approved, that projects are clear and precise, and that efficient control is exercised over the use of the financial resources allocated for this purpose.



▲
Andres Silva (Uruguay), interim Olympic scholarship holder, during the decathlon 100 m event – 2004 IAAF Junior World Championships, Italy

© Getty Images/Michael Steele

Once it was approved by the PASO Executive Committee, the 2005 programme of technical courses and seminars was launched in April. Forty-one courses in 28 different sports and five continental seminars were held out of the 50 planned for this period, with a total of 1,263 participants, averaging 27 per course, an increase compared to the year before. The following seminars were held: sport and law, the fight against doping, marketing, the Olympic academies and sport and the environment. The seminars on women and sport and the preparation of NOC managers were postponed.

All the courses were led by highly experienced, well prepared instructors, which meant the technical level of the programme could be developed in line with the planned objectives. In the majority of the courses, each participant received a CD summarising the technical content so that they could prepare adequately. All the assessment reports had been received by the end of 2005. The participants said that the course had met their expectations and that the level and quality of the instructors, as well as the general organisation, had been good. The assessment made by the host NOCs backs up these views.

Technical courses and seminars 2005

Host NOC		Technical courses and seminars organised	Participants		
			Trainees	Experts	Total
ARG	5	Handball	28	3	31
		Rhythmic gymnastics	18	4	22
		Hockey	16	5	21
		Tennis	35	8	43
		Triathlon	29	7	36
BRA	7	Athletics (track)	28	3	31
		Synchronised swimming	25	5	30
		Shooting (skeet)	18	3	21
		Volleyball (beach)	23	6	29
		Swimming	33	4	37
		Marketing seminar	36	6	42
		Anti-doping seminar	32	7	39
CHI	1	Olympic Academies seminar	27	1	28
COL	3	Cycling (road)	24	4	28
		Equestrian sports	13	3	16
		Shooting (pistol)	15	1	16
CRC	2	Cycling (mountain biking)	13	3	16
		Sport and environment seminar	27	3	30
CUB	5	Athletics (throwing/jumping)	23	2	25
		Baseball	21	4	25
		Fencing (sabre)	15	3	18
		Wrestling	15	3	18
		Volleyball (indoor)	20	3	23
DOM	1	Softball	20	2	22
ECU	3	Artistic gymnastics	20	2	22
		Judo	24	2	26
		Shooting (rifle)	19	2	21
ESA	1	Archery	34	5	39
GUA	2	Football (women's)	27	4	31
		Table tennis	23	2	25



Brazilian competitor during his training session – Games of the XXVIII Olympiad in Athens

© IOC/John Huet

(cont.)

Host NOC		Technical courses and seminars organised	Participants		
			Trainees	Experts	Total
HON	1	Weightlifting	25	4	29
MEX	5	Athletics (long-distance)	25	14	39
		Boxing	19	11	30
		Diving	19	6	25
		Modern Pentathlon	13	13	26
		Taekwondo	24	10	34
PAN	1	Fencing (épée)	22	2	24
PAR	4	Football (men's)	31	4	35
		Rowing	17	3	20
		Canoe-Kayak	19	2	21
		Sport and law seminar	30	7	37
PER	1	Badminton	19	2	21
PUR	1	Basketball	31	13	44
URU	2	Water Polo	19	2	21
		Sailing	16	1	17
USA	1	Cycling (track)	20	9	29
18	46		1,050	213	1,263

2005 Budget: US\$ 1,115,000

NOC activities

This programme is designed to fund the NOCs' own activities, which are meant to help the NOCs strengthen their operations and improve their results at the 2007 Pan-American Games in Rio de Janeiro and the 2008 Olympic Games in Beijing.

Each NOC is entitled to receive a total of US\$ 50,000 per year, which is paid in two equal instalments, for activities organised in accordance with their specific needs. The NOCs have to submit to PASO a financial report explaining their use of the first instalment in order to be eligible for the second payment. Some NOCs have been late in submitting their reports on how they have used the funds received.

The funds paid to the NOCs as part of this programme could be used for the following purposes: athlete preparation, organisation of national competitions, participation in international competitions, organisation of training and preparation camps, national courses for coaches and financial support for specific activities of various kinds.

2005 budget: US\$ 2,100,000



▲ Women's triathlon event – XIV Pan American Games, 2003, Santo Domingo, Dominican Republic

© Getty Images/Donald Miralle

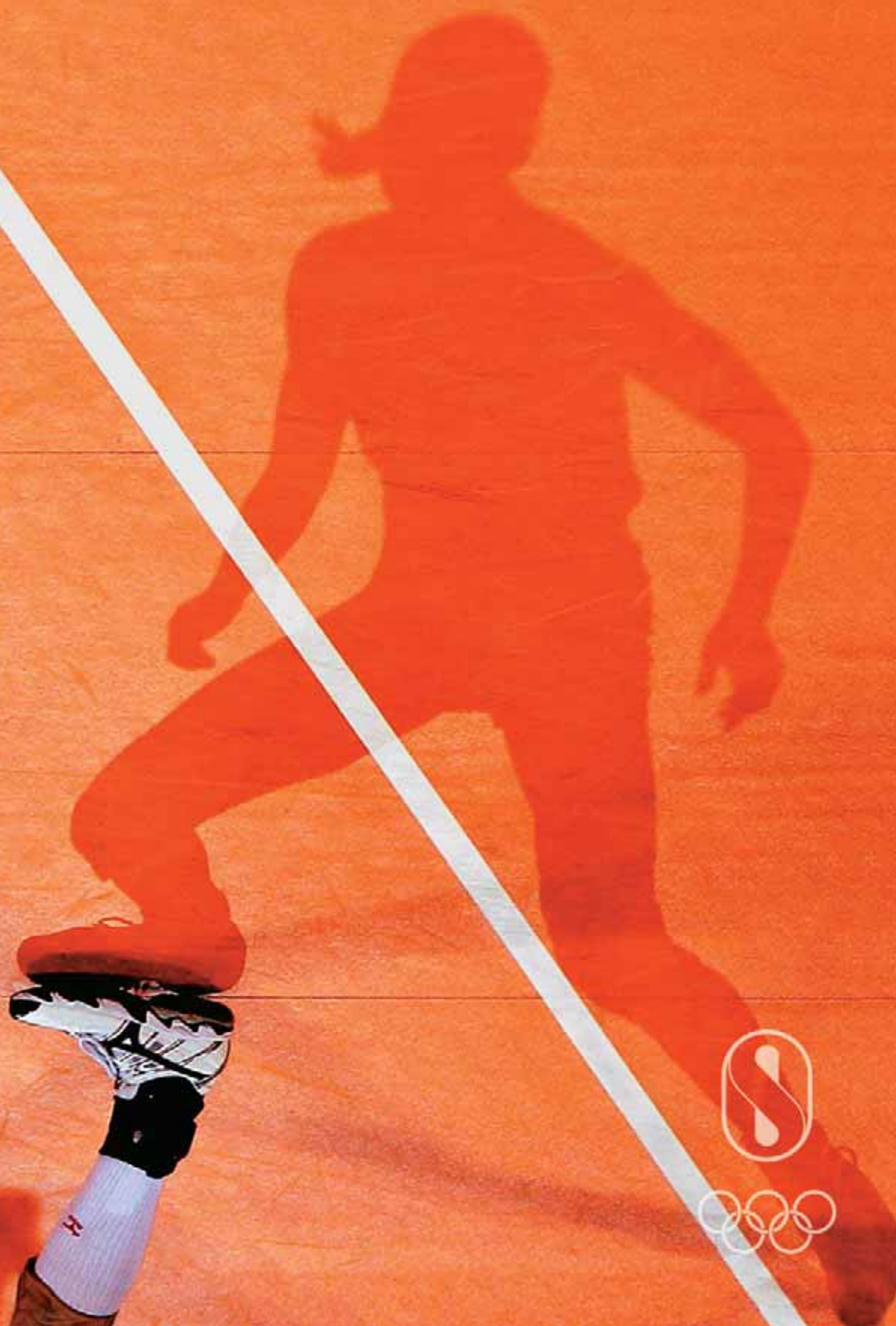
Report by **Julio César Maglione**, ANOC Vice-President for America, and **Felipe Muñoz Kapamas**, PASO Secretary General



▶
Emily Cross (United States – left)
and Alejandra Carbone (Argentina)
during qualifying – XIV Pan
American Games, 2003, Santo
Domingo, Dominican Republic
© Getty Images/Ezra Shaw



Playing with light





◀ Guo Shuang of China, interim Olympic scholarship holder, in the women's 500 m time trial – 2005 UCI Track Cycling World Cup, Sydney, Australia

© Getty Images/Adam Pretty

Olympic Council of Asia (OCA)



Promoting an environment conducive to sporting partnerships

Throughout 2005, the OCA has been very 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 to ensure that the environment is an integral part of the Asian Games in the future. The OCA also welcomed the peace process started in Aceh province in Indonesia, as well as the withdrawal of Israeli settlers from Gaza in Palestine and the ongoing peace and democratisation process in Afghanistan and Iraq. The OCA is confident that these developments will create greater harmony and provide the peaceful environment needed if the athletes of these countries are to practise sports freely and compete with their counterparts in Asia and throughout the world. Asians love sport and should therefore ensure that the spirit of brotherhood and friendship is respected on and off the sports field. The OCA has also initiated various new events, such as the Asian Indoor Games and the Beach Games, designed to get the young people of Asia off the streets and practising sports, thereby keeping them away from the menace of drugs, AIDS etc.

During the first quarter of 2005, the OCA, in collaboration with Olympic Solidarity, organised five Regional Forums in South Asia (New Delhi, India, 12 and 13 February), South East Asia (Ho Chi Minh City, Vietnam, 17 and 18 February), Central Asia (Ashgabat, Turkmenistan, 14 and 15 March), West Asia (Beirut, Lebanon, 18 and 19 March) and East Asia (Ulaanbaatar, Mongolia, 9 and 10 May).

The Regional Forums were one of the most important platforms for discussing various projects related to the Olympic Solidarity programmes. Delegates also had the opportunity to present their national initiatives. All the Asian NOCs actively participated in the Forums. The experts from Olympic Solidarity, the OCA and the NOCs explained in detail the programmes for the next quadrennial. Special lectures were provided on Talent Identification, NOC Crisis Management and Asian Games History.

In August 2005, prior to the 4th Asian Swimming Championships, the OCA, in cooperation with Olympic Solidarity, FINA and the Thai NOC, organised a two-week programme on "swimming talent identification", from which 24 Asian NOCs benefited. Each NOC was invited to send two young swimmers (one male and one female) and one coach. Two expert coaches from Australia and America, appointed by FINA, conducted the programme, which was very successful.

The Continental Programmes are aimed at providing OCA member NOCs with more flexibility in designing their own programmes as per their needs and objectives. Several NOCs have used the budget allotted to them under the Continental Programmes to develop indigenous projects tailor-made for their athletes and officials, thus benefiting immensely from the project.

The OCA managed all of the Olympic Solidarity Continental Programmes and their funding, with a budget of **US\$ 4,104,750** in 2005.



▶ Kim Suyoun of South Korea during the women's triple jump – 4th East Asian Games, 2005, Macau, People's Republic of China

© Getty Images/China Photos

Administration

The grant provided by Olympic Solidarity was used for the day-to-day functioning of the OCA's temporary headquarters, which included expenses relating to communication, transport, staff salaries, rent, maintenance, the OCA website, Internet use, office modernisation, etc.

2005 Budget: US\$ 554,750

OCA meetings and Standing Committee activities

Through this programme, the OCA organised/participated in the following meetings in 2005:

Date	Type of meeting	Main objectives
16-17.01	Marketing meeting between the OCA / PROMOSEVEN / DENTSU / AMS and the Doha Asian Games Organising Committee, Dubai (United Arab Emirates).	<i>To discuss in detail the marketing programme for the 15th Asian Games with the OCA's Marketing Agent, Dentsu Inc.</i>
29.01	OCA Rules Committee meeting, Kuwait.	<i>To study and recommend new amendments to the OCA Constitution & Rules based on the OCA General Assembly.</i>
01-03.02	OCA Medical Committee Sub-Commission meeting, Doha.	<i>To evaluate and recommend the adoption of the OCA Anti-Doping Rules to be in line with WADA Codes. Medical services during the Asian Games and sports medicine in general.</i>
05.02	43rd OCA Executive Board meeting, Kuwait.	<i>To follow up the OCA's general policy and take important decisions concerning the Asian Games, Winter Asian Games, Asian Indoor Games, etc.</i>
07-09.03	IOC/OCA Joint Mission visit to Bahrain NOC.	<i>To meet with the NOC and Ministry of Sports officials and resolve the crisis concerning the NOC's statutes.</i>
17.03	OCA President's visit to the NOC of the Islamic Republic of Iran.	<i>To inspect and approve the High Level Training Centre in Tehran, and visit the NOC headquarters, including the Anti-Doping Centre.</i>
29.03	OCA President's inspection visit to the Doha Asian Games Organising Committee headquarters and sports facilities for the Doha Asian Games in 2006.	<i>To inspect the sports facilities and meet with the DAGOC officials to assess progress vis-à-vis the 15th Asian Games.</i>
31.03	OCA observers' participation in the Thai NOC General Assembly, Bangkok.	<i>To supervise and conduct the Thai NOC's General Assembly and elections as independent observers.</i>



▲ 44th Executive Commission meeting, Guangzhou, People's Republic of China

(cont.)

Date	Type of meeting	Main objectives
01.04	Coordination Committee Meeting for 1st and 2nd Asian Indoor Games, Macau.	To assess the preparations for the 1st and 2nd Asian Indoor Games and to develop a coordinated strategy between the two Games. The meeting was attended by the relevant Asian Federations and IFs.
16.04	Korean NOC delegates' visit to the OCA headquarters.	To discuss the participation of a unified team from North and South Korea in the Doha Asian Games.
30.04	Iraqi NOC delegation visit to the OCA headquarters.	To discuss the promotion and development of sport in Iraq.
	Marketing meeting, Kuwait.	To assess the OCA's marketing activities.
11.05	IOC/OCA visit to the Korean NOC.	To inspect the sports facilities and provide further assistance for the promotion and development of sport in Korea.
12.05	IOC/OCA visit to the Chinese NOC.	To inspect the sports facilities and identify the venue for a High Level Training Centre in Asia.
04-05.06	Coordination Committee meeting in Doha for the 15th Asian Games.	To assess the preparations for the 15th Asian Games and to evaluate the progress of DAGOC.
20-21.06	OCA Athletes' Committee meeting in Tokyo.	To discuss and prepare the procedure for the doping tests during the 1st Asian Indoor Games to be held in Bangkok from 12 to 19 November 2005.
28-29.07	OCA Medical Committee Sub-Commission meeting, Bangkok (Thailand).	To discuss and prepare the procedure for the doping tests during the 1st Asian Indoor Games to be held in Bangkok from 12 to 19 November 2005.
29-30.07	Meeting of the Coordination Committees for the 1st and 2nd Asian Indoor Games in Bangkok.	To finalise a joint strategy for the conduct of the 1st and 2nd Asian Indoor Games with Asian Federations and IFs.
07.09	OCA Sports Committee meeting, Guangzhou (People's Republic of China).	To discuss technical issues concerning the Asian Indoor Games, Winter Asian Games and Asian Games.
08.09	OCA Finance Committee meeting, Guangzhou.	To study and approve the audited statement of accounts and also recommend various other fund-raising projects for OCA.
	Annual meeting of Secretaries General with Olympic Solidarity Director, Guangzhou.	To inform the NOCs about the Olympic Solidarity projects and programmes for the new quadrennial 2005-2008.
	44th OCA Executive Board meeting, Guangzhou.	To discuss various issues concerning the OCA and its activities, including but not limited to the successful conduct of the Asian Games, Asian Indoor Games and Winter Asian Games.
09.09	24th OCA General Assembly, Guangzhou.	To discuss various issues concerning the OCA and its activities, elect the host city for the 2011 Asian Winter Games, 1st Beach Games in 2008 and the 3rd Asian Indoor Games in 2009 and also provide an opportunity for the NOCs to express their views openly.



24th OCA General Assembly,
Guangzhou, People's Republic of China

(cont.)

Date	Type of meeting	Main objectives
26-27.09	Chefs de Mission meeting for the 1st Asian Indoor Games, Bangkok.	To have a one-to-one discussion with the Chefs de Mission on final requirements for the participation of their teams in the Asian Indoor Games.
28-29.09	Women & Sport Seminar in Lahore (Pakistan).	To promote and develop the participation of women in sport.
29-30.09	Participation in the meeting of Olympic Solidarity office managers held in Mexico City.	To represent the OCA, the Asian continental association, and present its views on Olympic Solidarity programmes.
9-10.10	Visit to the Olympic Museum in Lausanne.	To gain first-hand knowledge of the functioning of the Olympic Museum and to implement the knowledge gained for the OCA Museum being built in Kuwait.
10-11.10	ANOC Working Group meeting in Paris.	To attend the meeting as a member of the ANOC Working Group and present the OCA's point of view.
25.10	ANOC Executive Council meeting in Lausanne.	To attend the meeting and present the report on the OCA's activities for 2005.
26-27.10	Women and Sport Seminar in Vientiane (Lao People's Democratic Republic).	To promote and develop the participation of women in sport.
15.12	OCA President's visit to Ashkabat.	To confer the OCA Award of Merit to the President of the Republic of Turkmenistan.

2005 Budget: US\$ 450,000

Olympasia Projects

Thanks to the funds allocated to this programme, several different Olympasia projects have been developed. The projects awarded in 2004 to the NOCs of Democratic People's Republic of Korea and the Lao People's Democratic Republic were finalised in 2005. For the DPR Korea NOC, the project was to build its headquarters. Work was completed on 24 February 2005. The two-storey building, which is now fully operational, is located in the district of Moranbong, Pyongyang. Meanwhile, the Lao NOC was able to address the lack of a gymnasium in the region. The new building, which was completed in October 2005, will provide additional facilities for the 25th South East Games in 2009, as well as national games and other international competitions.



▲
"Fun Run" young participants
in Sri Lanka

▼
"Fun Run" finish in Mongolia



In 2005, the projects were awarded to the NOCs of Timor Leste, Turkmenistan and Iraq. The project of the NOC of Timor Leste, situated in Dili province, began in June 2005 and is almost complete. It involves the creation of a library, computer centre, secretarial service and reading and recreational rooms with a combined floor space of 1,133 m². Located near the main sports centres of several national federations, the new centre is expected to be well used by athletes and students on a daily basis. The NOC of Turkmenistan has earmarked its Olympasia Project for the construction of a building in Garashsyzlyk, which will accommodate its new headquarters, a high-level sports academy, a sports hall and an Olympic museum. The NOC of Iraq approached the OCA and requested to benefit from an Olympasia Project with the aim of constructing a multi-sports hall in Baghdad. The OCA has considered their request, however, the final confirmation will be subject to the submission of relevant documents pertaining to the project. Since the NOC of Afghanistan has been facing financial difficulties that have prevented it completing its Olympasia project started in 2003, the OCA decided to grant it an additional US\$ 100,000.

2005 Budget: US\$ 200,000

Asian Games Fun Run

The philosophy of the Asian Games Fun Run is to spread the message of the Asian Games to every corner of Asia. The OCA aims to involve the general population, and in particular the youth of Asia, in the runs to create more awareness of the Asian Games and their values and objectives. The Asian Games are not only a sporting competition but also an exchange of various Asian cultures and societies.

In 2005, 11 NOCs organised Asian Games Fun Runs in different Asian cities:

Date	Organising NOCs	Venue
12 February	India	New Delhi
14 February	Bhutan	Paro
18 February	Vietnam	Ho Chi Minh City
16 March	Turkmenistan	Ashgabat
28 April	Kuwait	Kuwait City
1 May	Malaysia	Kuala Lumpur
10 May	Mongolia	Ulaanbaatar
4 June	Sri Lanka	Colombo
11 June	Myanmar	Yangon
19 June	Indonesia	Jakarta
19 August	Oman	Salalah

2005 Budget: US\$ 50,000



Children together at the end of the "Fun Run" in Kuwait

OCA Special Projects

Even though a year has passed since the terrible tragedy created by the tsunami, which caused such devastation and distress in some of our member countries at the end of 2004, it is still very much in our minds. The OCA expresses its sympathy and condolences to all those affected by this tragedy. The OCA immediately approved a grant to help the NOCs of Bangladesh, India, Indonesia, Malaysia, Maldives, Sri Lanka and Thailand. The OCA also donated US\$ 25,000 to the NOC of Pakistan for the relief work for the victims of the earthquake of 8 October 2005.

2005 Budget: US\$ 50,000



▲
Chefs de Mission meeting for
the 1st Asian Indoor Games

Continental & Regional Games

2005 was a sports action-packed year for Asia. The 4th East Asian Games were held in Macau from 29 October to 6 November. Eleven NOCs participated in 27 different sports. The NOC of Guam was invited to participate in the Games as a special guest. The People's Republic of China topped the medals table with a total of 223 medals. The hosts Macao were placed 5th with a total of 44 medals, which is their best ever showing. The 23rd South East Asian (SEA) Games were held in Manila, Philippines from 27 November to 5 December. A total of 11 NOCs from the region competed in 43 sports and 395 events. The 3rd West Asian Games took place in Doha from 1 to 10 December. They were considered as a 'test event' for the 15th Asian Games in Doha. A total of 13 NOCs from the region competed in 11 sports and 116 events.

The OCA provided US\$ 20,000 to the NOCs of the Philippines and Qatar for the organisation of the 23rd SEA Games and the 3rd West Asian Games respectively. An additional budget has been used for organising different pre-games events such as Follow-Up meetings, Coordination Committee meeting and Chefs de Mission seminars for the 1st Asian Indoor Games, etc.

With the intention of promoting competitions in sports which are not included in the Summer and Winter Asian Games, the OCA has created the Asian Indoor Games, which will be held every two years. Each sport in the programme will take place over a period of between two and ten days. The first edition of the 1st Indoor Asian Games was held in Bangkok from 12 to 19 November 2005. Nine indoor sports were included (aerobics, dance, extreme sports, futsal, hoop takraw, indoor athletics, indoor cycling, muay and short course swimming). A total of 37 NOCs participated in the Games.

2005 Budget : US\$ 650,000

NOC activities

In 2005 the OCA granted US\$ 50,000 to each of its members. The NOCs used the funds mainly to purchase office and sports equipment, to run technical courses and to support athlete training. At present, the OCA is very satisfied with the procedure it has adopted, which is to send 50% of the budget 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 OCA's member NOCs submit a detailed administrative, technical and financial report on the use of the activities budget received from the OCA. Moreover, the statement of accounts of each NOC is audited by the auditor of the NOC concerned and is subsequently approved by its own General Assembly, which is the highest decision-making body of each NOC.

2005 Budget: US\$ 2,150,000

Report by **Husain Al Musallam**, Director General

► Athens Olympic champion, Guo Jingjing (People's Republic of China), during the medal ceremony

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◀ Opening Ceremony of the 2005 European Youth Olympic Festival in Monthey, Switzerland

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The European Olympic Committees (EOC)



In safe hands and on the right track

The first year of the 2005–2008 Olympic Solidarity quadrennial programme has taken the process of decentralisation started in 2001 a step forward. The new “philosophy” launched in 2001 was intended to progressively entrust greater responsibilities to the Continental Associations. As a result of this trend, the EOC can now be considered as a fully effective Olympic Solidarity office on the continent, and the key decision-maker concerning activities to be supported for the benefit of the 48 European NOCs, in full cooperation and coordination with Olympic Solidarity in Lausanne.

Turning to the EOC policies, analysis of the 2005 budget shows that about 66% of the annual budget is paid directly to the NOCs for their own activities, NOC and special activities, and for the Regional and Continental Games: the winter and summer editions of the European Youth Olympic Festival (EYOF) and the Games of the Small States of Europe (GSSE). Furthermore, approximately 18 % of the budget is used to implement the many EOC activities which actually represent indirect assistance to the members for their participation in and the organisation of “institutional” meetings such as the General Assembly, Seminar for Secretaries General and Chefs de Mission and meetings of the Executive Committee, EOC Commissions and working groups.

The EOC website www.eurolympic.org and Newsletter are tools that are continually being improved by the Association with the aim of making them more far-reaching and effective policy-disseminating vehicles in the future. The remainder of the budget is used for the overall running of the EOC, which is carried out very efficiently by the secretariat in Rome (Italy) and the Secretary General’s office in Dublin (Ireland), as well as for the various activities organised every year to ensure maximum support to all its members, including specific seminars, commissions, activities, etc.

2005 was the year of the EOC Continental Games, EYOF and GSSE, which run on a two-year cycle. These important events were organised with great enthusiasm, professionalism and success. The EOC gave financial support to the Organising Committees of these games, as well as some participating NOCs.

2005 saw the continuation of the excellent trend which began when the new decentralisation policy was introduced for the management of Olympic Solidarity activities in 2001. In spite of these changes, which have considerably increased the work of the Continental Associations, and after a preliminary "running in" period, the EOC has been able to comply with the various types of request from its members and establish very fruitful cooperation with the Lausanne office, cooperation which has been considerably improved and developed in 2005. The first year of the four-year Olympic Solidarity programme was completed to the satisfaction of the NOCs. In 2005, the EOC managed all the continental programmes and the corresponding funds, with a budget of **US\$ 4,870,000**.

►
Before entering the ring for
training – Games of the XXVIII
Olympiad in Athens
© IOC/John Huet



Administration

This programme is aimed at ensuring the running of the Association. The administrative budget, according to the accounting plan, is used to cover the running expenses of the EOC office, maintenance and insurance; expenditure related to the salaries for staff, including income tax, social security taxes, national health insurance, and severance payments; the running expenses of the Secretary General's Office in Dublin; the cost of the President's Office; the cost of translations and editing of drafts needed for the Newsletter and web publications (website updates); and the purchase of promotional materials and office equipment (hardware, software, gadgets, prizes, gifts, etc.).

The secretariat takes care of all the organisational and administrative aspects that form the basis of the Association's activities. During 2005, the EOC secretariat has not only constantly updated its equipment on the basis of the latest technologies, so as to increase efficiency, but has also streamlined the activities of the office, constantly rationalising its administrative management and thus progressively improving the quality of the services provided to the NOCs.

2005 Budget: US\$ 805,000



▲ Participants at the end of the technical course for coaches in Albania

Meetings

The funds allocated to this programme were used to organise the EOC institutional meetings, which include the General Assembly and the Seminar for the Secretaries General and Chefs de Mission.

In 2005, the **26th Seminar for Secretaries General and Chefs de Mission** was held in Tirana (Albania) on 6 and 7 May. The main topics were the reports on past and future Olympic Games (Athens, Turin, Beijing and Vancouver), and reports from the World Anti-Doping Agency (WADA), ANOC and on the European Union (UE). The results of the EOC Technical Seminar held in Warsaw (Poland) in 2004 and the 2nd Assembly of European Athletes held in Kiev (Ukraine) were also discussed. A detailed report on the 2005 and 2007 EYOFs was also presented. In addition, an information meeting about the new Olympic Solidarity programme for the 2005–2008 quadrennial took place, during which the European NOCs received detailed information on the continental programmes now managed by the EOC, as well as the world programmes.

The 34th General Assembly was held in Dublin, where elections took place for the Executive Committee and the posts of President, Vice-President and Secretary General/Treasurer for the 2005–2008 quadrennial period. As a standard part of the agenda at General Assemblies, attendees in Dublin received “institutional” reports from the IOC President and the EOC President, the Secretary General and the chairpersons of the commissions and working groups, Olympic Solidarity and the IOC Department of Relations with NOCs, ANOC, and on the EU. Final reports on future Olympic Games (Turin, Beijing, Vancouver and London) and the detailed report on the 2005, 2007 and 2009 EYOFs were also on the agenda, together with reports from WADA, the European Fair Play Movement (EFPM) and the European Non-Governmental Sports Organisation (ENGSO). Also at the 34th General Assembly, the 2005 EOC Order of Merit was awarded to IOC member HSH Prince Albert II of Monaco.

2005 Budget: US\$ 270,000

Continental activities

The whole of the budget earmarked for this programme was used to organise and support EOC activities. The EOC organised the following meetings and continental activities in 2005:

Meetings	Dates	Place
Executive Committee meetings:	18 February	Lausanne, Switzerland
	5 May	Tirana, Albania
	24 September	London, Great Britain
	1 December	Dublin, Ireland
Commission and working group meetings:		
– Sport and Environment Working Group	23 January	Monthey, Switzerland
– Technical Cooperation and Sport Development Commission	19-20 March	Prague, Czech Republic
– Preparation of the Olympic Games Commission	17 April	Paris, France
– Medical Commission	29 April	Madeira-Funchal, Portugal
– Athletes' Commission	3 July	Lignano Sabbiadoro, Italy
– Medical Commission	17 September	Hamburg, Germany
– European Youth Olympic Festival Commission	18 November	Copenhagen, Denmark



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

© EOC

The EOC also staged the very successful **VI EOC Technical Seminar**, "*Who owns the athletes – rights and duties of NOCs and stakeholders*", from 14 to 16 October 2005 in Ljubljana (Slovenia) and the **II Assembly of European Athletes** on 20 and 21 May 2005 in Kiev, when the new EOC Athletes' Commission was elected for the next four-year period.

As for communication activities, the **EOC website** uses "content management technology" which allows the constant and easy updating of its content, while the **Newsletter**, which is now issued monthly and mailed as well as posted on the website, is produced "in-house". The EOC also published the annual magazine **SportEurope**, presenting an overview of the main EOC activities carried out during 2005. These are effective tools with which to improve communication and further the EOC's aims. In addition, the Association's leaders have held numerous meetings with and paid many visits to European NOCs, with the intention of acquiring hands-on experience of the situation in the different countries.

2005 Budget: US\$ 495,000

Continental and Regional Games

Regarding the Continental and Regional Games, 2005 was the year of the winter and summer editions of the EYOF and of the 11th edition of the GSSE.

The EYOF is a multi-sports event dedicated to young athletes. In 2005 the **Winter EYOF** was held in Monthey (Switzerland) from 23 to 28 January and its programme included eight sports, the participation of 41 European NOCs and around 900 athletes. The medals table was topped by Russia with 13 medals, followed by France and Finland with 11 and 8 medals respectively. The **Summer EYOF** was held in Lignano Sabbiadoro (Italy) and its programme included 11 sports, the participation of all 48 European NOCs and around 2,000 athletes. The medals table was again led by Russia, with 43 medals, followed by host country Italy with 36 and Germany with 25.

Once again, the 2005 EYOFs confirmed the success of this event and young athletes are now looking forward to 2007, when the winter edition will be held in Jaca (Spain) and the summer edition in Belgrade (Serbia and Montenegro). The EOC supported these events with financial contributions to the Organising Committees and grants to some NOCs based on the number of participants (athletes and officials).



▲
Swimming competition during
the Games of the Small States of
Europe (GSSE), 2005

© EOC

The 2005 GSSE were held in Andorra from 30 May to 4 June. These are games between NOCs with similar population sizes and sports infrastructures. The eight countries that participate are Andorra, Cyprus, Iceland, Liechtenstein, Luxembourg, Malta, Monaco and San Marino. The medals table saw Cyprus lead the way with 91 medals, followed by Iceland with 76 and Luxembourg with 62. The EOC gave support to the host NOC and all the participating NOCs.

2005 Budget: US\$ 817,000

NOC activities

This programme helps to support the activities of European NOCs. As in the past, most of the annual budget was paid directly to the NOCs for their activities, in the form of a lump sum of US\$ 40,000 to each European Olympic Committee. Regarding the "Special Activities in favour of NOCs", the EOC provides European NOCs with special needs, financial support to enable them to implement a specific activity during a given year related to:

- activities directly or indirectly connected with the Olympic Games, such as the organisation of national courses for high-level athletes, coaches and sport managers; participation of high-level athletes in training camps abroad; anti-doping measures; visits to Olympic venues; medical consultations and aptitude tests; sports equipment or sports and technical material;
- activities aimed at strengthening the role of NOCs, such as the organisation of specific seminars, courses for leaders and administrative staff, technical and audiovisual equipment.

NOCs seeking such funding are requested to send a detailed proposal to the Rome office. In 2005, 32 NOCs were funded within the framework of the "NOCs Special Activities" budget, receiving a total of US\$ 563,000.

2005 Budget: US\$ 2,483,000



▲
Beach volleyball player during
the Games of the Small States of
Europe (GSSE), 2005
© EOC



◀ Peter Yukio of Nauru, interim Olympic scholarship holder, at the 2006 Commonwealth Games in Melbourne, Australia
© Getty Images/Robert Cianflone

Oceania National Olympic Committees (ONOC)



Effective planning for ten key objectives

The fourth ONOC Development Plan, covering the period of 2005–2008 and culminating in the Games of the XXIX Olympiad in Beijing, builds on the success of the previous four-year plan, which saw ONOC become more Olympic Solidarity programme-driven. Recognising the need to establish sports competition as the 'core business' of sporting organisations, ONOC now encourages its members to develop the necessary sports infrastructure from which elite sport can evolve.

This Plan sets priorities for development which recognise ONOC's strengths and weaknesses and the opportunities that are available to it at the present time. ONOC resources are limited, but with proper planning, it will make best use of them. The Plan is based on ten priority objectives for the next four years, identified by the ONOC Executive during meetings held late in 2003:

- to strengthen and enhance the capacity of the NOCs to effectively fulfil their obligations to the Olympic Movement;
- to continue to make national games ONOC's primary focus;
- to encourage NOCs to identify elite athletes and teams who will achieve good results at the Games;
- to reinforce the importance of raising overall performance levels of ONOC's athletes at all levels of competition;

- to improve the level of competence of coaching and administration through a systematic educational process in collaboration with the regional sports federations;
- to ensure that www.oceaniasport.com becomes the standard management tool for national games and NOC administration ;
- to encourage NOCs to work more closely with their respective governments to promote sport ;
- to work closely with the South Pacific Games Council, recognising it as the umbrella organisation for multi-sport events in the region ;
- to target the Australian Olympic Youth Festival as a competition for the youth of the region ;
- to implement an awards scheme recognising outstanding contributions and service to sport in the region.

ONOC managed all the Continental Programmes and the related funds, with a 2005 budget of **US\$ 2,618,500**, as well as the following World Programmes: “Continental and Regional Games – NOC Preparation”, “Olympic Scholarships for Coaches” and “2012 – Training Grants for Young Athletes”. The results of these programmes appear under the relevant headings in the section on World Programmes.

▶
Australian Catlin Webb during
the 2005 Australian Youth
Olympic Festival in Sydney
© Getty Images/Jonathan Wood



Administration

The funds allocated to this programme were used to meet the general running costs of the ONOC headquarters, based at the Pacific Islands Forum Secretariat Complex in Suva, Fiji. The Forum has 16 member countries, including Australia and New Zealand. The establishment currently houses the offices of the ONOC Secretary General (Dr Robin Mitchell, FIJ), Programmes Manager (Dennis Miller, FIJ), Regional Development Officer (Brian Minikin, AUS), and Office Manager (Hanisivae Visanti, FIJ). The Personal Assistant to the ONOC President (Anne King, AUS) is based in the President's offices in Melbourne, Australia.

These costs included salaries, travel expenses, office rental, meeting expenses (Annual General Assembly in Brisbane; Regional Executive Board meetings in Honiara and Wellington), office equipment, consumables and various utilities.

2005 Budget: US\$ 400,000

Regional and National Games

Support grants were paid to the Organising Committees of the following regional games: Australian Youth Olympic Festival (Sydney, Australia, 2005), VII South Pacific Mini Games (Palau, 2005) and XIII South Pacific Games (Apia, Samoa, 2007). National games were coordinated by the NOCs of Palau, Nauru, Papua New Guinea and Solomon Islands.

ONOC also met the travel costs of the Palau NOC Sports Development Officer's visit to Pohnpei to assist at the results centre for the 2005 National Games of the Federated States of Micronesia. ONOC provided a range of technical support services (accreditation, results management, website maintenance) to the Organising Committee of the VII South Pacific Mini Games. The 2005 ONOC support grant was paid to the South Pacific Games Council.

2005 Budget: US\$ 235,000



▲
Visit by the ONOC President Kevan Gosper (centre) and Secretary General Robin Mitchell (right) to the future sports complex of the Kiribati NOC

NOC Activities

National technical programmes (including grants awarded for Sports Development Officers and equipment)

During 2005, the 15 NOCs in Oceania had planned a total of 124 technical programmes and activities through their respective national activities budgets. The majority of NOCs used part of the budget to employ Sports Development Officers and all of them set aside US\$ 5,000 for equipment. By the end of the year, 78% of the total allocated budget had been remitted to the NOCs upon receipt of confirmed programme details. To date, ONOC has received 66 reports (53%) from NOCs on completed activities.

NOC	Type of activities (NOCs which submitted a report)
ASA	Assistance with participation in world championships (wrestling), regional competitions (athletics, boxing, archery, sailing) and the VII South Pacific Mini-Games (swimming, tennis); technical courses (baseball, basketball, softball); sports development officer.
AUS	Skating technical course, courses for coaches (badminton, synchronised swimming, softball).
COK	Courses for coaches (basketball, football, gymnastics, swimming, table tennis, triathlon); training for high-level athletes (boxing, weightlifting, tennis, table tennis, sailing).
FIJ	Courses for coaches (cycling, sailing).
FSM	Assistance for Manuel Mingenfel to participate in the world weightlifting championships, participation in the VII South Pacific Mini-Games, technical courses (basketball, wrestling, swimming, softball).
KIR	Basketball technical course, Sports Development Officer.
NRU	Weightlifting and tennis activities.
NZL	Skeleton training, snowboarding camp, seminar for tennis coaches, course for slalom canoeing judges, workshop for high-level cycling coaches, purchase of fencing equipment.
PLW	Course for coaches (athletics, baseball, basketball, wrestling, swimming, softball, tennis, table tennis, volleyball), training for high-level weightlifters.
PNG	Arafura Games, training camps (athletics, basketball, boxing, hockey, softball, volleyball); assistance for the national swimming federation to participate in the VII South Pacific Mini-Games; courses for coaches (judo, tennis); participation in the Oceanian weightlifting championships; support for training of weightlifter Dika Toua.
SAM	Technical courses (athletics, basketball, archery); participation in the VII South Pacific Mini-Games; participation in the Australian Youth Olympic Festival.
SOL	Sports development officers, boxing course, courses for coaches (weightlifting, table tennis, archery).
TGA	Boxing technical course, volleyball programme, participation in the VII South Pacific Mini Games.
VAN	Participation in the VII South Pacific Mini Games.

2005 Budget: US\$ 975,000

Technical programme: IF Expert Expenses

On the basis of experts' reports and claims submitted by the relevant IFs, a number of reimbursements have been made for the travel expenses and per diems of experts attending technical courses in the following sports: table tennis (Kiribati, Palau, Solomon Islands, Tonga and Vanuatu), basketball (Cook Islands, Federated States of Micronesia, Kiribati, Palau, Papua New Guinea, Samoa and American Samoa), baseball (American Samoa and Palau), hockey and sailing (Fiji), swimming (Cook Islands), softball (Palau) and taekwondo (Papua New Guinea).

2005 Budget: US\$ 113,500



The winner of the Pierre de Coubertin contest organised by the Australian NOC

Sports Administration

Thanks to this programme, sports administration courses were conducted by the NOCs of Federated States of Micronesia, Fiji, New Zealand, Palau, Papua New Guinea, Samoa and Vanuatu. To date, ONOC has received course reports from the NOCs of the Federated States of Micronesia, New Zealand, Palau and Vanuatu.

NOC	Type of programme	Period	Participants
FSM	National Sport Planning Workshop	March	25
NZL	Winter Sports Forum	May	35
PLW	South Pacific Mini Games Staff Training	July	50
VAN	Strategic Planning Workshops	April and December	28

2005 Budget : US\$ 150,000

Regional Projects

Collaboration with IFs

ONOC has contributed support grants to the following Regional Federations and members of the Olympic Sports Federations of Oceania to assist with their development activities in the region in 2005 : Baseball Confederation of Oceania (Regional Development Officer, RDO), FIBA Oceania (RDO), Oceania Athletics Association (Oceania Grand Prix Series), FITA Oceania (RDO), Oceania Amateur Boxing Association (support grant paid to the NOC of Papua New Guinea to host the 2005 regional championships), Oceania Judo Union (RDO), Oceania Softball Federation (RDO), Oceania Table Tennis Federation (RDO), Oceania Tennis Federation (Pacific Oceania Junior Tennis Series), Oceania Wrestling Confederation (support grant paid to the NOC of the Federated States of Micronesia to host the 2005 regional championships), Oceania Badminton Federation (RDO), Oceania Hockey Federation (RDO) and Oceania Weightlifting Federation (RDO).

2005 Budget : US\$ 250,000

Regional Training Centres

The purpose of this programme is to complement the programmes offered by these centres. Grants have been paid to support the operations of the ITF Regional Training Centre (Lautoka, Fiji), the IAAF High Performance Training Centre (Auckland, New Zealand), the IWF Regional Weightlifting



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

© Getty Images/prpix.com.au

Institute (Apia, Samoa) and the Baseball Confederation of the Oceania Regional High Performance Academy (Auckland).

2005 Budget: US\$ 100,000

Oceania Sports Education Programme

The Oceania Sports Education Programme (OSEP) is under way with the collaboration of the Australian Government. The development of the syllabus and teaching materials has now been successfully tendered out. Initial fieldwork trials are scheduled to be held in Vanuatu in February 2006. Modules will be offered in sports coaching, sports administration and for teachers and assessors, forming the necessary framework to enable NOCs and National Federations to establish their own sports education programmes based on a uniform regional standard.

The Australian Sports Commission has allocated around AUD 700,000 to the budget for the development of equipment in the region. ONOC has committed US\$ 100,000 per year for the first four years to assist with the implementation of the programme throughout the region.

2005 Budget: US\$ 100,000

Sporting Pulse

The ONOC-sponsored Internet portal (www.oceaniasport.com) is currently being re-designed and all the websites will be updated with new functions by early 2006. The success of this programme is reflected not only in the improved usage of the system by the region, but also in the interest it generates worldwide. In a recent assessment made by a MEMOS candidate as part of his contribution to a revised IOC Sports Administration Manual, Oceaniasport was described as an example of 'best practice' in grassroots sports management, providing a community of sports enthusiasts with an opportunity to communicate effectively as well as administer their day-to-day needs. The system appears to be particularly appropriate for use by NOCs that have responsibilities in sports development well beyond the Olympic Games themselves. The South Pacific Games Council has officially adopted Oceaniasport as its Games Management system for all South Pacific Games and Mini Games and has made a commitment to encourage the establishment of a 'Games Legacy' through this system. ONOC's Regional Development Manager made a presentation on www.oceaniasport.com to the ANOCA General Assembly in Tunis in November.

2005 Budget: US\$ 50,000



Australians Katie Gray and Verena Stocker during the 2005 Australian Youth Olympic Festival in Sydney

© Getty Images/Robert Cianflone

Oceania Sports Information Centre (OSIC)

The Oceania Sports Information Centre is now in its seventh year of operation and has functioned primarily as an information and archive centre for the South Pacific Games since 1997. The Centre provides a wide range of services to NOCs, sports federations, students and teachers around the region.

2005 Budget: US\$ 50,000

Olympoceania

One Olympoceania project was the building of an office complex for the NOC of Vanuatu. The previous headquarters of the NOC had burnt down two years earlier. The foundation stone was laid by the ONOC President in October 2003 on the occasion of a meeting of the ONOC Executive Committee in Port Vila. Work on the project began in August 2004 and the building has now been completed and is being used by the NOC and National Federations.

The NOC of Palau has taken over the lease of the National Gymnasium in Palau, where the current NOC offices are located. The NOC of Samoa has proposed to build new headquarters in a 200-hectare park in order for the NOC to host the XIII South Pacific Games in 2007. Work is under way on this project.

The NOC of the Federated States of Micronesia has proposed to build new headquarters which will be located near the aquatic centre and gymnasium built to host the 2002 Micronesian Games. Meanwhile, the American Samoa NOC has acquired a piece of land in a country with limited land available for sale. The NOC proposes to build its headquarters on the land and, in the long term, to develop sporting facilities there as well.

2005 Budget: US\$ 195,000



▲ The Marshall Islands team at the VII South Pacific Mini Games 2005 in Palau
© ONOC



▶ Opening ceremony of the
2005 Australian Youth Olympic
Festival in Sydney
© ONOC



A lightning performance





◀
Mascots of the XX Olympic Winter
Games in Turin
© IOC/Tsutomu Kishimoto

NOCs' Games participation

Financial assistance in three stages



The Olympic Games Participation programme is intended to help the NOCs to participate in the Olympic Games. The financial assistance provided has two quite different yet complementary objectives: 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 to the development and success of the Games.

This financial assistance is given in three phases:

Before the Games: travel expenses for one person to attend the meeting between the Chefs de Mission and the Organising Committee for 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 in, and their contribution to, the success of the Games.

Additionally, if the OCOG organises an International Youth Camp, Olympic Solidarity contributes by covering the travel expenses of one young person designated by each NOC.

XX Olympic Winter Games in Turin

Expenses paid for Chefs de Mission

In November 2004, the Olympic Solidarity Commission approved the budgets for the Chefs de Mission meeting and the NOCs' participation in the Turin Games, which were based on the same concept as in the past.

Olympic Solidarity covers the economy class airfare for the Chef de Mission of each NOC and pays for the transport of three athletes and one official per NOC.

Each NOC will receive financial assistance up to a maximum of US\$ 7,000 for the President and US\$ 7,000 for the Secretary General towards transport and accommodation expenses. A payment of US\$ 10,000 will be made to each NOC in order to cover part of the logistical expenses.

Finally, each NOC taking part in the Olympic Winter Games will receive a subsidy for their contribution to the success of the Games. This subsidy will be calculated on the basis of US\$ 1,450 per athlete having participated in the competitions.

Chefs de Mission Seminar in Turin

Continent	Participating NOCs	
Africa	2	KEN, SEN
America	10	ARG, BER, BOL, CAN, CHI, ISV, JAM, MEX, TRI, USA
Asia	8	CHN, IND, IRI, JPN, KAZ, KOR, MGL, TPE
Europe	32	AND, ARM, AUT, AZE, BEL, BIH, BLR, BUL, CRO, CZE, DEN, ESP, EST, FIN, GBR, GEO, GRE, ISL, ISR, ITA, LAT, LTU, LUX, MDA, MON, NED, NOR, ROM, SCG, SUI, SVK, SWE
Oceania	2	AUS, NZL
Total	54	



Opening Ceremony of the XX Olympic Winter Games in Turin

© IOC/Yo Nagaya

Speed skating – men's 500 m – XX Olympic Winter Games in Turin

© IOC/Tsutomu Kishimoto

NOC Associations

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

Summer

IAAF	International Association of Athletics Federations
FISA	International Rowing Federation
IBF	International Badminton Federation
IBAF	International BAseball Federation
FIBA	International Basketball Federation
AIBA	International Boxing Association
ICF	International Canoe Federation
UCI	International Cycling Union
FEI	Fédération Equestre Internationale
FIE	Fédération Internationale d'Escrime
FIFA	Fédération Internationale de Football Association
FIG	International Gymnastics Federation
IWF	International Weightlifting Federation
IHF	International Handball Federation
FIH	International Hockey Federation
IJF	International Judo Federation
FILA	International Federation of Associated Wrestling Styles
FINA	Fédération Internationale de Natation
UIPM	Union Internationale de Pentathlon Moderne
ISF	International Softball Federation
WTF	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 African Republic
COM	Comoros
CGO	Congo
COD	Democratic Republic of the Congo
CIV	Côte d'Ivoire
DJI	Djibouti
EGY	Egypt
ERI	Eritrea
ETH	Ethiopia
GAB	Gabon
GAM	Gambia
GHA	Ghana
GUI	Guinea
GBS	Guinea-Bissau
GEQ	Equatorial Guinea
KEN	Kenya
LES	Lesotho
LBR	Liberia
LBA	Libyan Arab Jamahiriya
MAD	Madagascar
MAW	Malawi
MLI	Mali
MAR	Morocco
MRI	Mauritius
MTN	Mauritania
MOZ	Mozambique
NAM	Namibia
NIG	Niger
NGR	Nigeria
UGA	Uganda
RWA	Rwanda
STP	Sao Tome and Principe
SEN	Senegal
SEY	Seychelles
SLE	Sierra Leone
SOM	Somalia
SUD	Sudan
SWZ	Swaziland
TAN	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	Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SKN	Saint Kitts and Nevis
LCA	Saint Lucia
VIN	Saint Vincent and the Grenadines
SUR	Suriname
TRI	Trinidad and Tobago
URU	Uruguay
VEN	Venezuela
ISV	Virgin Islands
IVB	British Virgin islands

Asia (44 NOCs)

AFG	Afghanistan
KSA	Saudi Arabia
BRN	Bahrain
BAN	Bangladesh
BHU	Bhutan
BRU	Brunei Darussalam
CAM	Cambodia
CHN	People's Republic of China
KOR	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	Timor-Leste
TKM	Turkmenistan
VIE	Vietnam
YEM	Yemen

Europe (48 NOCs)

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

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

Oceania (15 NOCs)

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

202 National Olympic Committees
are recognised by the IOC

Listening to you!

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Pages 12-13 – Closing Ceremony of the Games of the XXVIII Olympiad in Athens
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Pages 30-31 – Men's snowboard cross round of 16 – XX Olympic Winter Games in Turin
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Pages 88-89 – Start of the women's 4 x 100 m relay – Games of the XXVIII Olympiad in Athens © Getty Images/Clive Brunskill

Back cover – Basketball player at the Games of the XXVIII Olympiad in Athens
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