

Balancing our strengths



2005-2008 Quadrennial Plan

2006 Report



OLYMPIC
SOLIDARITY

Introduction	
Message by the Chairman of the Olympic Solidarity Commission	2
Analysis of the year 2006	4
Olympic Solidarity History	5
Olympic Solidarity Commission	6
Olympic Solidarity Offices and Human Resources	7
World and Continental Programmes	9
Programmes and Budgets	10
A Worldwide Partnership	11
World Programmes	14
Athletes	16
Torino 2006 – NOC Preparation	17
Olympic Scholarships for Athletes “ Beijing 2008”	18
Team Support Grants	20
Continental and Regional Games – NOC Preparation	21
2012 – Training Grants for Young Athletes	22
Talent Identification	23
Coaches	24
Technical Courses for Coaches	25
Olympic Scholarships for Coaches	27
Development of National Sports Structure	29
NOC Management	32
NOC Administration Development	33
National Training Courses for Sports Administrators	34
International Executive Training Courses in Sports Management	35
NOC Exchange and Regional Forums	39
Promotion of Olympic Values	40
Sports Medicine	41
Sport and the Environment	42
Women and Sport	43
Sport for All	44
International Olympic Academy	45
Culture and Education	46
NOC Legacy	47
Continental Programmes	50
Reports by the Continental Associations	
Association of National Olympic Committees of Africa (ANOCA)	52
Pan American Sports Organisation (PASO)	60
Olympic Council of Asia (OCA)	68
The European Olympic Committees (EOC)	74
Oceania National Olympic Committees (ONOC)	80
Olympic Games Participation	90
XX Olympic Winter Games in Turin	91
Abbreviations	92

2006: optimum union of effort and resources



Message by
Mr Mario VÁZQUEZ RAÑA

On presenting the Olympic Solidarity Report for the year 2006, I feel it my duty to express, on behalf of the Commission that I chair, our deep gratitude to the Lausanne Office, the five Continental Offices and the National Olympic Committees which, with an exemplary integration of effort, understanding and resources, have made it possible for this second year of the 2005–2008 quadrennial period to have been a period of significant increase in Olympic Solidarity's work with a decisive impact on the work of the NOCs and especially the support of their athletes.

The consolidation of the decentralisation process; the effective integration of the Olympic Solidarity Offices; the application of measures for strict control of the use of financial resources; and the implementation over the year of 12 projects approved by the Commission are concrete examples of the advances and the new and even greater success of our work.

At its last meeting, held in Kuwait in December last year, the Olympic Solidarity Commission conducted a preliminary analysis of the results of the work carried out in 2006, concluding that it is going in the right direction, focused on satisfying the expectations that the NOCs and their athletes have of our management. In the same way, it expresses the view that in 2007, the World and Continental Programmes should be applied in more depth and achieve better efficiency; control and evaluation measures should be strengthened; and the integration process should be consolidated and emphasised in the actions that lead to the optimum preparation of the NOCs and their athletes for the Beijing 2008 Olympic Games.

Concentration, action, emotion: the master words of the XX Olympic Winter Games in Turin illustrated by photographs (Introduction, pages 2 to 11)

▶
The emotion of winning
© IOC/Kishimoto



▶ The Swiss women's ice hockey team during a training session

© IOC/Hélène Tobler



I urge you to study at length the contents of this report, and I am sure that very useful and important conclusions will come out that will help you in your future work and in the knowledge that we must all have of what Olympic Solidarity does on each continent and at a worldwide level.

I reiterate our sincere congratulations and deep gratitude, together with the firm commitment to continue to do our utmost so that Olympic Solidarity provides ever more vital support for the work of the National Olympic Committees the world over.

Best regards,

Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

▶ Half pipe event, snowboard (Sophie Rodriguez, France)

© IOC/Yo Nagaya



Fully operational programmes at the half-way stage

The second year of the 2005–2008 quadrennial plan saw a continuing rise in the number of activities carried out by the NOCs as part of the Olympic Solidarity World and Continental programmes. It began with the XX Olympic Winter Games in Turin and a new record level of participation – 2,507 athletes from 80 different countries. The Games marked the conclusion of the National Olympic Committees (NOCs) preparation programme, through which Olympic Solidarity supported 71 NOCs, i.e. 89% of those that participated in the Games.

In April, the Association of National Olympic Committees (ANOC) organised its biennial General Assembly in Seoul, Korea. This gathering enabled Olympic Solidarity representatives to attend the different meetings of the continental associations and to meet the majority of NOCs in order to evaluate the success of the programmes up to the end of 2005. As far as the programmes for athletes are concerned, this was an opportunity to review and discuss with the numerous NOCs involved the candidatures for the Olympic Scholarships for Athletes – Beijing 2008 programme, as well as to determine the final scholarship recipients. It is worth noting that more than 2,000 applications were sent to the international office in Lausanne; each candidate was meticulously assessed in coop-

eration with the International Federations (IFs) of the sports concerned. The first scholarships were awarded in January 2006. A total of 925 scholarships, spread among 155 NOCs, had been awarded by 31 December 2006.

Olympic Solidarity was able to strengthen the ties between the different partners and beneficiaries of its programmes by attending events such as regional and continental meetings of NOCs, the Asian Games in Doha (Qatar), MEMOS (Executive Masters in Sports Organisation Management) modules in English and Spanish, the African Seminar for Women in Sport and the World Sport for All Congress, organised by the IOC, and coach education courses held at Semmelweis University in Hungary.



▲ The German competitors, Andre Florschuetz and Torsten Wustlich, on the start line of the luge event

© IOC/Yo Nagaya

Following the recommendations of the Olympic Solidarity Commission, the second coordination meeting of the six Olympic Solidarity offices was held in Mexico City in October. The purpose of the meeting was to analyse the state of progress of the projects which had been approved by the Olympic Solidarity Commission at the end of 2005, as well as to submit a series of recommendations and suggestions to the Commission concerning the completion of these projects. These projects depend on coordination and exchange of information between the different offices, and on the system of financial and technical control over Olympic Solidarity funds and programmes. This meeting provided an opportunity to evaluate the considerable progress that has been made in these areas, to learn more about the different working methods used and to exchange ideas in order to achieve our common objectives.

Knowledge, understanding and relations between all Olympic Solidarity partners are key elements in our efforts to assist the NOCs and offer them a high-quality service. At the half-way stage of the 2005–2008 programme, it is crucial that we continue to follow this path in order to ensure that our programmes remain fully operational and to consolidate the structure that has been established.

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 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)



◀ Kari Traa (Norway) seems to be flying through the moguls event
© IOC/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 2006

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
- Raffaele PAGNOZZI
- Intendant Général Lassana PALENFO
- Richard PETERKIN

▼ The Netherlands team on the start line of the pursuit event

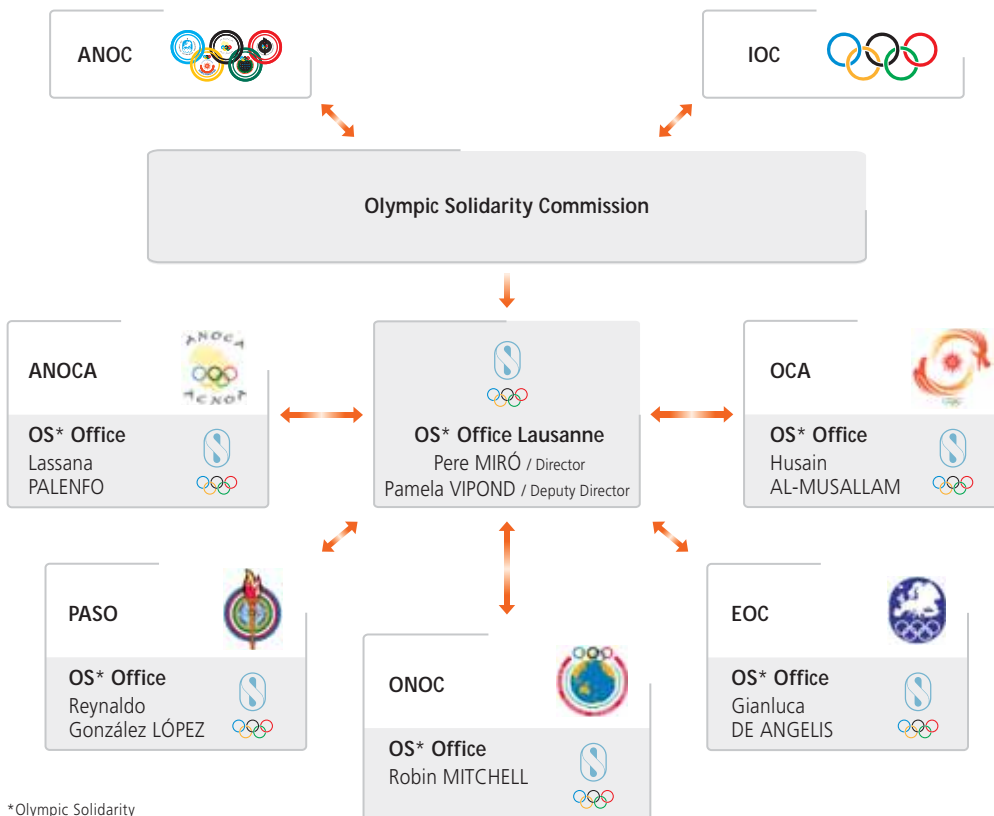
© IOC/Kishimoto



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

Olympic Solidarity Structure



*Olympic Solidarity



◀
Clean lines
© IOC/Kishimoto

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
- Administrative Assistant Jacqueline CHELLIAH (until 31 December)
- Administrative Assistant Carina DRAGOMIR
- Reception Supervisor Nathalie ANDERSSON

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
- Temporary staff member Cynthia HUBER

NOC Management Programmes – Relations with America

- Head of Section Carolina BAYON (until 30 November) and then Joanna ZIPSER-GRAVES
- Project Manager Joanna ZIPSER-GRAVES (until 30 November)
- Project Officer Catherine LAVILLE
- Administrative Assistant Vanessa FARRONATO

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 (until 31 December)
- Project Assistant Nadia BELTEMPO
- Accounts Manager Barbara TRENTINI
- Accountant Silvia MORARD

At 31 December 2006

▶
Shared feelings at a training session (Kjersti Buass, Norway, and Cheryl Maas, Netherlands - snowboard)

© IOC/Yo Nagaya



World and Continental Programmes NOC assistance at the heart of our work

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

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

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

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



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 2006 was US\$ 61,769,250, an amount which was approved by the members of the Olympic Solidarity Commission at their meeting on 8 December 2005. This sum represents 25.3% of the total budget.

Breakdown of the 2006 budget

World Programmes	US\$ 29,180,000
Continental Programmes	US\$ 23,289,250
Olympic Games Participation and Forums	US\$ 7,000,000
Administration / Communication	US\$ 2,300,000
	US\$ 61,769,250

Breakdown of the "World Programmes" budget

Athletes	US\$ 13,250,000
Coaches	US\$ 6,000,000
NOC Management	US\$ 6,600,000
Promotion of Olympic Values	US\$ 3,330,000
	US\$ 29,180,000

Breakdown of the "Continental Programmes" budget

ANOCA (Africa) – 53 NOCs	US\$ 5,717,500
PASO (America) – 42 NOCs	US\$ 3,915,000
OCA (Asia) – 44 NOCs	US\$ 4,354,750
EOC (Europe) – 48 NOCs	US\$ 4,367,500
ONOC (Oceania) – 16 NOCs	US\$ 2,618,500
ANOC	US\$ 2,316,000
	US\$ 23,289,250



▲ The satisfaction of a good performance (Totmianina and Maxim Marinin, Russian Federation)

© IOC/Kishimoto

▶
The athletes express their joy
(speed skating, Italian team pursuit)

© IOC/Kishimoto



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.

▶
Behind the scenes
(figure skating)

© IOC/Yo Nagaya



Flying
ever higher







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



◀ Olympic scholarship holder Artur Taymazov (Uzbekistan), winner of the freestyle wrestling event – Games of the XXVII Olympiad in Sydney
© Getty Images/ Scott Barbour

Generous support for athletes and teams



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



The highlight of 2006 was undoubtedly the success of the XX Olympic Winter Games in Turin. Olympic Solidarity was able to support a total of 71 NOCs (89% of those that participated in the Games) with the preparation of their athletes and teams for these Games and noted the positive impact that this support had on the athletes' performances. In order to meet the increasing needs of the NOCs in the area of Olympic winter sports,

similar but probably larger-scale programmes will need to be offered in the future.

Following a year of preparation, the Olympic Scholarships for Athletes "Beijing 2008" programme was launched in 2006 and is already proving to be a huge success amongst the NOCs, with more than 2,150 candidatures received. Olympic Solidarity was also pleased to support 83 teams through the Team Support Grants programme. This figure demonstrates the success of the new format of this programme for 2005–2008, whereby assistance is available for teams at different levels (rather than Olympic level only, as was the case in the 2001–2004 period).

During 2006, the degree of support that Olympic Solidarity provided to young athletes and to high-level athletes preparing for continental and regional competitions was significantly higher than in 2005. With the Asian Games held in Doha in 2006, there was a sharp rise in the number of applications received from Asian NOCs. NOCs from the other continents also responded very well to the support programmes for athletes, since many are already in the midst of preparations for continental and regional games being held in their respective continents in 2007. Finally, the Talent Identification programme proved so popular that, unfortunately, it was impossible to meet all the requests that were received.

Torino 2006 – NOC Preparation

“A la carte” approach: objectives fully achieved

This preparation programme reached its climax in 2006 with the celebration of the XX Olympic Winter Games in Turin from 10 to 26 February. The NOCs put the finishing touches to the preparation of their Games delegations, while the athletes completed their physical training in order to compete in the ultimate sporting event.

2006 therefore represents the culmination of this preparation programme. Having offered subsidies to 71 NOCs (89% of those participating in the Games), Olympic Solidarity saw the popularity of this programme soar, since only 59 NOCs had applied for assistance four years previously.

It is important to remember that this programme was not a conventional programme of scholarships for individual athletes, but that it offered an “à la carte” approach which enabled the NOCs to choose their priorities and use the funds available in accordance with their own needs. The funds that were earmarked for preparations for the Olympic Winter Games in Turin were mainly used by the NOCs for the organisation of training camps and participation in the various qualification competitions and for individual athlete training grants. The type of projects carried out by the NOCs which received support were similar to those implemented in previous editions of this programme and clearly show that most large NOCs use these funds to supplement their overall budget, while other NOCs use the money to assist one or more of their athletes.

The total sum allocated in 2005 and 2006 by Olympic Solidarity through this assistance programme for NOC preparation for the Olympic Winter Games in Turin was US\$ 1,984,715.

NOC preparation activities for the Olympic Winter Games in Turin

Continent		Approved	Budget allocated in US\$
Africa	6	ALG, KEN, MAD, MAR, RSA, SEN	91,000
America	7	ARG, BER, BRA, CHI, ISV, MEX, TRI	181,265
Asia	12	CHN, IND, IRI, KAZ, KGZ, LIB, MGL, NEP, PRK, TJK, TPE, UZB	273,012
Europe	44	AND, ARM, AUT, AZE, BEL, BIH, BLR, BUL, CRO, CYP, CZE, DEN, ESP, EST, FIN, FRA, GBR, GEO, GER, GRE, HUN, IRL, ISL, ISR, ITA, LAT, LIE, LTU, MDA, MKD, MON, NED, NOR, POL, POR, ROM, RUS, SRB, SLO, SMR, SVK, SWE, TUR, UKR	1,384,438
Oceania	2	AUS, NZL	55,000
Total	71		1,984,715

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.

2006 Budget: US\$ 500,000



Final instructions from the coach for Japan’s Shiho Nakashima before the start, XX Olympic Winter Games in Turin

© IOC/Yo Nagaya



Olympic Scholarships for Athletes “Beijing 2008”

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

2006 Budget: US\$ 4,000,000

Enthusiasm for the next Olympiad

During 2006, Olympic Solidarity awarded a total of 925 Olympic scholarships to athletes from 155 NOCs in preparation for the Games of the XXIX Olympiad in Beijing in 2008. Olympic Solidarity scrupulously analysed, in collaboration with the relevant IFs, each of the 2,150 applications that were received before deciding, with the NOCs, which athletes deserved to receive an Olympic scholarship. As soon as a scholarship was awarded, Olympic Solidarity provided the athlete concerned with a personalised proposal, indicating the most appropriate environment for them to train to prepare well for the Beijing Games.

Olympic Solidarity spent much of 2005 and 2006 establishing a network of high-level training centres in which athletes with specific needs can train in a suitable environment with high-level coaches. In 2006, Olympic Solidarity placed some of these athletes in the following centres:

Partners	Sport
Training Centres	
Association of International Boxing Associations (AIBA) International Boxing Centre, Tunis, Tunisia	Boxing
Canadian NOC Canadian Olympic Training Centres, Atlantic Canada, Calgary, Pacific Sport Canadian Sports Centre	Multisport
San Cugat High Performance Sport Centre High Performance Sport Centre, Barcelona, Spain	Multisport
Chinese NOC High Level Training Centre in Guangzhou	Multisport
Cuban NOC Cuban Training Centres, Cerro Pelado, Giraldo Cordoba Cardin	Multisport
Mexican NOC Mexican Olympic Sports Centre, Mexico City	Multisport
German NOC Training centres in Stuttgart, Cologne/Bonn/Leverkusen, Hamburg/Schleswig Holstein, Thüringen, Germany	Multisport
INSEP National Institute of Sport and Physical Education, Paris, France	Multisport
International Association of Athletics Federations (IAAF) HPTC Dakar (Senegal), Kip Keino High Altitude Training Centre, Eldoret (Kenya), HPTC Mauritius, HPTC Kingston (Jamaica), HPTC Kuala Lumpur (Malaysia), HPTC Manaus (Brazil), HPTC Havana (Cuba), HPTC Oceania (New Zealand)	Athletics
International Badminton Federation (IBF) IBF World Training Centre, Saarbrücken, Germany	Badminton
International Federation of Associated Wrestling Styles (FILA) FILA International African Wrestling Centres, Thiès (Senegal) and Tunis (Tunisia)	Wrestling



▲ Boniface Kipro (Uganda – right), Olympic scholarship holder and winner of the 10,000m event at the Commonwealth Games in Melbourne

© Getty Images/Mark Dadswel



(cont.)

Partners Training Centres	Sport
African Judo Union International African Judo Centre, Rabat, Morocco	Judo
Korean NOC Taerung Training Centre, Seoul, Korea	Multisport
NOC of the Islamic Republic of Iran High Level Training Centre of the National Olympic Academy, House of Taekwondo, Athletics Academy, Azadi Sports Complex	Multisport
South African NOC High Performance Centre, University of Pretoria, South Africa	Multisport
The Bolles School The Bolles School, Jacksonville, USA	Swimming
International Cycling Union (UCI) World Cycling Centre, Aigle, Switzerland	Cycling
United States NOC Olympic Training Centres, Colorado Springs and Chula Vista	Multisport



A large number of Olympic scholarships took effect in 2006, enabling athletes to benefit from high-quality training prior to Olympic qualification competitions to be held throughout 2007.

Olympic scholarship holders by sport and by continent

Sports	Africa	America	Asia	Europe	Oceania	Total
Athletics	71	58	20	52	5	206
Rowing	2	7	4	18	0	31
Badminton	5	5	10	5	0	25
Boxing	24	7	20	21	0	72
Canoe/Kayak	3	5	3	19	0	30
Cycling	2	8	2	9	0	21
Equestrian	1	2	1	0	0	4
Fencing	2	5	4	7	0	18
Gymnastics	4	8	7	20	0	39
Weightlifting	11	10	13	19	4	57
Judo	17	9	15	29	2	72
Wrestling	16	6	21	40	1	84
Aquatics	17	30	15	30	2	94
Modern pentathlon	1	1	1	6	0	9
Taekwondo	20	10	12	6	0	48
Tennis	1	0	1	2	0	4
Table tennis	3	2	5	5	0	15
Shooting	1	5	18	27	1	52
Archery	0	5	5	3	0	13
Triathlon	1	5	2	3	0	11
Sailing	1	3	5	11	0	20
Men	139	125	142	211	11	628
Women	64	66	42	121	4	297
Total athletes	203	191	184	332	15	925
Total NOC	44	38	24	40	9	155

▲

Olympic scholarship holder
Manuel Minginfel (Federated States of
Micronesia) during the Games of the
XXVIII Olympiad in Athens
© Getty Images/Chris McGrath

▲

Olga Dovgun (Kazakhstan),
Olympic scholarship holder
© IOC/Shinichiro Tanaka



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.

2006 Budget: US\$ 2,250,000

Projects take off

While 2005 was the launch year for the new orientation of this programme, 2006 was the first complete year involving the practical implementation of many of the approved projects. Having been allocated a budget for the quadrennial period, the NOCs were asked to submit a detailed plan in relation to the activities they wished to carry out for a particular competition. Although this programme was fully operational in 2006, the application and allocation procedure will continue throughout the quadrennial period. Thirty additional grants were awarded in 2006, bringing the total number of teams benefiting from this type of funding to 83. This already represents 20 more NOCs than during the whole of the previous quadrennial, demonstrating that the creation of this programme has encouraged numerous NOCs to support a team.

The number of beneficiaries is constantly growing, a trend that is likely to become more pronounced in 2007, given that qualification competitions for team sports generally take place the year before the Olympic Games. We can therefore expect a significant increase in the number of applications from NOCs preparing their teams for world and continental championships, as well as qualification tournaments for the Olympic Games in Beijing. The relevant IFs are consulted on each application received and play a key role in the decisions taken with regard to the budgets, objectives and feasibility of the proposed projects, particularly during Olympic qualification periods. Their involvement in this process also gives them a clear idea of the funds that are being invested in their respective sports.

Grants awarded to NOCs by sport and by continent

Continent	Teams	Baseball	Basketball	Handball	Hockey	Ice Hockey	Softball	Volleyball	Water-polo
Africa	22		ALG BUR CPV LBA MOZ	ANG CGO CIV MAW SEN	ANG BEN RSA			EGY TUN KEN MAR NIG SEY	
America	20		ANT COL ECU PER	BIZ CUB PAN VIN	ARG BRA PAR URU	AHO	ESA GUA	BAR PUR CHI DMA PAR	
Asia	10		LIB QAT	UZB	KUW	IND	PRK	MGL TJK INA	KAZ
Europe	28	GBR SWE	BUL LTU MLT SLO		CRO GRE ISL ISR MKD UKR	BEL FRA IRL	LAT	AND TUR AZE BLR EST GEO LIE	MDA NED ROM SRB SVK
Oceania	3		ASA SOL	NZL					
Total	83	2	27	16	7	1	3	21	6



▲ The Turkish volleyball team at the FIVB World Championships in Japan

© NOC of Turkey

Continental and Regional Games – NOC Preparation

Intense activity and fervour in all continents

The objective in 2006 was to encourage the NOCs to organise activities in preparation for the main continental games scheduled for the end of 2006 and 2007. This year was therefore a period of preparation, characterised by the organisation of numerous athlete training camps, most of them at national level. This programme offers continental level athletes the chance to put the finishing touches to their preparation by participating in regional competitions or continental championships that are considered essential for acquiring international experience.

Africa witnessed the first Games of the Zones, organised by ANOCA at the end of the year, with further editions scheduled for 2007. This competition, which was the subject of numerous preparation programmes, serves as an ideal springboard for the All Africa Games in Algiers (Algeria) in 2007. Young athletes from 38 NOCs benefited from this programme and participated in the Games of their respective zone. The aim for the first half of 2007 will be to reach every African NOC preparing for the Games in Algiers. In **America**, the programme was launched at the start of 2006 as agreed with PASO, with the aim of preparing athletes for the Pan-American Games to be held in Rio de Janeiro (Brazil) in 2007. By the end of 2006, 34 American NOCs had received funding, enabling them to begin their preparation activities. Olympic Solidarity will continue to work proactively in order to achieve the highest possible level of participation among NOCs preparing for the Pan-American Games. For **Asia**, 2006 was the most important year of the quadrennial plan, since it culminated with the Asian Games in Doha (Qatar), which was the main focus of this programme in Asia. The NOCs responded very positively, submitting 31 new applications. This meant that a total of 42 NOCs benefited from assistance by means of this programme (95% of all Asian NOCs). The results will be analysed in order to assess the real impact of the programme and possibly to direct the most deserving athletes towards other forms of assistance. In **Europe**, the key moments of this programme are the years in which the European Youth Olympic Festival (EYOF – summer and winter) and the Games of the Small States of Europe (GSSE) are held, i.e. 2005 and 2007. 2006 was therefore mainly devoted to the closure of projects linked to the 2005 competitions and the assessment of preparation projects for the 2007 editions. Nevertheless, seven new applications were received, bringing the total number of NOCs in Europe benefiting from this programme to 32. Further applications are anticipated in the run-up to the 2007 editions of the EYOF and GSSE. For **Oceania**, the South Pacific Games offer NOCs the chance to participate in an international competition with their regional counterparts. They also provide some athletes with a unique opportunity to represent their country and to make a name for themselves at a regional level. ONOC, which runs this programme on behalf of Olympic Solidarity, managed the activities organised by Oceania NOCs in 2006 and noted that the projects submitted mainly concerned preparations for the next South Pacific Games, to be held in Samoa in 2007.

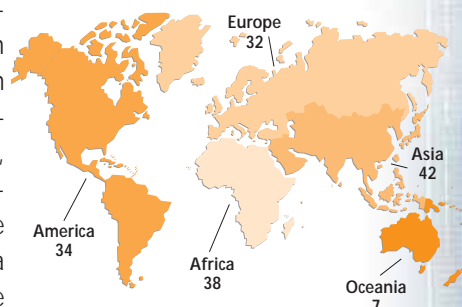
Objective: to offer technical and financial assistance to NOCs for the preparation of continental level athletes prior to their participation in multi-sports continental and regional games.

2006 Budget: US\$ 4,500,000



Opening Ceremony of the 15th Asian Games in Doha
© Olympic Solidarity

Preparation budgets granted



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.

2006 Budget: US\$ 1,250,000

The talent is there : youngsters prepare for 2012

The response from the NOCs in 2006 towards this programme showed that many understood the growing importance of investing early in their young athletes six years prior to the Games of the Olympiad in London in 2012. Olympic Solidarity has promoted this programme as an opportunity for the NOCs to offer short-term training to youngsters and thus allow them to get a good understanding of the rigours of high-level sports and competition.

NOCs have organised a number of varied activities under the ambit of this programme, ranging from general youth training camps, specific coaching for athletes prior to world, continental or regional junior championships or individualised long-term training opportunities for young athletes with a high potential.

In 2006, Olympic Solidarity strengthened its collaboration with a number of partners within the Olympic Movement, which offer specific projects focusing on athletes with a profile for the 2012 London Olympic Games.

FISA : training camps in Tunisia and South Africa (rowing).

UCI : training grants at the World Cycling Centre.

ITTF : collaboration with the " With Future in Mind " project (table tennis).

ITF : training grants at the African Tennis Centre and Spanish Training Centre in Barcelona.

NOCs having benefited from the programme since 2005

Continent	Participating NOCs	
Africa	32	ALG, BDI, BEN, BOT, BUR, CGO, CIV, CMR, EGY, GAM, GHA, KEN, LBR, MAD, MAR, MAW, MRI, NAM, NGR, NIG, RSA, SEN, SEY, SOM, STP, SUD, SWZ, TOG, TUN, UGA, ZAM, ZIM
America	23	AHO, BAR, BIZ, BRA, CAN, CHI, COL, CUB, DOM, ECU, ESA, GRN, GUA, HAI, HON, ISV, IVB, PAR, PER, PUR, SUR, TRI, URU
Asia	30	BAN, BRN, BRU, CAM, HKG, INA, IND, IRI, IRQ, JOR, KAZ, KGZ, KOR, LIB, MAS, MGL, MYA, NEP, OMA, PAK, PLE, PRK, SRI, SYR, THA, TJK, TKM, TPE, UZB, VIE
Europe	32	AND, ARM, AZE, BLR, BUL, CRO, CYP, DEN, EST, GEO, GER, HUN, IRI, IRL, ISL, ISR, LAT, LIE, LTU, MDA, MKD, NOR, POL, POR, ROM, RUS, SRB, SLO, SMR, SVK, SWE, UKR
Oceania	11	COK, FIJ, KIR, NRU, PLW, PNG, SAM, SOL, TGA, VAN, VIN
Total	128	



▲ Young athletes from Sudan at the FISA training camp in Pretoria (South Africa)

© FISA

Talent Identification

Schools and clubs: breeding-grounds of future champions

The Talent Identification programme continued during 2006, with more and more detailed projects being implemented by the NOCs, enabling most of them to complete national programmes for the identification of talented young athletes. Some NOCs used this programme to support existing identification programmes, such as in schools or clubs. Others decided to set up new programmes to identify their most talented youngsters.

This programme was very popular with the NOCs, to the extent that the number of projects submitted to Olympic Solidarity by the end of the year was greater than the number that could be funded from the available budget and consequently, not all the requests could be met.

Some NOCs were also able to benefit from this programme by combining it with a plan to develop their national sports structure. In these cases, an expert was sent to the country concerned to set up the identification programme and to train others to take charge of athlete training and further structural development.

NOC projects

Continent	Projects approved	
Africa	9	BDI, CGO, CHA, MTN, NIG, RSA, SEN, TUN, ZIM
America	13	ANT, BIZ, BRA, DMA, ECU, GRN, HAI, HON, LCA, PER, SUR, URU, VIN
Asia	3	BRN, SIN, UZB
Europe	7	ARM, CZE, LTU, MDA, MKD, NED, SWE
Oceania	4	Joint projects divided between 10 NOCs
Total	36	

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

2006 Budget: US\$ 750,000



Competition organised in Uzbekistan as part of the programme to identify young talented athletes



◀ Technical course for volleyball coaches, Beihai, People's Rep. of China

National coaches : training levels increasing



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 very latest scientific and technical knowledge and meet the training requirements of modern athletes.

Olympic Solidarity cooperates closely with the NOCs and encourages them to create links between the different programmes and training options available to national coaches, for example between technical courses and individual scholarships. It 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.

The figures for 2006 clearly show that the NOCs are attaching the necessary level of importance to coach education at all levels. If this were not the case, they would be unable to provide their athletes with adequate training to enable them to join the national elite or participate in the Olympic Games.

The technical courses programme, which particularly aims to provide basic training for coaches (levels 1 and 2) in all Olympic sports, has been very popular, with more than 300 courses organised throughout the world during 2006. Regional courses were also held, bringing together coaches from several different countries to participate in a high-level training course. The Olympic Scholarships for Coaches programme enjoyed similar success. The NOCs are now familiar with the different sport science courses available in universities and high-level training centres. The second option – sport-specific training – is also becoming increasingly popular. Several IFs have set up and run specific programmes in various sports at Olympic Solidarity's request.

Technical Courses for Coaches

Planning courses over a four year period, rational organisation

The programme of technical courses is run by Olympic Solidarity in close collaboration with the IFs. Level 1 courses are generally organised at national level, while level 2 and 3 courses may take place at regional level and involve participants from several neighbouring NOCs. During 2006, 334 technical courses were held, a 42% increase compared to the previous year.

It should be noted that Olympic Solidarity asked the NOCs to draw up a general plan of all the courses they wished to organise during the 2005–2008 quadrennial period. The idea was to enable the NOCs to rationalise their planning of the courses over four years and to adopt a practical approach to coach education. Apart from a few amendments, the NOCs have stuck to the plans they submitted and only a small number of courses had to be postponed until 2007.

As at the start of 2005, the NOCs firstly had to submit to Olympic Solidarity technical and financial details concerning each course (summary of course content, list of participants, etc.) and a detailed financial breakdown of the funds requested. The number of courses organised in 2006 is indicative of the high level of interest in this programme among the NOCs. The NOCs are providing increasingly detailed reports, often with comments, photographs and audiovisual aids such as CD-ROMs. Thanks to the excellent cooperation between the IFs and Olympic Solidarity, the quality of these courses is gradually improving, particularly in terms of the standardisation of content and certification (e.g. length of courses, number of participants, assessment methods, etc.). The success achieved by this programme each year demonstrates the NOCs' desire to be able to offer basic training to their national coaches.

Technical courses planned

Continent	Technical courses	Participating NOCs
Africa	130	44
America	97	32
Asia	93	33
Europe*	14	9
Oceania**	–	–
Total	334	118

* Other courses were organised through the EOC's "NOC Activities" Continental Programme

** All the courses were organised through ONOC's "NOC Activities" Continental Programme

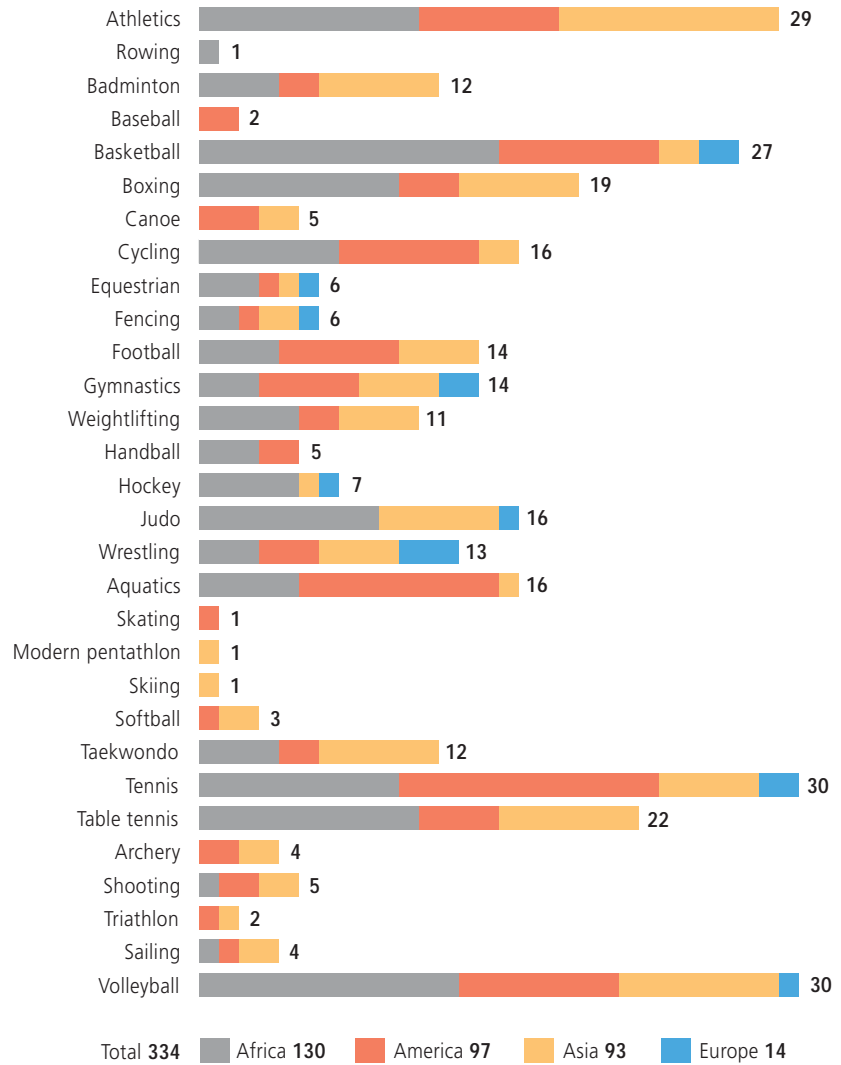
Objective: to provide basic training to coaches through courses led by an expert from another country in close collaboration with IFs.

2006 Budget: US\$ 3,250,000



Technical work on the court during a course for tennis coaches in Spain

Distribution of technical courses by sport and by continent



▲ Technical course for skiing coaches in Tajikistan

▲ Participants in the technical course for cycling coaches organised in Guinea

Olympic Scholarships for Coaches

New courses in an increasing number of sports

This programme has been in existence for many years and the NOCs are now familiar with the different training courses available in the spring and autumn in the universities and high-level training centres. Olympic Solidarity has continued to cooperate with the centres that offer training programmes in Canada, Spain, France, Hungary and Switzerland in particular. In an effort to improve further the quality of the training provided, Olympic Solidarity representatives visited the centres in order to meet the coaches and talk to the people who run the courses. In the centres' opinion, the NOCs are becoming increasingly rigorous in selecting their candidates and the level of expertise has gradually risen in recent years.

The objective of this programme is to enable coaches, once they have completed their training, to pass on their knowledge and strengthen their sport within their country. Some coaches have even been invited to lead technical courses alongside international experts. Others, with the support of their NOC, have been able to carry out their research as part of the Development of National Sports Structure programme, which represents the "ideal" link that can exist between two Olympic Solidarity programmes for the development of a sport.

Olympic Solidarity also collaborated with the IFs in order to propose specific training in certain sports. Programmes are now available in tennis, cycling and archery. An ice hockey project has recently been launched. These programmes are run by the IFs, either in their own world training centres (e.g. UCI) or in continental centres (e.g. FITA), and aim to pass on to coaches the very latest technical and theoretical knowledge about their sport. This cooperation will continue in order to offer new training opportunities to the NOCs in as many different sports as possible.

Scholarships for coaches by continent

Continent	Participating NOCs	Scholarship holders		
		Men	Women	Total
Africa	35 ALG, ANG, BDI, BEN, BUR, CGO, CHA, CMR, CPV, DJI, EGY, ETH, GAB, GBS, GHA, GUI, LBR, LES, MAD, MAW, MLI, MRI, NGR, NIG, RWA, SEN, SEY, SLE, STP, SUD, TAN, TOG, TUN, UGA, ZAM	54	4	58
America	22 ARG, BAR, BOL, BRA, CHI, COL, CRC, CUB, DMA, ECU, ESA, GUA, GUY, HAI, NCA, PAR, PER, PUR, SKN, TRI, URU, VEN	31	4	35
Asia	19 BHU, BRN, CAM, IND, IRI, JOR, MAS, MDV, PAK, PHI, PRK, QAT, SIN, SRI, SYR, THA, TJK, TPE, VIE	22	3	25
Europe	11 ALB, CYP, EST, GRE, GBR, HUN, LTU, MLT, MON, ROM, SMR	9	2	11
Oceania*	4 FIJ, NZL, PNG, SOL	6	2	8
Total	91	121	16	137

*Numbers taken from 2006 ONOC Report

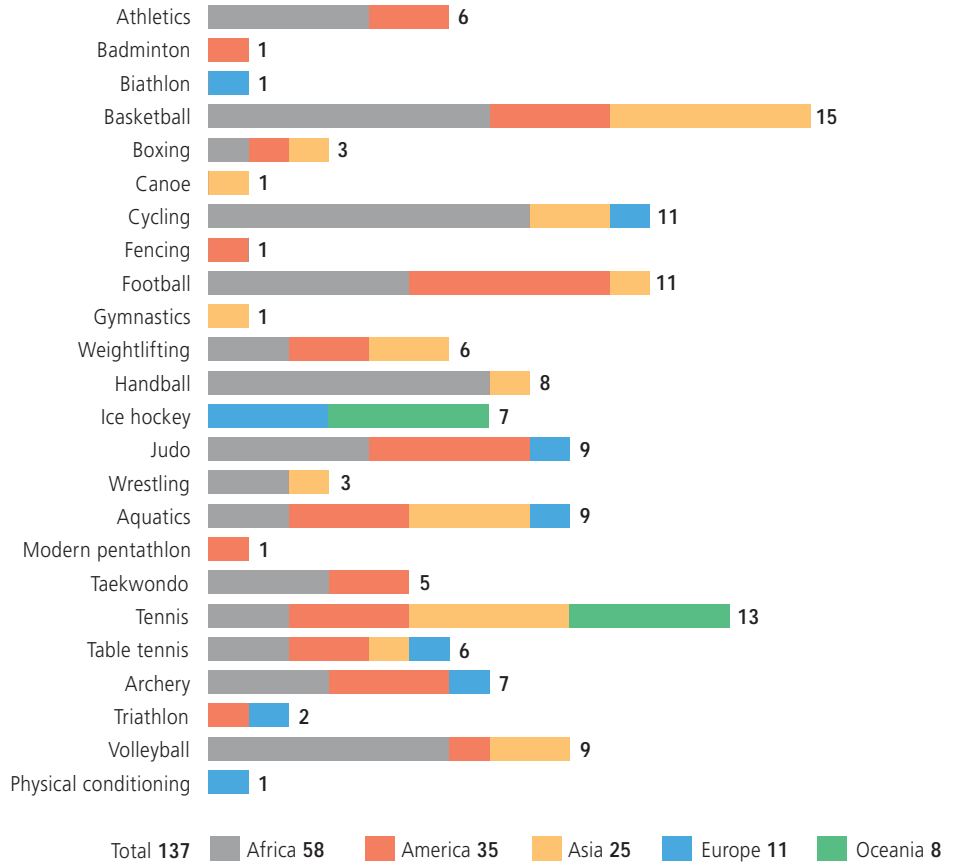
Objective: to offer coaches access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

2006 Budget: US\$ 1,500,000



Participants during the autumn training session at Semmelweis University in Budapest (Hungary)

Distribution of Olympic scholarships for coaches by sport and by continent



▲ Specific training during the autumn session at the CISÉL (International Centre for Elite Sport in Lausanne)

▲ CISÉL scholarship holders

Development of National Sports Structure

Diverse action plans and bridges between programmes

The NOCs, which are now familiar with the procedures and the implementation of projects of varying durations, showed a great deal of interest in the Development of National Sports Structure programme during this second year of the quadrennial plan. Thanks to this programme, the NOCs have the opportunity to set up a project which will enable them to strengthen the whole national structure of a particular sport. These action plans may focus on the training of coaches, the identification of talented youngsters or work with clubs. Some projects have been held in the capital city of the country concerned, while in others, the expert travelled throughout the country in order to develop sport at all levels in several regions.

Olympic Solidarity has continued its efforts, particularly with the help of the IFs concerned, to facilitate the implementation of the programmes submitted by the NOCs. However, the main difficulty for the NOCs remains finalising the details of each action plan and, for the IFs, finding an expert who is available to run a long-term mission (between 3 and 12 months). These different problems have often delayed or, in some cases, even jeopardised the implementation of the action plan. On the other hand, several NOCs which had already set up a development programme in 2005 submitted new requests in 2006 and, using the experience they had previously acquired, were able to finalise their projects more quickly.

Other projects were run jointly with the Talent Identification programme, enabling NOCs to work in different fields, to increase the available budget and to take advantage of the presence of an expert. Finally, some projects were the result of research that coaches who had received scholarships had conducted while training at a foreign centre or university. On returning to their home country, these coaches contacted their NOCs in order to suggest that they carry out their plan. These examples illustrate perfectly the links that can be established between different projects under the umbrella of the Development of National Sports Structure programme.

NOC projects

Continent		Projects accepted
Africa	8	BEN, MAR, MAW, MLI, NGR, NIG, SEY, TUN
America	15	AHO, ARG, BAR, BIZ, BRA, DMA, ECU, GUA, HON, PAR, PUR, URU (3), VIN
Asia	8	CAM, CHN, IND, LAO, PRK, UAE, YEM (2)
Europe	5	ALB, BUL, FIN, MDA, TUR
Oceania	4	ASA, FSM, NZL, VAN
Total	40	

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.

2006 Budget: US\$ 1,250,000



Training in taekwondo to develop the national structure in Yemen



Coaches behind the scenes of success

Training session at the World Cycling Centre in Aigle, Switzerland



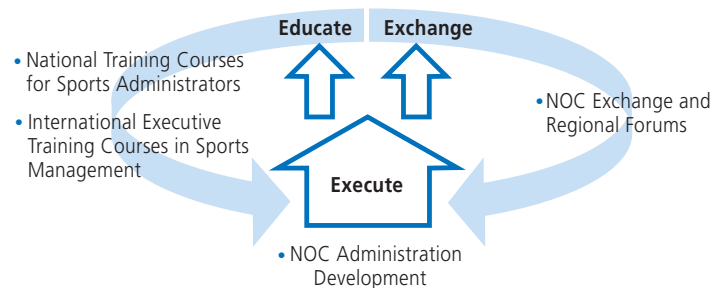


◀ Sergio Mane, Secretary General of the Guinea-Bissau NOC, presents his project during the MOS Masters in Lausanne (Switzerland)

Permanent strengthening of management structures



It is important that NOCs are able to continuously improve their management capabilities. To help them in this direction, Olympic Solidarity offers them several forms of assistance. The main objectives of the NOC management programmes are to provide the NOCs with subsidies towards their operational costs, to enable them to EDUCATE their staff and to EXCHANGE information and experiences with other NOCs so that they can develop their knowledge and management practices.



At the beginning of 2006, the NOCs were already familiar with the programmes for this quadrennial period, since they had been implemented in 2005 and analysed at length at the regional forums held that year. Consequently, there was a clear increase in the use of the NOC management programmes, with NOCs now comfortable with the revised options, guidelines and policies.

Several NOC management programmes that were partially operational in the first year of the quadrennial period were used in full in 2006. Firstly, the Staff Skills Training option, a sub-programme of the NOC Administration Development programme, was made available to the 203 NOCs. This sub-programme serves to encourage the NOCs to offer their staff local further training opportunities so that they can improve their professional skills. Secondly, the three editions of MEMOS (Executive Masters in Sports Organisation Management) – in English, French and Spanish – were completed in 2006, producing the first graduates for the 2005-2008 period. Finally, the pilot programme of NOC internships organised in 2005 yielded positive results, leading to the creation of a permanent sub-programme within the NOC Exchange and Regional Forums programme.

NOC Administration Development

Staff training, the key to success

In 2006, a new feature of the NOC Administration Development programme took effect. For the first time, the NOCs were able to request reimbursement of costs related to training courses undertaken by their staff during the previous year. At the beginning of the quadrennial period, Olympic Solidarity allocated US\$ 1,500 to each NOC, which they can claim at any time during the quadrennial period.

67 NOCs received the full or partial grant in 2006. The others are expected to follow suit in the next two years. The most popular types of training include courses in computing, accounting, time management, development of communication and management skills, languages (English and French) and project management. The grants were also used to pay for subscriptions to specialised journals.

The second Sport Management Seminar for Women was organised in Lausanne in June 2006 by the AISTS (International Academy of Sports Science and Technology). Olympic Solidarity once again supported female sports administrators nominated by their NOCs by covering the cost of their participation in this seminar. During the selection procedure, special consideration was given to female National Course Directors from the National Training Courses for Sports Administrators programme. The seminar enabled them to acquire additional tools to be used in their day-to-day work and in conducting the sports administration courses organised by their NOCs.

The NOC Management Initiatives sub-programme was again very popular and, as in the first year of the quadrennial period, the number of applications exceeded the budget available for the year.

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.

2006 Budget: US\$ 5,475,000



Management course for the staff of the Albanian NOC headquarters

NOCs that benefited, subsidies and initiatives by continent

Continent	NOCs that benefited	NOCs that applied for an administrative subsidy	NOC initiatives	Staff training
Africa	53	53	8	22
America	42	42	12	7
Asia	43	43	8	12
Europe	48	48	5	22
Oceania	16	16	1	4
Total	202	202	34	67

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.

2006 Budget: US\$ 625,000

NOCs active in transmission of knowledge in sports administration

Since the NOCs received enough copies of the Sport Administration Manual (2005 edition) and certificates to last the whole quadrennial period, they were able to organise the courses approved by Olympic Solidarity for 2006. In all, 67 NOCs organised 132 courses. By training their own National Course Directors, Kenya, Jordan and Palestine joined the other NOCs already actively participating in this programme. Taking advantage of the geographical and linguistic proximity of their NOCs, the candidates to become National Course Directors in Jordan and Palestine took part in a joint training course organised by the Jordanian NOC.

The reports prepared by the NOCs after each course provide Olympic Solidarity with an opportunity to compare the trends in training courses for sports administrators at global and regional levels. In 2006, marketing, leadership skills, planning, financial management and budgeting were considered most relevant by the majority of those who had attended the courses. The NOCs can use the feedback received from course participants to analyse the requirements of their partners and adapt course content in order to better meet the needs of future participants.

As well as Sports Administrators Courses, work continued on the development of the new manual that will serve as the basis of the Advanced Sports Management Courses. Intensive proofreading and revision has been carried out in order to ensure that the manual is ready in 2007 and can be distributed to all the NOCs. Training of programme directors responsible for organising these courses within their NOCs will constitute the first step in the development of the courses. Detailed information about this process will be communicated to the NOCs.

Sports administration courses organised by continent

Continent	Courses	Participating NOCs	Participants		
			Men	Women	Total
Africa	42	22 1 course: CGO, CHA, GEO, MAD, MLI, MOZ, TOG, ZAM 2 courses: ETH, GAM, GBS, GHA, GUI, LES, NAM, TAN, ERI 3 courses: ANG, BEN, BUR, MAW 4 courses: BDI	766	235	1,001
America	37	19 1 course: AHO, BRA, DOM, ECU, GUY, MEX, PUR, VIN 2 courses: ARG, CRC, HAI, LCA, PER 3 courses: COL, ESA, GUA, HON, PAR 4 courses: CHI	866	305	1,171
Asia	38	17 1 course: JOR, MAS, OMA, PAK, PLE, SIN, THA, YEM 2 courses: BRN, SRI 3 courses: BAN, LAO, MYA 4 courses: IRI, UZB, VIE 5 courses: CAM	765	254	1,019
Europe	11	5 1 course: MLT 3 courses: ALB, ARM, EST, SMR	168	85	253
Oceania*	4	4 1 course: AUS, NZL, SAM, SOL	**	**	**
Total	132	67	2,565	879	3,444

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

** Statistics not available



▲ The participants at the end of their sports administrators' course in Chile

International Executive Training Courses in Sports Management

After English and French, the first Spanish MEMOS

2006 was a very busy year in terms of international courses. As every year, in September, one edition of the English MEMOS (Executive Masters in Sports Organisation Management) was completed (MEMOS IX) and the following edition inaugurated (MEMOS X). Moreover, the French language version of the course, Master MOS (Master en Management des Organisations Sportives) yielded the first set of graduates in June 2006, while the first ever MEMOS in Spanish, which ran from March to November, culminated with the presentation of its participants' projects at the Olympic Museum in Lausanne and the awarding of diplomas by the IOC Honorary President, Juan Antonio Samaranch.

Overall, 94 participants representing NOCs from all the continents received Olympic Solidarity support to complete the MEMOS programme in English, French or Spanish.

Scholarships granted by continent

Continent	Participating NOCs	Scholarships granted								Total
		MEMOS IX		MEMOS X		MMOS		MEMOS (Spanish)		
		M	W	M	W	M	W	M	W	
Africa	27	3	1	7	1	7	6	2	-	27
America	24	6	2	3	3	-	1	14	3	32
Asia	12	5	2	5	2	-	-	-	-	14
Europe	15	3	4	7	-	-	-	3	1	18
Oceania	3	-	1	1	1	-	-	-	-	3
		17	10	23	7	7	7	19	4	
Total	81	27		30		14		23		94

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.

2006 Budget: US\$ 500,000



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

The class of module 1 of the MEMOS in Spanish in Mexico City

Projects submitted by participants funded by Olympic Solidarity

NOC	MEMOS IX Projects
AHO	Remco Paul TEVREDEN – Indications of Professionalisation of Continental Sports Federations.
ALB	Elda GJOKA – Marketing for the National Olympic Committee of Albania: A Sustainable Strategy.
BAN	Muhammad WALIULLAH – Strategic Plan for Bangladesh Olympic Association.
BRA	Marcello Arion Lassen CORDEIRO – Contribution to the Designing, Construction and Management Model of Public Sports Facilities.
COL	Clemencia ANAYA MAYA – Women in Sport Organisations: Building a Bridge for Gender Equity in Colombia.
DEN	Eline ANDERSEN – Higher, Faster, Stronger PROFIT: How to Enhance the Electronic Processing of the NOC of Denmark for the Preparation for the Olympic Games.
FIJ	Sainimili Lavenia TALATOKA – Enhancing the Value of Sponsorship Packages: An Analysis of the Fiji Volleyball Framework.
FIN	Tuuli MERIKOSKI-SILJUS – Critical Evaluation of Aspects of the Athletes' Study and Career Support Service in Finland.
GHA	Emmanuel OWUSU-ANSAH – Managing Conflict in the Governance of Sport in Ghana.
GRE	Stratos KARETOS – Optimising the Selection Criteria and Funding Process of the Hellenic Olympic Team.
ISR	Ofer BEN-ZVI – Relationships Between Sports Organisations and State Sport Policy: the Case of Israel Compared with Other Developed Modern Societies.
JAM	Paulton GORDON – A Framework for the Development of Sports Federations in Jamaica.
JOR	Lana Mahmoud AL-JAGHBEER – A Strategic Plan to Attract Women into Sport in Jordan.
KEN	Elynah SIFUNA-SHIVEKA – Kenya Hockey Union: Empowering the Union Financially by Creating a Strategic Marketing Plan.
LAO	Southanom INTHAVONG – Creating a Strategic Development Plan for the National Olympic Committee of Laos.
MLT	Marie Therese ZAMMIT – Women in Sport Leadership Positions in Malta: Barriers and Solutions.
NOR	Goril HANSEN – Disseminating and Implementing Classification of Athletes with a Disability in Sport in Norway.
OCA	Ali AL MARRI – Ali AL MARRI – Managing Crisis in Sports Organisations.
OMA	Mohammed Saad AL MANWARI – Sports Clubs as an Element for the Development of Sports in Oman.
PHI	Gillian Akiko THOMSON – Creating a Sponsorship Plan for the Philippine Amateur Swimming Association.
PUR	Vanessa PINEIRO – Strategies to Improve the Administration of Puerto Rican Sports Federations.
SUD	Khalid Hassan ELBEELY – Promotion of Olympic Education Among School Students in Khartoum State.
TAN	Henry Benny TANDAU – Tanzania Football Federation: Developing a Strategic Plan.
TRI	Brian Anthony Courtenay LEWIS – Governance in National Sport Organisations: A Trinidad and Tobago Perspective.



▲ The participants from module 2 of MEMOS IX organised by the Brazilian NOC in Rio de Janeiro

▼ The participants from module 3 of MEMOS IX in Ragusa, Sicily (Italy)



NOC	Master MOS projects
BDI	Emmanuel NTAKIRUTIMANA – Participation by the NOC in the Development and Promotion of Sports Practice in Burundi: Organisation of the Inter-School Games in 2007 to Highlight the Educational Functions of Sport and Promote High-Level Sport.
BEN	Esther AGBOTON – Contribution to Restructuring the Olympic Movement Based on the New Territorial Organisation in Benin.
BUR	Annick Lydie PIKBOUGOUM – Contribution by the Burkina Faso National Olympic and Sports Committee to the Development of High-Level Sport : Retraining High-Level Athletes.
CIV	Namama FADIGA – High-Level Sports Development Plan in Côte d'Ivoire with a View to the Olympic Games in 2012: Participation in Drawing Up a State-Sports Movement Agreement on Objectives.
CMR	Blaise MAYAM RE-NIOF – An Evaluation of the National Sports Federations in Cameroon.
GBS	Sergio MANE – Proposed Strategic Plan to Develop the Guinea Bissau Olympic Committee.
HAI	Gally AMAZAN – An Equipment Plan to Develop Volleyball in Haiti.
MAD	AHMAD – What Strategic Plan for an Autonomous National Football Federation in a Developing Country? The Case of the Malagasy Football Federation.
MLI	Moussa BOLY – Contribution by the NOC to the Development of Mass Sport in Mali: Creation of a Coordination Structure to Relaunch School and University Sport in Bamako.
NIG	Issaka IDE – The Nigerian Federation, a Key Player in Developing Taekwondo in Africa: Organising the 3rd World Taekwondo Cup in Niger.
RWA	Françoise UWAMARIYA – A New Priority for the Rwandan Olympic and Sports Committee: Reconciliation Based on Olympic and Sporting Values.
SEN	Cécile FAYE – Strategy for Developing Fencing in Africa: What Strategic Plan can the FIE Develop with the CAE to Respond to the Needs of the National Federations?
STP	Angelico DOMINGOS DOS SANTOS – Strategic Plan for Developing Volleyball in Sao Tomé and Príncipe.
TUN	Amira CHERNI – The Tunisian Olympic Committee: Project to Develop a Partnership Programme Between a Group of Companies and the Tunisian Olympic Team.





▲ Participants to the module 2 of the MEMOS at the Spanish NOC Headquarters in Madrid (Spain)

▼ Working group during the MEMOS in Spanish in Mexico



NOC	MEMOS projects in Spanish
ANG	Domingos Fernandes TORRES JUNIOR – The Role of Managers in Sports Organisations in Angola.
ANT	Kristy DICKENSON – A Strategy to Develop a Four-Year Sports Plan for the Sports Associations in Antigua and Barbuda.
ARG	Carlos Gabriel FERREA – Strategic Plan to Improve the Organisation of the National Olympic Committee.
BRA	Renata MOREIRA REIS CARNEIRO – Ongoing Training Plan for Sports Leaders in Brazil.
BUL	Lyuben KIRILOV NAYDENOV – Strategic Plan to Develop the Olympic Youth Festival in Bulgaria.
CHI	Leonardo LUCERO MEDINA – Qualification Levels of the Volunteer Leaders of National Federation Clubs in Chile.
CUB	Erick LOPEZ RIOS – Current Management and Future Prospects for High-Level Gymnastics in Cuba.
DOM	Osiris GUZMAN DELGADO – Olympic Sport in the Dominican Republic. Analysis of the Financial Budgets for 2000–2006 and Their Effects on Results in High-Level Sport.
ECU	Luis Cornelio SERRANO RODRIGUEZ – Strategy to Develop Leadership Capabilities in Ecuador.
ESA	Enrique Ramón NUILA – Design of a Manual for Staging Regional Sports Events.
ESP	Alfredo GOMEZ GONZALEZ – Transition of High-Level Sport into the Professional Sphere. A Strategic Plan for the Spanish Olympic Committee.
GUA	Sergio Arnaldo CAMARGO MURALLEZ – Inter-Institutional Relations Between the Guatemalan Olympic Committee and the National Sports Federations and Associations.
HAI	Fritz Gérald FONG – Sport in the Physical Education Programme in the Secondary Education System of the Republic of Haiti.
HON	José Ubaldo ZAVALA VALLADARES – Strategic Plan for Improving the Efficiency of the Honduran Olympic Committee.
MEX	Jaime CADAVAL BAEZA – Mexican Olympic Festival.
MOZ	José DAVA – Management Plan for the Boane Olympafrica Centre in Mozambique.
NCA	Felix Antonio CORREA – Optimising the Use of Resources for High-Level Sport in the Olympic Cycle, Pursuant to Law 522.
PAN	Pedro AGUILAR DE GRACIA – Assessment of the Effects of the Codicader Games on School Sport in Panama.
PER	Carolina BETALLELUZ CARRASCAL – Strategic Feasibility Plan for the Women's Football Development Centre.
POR	Loic SANTOS PEDRAS – Identifying and Developing Talented Athletes in Portugal. A Strategic Plan for the Portuguese Olympic Committee.
PUR	Carlos GUZMAN COLON – Thought Systems in Planning and Managing the Federations in Puerto Rico.
URU	Dante Wilfredo STEFFANO SOCA – Training for Sports Technicians in Uruguay. An Approximation Based on an Analysis of the Stakeholders.

NOC Exchange and Regional Forums

Sharing of knowledge and experience, the backbone of our solidarity

The evaluation of the pilot programme of NOC internships that took place in 2005 showed positive results and led to the organisation of 11 internships in 2006. The following NOCs wished to share their experience with staff members of other NOCs and hosted one or two internships for between two and three months: Australia, Brazil, France, Great Britain, Ireland, Malaysia, Mexico, United States and Zimbabwe. Some of the areas in which the interns worked were general NOC administration, Games preparations, training centre management and event management. An official sub-programme of the “NOC Exchange” programme, NOC Internships will be available again in the third year of the quadrennial period.

Meanwhile, the NOCs continued to share their know-how via individual exchanges. The most popular topics covered were finance management, general NOC administration, marketing, strategic planning, youth talent identification and training centre management. A number of exchanges between groups of NOCs were also organised, including a seminar for the French-speaking NOCs of Africa organised by the German NOC, an Olympic Public Relations Association workshop hosted by the United States NOC and attended by a number of NOC representatives from Europe and Asia, a Women in Coaching Conference organised by the United States NOC with representatives of nine American NOCs and, finally, a marketing seminar held under the patronage of the International Committee for the Mediterranean Games and attended by some of its member NOCs.

Regional Forums took place on four continents in 2006. The American NOCs met to discuss the Olympic Solidarity programmes for the 2005–2008 quadrennial period and compare the ways in which these programmes were used by different NOCs. The forums in Asia featured guest speakers from WADA and gave NOCs an opportunity to review the anti-doping policies of the Olympic Council of Asia (OCA). The European Olympic Committees (EOC) organised a technical seminar on the following subject: The Road to Beijing – Challenges and Opportunities for the European NOCs. Finally, the NOCs of Oceania discussed, among other subjects, the Oceania Sport Education Programme.

NOC Exchange and Regional Forums by continent

Continent	NOCs that participated in an exchange	NOCs that benefited from an internship	Regional Forums
Africa	21	4	–
America	11	3	1
Asia	13	3	5
Europe	16	1	1
Oceania	3	–	1
Total	64	11	8

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

2006 Budget: US\$ 1,000,000



OCA Regional Forum in Uzbekistan

The participants in the conference for female coaches organised by the United States Olympic Committee



◀ Events organiser training in Mali within the framework of Sport for All activities

United in the global promotion of Olympic ideals



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 available to the NOCs within the framework of the promotion of Olympic values therefore make an important contribution, since they enable 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.

2006 was a year full of events that had a major impact on most of the programmes for the promotion of Olympic values. The new cycle of IOC regional seminars continued this year as part of the Sport and the Environment programme and two seminars were organised in Malaysia and Jamaica respectively. During these seminars, the NOCs were encouraged to promote sport and the environment through education programmes, events that take into account the ecological dimension and awareness-raising campaigns. As part of the Women and Sport programme, the IOC organised a continental seminar in Egypt for African NOCs. The IOC reviewed the content of the “women and sport” seminars in order to increase their duration and respond to new requests. The seminars now last four days and focus on subjects such as project management, sports organisation management and topics specific to the challenges faced by women in sport.

Other international events were held, including the Sport for All Congress in Havana (Cuba) on the theme “Physical activity: benefits and challenges” and the World Forum on Sport, Education and Culture in Beijing (China) on the theme “Sport and a world of harmony”. The International Olympic Academy organised its two main annual sessions in Olympia (Greece) for delegates of NOCs and National Olympic Academies. Thanks to financial support from Olympic Solidarity, numerous NOCs sent delegates who were able to learn more about Olympism and carry out activities back in their own countries. Within the framework of these seven programmes, Olympic Solidarity also continued to receive a large number of high-quality individual initiatives from NOCs.

Sports Medicine

Doctors and physiotherapists with the very latest knowledge

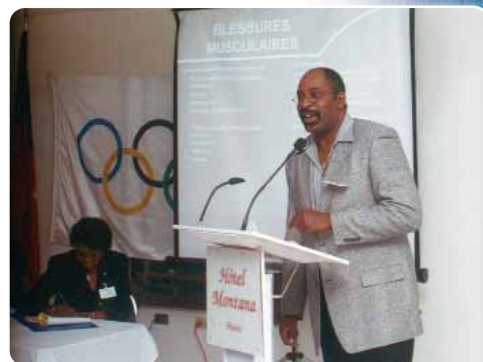
Sports medicine courses continue to be organised in all five continents. For 2006, Medical Commission representatives from each continent analysed the requests received from the NOCs before submitting their proposals to the IOC Medical Commission. A total of 30 courses were organised.

This programme also covers individual educational scholarships, which are designed, amongst other things, to help recently qualified doctors and/or physiotherapists to specialise in or develop their knowledge of sports medicine. There was a small increase in the number of applications compared to the previous year. Oceania benefited most from this option, with a group of doctors participating in a scientific training course on sports medicine in Fiji.

In an effort to provide all NOC doctors with further education opportunities and enable them to keep up-to-date with advances and publications in the sports medicine field, the Sportsmed newsletter is regularly published on the NOC Extranet and the annual subscription fee is covered by Olympic Solidarity. The continental Medical Commissions also receive an Olympic Solidarity grant to assist with their administrative expenses and the cost of organising their annual meetings.

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

2006 Budget: US\$ 675,000



Courses and educational scholarships by continent

Continent	Participating NOCs		Sports medicine courses	Educational scholarships
Africa	9	ANG, CHA, CIV, GUI, MLI, SEY, SLE, TUN, UGA	9	–
America	8	AHO, ARG, BRA, ECU, ESA, HAI, LCA, PUR	6	2
Asia	4	KSA, MYA, PRK, SRI	4	–
Europe	10	BEL, CRO, FIN, ISL, ISR, LTU, MKD, SWE, TUR, UKR	10	1
Oceania	6	COK, FSM, PLW, PNG, SAM, VAN	1	5
Total	37		30	8

Sports medicine course in Haiti ▲

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.

2006 Budget: US\$ 230,000

Keen promoters of sustainable development

The Nairobi Declaration, adopted at the 6th World Conference on Sport and Environment in 2005, mentioned the need to promote education in this field, particularly through the organisation of seminars, to increase NOCs' contribution to sustainable development in and through sport, and to encourage the adoption of practical measures.

Through the Olympic Solidarity programme, NOC representatives with experience of sport at national and regional levels and whose work within their NOCs particularly involves environmental aspects linked to sport were able to attend two regional seminars organised by the IOC in 2006. The first was held in Kuala Lumpur (Malaysia) for a group of 17 NOCs, while the second took place in Kingston (Jamaica) for 16 NOCs. These seminars produce a variety of results, whether through the sharing of information about activities carried out by the sporting community, encouragement to strengthen links between sports organisations and environmental agencies or the development and future follow-up of action plans. They help to raise awareness at national level of environmental and sustainable development issues in sport, to deepen participants' knowledge of the methods and activities of sporting communities, to create future partnerships, identify action plans and set up projects.

This programme also includes an option which complements these seminars perfectly and enables NOCs to carry out activities at national level. In 2006, for example, grants were awarded to NOCs for 16 individual initiatives such as the translation of manuals, transfer of knowledge on the environmental aspects of sports installations, national awareness-raising campaigns at major events and seminars held in schools.

Individual NOC initiatives

Continent	Accepted	
Africa	6	BDI, BUR, CGO, GHA, LBR, RWA
America	2	ARG, GRN
Asia	1	YEM
Europe	5	ARM, AZE (2), CRO, LAT
Oceania	2	COK, PNG
Total	16	



▲ Awareness campaign for sport and the environment in El Salvador



The emblem of the IOC Sport and Environment Commission

Women and Sport

Women's role in managing bodies and sport administration

The first part of this programme, which is dedicated to assist NOCs to develop or consolidate projects relating to the promotion of women in sport, is continuing to run satisfactorily, with a regular number of requests. The projects launched generally involve campaigns to raise awareness through special events, information leaflets and specific actions in schools, aimed at schoolgirls, teachers and parents. It should be noted that, this year, a large number of workshops and seminars were held in order to take stock of the current situation, define needs and actions that should be taken to encourage sports authorities to work more in this field, and promote the role of women in sports administration. Frequently chosen themes for these seminars were management and leadership. In this connection, Olympic Solidarity encouraged the NOCs to select candidates from among the participants in these seminars and enable them to continue or step up their training through the NOC Management programmes. Fifteen NOC delegates, i.e. three per continent, also received grants so that they could attend the ANOC General Assembly in Seoul in April 2006. They were therefore able to participate in debates on themes of interest to NOCs worldwide and to organise meetings in order to share opinions and strategies related to the promotion of women in sport.

In Africa, the IOC organised the first continental seminar for women from African NOCs in Cairo (Egypt) in September. 51 of the 53 African NOCs were represented at the seminar, which attracted 80 delegates in all. The format and content were adapted from those of previous regional seminars in order to include a training element aimed at teaching additional project management, leadership and negotiation skills. Olympic Solidarity, a partner of this event, paid for the travel and accommodation costs of one delegate from each NOC. The participants' feedback and comments showed that this seminar was a great success.

Individual NOC initiatives

Continent		Accepted
Africa	8	ALG, BUR, CHA, COD, KEN, MAD (2), MAR
America	8	ARG (2), CHI, DOM, GRN, MEX, PAR, PER
Asia	4	BRN, JPN, KAZ, YEM
Europe	8	ARM, ESP, GBR, GER, MDA, MLT, NED, ROM
Oceania	7	FJI (2), FSM, NZL, PLW, TGA, VAN
Total	35	

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.

2006 Budget: US\$ 275,000



▲
Women and sport workshop in Burkina Faso

▲
"National conference" on women and sport in Algeria

Sport for All

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

2006 Budget: US\$ 500,000

Call for more campaigns promoting the benefits of sport

The main event of the year was the World Sport for All Congress held in Havana (Cuba) from 1 to 3 November. The discussions covered the benefits and challenges of physical activity, promotion of the benefits of sport and individual exercise, regardless of age. At the end of the debates, the Congress particularly called on the organisations of the Olympic Movement to develop or expand a major Sport for All campaign and to take measures to support community sport and recreation programmes, education and public awareness of the benefits of physical activity. The Congress also urged the NOCs, IFs and other organisations to support their governments' efforts to launch such campaigns.

Olympic Solidarity again offered financial assistance to a maximum of 45 NOCs (10 per continent, but only five in Oceania), selected by their respective continental associations. This money covered the travel, Congress registration fees and accommodation costs of one delegate from each NOC. A total of 39 of the 45 invited NOCs attended the Congress.

The second major event of the year was the Olympic Day Run, organised by 170 NOCs. On submission of a detailed report, each NOC received a subsidy to contribute to the organisational costs of this annual event, which attracts huge numbers of participants. In 2006, eight NOCs also received funding through this programme for individual initiatives, such as the organisation of festivals, seminars and sports camps.

Individual NOC initiatives

Continent	Accepted	
Africa	1	ZAM
America	3	CHI, GRN, PAR
Asia	1	AFG
Europe	2	AZE, NED
Oceania	1	GUM
Total	8	



▲ Sport for All activities in the Netherlands

▲ Children start learning cricket during the summer holidays in Grenada

International Olympic Academy

Broadening the vision of Olympic education

The IOA's main activities this year were three international sessions and one seminar, organised for the NOCs and National Olympic Academies (NOAs).

Between 23 and 30 May, NOA presidents or directors were joined by NOC officials at the 8th joint session, where they conducted a "Worldwide review of the programmes of Olympic education". Each NOA was encouraged to present its own philosophy on this subject, as well as the content and structure of existing Olympic education programmes that it was using or developing. At the conclusion of this session, it was noted that the level of organisation and development of institutions, as well as the funds they were given, varied tremendously. The role and interests of organisations that promote Olympism are different and the programmes, which also take into account national characteristics such as culture and traditions, take a variety of forms in terms of both themes and working methods. The participants were able to identify existing educational tools as well as the various activities and actions implemented throughout the world that can serve as a platform for exchange or an example to other institutions devoted to Olympic education.

The traditional session for young participants, held from 19 June to 3 July, was attended by 161 young people from 94 different countries, who were given a unique experience of Olympic education. The participants, aged between 20 and 35, had to show a particular interest in the aims and mission of the IOA, as well as knowledge of Olympism. The session was devoted to the theme of "Sport and ethics". The IOA also organised an Olympic studies seminar for 36 postgraduate students, as well as a session for educationists and staff of higher institutes of physical education.

As a partner of the Academy, Olympic Solidarity offered financial support to the NOC and NOA participants in these sessions. For those who were unable to travel to Olympia, Olympic Solidarity covered the cost of broadcasting the sessions live on the Internet in order to enable them to participate actively in the presentations and debates.

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.

2006 Budget: US\$ 500,000



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

IOA Annual Sessions

Continent	8th Joint International Session for NOA directors/presidents and NOCs	46th International Session for Young Participants
	NOCs which benefited from Olympic Solidarity support	
Africa	16	12
America	8	21
Asia	8	23
Europe	15	35
Oceania	2	3
Total	49	94

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.

2006 Budget: US\$ 650,000

Striving for a peaceful, multicultural society

Looking at the theme "Sport and a world of harmony: the role of Olympic education and culture", more than 700 delegates representing the IOC, IFs, NOCs, athletes and various organisations and agencies met in Beijing (People's Republic of China) in October at the biennial forum organised by the IOC in cooperation with BOCOG and UNESCO.

The forum participants discussed the essential role of education and culture in giving meaning to sport and making a positive contribution to the harmonious development and physical and psychological well-being of young people. It highlighted the role of sport in the promotion of peace in the world, its contribution to the international community's efforts to build a harmonious world and help develop a global, multicultural society.

As part of its programme, Olympic Solidarity allocated financial assistance to 45 NOCs, selected by their respective continental associations, so that they could send a delegate working in this field within their NOC.

The number of requests received by the NOCs for the setting up of national programmes was similar to that of previous years. The diversity of activities showed that NOCs adopt different approaches to education and culture, including, for example, a forum and tournament on the theme "peace and sport", Olympic camps for young people, television programmes or newspaper articles, competitions and exhibitions, forums and seminars, research, publications and teacher training.

Individual NOC initiatives

Continent		Accepted
Africa	7	CAF (2), NIG, RWA, STP, ZIM (2)
America	7	ARU, BRA, DMA (2), TRI, URU, VIN
Asia	3	KOR, SRI, TJK
Europe	14	ALB, AZE (2), ESP, FRA, LAT, MKD (2), MLT, NED, SRB, SVK (2), TUR
Oceania	1	NZL
Total	32	



The "Global Players" exhibition presented the work of German experts for the development of sport around the world



International Symposium on "Coubertin's heritage, pedagogical message" in Slovakia

NOC Legacy

Treasured memories of Olympism, an unforgettable history

Many NOCs have become aware of the need to collect objects, sports equipment, photos, films, documents and publications which form part of the history of sport and Olympism in their countries. This heritage must be preserved, classified and, as far as possible, exhibited and made accessible to the public through the creation of information and documentation centres and museums.

Demonstrating this desire to show how sport and related activities have evolved, requests were received for assistance with historical publications, archive digitisation, the organisation of libraries, creation of databases, museums or exhibition areas, the staging of exhibitions and research and training programmes.

With regard to certain specific requests, Olympic Solidarity is able to call on the professional expertise, advice and resources of the Olympic Museum and the Olympic Studies Centre in Lausanne.

Individual NOC initiatives

Continent	Accepted	
Africa	3	LBR, NIG, UGA
America	10	AHO, BRA, CHI, DOM, ECU, LCA, NCA, PAR, PER, VIN
Asia	3	IRI, TPE, VIE
Europa	11	ARM, BIH, FIN, FRA, HUN, IRL, MKD, NED, NOR, SMR (2)
Oceania	3	COK, NZL (2)
Total	30	

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

2006 Budget: US\$ 500,000



Travelling Olympic Museum in Arica (Chile) ▲

"Sport, our challenge"

Lynne, Donovan, Philéas and Morgan







◀ Basketball final between the People's Rep. of China and Qatar – 15th Asian Games in Doha

© Getty Images/Clive Rose

Continental Associations choose their own programmes



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 2006, 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 Patrick Joseph HICKEY

Secretary General: Mr Raffaele PAGNOZZI



ONOC

Oceania National Olympic Committees

President: Mr Richard Kevan GOSPER

Secretary General: Dr Robin MITCHELL

▶
Olympic scholarship holder
Odette Richard (South Africa)
during the 18th Commonwealth
Games in Melbourne

© Getty Images/Mark Nolan





◀ ANOCA Executive Board members in front of the Association's new headquarters in Abuja

Association of National Olympic Committees of Africa (ANOCA)



Intense activity, major advancements

ANOCA's activities in 2006 were marked by a number of significant events. At continental level, the most important was the launch of the Zone Games, which were organised by five of the seven zones. As far as the functioning of the Association was concerned, the main issue to be tackled was the choice of headquarters. The Executive Committee was therefore asked to resolve this question at the ANOCA Extraordinary General Assembly in Seoul. Since it was established in 1981, ANOCA has been based in Yaoundé (Cameroon), but for some time now the Association headquarters have failed to meet the needs of such an organisation. The Executive Committee therefore launched an appeal for nominations in order to find the best location and set up evaluation commissions to visit the different candidate cities – Yaoundé, Cairo (Egypt), Abuja (Nigeria) and Nairobi (Kenya) – in order to assess their credentials (buildings, diplomatic status, immunities and privileges). The cities of Accra (Ghana), Tunis (Tunisia) and Lomé (Togo) had previously withdrawn their candidatures. Following a lengthy selection process and on the basis of the conclusions of the various commissions' evaluation reports, the city of Abuja was chosen. The move will take place after an agreement is signed between ANOCA and the Nigerian federal government at the beginning of 2007.

ANOCA has been very busy in the area of international cooperation. Its relations with the IOC are excellent. One example is the organisation of the latest African seminar on women and sport, which was held in Cairo from 25 to 28 September 2006, in partnership with the IOC Department of International Cooperation and Development. This seminar was attended by delegates from the African NOCs, the ANOCA President, the Chairperson of the IOC Women and Sport Commission, Anita Defrantz, and the Director of the Department of International Cooperation and Development, Tomas Sithole. This seminar was so successful that the participants expressed the wish that such events should be held more often in the future. The ANOCA Women and Sport Commission, chaired by IOC member Nawal El Moutawakel, had previously met to draft numerous recommendations aimed at strengthening the role of women in African sport. An action plan was adopted for the implementation of these recommendations.

Numerous meetings were held in 2006. As a member of the Executive Committee of the Supreme Council for Sport in Africa (SCSA), ANOCA, represented by its President and two Vice-Presidents, participated in the 38th session of the Committee in Luanda (Angola) on 4 and 5 May 2006. Items on the agenda included the programme of the 9th All Africa Games, to be held in Algiers (Algeria) from 11 to 23 July 2007, the ratification by African countries of the UNESCO Convention Against Doping in Sport, the catastrophic financial situation of the SCSA and cooperation between ANOCA and the SCSA. ANOCA was also invited to the second joint meeting on the All Africa Games, involving all partners of the African sports and Olympic movement. This meeting was held in Algiers on 11 and 12 November and dealt mainly with the state of preparation of the Games with less than one year to go. A partnership agreement between ANOCA and the Confederation of African Athletics (CAA) was signed in Mauritius on 8 August 2006 following ANOCA's drafting of a quadrennial action programme in which the development of African athletics plays a dominant role.

At the initiative of the IOC President and in view of the increasing number of conflicts between governments and NOCs in several parts of the world, especially Africa, the 1st Seminar on the Autonomy of the Olympic and Sport Movement was held in Lausanne on 21 and 22 September, attracting delegates from all over the world. ANOCA was represented at the seminar by its Secretary General, Treasurer General and President, who addressed the delegates. The theme of the seminar will be debated in greater depth at the 2009 Olympic Congress.

ANOCA, represented by its Secretary General and a member of its Executive Committee, participated in the discussions of the ANOC Working Group in Paris (France) on 7 and 8 October. This Working Group comprised two representatives from each continent and was chaired by ANOC Secretary General Gunilla Lindberg. From 22 to 24 October, ANOCA participated in the 5th World Forum on Sport, Education and Culture, organised by the IOC and BOCOG in partnership with UNESCO. The purpose of the Forum was to analyse the progress achieved in terms of promotion of culture and Olympic education through sport. The ANOCA President and Treasurer General took part in the discussions of the six Olympic Solidarity offices, which gathered in Mexico on 26 and 27 October. The discussions focused mainly on the activities of the different continental associations.

Finally, the ANOCA website (www.acnoa.info) is now up and running. As well as the All Africa Games, it contains information on future events, such as the International Forum on "Youth, Sport and Peace", to be held in Brazzaville (Congo) from 9 to 11 January 2007. Overall, 2006 provided a clearer picture of the remaining years of the current Olympiad, which ANOCA hopes to approach lucidly in order to promote the development of sport and Olympism in Africa. ANOCA also believes it is important to cooperate and show solidarity with its various partners and members of the African Olympic and sports movement. In 2006, the total budget allocated to ANOCA programmes was **US\$ 5,717,500**. 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, the organisation of extraordinary meetings of the Executive Committee and the Extraordinary General Assembly in Seoul, as well as the mission and travel costs of senior staff.

2006 Budget: US\$ 510,000



▲ Participants in the Seminar of the African athletes' associations in Tripoli (Libian Arab Jamahiriya)

▼ Games of ANOCA's Zone 7 in Mauritius



Meetings

The majority of African NOCs took part in the XV ANOC General Assembly in Seoul from 2 to 4 April 2006. The ANOCA Executive Committee met on 31 March, before an Extraordinary General Assembly on 1 April. The IOC and ANOC Presidents attended the opening ceremony of these meetings, when they briefly addressed the participants. As well as taking decisions concerning its headquarters, ANOCA published the list of 11 permanent commissions and their members. It should be noted that the Women and Sport Commission is the only one with 15 members, demonstrating the importance ANOCA attaches to the development of women's participation in African sport.

The ANOCA Executive Committee also held several other meetings. In Algiers on 20 and 21 May, it discussed urgent matters relating to the functioning and management of the Association. Following the sudden increase in racist acts and declarations across the world, the Executive Committee adopted a motion against racism and anti-Semitism, an initiative welcomed by the IOC and ANOC, among others. Following its discussions in Nairobi on 4 and 5 August and on the basis of four reports presented by the various evaluation commission rapporteurs, the Executive Committee decided to move the ANOCA headquarters from Yaoundé to Abuja, to appoint an interim Executive Director to the Secretariat General and to inform the member NOCs that the post of Technical Director was vacant.

From 8 to 10 November, ANOCA, in collaboration with the NOC of Malawi, organised the 23rd Seminar for Secretaries General of the African NOCs, with the main theme of " ANOCA – New direction – New horizons" . The Secretaries General were joined at the seminar by representatives of London 2012 and the cities bidding to host the 2014 Olympic Games, as well as delegations from the 2010 and 2014 Commonwealth Games, the World Anti-Doping Agency (WADA), the World Olympians Association (WOA) and the Olympafrica Foundation.

2006 Budget: US\$ 330,000

Olympafrica Projects

Decisions concerning the distribution of the budget and future projects are taken jointly by ANOCA and the International Olympafrica Foundation, based in Dakar and led by Thierno Diack.

2006 Budget : US\$ 375,000

Continental activities

Created by ANOCA at the beginning of the 2005–2008 quadrennial plan, the Games of the Zones have now been launched. These Games are designed to help identify talented young athletes so that they can be monitored and trained for future Olympic Games and major international competitions such as World Championships. These multidisciplinary events are run by the different development zones and are aimed at the under-20 age group. Each zone chooses its own programme, which must respect the strategic development and cultural environment of the zone itself, as well as the Olympic Games programme. As well as sports activities, the Games must include cultural events in keeping with the African continent.

The following Games were organised in 2006: Zone 2 – Bamako (Mali), 24 to 28 December; Zone 3 – Abuja, 14 to 18 November; Zone 4 – Brazzaville (Congo), 3 to 9 September; Zone 5 – Nairobi, 1 to 5 December; Zone 7 – Port Louis (Mauritius), 8 to 10 December.

2006 Budget : US\$ 1,840,000

Special projects

On the occasion of the "Race for Peace", a sum of US\$ 10,000 was paid to the NOC of Burundi as solidarity and humanitarian aid.

2006 Budget : US\$ 12,500



NOC activities

For reasons of convenience and speed, ANOCA asked Olympic Solidarity to manage this budget, covering priority activities specific to each NOC. By 31 December 2006, 40 NOCs had submitted their plans for the use of this budget, which amounts to US\$ 50,000 per NOC per year.



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

NOC	Type of activities carried out
ALG	Assistance for national athletics, gymnastics, swimming, taekwondo, tennis and shooting federations.
ANG	Participation of a national team in the Lusophony Games in Macau.
BDI	Organisation of and participation in national and regional competitions; assistance for promising athletes and teams; activities marking the 10th anniversary of Burundi's participation in the Olympic Games; sessions, congresses, training programmes, etc. at national and international levels.
BEN	22nd Session of the Benin National Olympic Academy; renovation of the NOC headquarters; assistance to national federations; support for the Women and Sport Commission.
BOT	–
BUR	Purchase of sports equipment; assistance to national federations for the organisation of national championships; participation of young people in the IOA session in August 2006; creation of an NOC magazine promoting Olympic values in Burkina Faso.
CAF	Participation in General Assemblies (ANOC, national wrestling and boxing federations); activities of the National Olympic Academy; assistance to national federations; support for minorities and street children; support for Olympafrika centre activities.
CGO	Assistance to national federations (fencing, women's handball, swimming and tennis); seminar for sports journalists; equipment for conference room at NOC headquarters; participation of Secretary General in the ANOC and ANOCA General Assemblies; creation of an athletes' computer database.
CHA	Participation of a team in the Games of Zone 4 in Brazzaville; purchase of sports equipment; preparation seminar.
CIV	NOC activities: Olympic Day run, sports administration courses, participation in forums and meetings. Commission activities: sport for all, medical, technical and NOA. National federation activities: training courses in taekwondo and boxing, test competitions in athletics, boxing, judo, taekwondo, wrestling and tennis, preparation of high-level athletes.
CMR	Travel of NOC officials in order to establish regional offices (Comités Régionaux Olympiques – CROS) in the country; financial support to enable regional offices to set up their activities; publication of the Cameroonian Olympic Magazine; social aid.
COD	Seminar on Olympism in Mbuji-Mayi and Kasai-Oriental provinces; organisation of a training course for physical education teachers from primary and secondary schools; assistance with the organisation of provincial games; training of two international CAS instructors; NOC colloquy for Olympians on the theme "World Olympians Association – 4th pillar of the Olympic Movement".
COM	–
CPV	–
DJI	–
EGY	–
ERI	–
ETH	Assistance to national federations.
GAB	Participation of around 80 athletes in the Games of the Zones.
GAM	Assistance to national federations, special sports programmes (women, disabled, inter-zone competitions), meetings/conferences and seminars, participation in the Games of the Zones, programmes for mass participation sports and others, public relations issues, support for infrastructures.

(cont.)

NOC	Type of activities carried out
GBS	Payment of membership subscriptions to ANOCA and ACOLOP (Association of Portuguese-Speaking Olympic Committees); participation and accommodation at the Lusophony Games in Macau; Olympafrica centre activities; participation of Olympic scholarship holders in competitions.
GEQ	Activities of the Olympafrica centre in Malabo.
GHA	NOC contribution to the Games of the Zones, preparation for the Games of the Zones, Olympic education in schools, purchase of sports equipment, training for Idris Adams at a high-altitude training centre in Kenya, NOC visit to Lausanne.
GUI	Remaining balance from 2005 and total budget for 2006 for the organisation of national games used to select athletes to participate in the 2007 All Africa Games and 2008 Olympic Games; purchase of sports equipment; organisation of national games in December in four different centres, involving 15 sports disciplines (including non-Olympic sports such as karate, bowls and chess).
KEN	-
LBA	-
LBR	National university meeting, national retreat for Olympians, symposium on the Olympic Movement, Olympic clubs in schools, workshop for club officials.
LES	General Assembly, contribution to sports development, strategic review, planning meeting for 2007, community "sport for all" activities, participation in meetings.
MAD	Continuation of information seminars, assistance to national federations for individual programmes and purchase of sports equipment, assistance to high-level athletes and judges for participation in competitions.
MAR	Purchase of sports equipment.
MAW	Executive Board meetings, committee meetings, national sports competitions, purchase of sports equipment, administrative subsidy for members, General Assembly.
MLI	Participation of NOC in school and university sports; renovation of sports infrastructures and assistance to national federations (basketball, boxing, football); promotion of Olympic values (voluntary work in sport); support for the "3E" project (childhood, education and training).
MOZ	-
MRI	-
MTN	Olympic Day (conferences on women and sport, school and university sports, sports medicine); sports camp for 38 schoolchildren (athletics and football); purchase of sports equipment; assistance to national federations and participation in other events, particularly the Games of Zone 2 for young people in Bamako, Mali.
NAM	-
NGR	Olympafrica project and preparation of athletes for the Games of the Zones.
NIG	Purchase of computers, participation of Secretary General in the ANOC General Assembly, installation of water supply at the Olympafrica centre.
RSA	-
RWA	Assistance to national federations and associate members; NOC activities: statutory meetings, Zone 4 General Assembly in Kigali (Rwanda), subsidy for the Olympic Day Run.
SEN	Organisation of Olympic week; assistance to the Senegalese team for the inaugural Games of Zone 2; purchase of computers for national federations; other activities.
SEY	Purchase of sports equipment for national federations, NOA and NOC initiatives.
SLE	Participation in the Commonwealth Games; purchase of sports equipment, renovation of the NOA; payment to the University of Chico for athlete training.
SOM	Assistance to national federations, NOC Session, regional sport competitions and purchase of equipment.
STP	Subsidy to NOA, assistance to national federations, assistance for participation in various competitions, assistance to athletes preparing for the Olympic Games in 2008.
SUD	Cultural activities: seminars, symposiums, exhibitions. Commissions: environment, women and sport, NOA, Olympic fraternity club, medical. Assistance to national federations for national championships and expenditure related to new headquarters.



Female weightlifter Ciana Clementina (Seychelles), Olympic scholarship holder, during the 18th Commonwealth Games

© Getty Images/Mark Nolan

(cont.)

NOC	Type of activities carried out
SWZ	Ordinary and Extraordinary General Assemblies, Executive Board meetings, meetings on planning strategy, " Commonwealth International Sports Conference" , women and sport conference (Japan), African women and sport seminar, travel to Greece for NOA directors and NOC officials (second delegate), sports prizes.
TAN	General Assembly in Zanzibar in December, first meeting of Athletes' Commission, Karatu Sports Festival, assistance to the 48 affiliated national federations.
TOG	Sport, environment and culture activities; women and sport seminar; assistance to two management scholarship candidates for the implementation of their programmes; purchase of sports equipment.
TUN	Training courses for judges and referees in judo; seminar for women's sports journalists in North African countries; national refereeing seminar in Tunisia; Ordinary and Extraordinary General Assemblies; three seminars on different aspects of sports management; purchase of sports equipment.
UGA	-
ZAM	Planning strategy workshop; participation in the Games of the Zones; sports equipment and assistance for athlete preparation; additional assistance for technical and sports administration courses; sending a second delegate to the meeting of Secretaries General and the meeting on women and sport; General Assembly.
ZIM	General Assembly and forum, meeting of the parties concerned, Executive Board and commission meetings; participation of NOC officials in various meetings.

2006 Budget : US\$ 2,650,000

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

▲
Olympic scholarholder Chisela Kanchela (Zambia) during the 18th Commonwealth Games

© Getty Images/Ryan Pierse



▶ Ethiopian Gelete Burika Bati, Olympic scholarship holder, at the 34th IAAF World Cross Championships in Fukuoka (Japan)

© Getty Images/Koichi Kamoshida



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

Pan American Sports Organisation (PASO)



The programmes' potential to assist NOCs put to good use

PASO ended 2006 by prioritising the execution of Olympic Solidarity's world and continental programmes as the key support for the work of the NOCs and as financial support for the preparation of their athletes with a view to taking part in the next Pan-American Games in Rio de Janeiro and the Olympic Games in Beijing.

2006 saw better preparation by the NOCs, more precise objectives and greater flexibility in the procedure for benefiting from the programmes. A preliminary assessment of the results achieved in applying the programmes during the year shows that America has continued to improve in terms of taking the action needed to make better and more efficient use of the multiple benefits offered by the World and Continental programmes, implementing other initiatives with its own financial resources, aimed at increasing the ability to respond to the NOCs and, linked to this, ensuring that the athletes of the continent reach a higher technical level and thus achieve better competition results.

The activities carried out in America in 2006 include the Continental Seminar organised jointly by PASO and Olympic Solidarity in Mexico. The NOC representatives regarded this as very important, as it offered a forum for an interchange of ideas and experiences on using the programmes offered at continental and world level. This led to a better understanding of the contents and mechanisms to apply these programmes, so that each NOC is in a better position to make use of the multiple benefits offered by Olympic Solidarity.

Another noteworthy occasion was the second coordination meeting of the six Olympic Solidarity offices held in October at the PASO office in Mexico City, attended by representatives of the five Continental Associations and the International Office in Lausanne.

PASO managed all the continental programmes and the funds from Olympic Solidarity totalling **US\$ 3,915,000**. The overall budget was managed in line with what had been forecast.

▶
Olympic scholarship holders Alleyne Francique (Grenada, left) and Jermaine Gonzales (Jamaica, right) pose with John Steffensen (Australia) during the 400m medal award ceremony – 18th Commonwealth Games

© Getty Images/Ian Waldie



Administration

The subsidy allocated by Olympic Solidarity was used to fund staff salaries, basic services and the PASO office operating administrative expenses.

2006 Budget : US\$ 400,000

Continental meetings

This programme enabled the various PASO meetings to be organised normally during 2006, and these were held satisfactorily. The General Assembly held from 27 to 29 May in Buenos Aires (Argentina), and the meetings of the Executive Committee and the various commissions, are key to assessing the management results and providing forums for communicating with the NOCs in order to offer more and better options to all their members. The main items at the PASO meetings during the year included the organisation of the XV Pan-American Games, development of the World and Continental programmes and ongoing support for the NOCs and the athletes.

2006 Budget : US\$ 300,000

Continental activities

For much of the year in 2006, PASO worked on implementing the special support programme for the 20 NOCs with a low level of sports development. After the measures taken by the commission set up to run this programme, and given the urgent requests of the beneficiary NOCs, the Executive Committee took the decision to approve specific actions to be undertaken in 2007 : holding a training camp to prepare boxers in Cuba (2-16 April in Havana) and another camp for swimmers in Puerto Rico (6-19 May in San Juan). In both cases, the 20 NOCs included in the programme are able to send one athlete and a coach for each sport. The PASO office is responsible for coordinating the organisation of the two camps.

The programme of high level courses and seminars concluded satisfactorily and in line with the decisions taken by the Executive Committee in terms of the organisational and financial aspects. A total of 57 courses and seminars were planned in 2006, and a total of 54 were actually held ; of these, 49 courses, covering 32 sports, and 6 seminars brought together about 1,500 participants, of whom 264 were speakers and 1,185 were coaches. A total of 19 NOCs hosted courses and seminars. Owing to organisational difficulties, two courses were cancelled: those in water skiing and softball, and the Olympic Academies seminar was postponed to 2007.



▲ Cycling technical course in Colorado Springs (USA)

The activities linked to women and sport, sports medicine and sports administration were studied and discussed at the continental seminars held during the year. The general feeling about the courses and seminars held, among the participants, the leaders and the host NOCs, was that these were satisfactory, and had achieved the technical objectives fixed.

In financial terms, the courses and seminars were held rationally and economically, in every case keeping to the established budget. In some cases, there was a slight increase in the cost of air tickets owing to higher prices, but overall this had no negative effect on the budget. Despite the best efforts of the coordinating office and the host NOCs, there were a few isolated cases of difficulty in obtaining visas and finding air tickets for reasons beyond the control of the organisers.

In line with the instructions of the President and with the agreement of the PASO Executive Committee, in 2007 the office which coordinates the courses and seminars will work on a final assessment of the programme over the last five years and make a strategic projection for the forthcoming period. The conclusions will be presented to the PASO General Assembly.



Technical courses and seminars 2006

Host NOC		Technical courses and seminars organised	Participants		
			Trainees	Experts	Total
AHO	1	Sport administration seminar	32	3	35
ARG	4	Equestrian sports (jump)	17	6	23
		Hockey	19	5	24
		Swimming	27	4	31
		Tennis	33	7	40
BRA	4	Equestrian sports	15	11	26
		Rhythmic gymnastics	17	3	20
		Shooting (skeet)	20	2	22
		Volleyball (beach)	24	7	31
COL	5	Medical congress & sport medicine seminar	20	3	23
		Bowling	22	8	30
		Ice skating	14	5	19
		Shooting (pistol)	18	4	22
		Triathlon	22	7	29
CRC	2	Sport & environment seminar	25	5	30
		Cycling (mountain biking)	21	2	23
CUB	6	Athletics	23	3	26
		Baseball	16	3	19
		Canoe	15	3	18
		Fencing (foil)	17	3	20
		Pentathlon	15	3	18
		Shooting (rifle)	19	3	22
ECU	3	Equestrian (training)	20	2	22
		Artistic gymnastics	20	2	22
		Judo	27	2	29
ESA	2	Squash	23	1	24
		Archery	23	4	27

▲

Women and sport seminar in Mexico

▲

Fencing technical course in Mexico

(cont.)

Host NOC		Technical courses and seminars organised	Participants		
			Trainees	Experts	Total
DOM	1	Volleyball (indoor)	24	2	26
GUA	2	Football (women's)	22	5	27
		Wrestling	25	3	28
HON	1	Water Polo	16	4	20
MEX	7	Women and sport seminar	40	12	52
		Athletics (track)	26	12	38
		Handball	22	6	28
		Boxing	23	10	33
		Fencing (sword)	16	8	24
		Weightlifting	18	9	27
		Swimming (diving)	13	10	23
PAN	1	Fencing (sabre)	16	3	19
PAR	3	Cycling (road)	22	5	27
		Football (men's)	22	6	28
		Rowing	18	6	24
PER	3	Athletics (long- and middle-distance)	27	1	28
		Badminton	22	2	24
		Taekwondo	26	2	28
PUR	2	Basketball	28	12	40
		Karate	23	12	35
TRI	1	Table tennis	28	2	30
URU	4	Sport & law seminar	32	10	42
		Football (indoor)	17	2	19
		Synchronised swimming	20	1	21
		Sailing	20	1	21
USA	2	Cycling (track)	36	3	39
		Racquetball	19	4	23
19	54		1,185	264	1,449

2006 Budget: US\$ 1,115,000

NOC activities

Through this programme, which is intended to support the activities of each NOC according to its specific needs, and in line with the instructions given by the Executive Committee at its meeting in Buenos Aires, PASO stepped up its activity so that all the NOCs could receive the financial resources allotted to them for a given period, provided that the established control and accounting rules were respected. 2006 saw better results than the previous year, but it is still necessary to continue making an effort to ensure that the NOCs provide the financial details asked of them, with regard to both form and date.



▲ Boxing technical course in Mexico

▼ James Grayman from Antigua and Barbuda, Olympic scholarship holder, during the high jump final of the 18th Commonwealth Games

© Getty Images/Mark Dadswell



The most popular uses for the funds given to the NOCs through this programme were: athlete preparation, participation in competitions, payment for air tickets, organisation of training camps and updating coaches' technical knowledge.

2006 Budget : US\$ 2,100,000

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

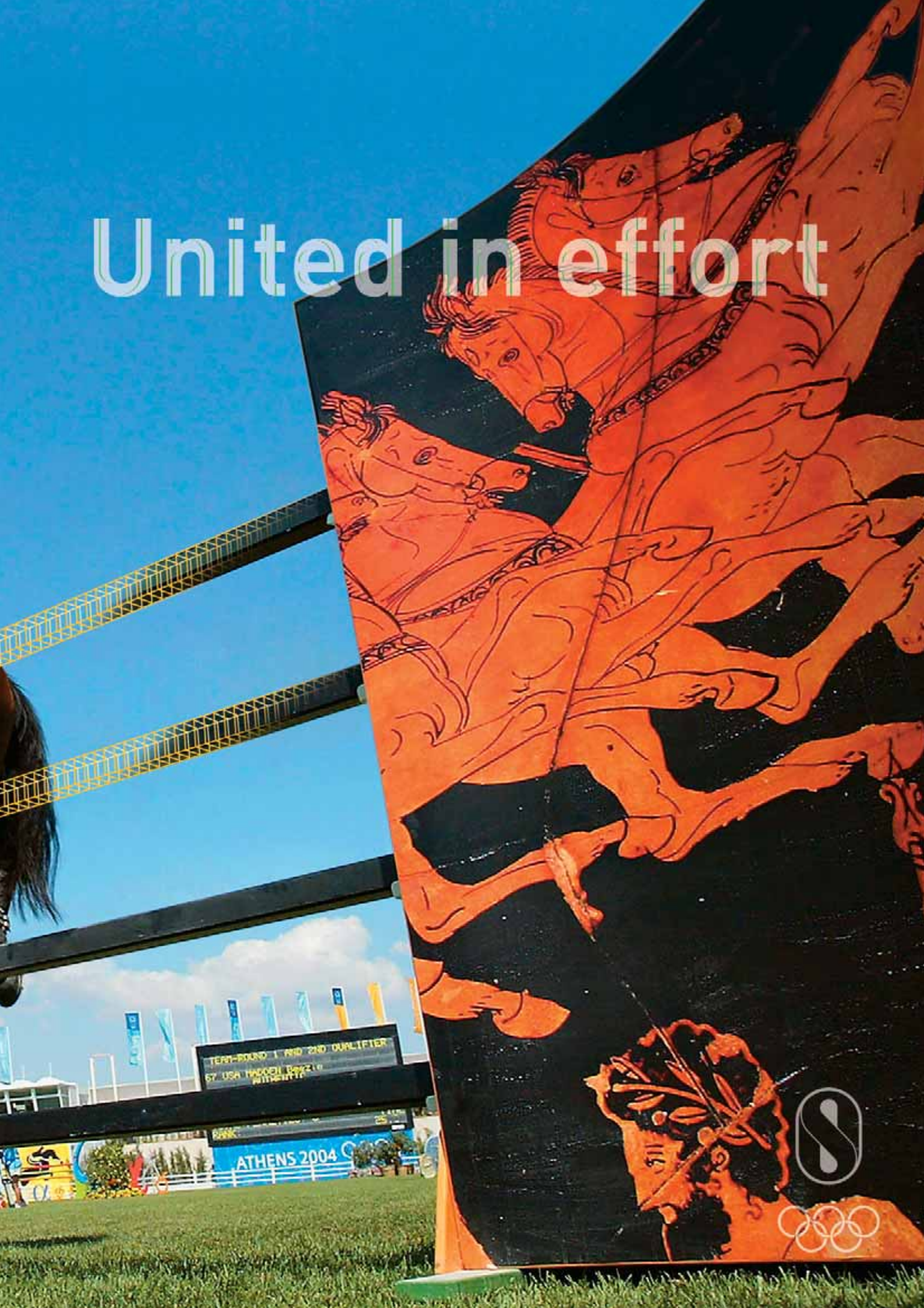
▶
Olympic scholarship holder
Adonson Shallow (Saint Vincent
and the Grenadines) at the
18th Commonwealth Games

© Getty Images/Mark Dadswell





United in effort



TERT-ROUND 1 AND 2ND DUNLIFIER
57 USA HANCOCK Bay 216
with 10:17

ATHENS 2004





◀ Closing ceremony of the 15th Asian Games
© Getty Images/Jamie Squire

Olympic Council of Asia (OCA)



15th Asian Games in Doha : a fantastic success

The continental programme for 2006 was a great success. The increased autonomy and flexibility in the management of the continental programmes not only helped to raise the overall standard of sports in the Asian continent but was also significantly influential in improving member NOCs' technical and administration capabilities. Several NOCs used the budget allotted to them to develop national projects tailor-made for their own athletes and officials and thus benefited immensely from the project. We all witnessed the success of the XX Olympic Winter Games in Turin in February, when Asian athletes performed creditably.

In addition to the Olympic Solidarity Commission and ANOC Executive Council meetings, the IOC Executive Board met in Kuwait on 28 and 29 November. The OCA is grateful to the IOC and ANOC for choosing Kuwait as the venue of these important meetings.

The major event of 2006 was undoubtedly the 15th Asian Games, which were held in Doha, Qatar in December. These Games were the biggest and most important ever, with over 12,500 athletes taking part in 39 sports and 46 disciplines, competing for 423 gold medals.

Unfortunately, 2006 was also a year of crisis. The global sports community was saddened by the kidnapping of the President, Secretary General and other sports officials of the Iraqi NOC by armed gunmen in Baghdad on 15 July 2006. There is still no news of their whereabouts, despite our various appeals to the Iraqi Government and other international organisations. We also witnessed the crisis in Lebanon and the tsunami that struck the Java province of Indonesia in July.

In 2006, the OCA, in collaboration with Olympic Solidarity, organised five Regional Forums in West Asia (Aqaba, Jordan, 3-5 May), Central Asia (Tashkent, Uzbekistan, 7-9 May), South East Asia (Vientiane, Lao People's Democratic Republic, 21-23 May), East Asia (Hong Kong, China, 26-28 May) and South Asia (Maldives, 11-12 September). These Forums were one of the main platforms for discussing various projects related to the Olympic Solidarity programmes. Delegates also had the opportunity to present their national initiatives. In addition to Olympic Solidarity matters, this year's Forums covered talent identification, the OCA and WADA anti-doping rules, the progress of preparations for the Games in Doha 2006, Macau 2007 and Changchun 2007, as well as presentations by cities bidding to host the 17th Asian Games in 2014.

The OCA managed all of the continental programmes and their funding, with a budget of **US\$ 4,354,750**.

▶
Koo Kien Keat (right),
Olympic scholarship holder, and
his team-mate Tan Boon Heong
(Malaysia), gold medallists after
winning the badminton doubles
final at the 15th Asian Games

© Getty Images/Andrew Wong



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, office modernisation, etc. The administrative budget was directly instrumental in improving communication and staff qualifications.

2006 Budget : US\$ 554,750

OCA meetings and Standing Committee activities

Through this programme, the OCA organised/participated in the following meetings in 2006 :

Date	Type of meeting	Place
04.01	Follow-up meeting with the Doha Asian Games Organising Committee (DAGOC 2006)	Doha
16.01	Marketing meeting	Dubai
17-18.01	15th Asian Games: 1st Sponsors' Workshop & ceremony announcing the route of the Torch Relay	Doha
19-21.01	Coordination Committee meeting for the 6th Asian Winter Games, Changchun 2007	Changchun
21-22.01	Meeting of the Cultural & Sports Education Committee	Taipei
15.02	Meeting of the Information & Statistics Committee	Dubai
16-17.02	Follow-up meeting with the Guangzhou Asian Games Organising Committee (GAGOC 2010)	Guangzhou
28.02-02.03	Chefs de Mission seminar for the 15th Asian Games	Doha
03.03	6th Meeting of the Coordination Committee for the 15th Asian Games, Doha 2006	Doha
04.03	45th Executive Board meeting	Kuwait
21.03	General Assembly of the NOC of Kyrgyzstan	Bishkek
01-05.04	XV ANOC General Assembly & OCA informal gathering with member NOCs	Seoul
05.04	Meeting of the Rules Committee	Bangkok
18.04	Observation of the Extraordinary General Assembly of the Lebanese NOC	Beirut
18-19.04	2nd meeting of the Coordination Commission for the 2nd Asian Indoor Games, Macau 2007	Macau
03-05.05	Regional Forum for West Asian NOCs	Aqaba
07- 09.05	Regional Forum for Central Asian NOCs	Tashkent
21-23.05	Regional Forum for South East Asian NOCs	Vientiane
22-24.05	Visit to Greek NOC & International Olympic Academy	Athens
26-28.05	Regional Forum for East Asian NOCs	Hong Kong
01.06	Meeting of the Regional Anti-Doping Organisation (RADO) for West Asian NOCs	Kuwait



▲ The Regional Forum for East Asian NOCs in Hong Kong, China

▼ Regional seminar in Tashkent, Uzbekistan



(cont.)

Date	Type of meeting	Place
04-05.06	Visit to the NOC of Turkmenistan	Ashgabat
18.06	Follow-up meeting with the Organising Committee for the 6th Asian Winter Games, Changchun 2007	Changchun
17.07	OCA/EOC MOU signing ceremony	Kuwait
23-26.07	Visit to Timor Leste by OCA Vice-President	Dili
24-26.07	Medical Committee meeting with the Changchun 2007 Organising Committee	Changchun
28.07	OCA/EOC/USOC MOU signing ceremony	Rome
03.08	46th OCA Executive Board meeting	Ashgabat
18-28.08	10th South Asian Federation (SAF) Games	Colombo
29-30.08	Visit to the Indonesian NOC by Ceremonial Manager	Jakarta
03.09	Follow-up meeting with DAGOC	Doha
06.09	6th Meeting of the Coordination Committee for the 15th Asian Games, Doha 2006	Doha
07.09	Team draw event for the 15th Asian Games	Doha
07-08.09	Executive Council meeting of the South Asian Games Federation Fund (SAF GF)	Pattaya
11-12.09	Regional Forum for South Asian NOCs	Maldives
13-14.09	2nd Sponsors' Workshop for the 15th Asian Games	Doha
15-16.09	IOC/OCA joint visit to the Sri Lankan NOC	Colombo
18-20.09	Meeting of the Medical Committee & Anti-Doping Commission	Doha
21-22.09	Seminar on the Autonomy of the Olympic & Sport Movement	Lausanne
22-25.09	Visit of Ceremonial Manager to Bangkok	Bangkok
07.10	Opening Ceremony of the 1st Lusofonia Games	Macau
17-20.10	Visit to the Olympic Museum	Lausanne
29-30.10	Chefs de Mission seminar for the 6th Asian Winter Games	Changchun
07.11	1st meeting of the Coordination Committee for the 16th Asian Games, Guangzhou 2010	Guangzhou
09-14.11	Visits to the cities bidding to host the 17th Asian Games	Delhi, Incheon
29.11	47th OCA Executive Board meeting	Doha
02.12	25th OCA General Assembly	Doha

2006 Budget : US\$ 450,000

OCA Special Projects

Although we have reached the end of 2006, our hearts and minds cannot forget the enormous tragedy created by the earthquake in Pakistan on 8 October 2005. The OCA donated US\$ 25,000 on 15 March 2006 towards relief activities for the victims. On 21 March, a new management team took over the day-to-day activities of the NOC of Kyrgyzstan, which requested a special subsidy for the upgrading of its office infrastructure. The OCA granted US\$ 10,000 to this NOC.

2006 Budget : US\$ 50,000



46th OCA Executive Board meeting in Ashgabat, Turkmenistan

Olympasia Projects

The Olympasia project awarded to the NOC of Timor Leste in 2005 was completed in 2006. The project includes an Olympic library, a computer centre, an information centre, secretarial services and reading and leisure rooms with a combined floor space of 1,133 m². The main indoor sports venue and the headquarters of several National Federations are nearby and the NOC estimates that the facility will be used by more than 1,000 people (athletes and students) each day. In 2006, the only project awarded was to the NOC of Kyrgyzstan. An agreement will shortly be signed with the Pakistani and Bangladeshi NOCs. The projects awarded to the NOCs of Sri Lanka, Vietnam, Turkmenistan and Afghanistan in previous years are in progress.

2006 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 between various Asian cultures and societies. In 2006, the final leg of the Asian Games Fun Run was organised in 14 Asian cities:

Date	Organising NOCs	Venue
13 March	Yemen	Sana'a
18 March	Qatar	Doha
09 May	Uzbekistan	Tashkent
20 May	Cambodia	Phnom Penh
23 May	Lao People's Dem. Rep.	Vientiane
26 May	Kazakhstan	Astana
28 May	Macau	Macau
18 June	Hong Kong, China	Hong Kong
21 June	People's Rep. of China	Guangzhou
21 August	Kyrgyzstan	Bishkek
27 August	Brunei Darussalam	Bander Seri Begawan
12 September	Maldives	Male
17 September	Pakistan	Lahore
20 September	Tajikistan	Dushanbe

2006 Budget: US\$ 50,000



▲ Meeting of the cultural and sports teaching committee in Taipei

▼ Fun Run race in Brunei Darussalam



Continental and Regional Games

In 2006, only one edition of the Regional Games was held, i.e. the 10th South Asian Games in Colombo, Sri Lanka, from 18–28 August 2006. 2,500 athletes and officials from the eight member NOCs of the South Asian region participated in 20 disciplines. India, Pakistan and Sri Lanka occupied the top three places in the medals table. The OCA granted US\$ 20,000 to the Sri Lankan NOC. The South East Asian Games Federation recently established a fund aiming to assist the developing NOCs in the region. Besides the personal contribution of US\$ 100,000 by the OCA President, the OCA itself paid US\$ 20,000 to the fund. It also granted US\$ 20,000 to the NOC of Macau, China to subsidise the organisation of the 4th East Asian Games held in Macau in October 2005. Part of this budget was used for the preparation of the 15th Asian Games in Doha in 2006, the 6th Asian Winter Games in Changchun in 2007, the 2nd Asian Indoor Games in Macau, China in 2007 and the 16th Asian Games in Guangzhou in 2010. The remaining balance will be allocated to NOCs to help them participate in the 15th Asian Games.

The 15th Asian Games were held in Doha from 1 to 15 December 2006. This was Asia's largest sports event, in which more than 12,500 athletes took part. The torch relay for these Games began its journey from Doha on 8 October, passing through different cities across Asia and covering a distance of 50,000 km.

2006 Budget: US\$ 900,000



NOC activities

The OCA granted US\$ 50,000 to each member NOC in two equal instalments, in January and July. The NOCs used the funds to purchase office and sports equipment, to run technical courses and to support athlete training, etc. The NOCs are requested to submit technical/financial reports on the use of these funds in order to facilitate the granting of the subsidy for the subsequent year.

2006 Budget: US\$ 2,150,000

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

© Getty Images/Clive Rose



◀ The city of Trabzon was designated to host the 2011 EYOF during the EOC General Assembly

The European Olympic Committees (EOC)



European programmes and Olympic Solidarity world programmes hand in hand

The 2006 Olympic Solidarity continental programme was run in a satisfactory way. The European programme is implemented in parallel with the Olympic Solidarity world programme. Both programmes are carried out with full coordination between the Rome and Lausanne offices.

With regard to strategy, the EOC decided in 2006 to increase the allocation of funds for "EOC activities" and "NOC activities". Analysis of the 2006 EOC budget shows that 62% of the annual budget is paid directly to the NOCs for their own activities, i.e. "NOC activities" and "special activities", and for regional and continental games, i.e. winter and summer editions of the European Youth Olympic Festival (EYOF) and Games of the Small States of Europe (GSSE).

A further 12% of the budget is used to implement the many activities of the EOC. This sum in fact represents indirect assistance to the members for their participation in the different meetings and the organisation of "institutional" meetings, such as the General Assembly, Seminar for Secretaries General and Chefs de Mission, Executive Committee and EOC commissions and working group meetings.

From a management point of view, 2006 saw a change of leadership following President Mario Pescante's decision to resign. At the Extraordinary General Assembly held in Rome in July, Patrick Hickey (Ireland) was elected President and Raffaele Pagnozzi (Italy) Secretary General.

Further changes were made at the General Assembly held in Brussels in December 2006. New EOC Statutes were adopted ; the document is mainly a reshaping of the existing rules, using more modern and updated language, providing the association with a more streamlined and effective tool. The position of Treasurer was separated from that of Secretary General : Kikis Lazarides (Cyprus) was elected Treasurer. A new format was also created for EOC seminars, with more space for discussion and working groups ; this new format will be effective as from 2008.

The EOC managed all the continental programmes and the related funds, with a budget of **US\$ 4,367,500**.

▶ Romanian Bianca Perie, Olympic scholarship holder, during the qualification event for the IAAF Junior World Championships
© Getty Images/Michael Steele



Administration



▲ Patrick Hickey, incoming President, Mario Pescante, outgoing President, and Raffaele Pagnozzi, the new Secretary General (from left to right)

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; the cost of the President's Office; and the purchase of promotional materials and office equipment (computer hardware, software, various equipment, gadgets, prizes, gifts etc.)

Regarding administration, the secretariat takes care of all the organisational and administrative aspects that form the basis of the association's activities. During 2006, the EOC secretariat not only constantly updated its equipment on the basis of the latest technologies, so as to increase efficiency, but also constantly rationalised its office's administrative management activities in order to progressively improve the quality of the services provided to the NOCs. The arrival of the new Secretary General, Raffaele Pagnozzi, brought new impulse to the work of the Rome-based secretariat. It should also be borne in mind from a logistic point of view that Mr Pagnozzi is also the Secretary General of the Italian NOC, which means that the EOC has been able to benefit from the NOC's help even more than in the past.

2006 Budget: US\$ 805,000

Meetings

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

In 2006, the EOC organised the following meetings:

The **Extraordinary General Assembly in Seoul** (Republic of Korea) on 1 April, which elected Colin Moynihan (Great Britain) and Arturas Poviliunas (Lithuania) as representatives of the EOC delegation to ANOC, which also includes the EOC President, Vice President and Secretary General.

The **Seminar for Secretaries General and Chefs de Mission in Bucharest** (Romania) on 16 and 17 June. The main agenda items were the reports on past and future Olympic Games (Turin, Beijing, Vancouver and London) and reports from WADA, ANOC and on the European Union. Information on the EYOFs and GSSE and the work plans of the EOC commissions and working groups for the 2005–2008 quadrennial were also presented.

The **Extraordinary General Assembly in Rome** on 29 July, which elected Patrick Hickey and Raffaele Pagnozzi as President and Secretary General respectively.

The **General Assembly in Brussels** (Belgium) on 8 and 9 December, which adopted the new Statutes and elected the new Treasurer General. It also elected Trabzon (Turkey) as host city for the 2011 Summer EYOF. The members present heard reports from the EOC President and Secretary General and the commissions and working groups. They also approved the financial documents. Reports from Olympic Solidarity, the IOC Department of Relations with NOCs, ANOC, the European Union, Olympic Games and EYOFs were also on the agenda, together with reports from WADA, the European Fair Play Movement and ENGSO (European Non-Governmental Sports Organisation). Also at this 35th General Assembly, the 2006 EOC Order of Merit was awarded to Mario Pescante, EOC Honorary President for Life.

2006 Budget : US\$ 270,000

Continental activities

The budget earmarked for this programme was used to organise and support EOC activities. In 2006, the EOC organised the following meetings and continental activities :

Meetings	Dates	Place
Executive Committee : (the various visits paid by the President, Vice President and Secretary General to European NOCs and the activities of the Executive Committee members are also included in this category)	28 January	Turin (Italy)
	15 June	Bucharest (Romania)
	16 September	Warsaw (Poland)
	07 December	Brussels (Belgium)
Commission and working group meetings :		
- Athletes' Commission	11 March	Lisbon (Portugal)
- Technical Cooperation and Sport Development Commission	6 May	Prague (Czech Republic)
- Preparation of the Olympic Games Commission	3 June	Ljubljana (Slovenia)
- Working Group "Environment and Sport for All"	14 June	Bucharest (Romania)
- EYOF Commission	30 September	Belgrade (Serbia)
- European Union Commission	10 November	Brussels (Belgium)
- Medical Commission	9 December	Hasselt (Belgium)

The EOC also staged, in cooperation with Olympic Solidarity, the very successful VII EOC Technical Seminar "The road to Beijing – challenges and opportunities for the European NOCs" from 10 to 12 November 2006 in Istanbul (Turkey). Three auditors' meetings were held during 2006 in order to continue the exercise of strict controls on the EOC financial policy. The EOC took part in the second meeting of the six Olympic Solidarity offices that was held in Mexico City on 26 and 27 October. The EOC office was represented by Gianluca De Angelis, EOC Manager for the Olympic Solidarity Continental Programme in Europe.



27th Secretaries General and Chefs de Mission Seminar in Bucharest



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

Regarding communications, the EOC website is constantly updated by the content management department, while the monthly EOC Newsletter produced in-house by the EOC staff is mailed as well as posted on the website. These are effective tools to improve communication and support the EOC goals. Currently, work is also being done to update and modify the part of the website dedicated to the EOC Athletes' Commission. In addition, senior EOC officials 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.

2006 Budget : US\$ 550,000

Continental and Regional Games

2006 was the year for the preparation of the EYOFs to be staged in Jaca (Spain) for the winter edition and Belgrade (Serbia) for the summer edition, and of the GSSE in Monaco. These preparations are progressing well, as demonstrated by the site visits and numerous other controls carried out by the EYOF Commission and its various controlling bodies. The EYOF is a multi-sports event dedicated to young athletes. The EOC supported these events with a financial contribution to the organising committees and to some NOCs, with grants based on the number of participants (athletes and officials). The GSSE involve NOCs with similar populations and sports infrastructures. The eight countries that participate are Andorra, Cyprus, Iceland, Liechtenstein, Luxembourg, Malta, Monaco and San Marino. The EOC grants support to the host NOC and all the participating NOCs.

2006 Budget : US\$ 242,500

NOC Activities

As in the past, most of the annual budget was paid directly to the NOCs for their activities. The EOC paid a lump sum of US\$ 40,000 to each NOC. Regarding the "Special Activities in favour of NOCs", the EOC provided European NOCs with special needs with 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 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. The EOC is currently collecting and analysing the financial reports submitted by the NOCs. The analysis carried out to date shows how funds earmarked for NOC activities are used to cover a broad range of expenditure, from everyday expenses such as rent and salaries to visits to Beijing and upgrading of IT systems. In 2006, 30 NOCs were granted funds within the framework of the "NOCs Special Activities" budget, receiving a total of US\$ 580,000.

NOC	Type of Special Activities carried out
ALB	Improvement of office equipment technology
ARM	English course for staff – purchase of sports equipment
BIH	Special aid to the NOC (EOC/IOC)
BUL	Repairs to NOC headquarters
CYP	Audiovisual equipment for Olympic House
ESP	Sailing and Gymnastics Federation courses
EST	Implementation of qualification system for coaches
FIN	Health care and personalised coaching for elite athletes
GEO	English course for staff
IRL	Course for NOC managers and headquarters staff – Leadership Trust in Ross on Wye
ITA	National Sports Day, Rome, 4 June 2006
ISR	Women: Bridging the gap, 10 November 2006
LAT	Olympic Games preparation 2006–2008
LTU	Preparatory working group travel to Beijing, China
MDA	Repairs to headquarters; updating of IT equipment and website, purchase of sports equipment, contribution to "Sportime" Magazine
MKD	NOC office and completion of current programme
MLT	Upgrading IT system, security and equipment
NED	"Sport and Integration" Programme
NOR	Treatment of the female triad in Norwegian female athletes
POL	Activities of the Olympic Education Centre
ROM	National Programme of Education through Sport, 6-9 July 2006
RUS	Preparation of Olympic Games in Beijing in 2008 and Vancouver in 2010
SRB	Technical and audiovisual equipment for NOC headquarters and seminars
SLO	Antidoping measures, visit to Olympic venues; seminar for national sports federations
SMR	IT equipment – "Museo dello Sport e dell'Olimpismo", San Marino
SWE	Coach preparation programme for Beijing
SVK	Purchase of Olympic barbell sets; participation in the Aphrodisias International Youth, Sports, Culture and Art Festival, July-August 2006; Gala Evening of the Slovakian Olympic Committee; help to the High Tatra.
SUI	5 Rings for Trust
TUR	Free sports schools; Eurasian swimming-rowing-sailing competition; Aphrodisias International Youth, Sports, Culture and Art Festival
UKR	Renewal of technical equipment and software of the NOC and regional departments – updating of website

2006 Budget: US\$ 2,500,000



Klodiana Shala (Albania, left), Olympic scholarship holder, battles with Russia's Natalya Rusakova during the 200m event of the 19th European Athletic Championships

© Getty Images/Michael Steele



◀ The participants in the 2006 ONOC Annual General Assembly in Nadi (Fiji)

Oceania National Olympic Committees (ONOC)



The Continental Association celebrated its 25th Anniversary

Overall, there has been a better uptake of Olympic Solidarity programmes in the first half of the quadrennial plan compared to the same period in the last one. Most of the programmes for 2005 and 2006 are either finalised and/or nearing completion, with the appropriate reports provided to ONOC and Olympic Solidarity. ONOC is investigating the feasibility of establishing a more efficient and effective management system for Olympic Solidarity programmes in Oceania, with the assistance of our IT partners, Sporting Pulse. In 2006, the ONOC Secretariat continued to provide assistance to Oceanian NOCs in a range of areas. Further decentralisation in the management of Olympic Solidarity programmes in the region has meant greater hands-on contact with members. Other important highlights were the recognition of the NOC of Marshall Islands in Turin in February and the Micronesia Games, a major regional multi-sport event, held in Saipan, Northern Marianas, in July.

As far as meetings are concerned, the 2006 ONOC Annual General Assembly was held in Nadi (Fiji) on 12 and 13 May and celebrated ONOC's 25th anniversary as a continental organisation, as well as the 50th anniversary of the Fiji NOC joining the Olympic Movement. Awards for distinguished service to ONOC and its members were made to various individuals from the region, and the contribution of stakeholder partners such as the IOC and ANOC was also recognised during the Assembly. Reports were presented by the ONOC secretariat, ONOC commissions, the IOC and ANOC, as well as by representatives of different Regional and International Games.

The ONOC Executive Board met twice, on both occasions in Melbourne. The second meeting coincided with the 50th anniversary of the 1956 Melbourne Olympic Games, and Executive Board members were able to attend some of the functions that were held, including the re-enactment of the Opening Ceremony.

ONOC Secretaries General from the 16 NOCs in Oceania met at Fiji Olympic House, Suva, from 26 to 28 July to review various development activities in the region, with a specific focus on Olympic education programmes. The meeting was chaired by ONOC President Kevan Gosper. Topics covered during the meeting included Olympic Solidarity, preparations for the 2008 Olympic Games in Beijing, approaches to NOC Planning, Oceaniasport.com developments, the ASC/ONOC Oceania Sport Education Programme, Australia's Olympic Education Programme, Oceania Regional Anti-doping Office and Talent Identification Programmes and Sports Science Systems.

ONOC Programme Manager Dennis Miller and Regional Development Manager Brian Minikin attended the second meeting of the six Olympic Solidarity offices at the PASO Headquarters in Mexico City on 27 and 28 October 2006. The meeting reviewed progress at continental and global levels in the implementation of Olympic Solidarity programmes and reviewed proposals for future actions in the monitoring and evaluation of the IOC's development projects.

ONOC managed all the Continental Programmes and the related funds, with a 2006 budget of **US\$ 2,618,500**, as well as the following World Programmes: "Olympic Scholarships for Athletes 'Beijing 2008'", "Continental and Regional Games – NOC Preparation", "2012 – Training Grants for Young Athletes" and "Olympic Scholarships for Coaches". The results of these programmes appear under the relevant headings in the section on World Programmes.

▶ Ryan Pini (Papua New Guinea), Olympic scholarship holder, after the 100m butterfly semi-final – 18th Commonwealth Games

© Getty Images/Adam Pretty



Administration

The funds allocated to this programme were used to meet the general running costs of the ONOC headquarters based at the Forum Secretariat Complex in Suva, Fiji. These costs included salaries, travel expenses, office rental, meeting expenses, office equipment, consumables and various utilities. The Forum Secretariat houses the headquarters of the Secretariat of the Pacific Island Forum Governments, which represents the 16 independent island countries within the region, together with Australia and New Zealand.

The ONOC headquarters currently houses the offices of the ONOC Secretary General (Robin Mitchell, Fiji), Programmes Manager (Dennis Miller, Fiji), the Regional Development Manager (Brian Minikin, Australia), and the Office Manager (Hanisivae Visanti, Fiji). Natanya Potoi (Samoa), the WADA Regional Anti-Doping Officer, is also based at the Secretariat. The Personal Assistant to the ONOC President (Anne King), is based in the President's office in Melbourne, Australia.

2006 Budget : US\$ 450,000

Regional and National Games

ONOC, through Olympic Solidarity, has paid support grants to the Organising Committees for the following regional multi-sport games: XIII Pacific Games, Apia, Samoa, 2007; VIII Pacific Mini Games, Rarotonga, Cook Islands, 2009; and III Australian Youth Olympic Festival, Sydney, 2007. A support grant of US\$ 15,000 was made to the Guam NOC on behalf of the Organising Committee for the 2006 Micronesian Games, held in Saipan from 23 June to 2 July. The Pacific Games Council also received a support grant of US\$ 25,000. The 2006 Micronesian Games for countries in the Northern Pacific were successfully completed. The NOCs which attended the competitions included the Federated States of Micronesia, Guam, Kiribati, Marshall Islands, Nauru and Palau.

As part of its strategic plan to provide increased competition opportunities for the smaller NOCs in the region, ONOC also provided funds to NOCs to conduct National Games. Successful National Games were held this year in Fiji, Kiribati, Nauru, Solomon Islands and Vanuatu. Information on these events is available on their respective websites through www.oceaniasport.com.

2006 Budget : US\$ 235,000



▲
Visit of the Pacific Games Council in
Noumea in order to discuss the future
edition of these Games in New Caledonia

NOC Activities

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

The 15 NOCs in Oceania have so far scheduled a total of 102 technical programmes and activities through their respective 2006 National Activities budgets. At the end of 2006, ONOC has received 49 reports (48%) from NOCs on completed activities. The majority of NOCs have made allocations for the employment of Sports Development Officers. All NOCs have made provision for equipment grants of US\$ 5,000 each. The newly recognised NOC of Marshall Islands benefited from a separate grant.

By the end of the year, a total of 78.8% of the overall allocation has been remitted to the NOCs upon receipt of confirmed programme details or completed reports on activities undertaken.

NOC	Type of activities (NOCs which submitted a report)
ASA	NOC Sports Development Officer, basketball technical course, participation in 2007 South Pacific Games.
AUS	Technical courses in biathlon, fencing, wrestling, snowboard and freestyle skiing.
COK	Courses for coaches (basketball, boxing, cycling, gymnastics, handball, swimming, table tennis, triathlon), training for high-performance athletes (athletics, weightlifting), assistance with participation in regional championships (tennis, sailing), NOC Sports Development Officer.
FIJ	Courses for coaches (badminton, swimming, table tennis), Team Fiji preparations for the 2006 Commonwealth Games and 2007 South Pacific Games, NOC Sports Development Officer.
FSM	Courses for coaches (athletics, baseball, basketball, wrestling, softball, table tennis), travel grant for technical officials to Micronesian Games in Saipan, NOC Sports Development Officer.
KIR	Tennis Development Officer, Tennis outreach programme, Table Tennis Development Officer, NOC Sports Development Officer.
NRU	Training for high-performance weightlifters, NOC Sports Development Officers.
NZL	Courses for coaches (cycling, hockey, judo, sailing), Volleyball Talent ID Programme, Equestrian Judges' Seminars, Gymnastics High-Performance Programme.
PLW	Assistance for participation in Micronesian Games in Saipan, courses for coaches (baseball, basketball, table tennis), assistance for participation in Oceania Wrestling Championships, Oceania Weightlifting Championships, training for high performance athletes (weightlifting, wrestling), Swimming Development Officer, Athletics Development Officer, NOC Sports Development Officer.
PNG	Courses for coaches (judo, taekwondo, table tennis, tennis, sailing), 2006 Commonwealth Games preparation (athletics, boxing, weightlifting, swimming), training camps (athletics, basketball, hockey, softball, volleyball and beach volleyball), assistance for participation in the U-20 FIBA Oceania Championships, Oceania Archery Championships and Oceania Taekwondo Championships, NOC Sports Development Officer.
SAM	Technical Courses in basketball and swimming, NOC Sports Development Officer.



The expert Hayden Jones in Vanuatu coaching beach volleyball

(cont.)

NOC	Type of activities (NOCs which submitted a report)
SOL	Sports Development Officers (NOC, athletics, baseball/softball, basketball, boxing, weightlifting, tennis, archery), technical courses (athletics, basketball, boxing, tennis, table tennis, archery, volleyball). Assistance for participation in National Games, Oceania Judo Championships, Oceania Taekwondo Championships.
TGA	Technical courses (athletics, judo), Boxing Development Officer programme, NOC Sports Development Officer.
VAN	Basketball coaching course, Tennis Development Officer, Table Tennis Development Officer, 2006 Commonwealth Games preparation (athletics, boxing, table tennis), assistance for participation in Oceania Table Tennis Championships, NOC Sports Development Officer.

2006 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 (Cook Islands, Federated States of Micronesia, Kiribati and Palau), softball (Federated States of Micronesia) and aquatics (Samoa). Official project-related travel and per diem costs for the ONOC Regional Development Officer and Programme Manager are also claimed against this budget.

2006 Budget : US\$ 108,500

Sports Administration

Advance payments were made to the NOCs of Australia, Fiji, New Zealand, Samoa and Solomon Islands for a series of Sports Administration training programmes in 2006. All except Fiji conducted their programmes.

2006 Budget : US\$ 150,000

Regional Projects

Collaboration with Regional Federations

ONOC has provided support grants to the following members of the Olympic Sports Federations of Oceania to assist with their development activities in the region in 2006: Baseball Confederation of Oceania, FIBA Oceania, Oceania Athletics Association, Oceania Archery Confederation, Oceania Judo Union, Oceania Softball Federation, Oceania Table Tennis Federation, Oceania Tennis Federation, Oceania Badminton Federation, Oceania Hockey Federation, Oceania Weightlifting Federation.

2006 Budget : US\$ 275,000



▲ Lency Tenai (right) and Lave Toli, ONOC Sports Development Officers

Regional Training Centres

The purpose of this programme is to complement the programmes offered by these centres. Grants were paid to support the operations of the IAAF High Performance Training Centre (Auckland, New Zealand), the IWF Regional Weightlifting Centre (Apia, Samoa), the ITF Regional Training Centre (Lautoka, Fiji) and the Baseball Confederation of Oceania Regional High Performance Academy (Auckland).

2006 Budget: US\$ 80,000

Oceania Sport Education Programme

Funds were used for ONOC Women in Sports Group's attendance at the ANOC Assembly in Seoul in April 2006, training programmes for NOC staff on video analysis software, development costs of the new online Olympic Solidarity management system and establishment of the Oceania RADO Office.

2006 Budget: US\$ 50,000

Sporting Pulse

The 2006 support grant for ongoing development of the oceania sport.com web portal, NOC websites and competition management software was paid in full.

2006 Budget: US\$ 50,000

Oceania Sports Information Centre (OSIC)

The Oceania Sports Information Centre is now in its eighth year of operation and has functioned primarily as an information centre and an archive for the South Pacific Games since 1997. It is proposed that OSIC ultimately merge with the greater OSEP initiative providing it with greater relevance in furnishing additional information to coaches and sports administrators.

2006 Budget: US\$ 50,000



Niko Vereckauta (Fiji, right), Olympic scholarship holder, and Sean Wroe (Australia) during the 400m semi-final at the 18th Commonwealth Games

© Getty Images/Mark Dadswell

Olympeceania

The Olympeceania projects establish the physical presence of the NOCs within their countries and highlight the important role that the Olympic Movement is playing in the social development of the small developing nations of the Oceania region.

This year, the Guam NOC has received a grant to facilitate the purchase and development of its new headquarters building. The purchase of the new office took place in October 2006. There are plans in place to expand and build a large conference room as an extension to the existing building. In addition to this office building, the Guam NOC also purchased an adjacent two-storey apartment building, which will be used to house visiting sport experts, as part of ONOC's future development plans. The proposed conference facility will be used for administrative workshops and national sports meeting and conferences. Also planned is a small area for Oceanian national federations to use for web access or administrative purposes.

The NOC of Samoa submitted a proposal to build new headquarters in a 400-acre park developed to house the facilities for the NOC to host the XIIIth South Pacific Games in 2007. The NOC President reports that the structure and the roof have been completed, but the fittings and the furnishing of the building have not started, pending the availability of funding. When finally completed, the building will house the office of the NOC together with office space for affiliated National Federations. The building, which is expected to be fully completed by August 2007, will be used as the Media Centre during the South Pacific Games.

The NOC of the Federated States of Micronesia has submitted drawings of a proposed headquarters which will be located next to the Aquatic Centre and Gymnasium built to host the 2002 Micronesian Games. The headquarters will require a total land area of 2,080 square metres (including parking area). The headquarters will be built on the island of Pohnpei. The Pohnpei State Legislature had to accept a bill to provide the land on a long-term lease to the NOC. The lease for the land has finally been approved by the Government and, based on this, an advance of US\$ 20,000 was sent to the NOC in 2006.

2006 Budget : US\$ 195,000



▲
Melehifo Uhi of Tonga competes during the women's discus throw final, 18th Commonwealth Games

© Getty Images/Mike Hewitt

Report by Dennis Miller, Programmes Director



▶
Sisilia Nasiga (Fiji), Olympic scholarship holder, bronze medallist in judo in the women's -70kg category at the 2002 Commonwealth Games in Manchester (Great Britain)
© Getty Images/Adam Pretty

Grasping the future







◀ Referees go onto the ice (hockey) – XX Olympic Winter Games in Turin
© IOC/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

Splendid edition crowned by record participation levels

The XX Olympic Winter Games, held in Turin from 10 to 26 February 2006, were the main event of the year. This edition set a new participation record, with 2,507 athletes representing 80 NOCs in 84 different events.

All the NOCs with athletes participating in the Games were entitled to financial assistance from Olympic Solidarity in addition to the funds allocated by the Games Organising Committee. The Olympic Solidarity subsidies comprised a fixed payment of US\$ 10,000 per NOC to cover logistical expenses, a maximum of US\$ 14,000 for transport and accommodation for the President and Secretary General of each NOC (US\$ 7,000 each) and the reimbursement of travel costs for up to three athletes and one official. After the Games, a subsidy calculated on the basis of US\$ 1,450 per athlete that competed in the Games was paid to each NOC for their participation and contribution to the success of the Games.

Participating athletes per NOC

NOC	Athletes	NOC	Athletes	NOC	Athletes	NOC	Athletes
ALB	1	CZE	84	JPN	110	POR	1
ALG	2	DEN	5	KAZ	56	PRK	6
AND	3	ETH	1	KEN	1	ROM	25
ARG	9	ESP	16	KGZ	1	RSA	3
ARM	5	EST	26	KOR	40	RUS	173
AUS	40	FIN	92	LAT	57	SRB	6
AUT	73	FRA	82	LIB	3	SEN	1
AZE	2	GBR	39	LIE	5	SLO	36
BEL	4	GEO	3	LTU	7	SMR	1
BER	1	GER	155	LUX	1	SUI	126
BIH	6	GRE	5	MAD	1	SVK	58
BLR	28	HKG	1	MDA	6	SWE	108
BRA	9	HUN	19	MGL	2	THA	1
BUL	21	IND	4	MKD	3	TJK	1
CAN	192	IRI	2	MON	4	TPE	1
CHI	9	IRL	4	NED	33	TUR	6
CHN	73	ISL	5	NEP	1	UKR	52
CRC	1	ISR	5	NOR	69	USA	205
CRO	23	ISV	1	NZL	15	UZB	4
CYP	1	ITA	180	POL	45	VEN	1
Total	2,507						



Closing ceremony – XX Olympic Winter Games in Turin

© Getty Images/Ezra Shaw

Competitor in the finish area – XX Olympic Winter Games in Turin

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

Winter

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

National Olympic Committees

Africa (53 NOCs)

RSA	South Africa
ALG	Algeria
ANG	Angola
BEN	Benin
BOT	Botswana
BUR	Burkina Faso
BDI	Burundi
CMR	Cameroon
CPV	Cape Verde
CAF	Central 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
SRB	Serbia
SVK	Slovakia
SLO	Slovenia
SWE	Sweden
SUI	Switzerland
CZE	Czech Republic
TUR	Turkey
UKR	Ukraine

Oceania (16 NOCs)

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

203 National Olympic Committees
are recognised by the IOC

Listening to you!

For further information:

Olympic Solidarity
Villa Mon-Repos
Parc Mon-Repos 1
C. P. 1374
CH-1005 Lausanne
(Switzerland)

Tel. +41 (0)21 310 26 00
Fax +41 (0)21 310 26 99
solidarity@olympic.org
www.olympic.org



◀ The Mon-Repos Villa
© IOC/Locatelli

Published by Olympic Solidarity

Picture credits:

Cover – Switzerland's Gregor Staehli, bronze medallist in the skeleton event at the XX Olympic Winter Games in Turin © IOC/Kishimoto

Pages 12-13 – China's Xinxin Guo during the aerials event, freestyle skiing – XX Olympic Winter Games in Turin © Getty Images/Donald Miralle

Pages 30-31 – Training session at the World Cycling Centre in Aigle, Switzerland © Thierry Zufferey, Lausanne

Pages 48-49 – Children and basketball: Lynne, Donovan, Philéas and Morgan © Thierry Zufferey, Lausanne

Pages 66-67 – Beezie Madden (USA) riding Authentic in the individual jumping event – Games of the XXVIII Olympiad in Athens © Getty Images/Jamie Squire

Pages 88-89 – Players reach for the ball during the volleyball semi-final match between the People's Republic of China and Cuba – Games of the XXVIII Olympiad in Athens © Getty Images/Scott Barbour

Back cover – Basketball player at the Games of the XXVIII Olympiad in Athens © Getty Images/Scott Barbour

Illustrations: Olympic Solidarity, IOC Photo Library

Graphic ideas and production: Créatique, Alexandre Piccand, in cooperation with Robert Battard, CH-1004 Lausanne

Photolithography and printing: Courvoisier Arts graphiques SA, CH-2501 Bienne

Printed in Switzerland

ISBN: 929149 107 1



2006 Report



OLYMPIC
SOLIDARITY