

# Strength in action



2005-2008 Quadrennial Plan

**2007 Report**



OLYMPIC  
SOLIDARITY

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## Dynamism and results bode well for 2008



Message by  
Mr Mario VÁZQUEZ RAÑA

The report summarising the activities developed by Olympic Solidarity in 2007, and the good results it contains, confirms the positive trend in the application of the World and Continental Programmes.

During 2007, the decentralisation process has been irreversibly consolidated; the Olympic Solidarity system has been strengthened globally; total transparency in decision-making has been achieved; improvements have been made in procedures for the control of the use of the financial resources allocated; and assistance to the National Olympic Committees (NOCs) has increased, with important benefits to the athletes.

We are very pleased with the achievements mentioned in the report, which are the fruit of the unity and close cooperation between the Lausanne central office and the five continental offices. In 2007, Olympic Solidarity concentrated on helping to prepare athletes with a view to their participation in Regional and Continental Games, as well the Games of the XXIX Olympiad in Beijing.

The figures summarising the results of each one of the activities undertaken are very eloquent. Without any doubt, they allow us to conclude that 2007 was a year of significant progress in all the programmes applied; there was a great increase in the number of options proposed through the World and Continental Programmes, and NOC involvement has reached the highest level. Olympic Solidarity today offers more help than ever before, and is the main guarantee for strengthening the autonomy and management capacity of the NOCs.

The Olympic Solidarity Commission has the firm intention, in 2008, the last year of the current quadrennial, to drive forward each and every one of the approved activities, ensuring that the NOCs obtain the highest benefits, on the basis of increasingly efficient work, of a top-quality service, giving timely advice to those who ask for it, and fully accomplishing our duties and responsibilities.

▶  
Colombia's Juan G. Uran during  
the platform diving competition –  
XV Pan-American Games

© Getty Images/Streeter Lecka



800m event – 9th All Africa Games  
in Algiers, Algeria



2008, as well as signifying the closure of the present quadrennial, will be the opportune moment to thoroughly evaluate the work undertaken to date, and to plan actions for the 2009-2012 period. The NOCs will play a key role in this process. For this reason, it is very important to analyse reports, such as this one, and to extract conclusions that will enable us to reach higher levels.

We have enough reasons to feel optimistic, with the certitude that, in 2008, the results will be multiplied, as a sign of our strong commitment to the athletes, the National Olympic Committees and the Olympic Movement.

I send you my warmest regards,

Mario VÁZQUEZ RAÑA  
Chairman of the Olympic Solidarity Commission

The expert giving instructions  
at a technical course for  
athletics coaches in  
the Lao People's  
Democratic Republic



## Positive outcomes for NOCs and athletes

The third year of the 2005–2008 Olympic Solidarity quadrennial plan proved to be very successful. All the programmes available to the NOCs were fully operational and, armed with an excellent understanding of the procedures to be followed, the NOCs were able to draw maximum benefit from them. The synergies that exist between the different programmes enabled the NOCs to adopt a strategic approach to their activities.

In 2007, Continental and Regional Games were held in all five continents. These Games represent an important stage in athletes' preparation and qualification for the Games of the XXIX Olympiad in Beijing in 2008. Olympic Solidarity made a particular effort in this regard, helping 181 NOCs to prepare for these competitions. The programme of Olympic scholarships for athletes involved in individual sports received a record number of applications and no less than 1,048 scholarship holders have already been helped to prepare for the Olympic Games within a structured framework. The team support grants programme was similarly successful, with 109 participating teams and the NOCs free to prioritise the competitions that they considered the most important in accordance with their objectives.



▲  
The bearers of the torch for the 6th Asian Winter Games in Changchun, China  
© Getty Images/China Photos

Attention was given not only to assisting athletes, but also to the preparation of delegations for the Beijing Games. Olympic Solidarity worked in cooperation with the IOC Department of NOC Relations to revise the *NOC Games Preparation, Proven Practices and Guidelines* manual, which was presented and distributed to all the NOCs at 12 regional forums held throughout the world. Training in sports management was also given particular emphasis, including how best to equip the NOCs to organise local training courses. Twenty years after the first courses for sports administrators were held, a pilot series of advanced sports management courses based on the new *Managing Olympic Sport Organisations* manual was launched in order to fill the gap between the existing sports administration courses and MEMOS programme.

Representatives of the six Olympic Solidarity offices met in Paris at the beginning of December 2007 in order to discuss the coordination of programme management from strategic, operational and financial points of view. Significant progress was made in the 11 joint projects that were identified. Visits were paid to NOCs in an attempt to gain a better understanding of their needs and to improve the level of assistance, as well as to ensure that they are meeting their obligations towards the Olympic Movement. Nine NOCs (two per continent and one from Oceania) were evaluated in this way in 2007.

Olympic Solidarity, in collaboration with its partners, worked very hard in 2007 and was rewarded with excellent results. As the quadrennial plan nears its conclusion, it must continue to follow the same course in order to prepare calmly for the future.

## 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)



◀  
Shot put  
© Getty Images/Matt King

## 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 2007

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

Members:

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

▼  
Opening Ceremony of the  
Australian Youth Olympic  
Festival in Sydney  
© Getty Images/Mark Nolan

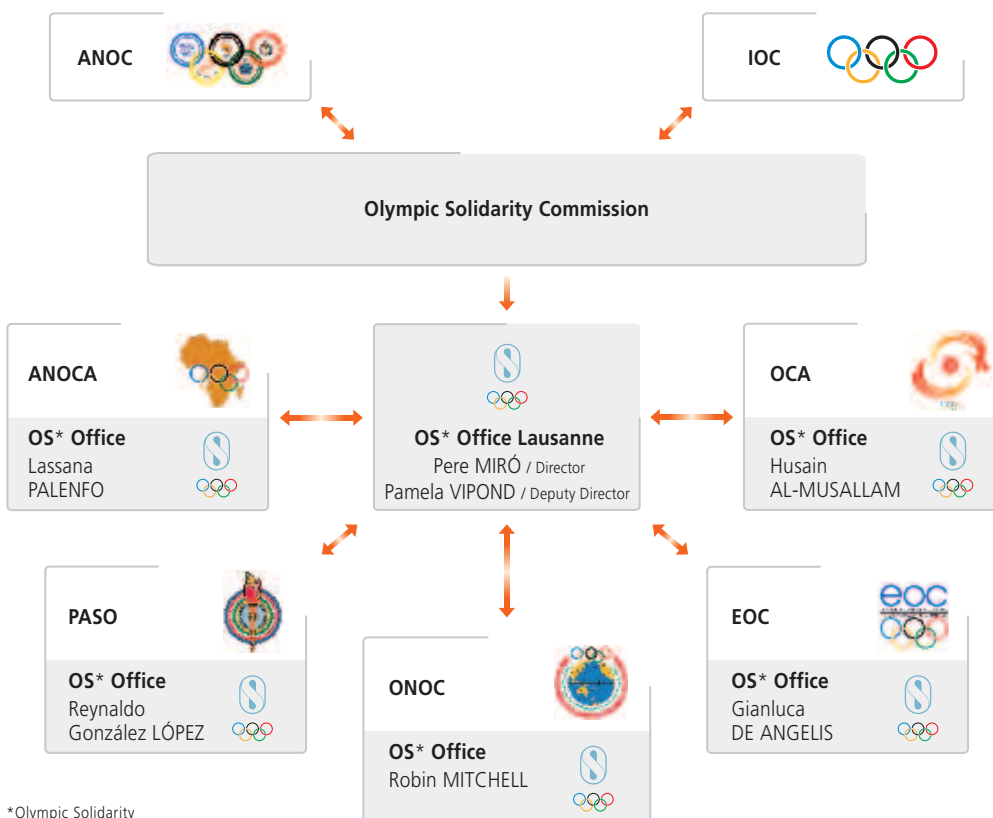


## Olympic Solidarity offices

### 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





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

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 Carina DRAGOMIR
- Administrative Assistant Cynthia HUBER
- 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 RAGAZZO-LUCCIARINI
- Project Officer Lirong REN

#### NOC Management Programmes – Relations with America

- Head of Section Joanna ZIPSER-GRAVES
- Project Officer Catherine LAVILLE
- Project Officer Angelica CASTRO

#### 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 Kathryn FORREST
- Project Assistant Nadia BELTEMPO
- Accounts Manager Barbara TRENTINI
- Accountant Silvia MORARD

At 31 December 2007

▶ Opening ceremony of the  
9th All Africa Games



## 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.



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

The only source of funding for the functioning of Olympic Solidarity and the implementation of its activities and programmes comes from the NOCs' share of the income from Olympic Games television rights. The development and assistance budget approved by the Olympic Solidarity Commission for the 2005–2008 period 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 2007 was US\$ 59,438,750, an amount which was approved by the members of the Olympic Solidarity Commission at their meeting on 27 November 2006. This sum represents 24.4% of the total budget.

### Breakdown of the 2007 budget

<b>World Programmes</b>	<b>US\$ 31,460,000</b>
<b>Continental Programmes</b>	<b>US\$ 24,003,750</b>
<b>Olympic Games Participation and Forums</b>	<b>US\$ 1,700,000</b>
<b>Administration / Communication</b>	<b>US\$ 2,275,000</b>
	<b>US\$ 59,438,750</b>

### Breakdown of the "World Programmes" budget

Athletes	US\$ 15,750,000
Coaches	US\$ 6,000,000
NOC Management	US\$ 6,300,000
Promotion of Olympic Values	US\$ 3,410,000
	US\$ 31,460,000

### Breakdown of the "Continental Programmes" budget

ANOCA (Africa) – 53 NOCs	US\$ 5,715,000
PASO (America) – 42 NOCs	US\$ 3,915,000
OCA (Asia) – 44 NOCs	US\$ 4,484,750
EOC (Europe) – 49 NOCs	US\$ 4,954,500
ONOC (Oceania) – 17 NOCs	US\$ 2,618,500
ANOC	US\$ 2,316,000
	US\$ 24,003,750



▲ Participants on the technical course for tennis coaches in Rwanda

▶ Activities organised in Croatia in the framework of Olympic Day, with the support of the Olympic Solidarity culture and education programme



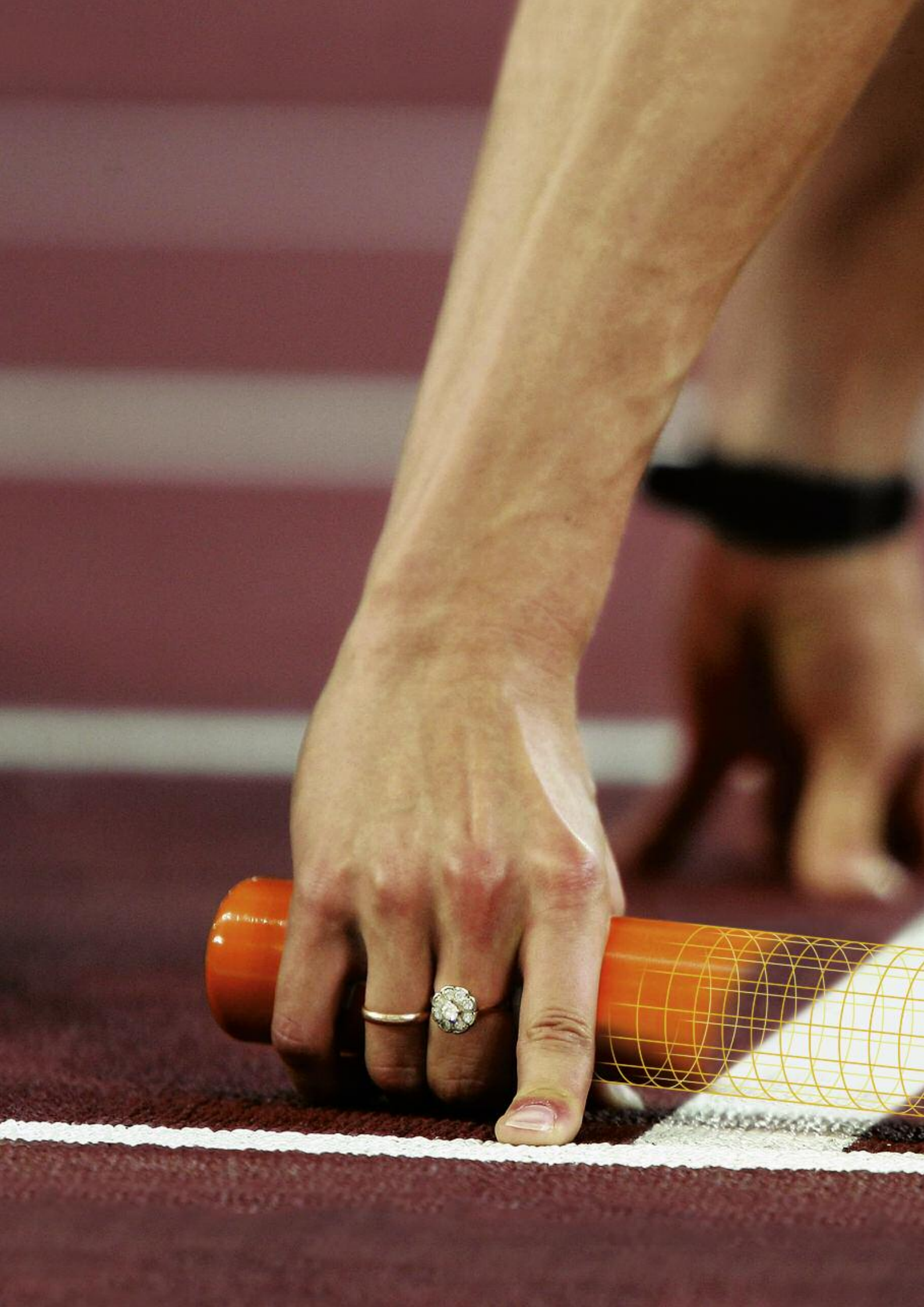
## Components of the Olympic Movement: responsibility and solidarity

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.

▶ Patrick Hickey, EOC President, lights the flame for the European Youth Olympic Festival in Jaca, Spain  
© IOC/Jean-Paul Maeder





# A lightning performance





## 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 (Athletes, Coaches, NOC Management and Promotion of Olympic Values) considered essential for NOCs to accomplish the mission that has been entrusted to them by the Olympic Charter.

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 (Programme completed in 2006)
- 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





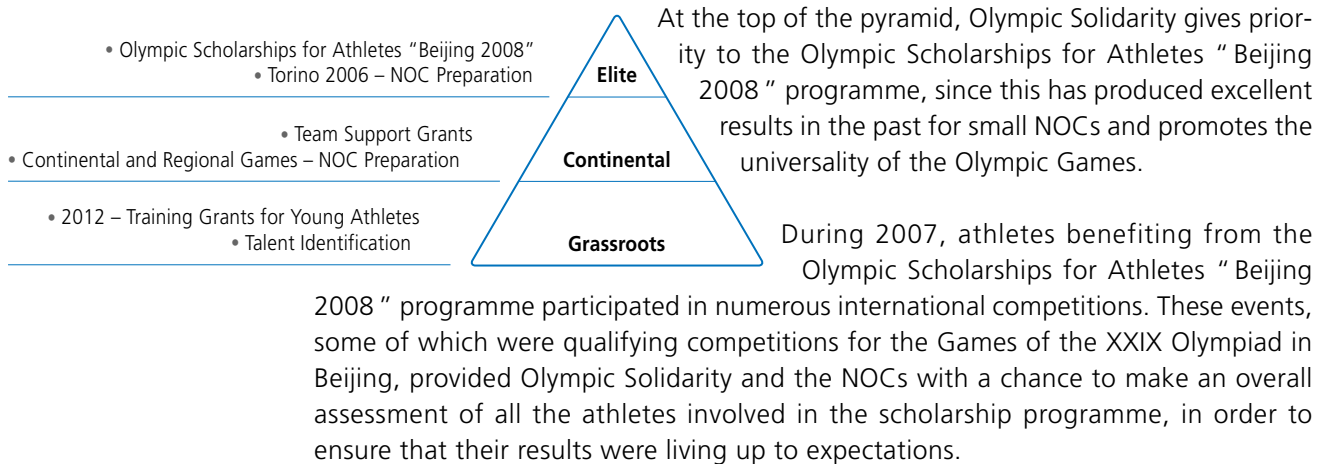
◀ Jamaican sprinter Usain Bolt, Olympic scholarship holder, goes through his stretching routine with his physiotherapist, Miki Rubens, at the Kingston national stadium

© Getty Images/Michael Steele

## Exceptional support for all athletes at all levels



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 assistance provided by Olympic Solidarity to the NOCs for the preparation of their athletes for Continental and Regional Games reached its peak in 2007, since six major continental events – All Africa Games, Pan-American Games, European Youth Olympic Festival (EYOF – Summer and Winter), Winter Asian Games and South Pacific Games – were held during the year. The high number of requests from NOCs (181 in total) only serves to confirm the need for this type of assistance to encourage and support athletes.

The desire to help young athletes continued to grow in 2007, reaching its height in July, when the IOC announced its plans to organise the Youth Olympic Games (YOG). The Olympic Solidarity programmes, which are currently designed to help young athletes in their preparation for future editions of the Olympic Games as well as to identify young talent, are bound to need adjustment in the future in order to take into account the new needs connected with the YOG.

## Olympic Scholarships for Athletes “Beijing 2008”

### Scholarship holders begin key qualification phase

Since it was launched in 2006, the Beijing Olympic scholarship programme has enjoyed unprecedented success among the NOCs. More than 2,200 applications were submitted to Olympic Solidarity, which dealt with and analysed them individually, in cooperation with the NOCs and IFs.

In 2007, collaboration between the partner training centres (see full list in the 2006 annual report) and Olympic Solidarity continued successfully and a large number of Olympic scholarship holders are still benefiting from high-level training thanks to the experience gained in these institutions.

2007, particularly the second half of the year, also saw the start of a crucial and decisive phase for all the Olympic scholarship holders, since a large number of qualifying competitions were held between August and December, including 19 world championships: swimming, athletics, badminton, boxing, canoe-kayak, weightlifting, taekwondo, fencing, gymnastics, wrestling, judo, rowing, cycling, sailing, archery, shooting, equestrian, modern pentathlon and triathlon. It should be noted that more than a quarter of the Olympic scholarship holders have already booked their ticket for the Olympic Games. This number is expected to increase rapidly in the first part of 2008, since most qualifying events will be held during that period.

Olympic Solidarity and the NOCs also carried out a detailed evaluation of each Olympic scholarship holder during 2007, referring to the results they achieved in major international competitions such as world or continental championships, including the All Africa Games and Pan-American Games.

To date, Olympic Solidarity has awarded 1,048 Olympic scholarships to athletes from 164 NOCs, investing more than US\$ 13 million in this programme.

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

**2007 Budget:** US\$ 7,000,000



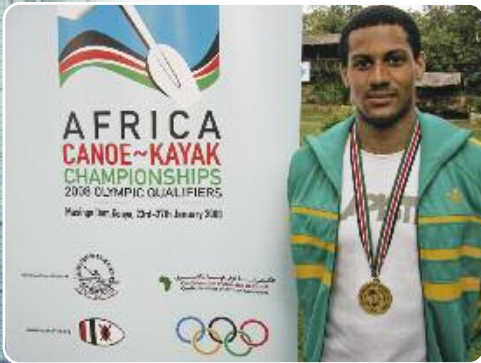
▲  
Afghan Olympic scholarship holder Nesar Ahmad Bahave (left) competing against his opponent Wang Hao (China) at the 15th Asian Games in Doha, Qatar

© Getty Images/Jamie McDonald



## Olympic scholarship holders by sport and by continent

Sports	Africa	America	Asia	Europe	Oceania	Total
Athletics	81	66	33	56	6	242
Rowing	2	9	4	18	0	33
Badminton	5	6	11	5	0	27
Boxing	25	8	27	22	0	82
Canoe-kayak	4	6	4	20	0	34
Cycling	2	8	3	9	0	22
Equestrian	0	2	1	0	0	3
Fencing	2	5	4	7	0	18
Gymnastics	4	8	10	20	0	42
Weightlifting	11	9	17	20	4	61
Judo	17	9	23	35	1	85
Wrestling	16	6	35	45	1	103
Aquatics	19	31	18	32	2	102
Modern pentathlon	1	1	1	6	0	9
Taekwondo	22	10	24	6	0	62
Tennis	1	0	1	2	0	4
Table tennis	3	2	6	5	0	16
Shooting	1	5	20	30	1	57
Archery	0	5	6	3	0	14
Triathlon	1	5	2	3	0	11
Sailing	1	3	5	12	0	21
<b>Men</b>	<b>153</b>	<b>135</b>	<b>197</b>	<b>233</b>	<b>10</b>	<b>728</b>
<b>Women</b>	<b>65</b>	<b>69</b>	<b>58</b>	<b>123</b>	<b>5</b>	<b>320</b>
<b>Total athletes</b>	<b>218</b>	<b>204</b>	<b>255</b>	<b>356</b>	<b>15</b>	<b>1,048</b>
<b>Total NOCs</b>	<b>46</b>	<b>39</b>	<b>31</b>	<b>40</b>	<b>8</b>	<b>164</b>



▲ Benjamin Boukpeti (Togo), Olympic scholarship holder in canoe kayak, qualified for the Games of the XXIX Olympiad in Beijing

▲ Olympic scholarship holder An Kum Ae (Dem. People's Rep. of Korea) won the semi-final in her judo category during the 15th Asian Games

© Getty Images/Andrew Wong



## Team Support Grants

## Enthusiastic response for the team sports grants

While the NOCs already benefiting from the programme reached cruising speed, 26 new grants were awarded to national teams in 2007, bringing the total number of teams to a record 109. The number of grants, which is much higher than during the previous quadrennial period, demonstrates the success of the new approach adopted for 2005-2008, with assistance being offered to teams at different levels (rather than just Olympic level).

A large number of Olympic qualifying competitions took place in 2007. Qualifying for the Beijing Games will continue in the first few months of 2008 and it is still possible for certain teams to receive Olympic Solidarity assistance for this final stage. For the eight teams that have already qualified and for all those that book their tickets for Beijing in early 2008, Olympic Solidarity has set aside a budget specifically to help them with their preparations for the Games.

## Grants awarded to NOCs by sport and by continent

Continent	Teams	Baseball	Basketball		Handball	Hockey	Ice Hockey	Softball	Volleyball		Water Polo
Africa	31		ALG BUR CGO GBS MAW MOZ	ANG CAF CPV LBA MLI SEN	ANG BEN CIV CMR DJI ETH	NAM RSA ZIM			ALG KEN MAR RWA SWZ	EGY LES NIG SEY TUN	
America	23		ANT COL ECU PAN VIN	BIZ CUB ISV PER	ARG BRA PAR URU	CAN AHO URU		ESA GUA	BAR DMA PUR	CHI PAR	
Asia	14		LIB SYR	QAT UZB	KUW	IND PAK		PRK TPE	MGL IRI	INA TJK	KAZ
Europe	35	GBR SWE	BUL GER LTU MLT SLO SUI		CRO GRE ISL ISR MKD UKR	BEL FRA IRL SUI	LAT		AND BLR FIN LIE TUR	AZE EST GEO POL	HUN MDA MNE NED ROU SCG SVK
Oceania	6		ASA NZL SOL	FJI PLW		PNG					
<b>Total</b>	<b>109</b>	<b>2</b>	<b>36</b>		<b>17</b>	<b>13</b>	<b>1</b>	<b>4</b>	<b>28</b>		<b>8</b>

**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.

**2007 Budget: US\$ 2,250,000**



Valerdina Manhonga of the Mozambique basketball team (right) during the match against India – 2006 Commonwealth Games in Melbourne, Australia

© Getty Images/Mark Nolan

## Continental and Regional Games – NOC Preparation

**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.

**2007 Budget:** US\$ 4,500,000

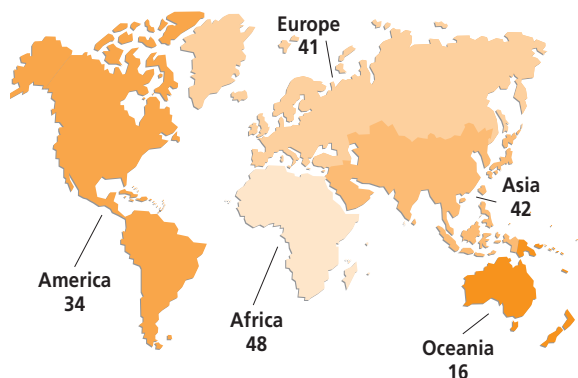
### Specific support for varying needs

Olympic Solidarity is offering significantly more support for athletes preparing for Continental and Regional Games in the current quadrennial plan than in the previous plan. In a year which saw continental competitions staged in Africa, America, Asia, Europe and Oceania (All Africa Games, Pan-American Games, Winter Asian Games, EYOF and South Pacific Games), 181 NOCs (88 %) from all the continents benefited from this programme, which helped their athletes prepare for these various events. This high participation rate confirms the NOCs' growing interest in these important competitions in each of the five continents.

During the first few months of 2007, Olympic Solidarity adopted a proactive approach towards the NOCs so that as many of them as possible might benefit from this programme, which remains crucial for the support and development of athletes at a continental level. This programme offered the NOCs a large degree of flexibility in terms of the use of the budget allocated to them and this format has been universally welcomed, since sporting needs vary from one country to the next. As far as the activities themselves are concerned, most of the NOCs decided to hold training camps for their athletes, while others preferred to offer individual assistance. Thanks to these grants, the NOCs were able to provide their athletes with an ideal training programme and the chance to participate in regional and/or continental competitions. These athletes therefore improved their chances of success in Continental Games, which represent one of the most important competitions for many NOCs after the Olympic Games.

The end of the year was mainly devoted to the closure of the NOCs' files, a process which will continue in 2008. The reports received have particularly been useful for identifying talented athletes with the potential to be awarded Olympic scholarships for athletes "Beijing 2008".

#### Preparation grants allocated



▲ Athletes from Guinea-Bissau benefited from this programme for their participation in the All Africa Games

## 2012 - Training Grants for Young Athletes

### Talented youngsters familiarise themselves with high-level sport

Numerous requests were received in 2007 for training grants for young athletes. Just as the number of individual requests from NOCs increased, so too did the collaboration between Olympic Solidarity and certain IFs, facilitating the organisation of international training camps for young athletes.

Individual requests from NOCs mainly concerned fixed length training periods for young athletes, aimed at familiarising them with the world of top-level sport.

Thanks to the cooperation of Olympic Solidarity and a number of IFs, various courses were held as part of this programme in 2007:

**Cycling (UCI):** three courses at the World Cycling Centre in Aigle (Switzerland) for 31 road, track and BMX cyclists from 20 NOCs. **Swimming (FINA):** training camp at the University of Assumption in Bangkok (Thailand) for 28 athletes from 6 NOCs. **Canoeing (ICF):** training camp in Bucharest (Romania) for 19 athletes from 10 NOCs. **Rowing (FISA):** training camp in Brazil for 36 athletes from 14 NOCs.

Meanwhile, Olympic Solidarity continued to cooperate with the International Tennis Federation (ITF) and the International Table Tennis Federation (ITTF) regarding various projects launched since 2005 through which more than 50 promising athletes have received valuable support for their preparations for the Games of the Olympiad in London in 2012.

#### NOCs having benefited from the programme since 2005

Continent	Participating NOCs	
Africa	33	ALG, BDI, BEN, BOT, BUR, CGO, CIV, CMR, EGY, GAM, GHA, KEN, LES, LBR, MAD, MAR, MAW, MRI, NAM, NGR, NIG, RSA, SEN, SEY, SOM, STP, SUD, SWZ, TOG, TUN, UGA, ZAM, ZIM
America	26	AHO, BAR, BIZ, BRA, CAN, CHI, COL, CUB, DOM, ECU, ESA, GRN, GUA, HAI, HON, ISV, IVB, JAM, LCA, PAR, PER, PUR, SUR, TRI, URU, VIN
Asia	34	BAN, BHU, BRN, BRU, CAM, HKG, INA, IND, IRI, IRQ, JOR, KAZ, KGZ, KOR, LAO, LIB, MAS, MGL, MYA, NEP, OMA, PAK, PHI, PLE, PRK, SIN, SRI, SYR, THA, TJK, TKM, TPE, UZB, VIE
Europe	31	AND, ARM, AZE, BLR, BUL, CRO, CYP, DEN, EST, GEO, GER, HUN, IRL, ISL, ISR, LAT, LIE, LTU, MDA, MKD, NOR, POL, POR, ROU, RUS, SCG, SLO, SMR, SVK, SWE, UKR
Oceania	15	ASA, AUS, COK, FIJ, FSM, GUM, KIR, NRU, NZL, PLW, PNG, SAM, SOL, TGA, VAN
<b>Total</b>	<b>139</b>	

**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.

**2007 Budget: US\$ 1,250,000**



OS/FINA training camp at the Assumption University in Bangkok

## Talent Identification

### Identify tomorrow's champions at an early age

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

**2007 Budget: US\$ 750,000**

The talent identification programme continued during 2007, with many projects still being submitted by the NOCs. These initiatives concerned programmes designed to identify talented young athletes at national level, as well as in clubs and schools.

Some NOCs used this programme to support existing programmes set up by their governments, while others created new projects to identify their most talented youngsters.

It should also be noted that some projects, launched at the start of the quadrennial plan, continued during 2007, forming part of long-term action plans submitted to Olympic Solidarity by the respective NOCs.

Finally, some NOCs combined a talent identification programme with a project to develop their national sports structure, benefiting from the presence of an expert in their country to work at several levels: athlete identification, coach education, strengthening of the national federation's structures, etc.

#### NOC projects

Continent	Projects approved	
Africa	8	BUR, BDI, CMR, ERI, MAR, NIG, RWA, UGA
America	13	ANT, AHO, BRA, CAY, DOM, ECU, ESA, GUA, HON, PER, PAR, URU, VIN
Asia	2	BRN, PAK
Europe	7	LTU, MDA, MKD, NED, ROU, SCG, SWE
Oceania	3	FIJ, FSM, VAN
<b>Total</b>	<b>33</b>	

▲ Work conducted in the framework of an identifying young, talented athletes project in Ungheni, Moldova



▶ The Queen's Baton is carried by the Olympic scholarship holder in shooting, Asif Hossain Khan (Bangladesh), through the Dhaka streets, before it arrives in Melbourne for the opening of the 2006 Commonwealth Games  
© Getty Images/prpix.com.au



▶ Peruvian athlete Claudia Rivero holds an Olympic scholarship in badminton  
© IOC/Richard Juilliant







Participants on the technical course for handball coaches in Ivory Coast

## Coaching – a key role



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 at different levels and in different ways (training courses, individual training, long-term programmes). The main objective of these programmes is to enable the NOCs to improve the technical and/or scientific level of their coaches so that they can acquire the latest knowledge and meet the training requirements of modern athletes.

The figures for 2007 clearly show that the NOCs are attaching more and more importance to coach education at all levels. They are keen to train coaches who are capable of overseeing athletes' preparations for national competitions and, in some cases, for participation in Continental Games or even Olympic qualifying events.

It should also be noted that the NOCs have increased the links between the different programmes, such as between individual scholarships and programmes for the development of national sports structure. In some cases, coaches have been helped by their NOC to set up in their own country a research project that they have conducted during their training abroad, while others have been asked to lead training sessions or technical courses in their own or neighbouring countries.

Olympic Solidarity has also continued to cooperate with the IFs, either in order to obtain advance information about possible candidates, appoint an expert for technical courses or increase the number of specific training opportunities that currently exist in tennis, cycling, archery and ice hockey.

## Technical Courses for Coaches

### Standards and quality of courses improving

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 2007, 321 technical courses were planned. It is worth recalling that, at the start of the 2005–2008 quadrennial period, Olympic Solidarity asked the NOCs to draw up a general plan of all the courses they wished to organise. The purpose of this was to encourage the NOCs to rationalise the planning of the courses over four years and to adopt a practical approach to coach education in each sport and at each level.

Apart from a few amendments, the NOCs have stuck fairly closely to the plans they submitted, although a few courses had to be postponed until 2008 for reasons such as the availability of experts. As a result, it is interesting to note that some NOCs have planned only one or two courses for the start of 2008, enabling them to concentrate their efforts on Olympic preparations.

Finally, thanks to the increasingly rigorous management of the training courses by the IFs, the quality of the courses is steadily improving, particularly through the establishment of strict guidelines relating to content and certification (duration, number of participants, theoretical and practical training, evaluation, etc.).

#### Technical courses planned

Continent	Technical courses	Participating NOCs
Africa	131	51
America	70	28
Asie	98	34
Europe*	21	11
Oceania**	1	1
<b>Total</b>	<b>321</b>	<b>125</b>

\* Mainly regional courses; other courses were organised through the EOC's "NOC Activities" Continental Programme.

\*\* One course planned through the World Programme; others were organised through ONOC's "NOC Activities" Continental Programme.

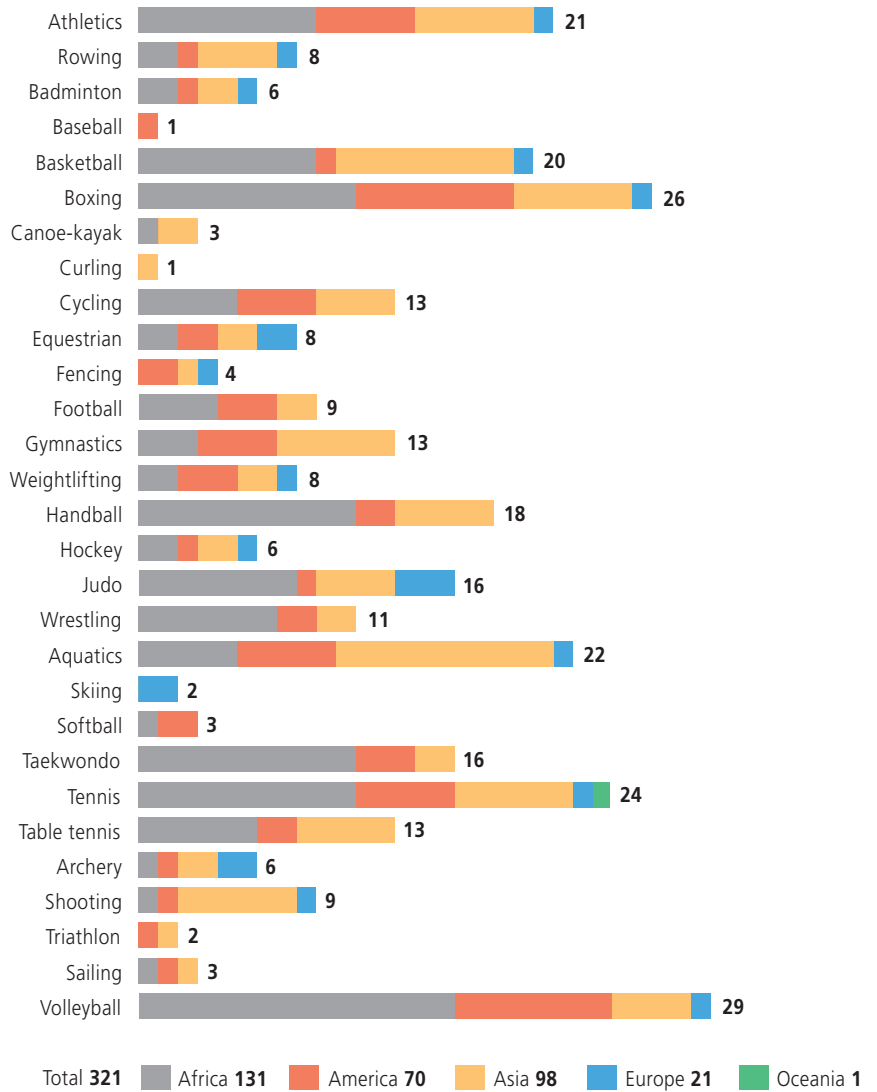
**Objective:** to provide basic training to coaches through courses led by an expert from another country in close collaboration with IFs.

**2007 Budget: US\$ 3,250,000**



Archery technical course in Argentina

Distribution of technical courses by sport and by continent



▲ Technical course for badminton coaches in Bulgaria...

▲ and for volleyball coaches in Nigeria

## Olympic Scholarships for Coaches

### Strengthening the link between training theory and practical application

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 therefore continued to cooperate with the centres that offer training programmes in Canada, Spain, France, Hungary and Switzerland in particular.

In order to strengthen the impact of these courses, Olympic Solidarity has encouraged the centres to implement a teaching structure that enables the participants to link the subjects taught with practical application. For example, most coaches have returned home with research projects that, in some cases, have been supported by their NOCs as part of the Development of National Sports Structure programme.

The IFs are also beginning to recognise the quality of the training and the level of the candidates, whom they have no hesitation in asking to run training courses or long-term development programmes alongside international experts. Olympic Solidarity has also cooperated with the IFs in order to offer specific courses in certain sports, which seem to be meeting a real need among the NOCs.

Programmes are now regularly organised in cycling, tennis, archery and ice hockey. They are run by the IFs themselves, either at their own world training centres (e.g. UCI) or in continental centres (e.g. FITA, ITF), with the aim of passing on to coaches the very latest knowledge about their sport. In view of the excellent results achieved, Olympic Solidarity will continue to cooperate with the IFs in order to offer new training opportunities to the NOCs.

#### Scholarships for coaches by continent

Continent	Participating NOCs	Scholarship holders		
		Men	Women	Total
Africa	36 ALG, BDI, BEN, BUR, CAF, CGO, CHA, CIV, CMR, COD, CPV, DJI, EGY, ETH, GAM, GBS, GUI, LBR, LES, MAD, MAW, MLI, MRI, NAM, NGR, NIG, RSA, SEN, SEY, SLE, STP, SWZ, TAN, TOG, TUN, ZIM	47	4	51
America	20 ANT, ARG, BOL, BRA, COL, CRC, CUB, ECU, ESA, GUA, GUY, HAI, JAM, LCA, MEX, NCA, PAR, PER, PUR, URU	25	4	29
Asia	20 BHU, HKG, INA, IND, IRI, JOR, LIB, MAS, MDV, MGL, OMA, PAK, PHI, SIN, SRI, SYR, THA, TJK, VIE, YEM	22	4	26
Europe	9 ALB, AZE, CZE, GBR, HUN, ISR, POR, SCG, TUR	6	3	9
Oceania	10 ASA, AUS, FIJ, FSM, NRU, PLW, PNG, SOL, TGA, VAN	19	5	24
<b>Total</b>	<b>95</b>	<b>119</b>	<b>20</b>	<b>139</b>

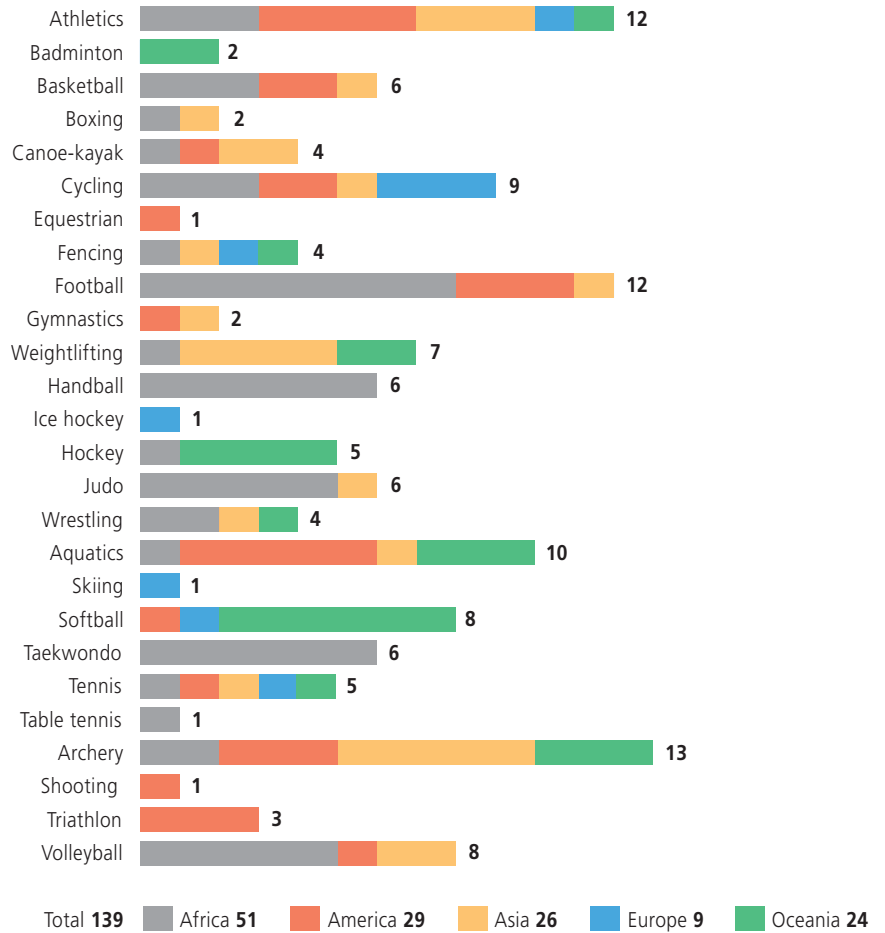
**Objective:** to offer coaches access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

**2007 Budget: US\$ 1,500,000**



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

**Distribution of Olympic scholarships for coaches by sport and by continent**



▲  
▲  
Closing ceremony of the autumn training session at the CISéL (Centre international du sport d'élite de Lausanne)

## Development of National Sports Structure

### International experts to lead action plans

The NOCs, which are now familiar with the procedures and implementation of projects of varying durations, showed a high level of interest in the Development of National Sports Structure programme this year.

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. 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 6 months).

These different problems have often delayed or, in some cases, even jeopardised the implementation of the action plan. One solution has sometimes been to divide the expert's visit into a number of shorter periods, which has made it possible to finalise a project and entrust responsibility to local experts, particularly by appointing a national coach as the expert's assistant, with the task of running the project during the expert's absence.

#### NOC projects

Continent	Projects accepted	
Africa	15	ANG, BDI, BEN, CHA, CIV, CMR, LES, MAR, MAW, NGR, NIG, RWA, TOG, UGA, ZIM
America	12	AHO, ARU, ARG, BAR, BRA, ECU, GRN, GUA, HON, URU (2), VIN
Asia	3	BRN, LAO, MDL
Europe	11	CZE, LAT, MDA, MKD, MLT, POL, ROU, SCG, SVK, TUR, UKR
Oceania	6	COK, FIJ, SAM, ASA, GUM, FSM
<b>Total</b>	<b>47</b>	

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

**2007 Budget: US\$ 1,250,000**



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



# Olympism - driving forward





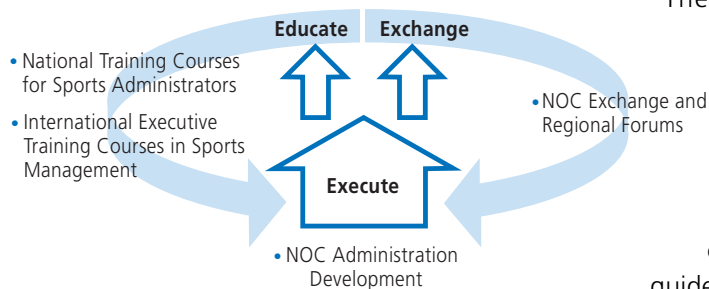


◀ During the pilot training for programme directors in Lausanne, a candidate presents plans for the Advanced Sports Management Course to be organised by his NOC

## More ways to train sports managers



The main objectives of the NOC management programmes are to help NOCs to meet their operational costs, EDUCATE their staff and EXCHANGE information and experiences with other NOCs in order to better EXECUTE their work.



The highlight of 2007 was the finalisation of the *Managing Olympic Sport Organisations* (MOSO) manual and the launch of a pilot of the Advanced Sports Management Courses, which are based on the manual. The pilot has already begun to generate feedback of the participating NOCs and has allowed Olympic Solidarity to optimise the concept of the courses before communicating the guidelines to all the NOCs.

The advanced courses offer an additional element to the educational side of the NOC Management programmes. Since they are meant to be organised by the NOCs locally (as Sports Administrators Courses are), yet target senior and/or executive staff of NOCs and their national federations, they fit between the Sports Administrators Courses and MEMOS on the scale of Olympic Solidarity's educational programmes in the area of management.

Formal education achieved through different levels of sports management courses (from Sports Administrators Courses to MEMOS) is complemented by various opportunities through which NOCs can learn from their peers by participating in exchanges with other NOCs, completing internships or taking part in regional forums. All that, coupled with subsidies and support directed at the development of particular aspects of management and infrastructure, is meant to help NOCs better execute their work and fulfil their obligations towards the Olympic Movement.

## NOC Administration Development

### Ongoing support for the foundation of NOC administration

In the third year of the quadrennial plan, Olympic Solidarity continued to provide the NOCs with support without which many of them would not be able to function properly. For a number of NOCs, the administrative subsidy of US\$ 25,000 is the only source of funds that can pay office rent, phone bills, salaries, meeting costs, etc. For the second year in a row, NOCs were able to request reimbursement of the costs related to the training of their staff incurred in the preceding year. By the end of 2007, almost half of the NOCs had received full or partial grants to cover the cost of training.

Three trends can be identified among the Management Initiatives implemented by NOCs with the support of the NOC Administration Development programme. Firstly, the NOCs continue to consider information technology as a priority area in need of development. Initiatives in this category included purchase of computers and specialised software, and development of NOC websites. Secondly, several NOCs requested Olympic Solidarity's assistance in order to offer support to their stakeholders by organising leadership training for athletes, providing guidance to national federations for the revision of their statutes, setting up regional associations or holding seminars for regional bodies. Finally, NOC Management Initiatives present a great opportunity for NOCs to enhance their administration and activities. Examples of such use of this programme include marketing seminars, review of administrative policies or consultancy on management of sport facilities.

Thirty-one NOCs used the funds available through the NOC Management Initiatives to help their female administrators to attend a sports management seminar organised for the third time by the International Academy of Sports Science and Technology (AISTS) in Lausanne. The objective of this initiative is to provide junior female administrators with an opportunity to upgrade their management skills and to improve their chances of making a greater contribution to the management of their sports organisation.

**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.

**2007 Budget : US\$ 5,175,000**



A group of delegates work on a case study in the framework of the sports management seminar organised by AISTS

#### 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	12	34
America	42	42	11	8
Asia	43	42	8	21
Europe	48	48	9	29
Oceania	16	16	3	5
<b>Total</b>	<b>202</b>	<b>201</b>	<b>43</b>	<b>97</b>

## National Training Courses for Sports Administrators

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

**2007 Budget: US\$ 625,000**

### Advanced management courses : a new training opportunity

After a long process of detailed reviews and revisions, the *Managing Olympic Sport Organisations* (MOSO) manual was published in 2007. The book serves as a basis for the Advanced Sports Management Courses. It is organised around six themes: organisation, strategic management, human resources management, finance management, marketing and event management. It also contains a wealth of practical examples included in the case studies, which illustrate the implementation of the management concepts by a wide selection of Olympic sports organisations. As well as coordinating the production of the MOSO manual, Olympic Solidarity, in cooperation with the book's editorial board, designed a plan for Advanced Sports Management Courses, which was put to the test during the pilot training of programme directors in November 2007 in Lausanne (Switzerland). Thirty NOCs responded to the invitation to participate in the pilot by putting forward a candidature for a programme director to be responsible for the organisation of advanced courses for their NOC. Nineteen of them, representing all the continents, were selected to take part in the training, during which the programme directors familiarised themselves with the concepts of advanced courses and provided their feedback on the ideas and policies proposed. Following this training, the programme directors set off to work on the implementation of courses in their countries. Olympic Solidarity has been following their progress in order to fine-tune the programme before offering it to all the NOCs. Furthermore, the NOCs continue to organise courses for sports administrators, aimed at those responsible for managing and promoting sport. The courses' objective is to consolidate administrative expertise and knowledge on Olympism. In 2007, 130 courses were successfully organised by 64 NOCs.

#### Sports administration courses organised by continent

Continent	Courses	Participating NOCs	Participants			
			Men	Women	Total	
Africa	45	24	1 course: ALG, CAF, CHA, CMR, LES, MAD, MOZ, MRI, NAM, NIG, TUN, UGA 2 courses: BUR, ERI, GAM, GBS, TAN, ZIM 3 courses: ANG, GHA, MAW, RSA 4 courses: BDI / 5 courses: ETH	998	194	1,192
America	43	21	1 course: BAR, BRA, CRC, GRN, IVB, MEX, TRI 2 courses: AHO, CHI, COL, DOM, HAI, LCA, URU 3 courses: ECU, ESA, GUA, HON, PAR, PER 4 courses: ARG	906	446	1,352
Asia	32	13	1 course: HKG, PAK, SIN, THA 2 courses: MAS, SRI, UZB 3 courses: BAN, CAM, LAO, MYA 4 courses: VIE/ 6 courses: TJK	770	242	1,012
Europe	7	3	2 courses: EST, MDA / 3 courses: ALB	132	55	187
Oceania*	3	3	1 course: ASA, FSM, NZL	**	**	**
<b>Total</b>	<b>130</b>	<b>64</b>		<b>2,806</b>	<b>937</b>	<b>3,743</b>

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

\*\* Statistics not available



▲ Participants and mentors in the pilot training for programme directors

▲ Sports administrators course in Ethiopia

## International Executive Training Courses in Sports Management

### MEMOS : training at the strategic level

The tenth edition of MEMOS (Executive Masters in Sports Organisation Management) in English finished in September 2007 and the graduates received diplomas from the IOC Honorary President, Juan Antonio Samaranch. The ceremony, preceded by a public presentation of MEMOS X projects, was witnessed by the participants of MEMOS XI, who had just started their course. Over the 2007/08 academic year, they will attend four modules focusing on strategic management and sports governance, marketing and human resource management. Under the guidance of an assigned tutor, they will also develop a project which aims to improve the management of their sports organisation. The course will end in Lausanne in September 2008 with a public presentation of projects and awarding of MEMOS diplomas.

Candidatures for the second edition of MEMOS in Spanish were received from NOCs from Africa, America and Europe. Sixteen applicants benefited from Olympic Solidarity scholarships to follow the course, which commenced in November in Barcelona. Both English and Spanish editions of MEMOS share the same philosophy and objectives, i.e. to provide new sports management tools to professionals who work in national or international bodies, while encouraging cross-cultural exchanges. The participants of this course are expected to graduate in October 2008 at a ceremony similar to that held for the English-speaking participants.

**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.

**2007 Budget : US\$ 500,000**



#### Scholarships granted by continent

Continent	Participating NOCs	Scholarships granted						Total
		MEMOS X		MEMOS XI		MEMOS in Spanish (2 <sup>nd</sup> edition)		
		M	W	M	W	M	W	
Africa	13	6	1	5	1	3	-	16
America	19	3	3	5	4	8	3	26
Asia	13	4	2	6	3	-	-	15
Europe	15	7	1	4	3	1	1	17
Oceania	4	1	1	-	1	-	-	3
<b>Total</b>	<b>64</b>	<b>21</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>12</b>	<b>4</b>	<b>77</b>

Second session of the Spanish MEMOS at the High Performance Sport Centre (CAR) in Barcelona, Spain

MEMOS X marketing module in Colorado Springs, at the United States NOC headquarters

## Projects developed by participants benefiting from Olympic Solidarity scholarships

NOC	MEMOS X Projects
ALG	Mohamed Azzoug – Development Strategy for Practice of Sailing in Algeria
BAR	Mona Melinda Alleyne – Women in Sport Decision-Making Positions in Barbados: Barriers and Strategies for Overcoming Them
BOT	Sesupo Mosweu – Improving the Participation of Private Sector Corporations in the Funding of Activities of National Sports Federations in Botswana
BRA	Frederico Arruda Falcão – Elaboration and Implementation of a Performance Management Tool in the Brazilian Olympic Committee
CAN	Joanne Mortimore – The Development of a Canadian Risk Management Framework for National Sport Organizations and a Risk Policy for Athletics Canada
CZE	Jan Stluka – An Analysis of the Financing System of the National Sport Federations by NOC
DOM	Lourdes Maria Gomez – Creation of a Programme Focused on the Preparation of Elite Athletes
FIN	Jari Elo – Proactive Operation Model to Improve Media Relations of the Finnish NOC
HKG	Wong Shuk Yu – Recommendations for a Better Allocation of Resources to NSAs Based on an Assessment of Their Past and Current Performance
INA	Cahyo Adi – Implementing the World Anti Doping Code in Indonesia: Empowering the National Anti Doping Organization
IRI	Ali Kaffashian – Identifying Financial Resources and Means for Developing Competitive Sport in Islamic Republic of Iran Naghmehe Kariminezhad Maryan – An Investigation of NOC of Iran: Perception of NOC Employee
ISL	Andri Stefánsson – Evaluation of the Management and the Collaborative Practices Potential for the Sport Federations in Iceland
ISR	Yaniv Noyman – Development of a Strategic Plan for Beach Volleyball in Israel
IVB	Ephraim Penn – Priorities and a Plan of Action for a New British Virgin Islands NOC 2007–2008
JOR	Khaled Mohammad Atiyat – Creating a Strategic Evaluation Manual to Assess National Federations' Performance in Jordan
KEN	Saifudin K. Patwa – Analysis of Sponsorship Opportunity of Three African Canoe-Kayak Championships
LCA	Marcelline Myrtle Alexander – Development and Implementation of the SLOC Strategic Plan; A Post Implementation Analysis with Strategic Recommendations
LES	Matlohang Moiloa-Ramaqopo – Enhancing Youth Sport to Support Long Term Athlete Development in Lesotho
NZL	Denis Mowbray – Development of the Contingent and Standards (CaS) Model of Governance
POR	Francisco Nuno Fernandes – Evaluate the Direct Access to Superior Education Institutions of the Top Athletes in Portugal
SCG	Dragan Atanasov – Guidelines for a National Strategy for Elite Sport in Republic of Serbia
SRI	Maxwell de Silva – Strategic Plan and Process Way Forward for Sri Lanka Tennis Association
TPE	TaiLin Peng – Sport Marketing Plan for the 21st Summer Deaflympic Taipei 2009
USA	Jeffrey C. Howard – What is the Most Appropriate Model for the Development of an Olympic Academy in the United States
ZAM	Clement Mubanga Chileshe – Assessing Girls' Participation Needs in Sport
ZIM	Joseph Muchechetere – Developing a Community Sport Club Model to Promote Sport for All in Zimbabwe

MEMOS projects are available in the Olympic Museum library or through Olympic Solidarity's NOC Management Section.



▲  
MEMOS X participants at the human resources management module in Slovenia

## NOC Exchange and Regional Forums

### Forums to ensure optimum NOC preparation for the Olympic Games

The regional forums organised during the pre-Olympic year presented NOCs with an opportunity to discuss their preparations for the Games of the XXIX Olympiad. The IOC department of NOC Relations, in cooperation with Olympic Solidarity, released an updated version of the *NOC Games Preparation, Proven Practices and Guidelines* manual, the first edition of which was distributed to the NOCs in 2003. The content of the manual, as well as updated IOC policies and BOCOG’s plans, were presented during the regional forums organised on each of the continents. During workshops that formed part of the forums, NOCs also shared their views on the challenges and possible solutions employed by their organisations. Finally, each forum featured a presentation by a representative of an NOC from outside their continent, which helped NOCs to see the processes common to all of them from a different perspective.

Interns from 10 NOCs spent up to three months working with a “Coach NOC” and gaining practical knowledge in marketing, media relations, event organisation, general operations, relations with national federations and athletes or training centre management. Olympic Solidarity is grateful to the following NOCs, which offered to host one or more internships, thus contributing to the strengthening of the Olympic Movement: Australia, Belgium, Malaysia, Mexico, New Zealand, Portugal, Spain, United States and Zimbabwe.

Moreover, those NOCs for whom hosting of an internship would be difficult because of language requirements (as one of the conditions, interns have to be fluent in the language of the Coach NOC) made their experiences available to their peers through one-on-one exchanges. Among others, the NOCs of the Netherlands Antilles, Qatar, Slovenia and South Africa shared their experiences in the areas of general organisation, strategic management, facilities management, marketing and human resources management.

#### NOC Exchange and Regional Forums by continent

Continent	NOCs that benefited from an exchange	NOCs that benefited from an internship	Regional Forums
Africa	3	4	3
America	14	3	1
Asia	8	–	5
Europe	16	2	2
Oceania	–	1	1
<b>Total</b>	<b>41</b>	<b>10</b>	<b>12</b>

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

**2007 Budget: US\$ 1,000,000**



Intern from the NOC of Ghana at the NOC of Malaysia

Regional forum for the East Asian NOC



◀ Speakers in the panel discussion of the 13th European Fair Play Congress in Frankfurt, Germany

## Sport, a vector for cultural and social action everywhere



Associating sport with human development, showing a desire to work together to carry out concerted actions and promoting the ethical values of sport are all objectives of the Olympic Charter, which also mentions the social responsibility of the Olympic Movement. For sport is a universal means of human and cultural expression which serves as a platform for the promotion of diversity, creates a climate conducive to friendship and mutual respect, and fights against all forms of discrimination and exclusion.

Such cooperation and efforts to defend common interests in the field of sport are reflected in the Olympic Movement's ever-growing desire for mobilisation. Excellent relations with the various organisations in charge of education, culture, health or environmental issues are playing an increasingly prominent role in sport. Olympic Solidarity contributes to this through its programmes designed to promote Olympic values, which aim to help NOCs in particular and to stimulate activities linked to the fundamental principles of Olympism.

The seven programmes on offer during this quadrennial plan have enabled Olympic Solidarity to best meet the needs and requests of the NOCs. The flexibility of most of these programmes can be seen in the diversity of the initiatives and projects that have been implemented by the NOCs. Although the average number of requests remains stable, the action plans being proposed are better structured than they were in the past.

With the objective of helping the NOCs to share expertise and to encourage them to develop their own policies and action plans, the IOC held a continental "Women and Sport" seminar in 2007 for the American NOCs, which included training in project management, as well as a regional seminar on sport and the environment in Africa. The 7th World Conference on Sport and the Environment was held in Beijing in October. The IOA in Olympia (Greece) also offered various sessions to the NOCs and their National Olympic Academies.

## Sports Medicine

### Increased demand for national and regional courses

In agreement with the IOC's Medical Commission and Medical and Scientific Department, this joint programme, which aims to improve the knowledge of people responsible for this area within the NOCs and their national sports communities, is divided into four separate parts.

The NOCs remain very keen to organise national or regional sports medicine courses. Each year, a selection committee decides where the courses should be held. In 2007, a total of 38 courses were planned across the five continents. The purpose of these courses is to educate doctors, physiotherapists, teachers and coaches through practical, scientific sports medicine training.

The second aspect of the programme involves training scholarships. The difficulty of finding training courses that meet the needs and fit in with the work schedule of young doctors and physiotherapists was the main reason why only a small number of applications were received. Consequently, requests for reimbursement of the cost of attending medical congresses were considered and this part of the programme will be reviewed in time for the next Olympic Solidarity quadrennial plan.

The third part of this programme concerns the funding of the purchase of publications and encyclopaedias by the IOC Medical and Scientific Department, which sends them to all the NOCs. Finally, a small part of the budget is used to pay for coordinating activities with the NOCs at continental level and organising meetings of the continental Medical Commissions.

#### Courses and educational scholarships by continent

Continent	Participating NOCs	Sports medicine courses	Educational scholarships / congress participation
Africa	BDI, BEN, BOT, ERI, ETH, GHA, LES, MLI, MRI, NGR, STP, TUN, TOG	11	3
America	ANT, BOL, BRA, CRC, CUB, DMA, ECU	7	-
Asia	JOR, MGL, SIN, SRI, VIE	4	1
Europe	ALB, AUT, BEL, BLR, CRO, CYP, CZE, ESP, GBR, GEO, GER, GRE, ISR, ITA, LAT, LTU, MDA, MLT, NOR, POL, SCG, SVK	10	16
Oceania	ASA, COK, FSM, PNG, TGA, VAN	6	1
<b>Total</b>	<b>53</b>	<b>38</b>	<b>21</b>

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

**2007 Budget: US\$ 675,000**



Sports medicine course in American Samoa



## Sport and the Environment

### United in support of the environment and sustainable development

**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.

**2007 Budget: US\$ 410,000**

In order to preserve our resources and our planet, the IOC has published a number of documents (Agenda 21 of the Olympic Movement, Manual on Sport and the Environment, IOC Guide on Sport, Environment and Sustainable Development) with the aim of organising a programme of sports-related activities.

Some NOCs have set up their own "sport and environment" commission or working group with responsibility for laying down policies and action plans. Since not all NOCs have the necessary internal resources and expertise, some call on outside bodies (local authorities or NGOs). This type of cooperation should be encouraged as it can help NOCs identify environmental issues and find appropriate solutions that take into account local conditions.

Examples of the initiatives developed by the NOCs with the help of Olympic Solidarity include the organisation of seminars for professionals in the sports industry and construction of sports infrastructures and for sports facility managers; awareness campaigns at events and sports competitions; youth camps; and seminars aimed at the sports community and students on topics related to sociology, architecture and public administration.

Another aspect of this programme is linked to the financial assistance allocated to a number of NOCs, enabling them to participate in the IOC's regional seminars or world conferences on sport and the environment. In 2007, the IOC organised a regional seminar in Zanzibar (Tanzania) on 30 and 31 March, with 12 participating NOCs. The aim was to raise awareness, share information, encourage the creation of a network and develop action plans. From 25 to 27 October, the 7th World Conference on Sport and the Environment was held in Beijing, with the theme "From Plan to Action". Olympic Solidarity assistance enabled 38 NOCs (out of 45 which were invited) to participate.

#### Individual NOC initiatives

Continent	Accepted	
Africa	2	LES, MAW
America	5	BAR, CHI, DOM, PER, VIN
Asia	2	MGL, YEM
Europe	4	ARM, EST, SMR, SVK
Oceania	1	FIJ
<b>Total</b>	<b>14</b>	



▲  
Sport and environment initiative  
in Barbados



The emblem of the IOC Sport and Environment Commission

## Women and Sport

### Strengthening the role and position of women in sport

After the success of the regional seminar organised in Cairo in 2006 for the African NOCs, the IOC decided to repeat the exercise following the same model by holding a regional seminar for the American NOCs. This event took place in Miami from 10 to 13 September 2007 and was attended by 34 NOCs. During those four days, the delegates, who were actively involved in sport in their respective countries, and the members of the PASO Women and Sport Commission discussed different ways of strengthening the role and position of women in sport in their continent. The delegates also received training in project management, negotiation and leadership. At the end of the seminar, the participants particularly highlighted the value of the training they had been given. Olympic Solidarity paid the travel and accommodation costs of one delegate from each NOC.

Following this seminar, Olympic Solidarity received a number of requests from NOCs wishing to organise an identical event at national level, providing sports management training for women. Olympic Solidarity therefore urged the NOCs to offer courses for their female administrators and athletes as part of their administration and management programmes.

In 2007, there was a drop in the number of individual requests for specific activities aimed at developing or consolidating projects linked to the promotion of women in sport. The largest number of applications still relate to the organisation of seminars, followed by awareness campaigns and debates on delicate issues such as sexual harassment and abuse in sport. Other initiatives were also launched, such as the publication of a guide to help sports clubs improve access for women and physical activity days for mothers and children or for schoolgirls and female students.

#### Individual NOC initiatives

Continent	Accepted	
Africa	4	GHA, LES, MAR, MAW
America	6	ARU, BRA, CHI, PAR, PUR, VIN
Asia	3	BRN, MGL, UZB
Europe	4	ALB, BLR, CRO, SCG
Oceania	1	FIJ
<b>Total</b>	<b>18</b>	

**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.

**2007 Budget : US\$ 275,000**



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

International Youth Conference on "Women and Sport" in Uzbekistan

## Sport for All

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

**2007 Budget:** US\$ 450,000

### Increase awareness campaigns everywhere

Although the Olympic Games represent the greatest showcase of sporting excellence, the Olympic Movement also plays an important social role by advocating healthy lifestyles and the improvement of human well-being without discrimination. The IOC has been committed to promoting Sport for All among the public through physical activities, as well as among sports administrators and decision-makers, for many years.

Investing in the development of grassroots sport and encouraging participation in sport represent the very foundation of future activities which will help young athletes to pursue sport as a career. The NOCs, IFs and other organisations are encouraged to help their governments to develop community recreation programmes. Obesity and lack of exercise among young people are creating problems in developed countries and a growing number of awareness campaigns are being launched in order to combat unhealthy lifestyles caused by a lack of physical activity, amongst other things.

More than 150 NOCs were able to mobilise several thousand men, women and children, including elderly and disabled people, to participate in the traditional event held to commemorate the founding of the IOC. The Olympic Day Run is extremely successful and demonstrates the popularity of this sporting and cultural event among NOCs and the public. In addition to the traditional run organised by the NOCs, events included a walk, beginners' courses in particular sports and cultural activities linked to the themes of Olympism and sport, such as competitions and exhibitions.

The number of requests from NOCs to organise specific activities in this field almost doubled compared to the previous year. Initiatives included the organisation of seminars on sporting principles for children, campaigns to promote physical activity, the creation of specific programmes for company employees, the organisation of festivals and competitions, sports introduction programmes and scientific research.

#### Individual NOC initiatives

Continent	Accepted	
Africa	2	GHA, LES
America	4	BAR, ECU, CHI, PER
Asia	1	MGL
Europe	3	ARM, MKD, NED
Oceania	4	COK, FSM, NZL, PLW
<b>Total</b>	<b>14</b>	



▲  
Sport for All activities in Ghana...

▲  
and in Armenia

## International Olympic Academy

### A teaching centre with a key educational mission

Each year, as part of its educational role, the International Olympic Academy (IOA), a cultural institution and research and education centre par excellence, organises training sessions for future sports leaders, students and National Olympic Academy (NOA) directors. Some of these sessions provide an excellent introduction to Olympism, while others offer further training, as well as the chance to meet and share experiences with other people. The themes discussed at the sessions are chosen by the Ephoria and then developed by teachers as well as sports and Olympism experts who are invited to give lectures. Working groups are set up to discuss the chosen theme and the conclusions are presented at the end of each session. The IOA also arranges cultural activities for session participants, such as a guided tour of the archaeological site and museum at Ancient Olympia, as well as sports activities.

Through its programme, particularly the financial assistance it provides, Olympic Solidarity aims to encourage the NOCs to send participants to the different sessions with the idea that they will then act on behalf of the IOA by spreading the values of Olympism in their respective countries.

For a week in June, the participants in the 9th International Session for NOA Directors, representing 82 NOAs and NOCs, discussed Olympism and Olympic education in particular. Ten lectures were given, followed by debates. From 19 June to 3 July in Olympia, the 47th Session for Young Participants, looking at the theme of "Olympism – from Athens to Beijing", was attended by more than 150 people. Olympic Solidarity also helped fund the organisation of the 15th International Postgraduate Seminar on Olympic Studies.

For the last few years, the IOA has transmitted its sessions live on the Internet, allowing more people to follow and participate in the 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.

**2007 Budget : US\$ 500,000**



Ancient Olympia ▲

#### IOA Annual Sessions

Continent	9th International Session for NOA Directors	47th International Session for Young Participants
	NOCs which benefited from Olympic Solidarity support	
Africa	13	16
America	12	19
Asia	9	22
Europe	17	37
Oceania	1	2
<b>Total</b>	<b>52</b>	<b>96</b>

## 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.

**2007 Budget: US\$ 600,000**

### Sport, an important school of life for the world's young people

By linking sport with culture and education, the challenge for the Olympic Movement is not only to encourage young people to participate in sport, but also to teach them its values. The joy found in effort, the search for excellence, fair play, respect for others and the balance between body and mind are principles that apply in everyday life in the quest for harmonious development and physical and psychological well-being. Of course, the values of sport are conveyed by laws and regulations, but they are particularly spread through educational activities, which is why the community must ensure that participation in high-level sport goes hand in hand with education and ethical values. Sport is also a means of promoting cultural diversity.

Through this programme, Olympic Solidarity provides support for NOCs which conduct their own educational programmes or cultural activities. The structure of these activities can vary from one NOC to another, depending on their size and resources. Some of them have created their own NOAs, which are responsible for spreading and teaching the Olympic ideals using various methods and programmes, while others work internally on more occasional activities. In either case, the objective is to encourage as many NOCs as possible to take initiatives in this field.

In 2007, the number of requests received from NOCs remained stable. Educational initiatives included the publication of teaching manuals, the organisation of seminars or youth camps on the subject of Olympism, the development of further education and specific study programmes, and the preparation of programmes for broadcast on radio and television. As far as the cultural side is concerned, the NOCs organised exhibitions and competitions – particularly the national phase of the 2008 IOC's Sport and Art Contest – and created promotional posters or strip cartoons.

#### Individual NOC initiatives

Continent	Accepted	
Africa	5	CAF, CHA, LBR, LES, SEY
America	9	ARG, ESA, GRN, HAI, MEX, PAR, TRI, VIN, URU
Asia	5	IND, MGL, THA, TPE, VIE
Europe	15	ARM, BUL, CRO, CZE, DEN, ESP (2), EST, FIN, FRA, GBR, GER, MLT, SCG, UKR
Oceania	2	AUS, NZL
<b>Total</b>	<b>36</b>	



▲ Culture and education initiative of the Seychelles NOC

▲ Culture and education seminar in Vietnam

## NOC Legacy

### A long and great history for future generations

New elements are constantly being added to Olympic history, which explains the need or simply the desire to preserve them, collect them and pass them on to future generations. The development of different sports and equipment, the memory of athletes who have made a nation proud, sports events which made history or left their mark on a particular venue – these are all part of the educational activities carried out by the Olympic Movement.

Whether by creating small exhibition areas or taking numerous initiatives such as organising exhibitions, seminars or film presentations, more and more NOCs are determined to safeguard their sporting and Olympic heritage. They acquire objects and documents or run museums, libraries, photo libraries or study centres.

Modern technology makes it easier to keep archives and photos in such a way that they can all be properly ordered and analysed. NOCs enlist specialists in the field to help them develop and update their databases. Through documents, testimonies, exhibits and objects of all kinds, the NOCs can present the history of their sports movement to the public and provide researchers, journalists and visitors, particularly young people, with a wide range of high-quality information.

NOCs' requests concern the training of qualified staff, the preparation of publications, the acquisition of digital archiving systems or special equipment for the creation of public exhibition areas, as well as the creation of mobile Olympic museums. Some NOCs which acquire new headquarters make provision for a space reserved for museology and archives.

#### Individual NOC initiatives

Continent		Accepted
Africa	2	ALG, EGY
America	8	CHI, COL, GUA, IVB, PAR, PUR, URU, VIN
Asia	2	LIB, MGL
Europe	6	ARM, CYP, CZE, LAT, POL, SVK
Oceania	3	AUS, NZL (2)
<b>Total</b>	<b>21</b>	

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

**2007 Budget : US\$ 500,000**



Launch of the publication  
"Testimonianze Olimpiche"  
in San Marino



# Solid foundations







◀ Summer EYOF Opening Ceremony  
in Belgrade, Republic of Serbia

## The Continental Associations take full advantage of decentralisation



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 2007, taking into account the specific characteristics of each continent.



**ANOCA**

Association of National Olympic Committees of Africa

President: Intendant General 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

Start of a backstroke event –  
9th All Africa Games





◀ Algerian delegation at the 9th All Africa Games

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



### A calendar full of activities and events

For Africa, the main event of 2007 was undoubtedly the 9th All Africa Games in Algiers (Algeria). Forming an important part of the preparations for the Games of the XXIX Olympiad in Beijing in 2008, this exceptional edition was a huge success. Other significant events included the fitting-out of the new ANOCA headquarters in Abuja (Nigeria). The ANOCA President visited the new elected leaders of Nigeria following the recent general elections held there. The agreement between ANOCA and the Nigerian federal government concerning the ANOCA headquarters was signed.

ANOCA carried out successful mediation work for the NOCs of Gabon and Sudan, which had been experiencing conflict situations. Furthermore, as part of Olympic Solidarity projects, ANOCA agreed that evaluation visits to the NOCs of Mauritania, Sierra Leone and the Democratic Republic of the Congo should be carried out.

The contract between ANOCA and the Organising Committee of the Games of the XXIX Olympiad in Beijing (BOCOG) concerning the African Olympic House was signed. This facility will be used during the Games as a venue for social gatherings and meetings, as well as showcasing African culture, gastronomy and art.

ANOCA participated in several international meetings, including those devoted to the Olympafrica network and women and sport, as well as the International Forum on Sport for Peace and the Olympic Truce. It also attended the International Women's Day celebrations in Lausanne on 8 March 2007 and the presentation of the Women and Sport trophies held on that occasion. The Honorary Treasurer of the Kenyan NOC, Fridah Bilha Shiroya, was awarded the African prize for 2007 and received her trophy from the ANOCA President. The world trophy was awarded to the former Jamaican Prime Minister, Portia Simpson Miller, in recognition of her efforts to promote women's participation in sport.

Cooperation with the IOC is excellent. The ANOCA President accompanied the IOC President on his second African tour in May. In South Africa, the IOC President met Madiba Nelson Mandela, who shares his views on the role of sport in the world. He also opened the Olympafrika centres in Lesotho and Namibia and launched the “Sport for Hope” project in Zambia. ANOCA is also working in collaboration with the IOC Department of International Cooperation and Development to support children in refugee camps. Urgent practical help has been given, including the donation of sports equipment for the camps in Tanzania. This cooperation will be stepped up in the coming months.

With a view to preparations for the Olympic Games in Beijing, ANOCA and Olympic Solidarity organised three forums in Africa (Dakar, Nairobi and Johannesburg) for NOCs on the theme “How to prepare a delegation for the Olympic Games”.

At the invitation of the Chairman of the African Union Commission, H.E. Alpha Oumar Konaré, the ANOCA President attended the first African Union Conference of Ministers of Sport in Addis Ababa (Ethiopia) from 4 to 8 June 2007. ANOCA played a leading role in this conference, which focused on the restructuring of African sport. The ANOCA President also visited Brazzaville (Congo) from 8 to 10 October 2007 in order to launch the “Youth, Sport and Peace Foundation”.

In 2007, the total budget allocated to ANOCA programmes was **US\$ 5,715,000**. At ANOCA’s request, and pending the creation of the necessary structures at the organisation’s headquarters, part of this budget was managed by Olympic Solidarity.

► Preparation for the Opening Ceremony of the 9th All Africa Games



## Administration

This budget covers the running costs of the ANOCA headquarters, the organisation of extraordinary meetings of the Executive Committee and the Extraordinary General Assembly, as well as the mission and travel costs of senior officials.

2007 Budget: US\$ 510,000



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

▼ Secretaries General of the African NOCs in Cairo

## Meetings

The ANOCA Executive Committee held its 31st ordinary session in Abuja in January. On that occasion, the Nigerian Head of State received the members of the ANOCA Executive Committee and assured them of the Nigerian government's support and willingness to help their organisation. The Committee's 32nd session was held on 18 July 2007, during the 9th All Africa Games. This was followed by the 12th ordinary session of the ANOCA General Assembly, held on 21 July with the IOC President as guest of honour. Finally, the annual meeting of the Secretaries General of the African NOCs was held in Cairo (Egypt) from 12 to 14 December 2007. The debates, focusing on the theme of "collaboration between the Secretaries General for the benefit of the NOCs", proved very interesting and the seminar was a great success.

2007 Budget: US\$ 692,500

## Olympafrica Projects

The first meeting of the Olympafrica network was held in Dakar (Senegal) on 30 April and 1 May 2007. This network includes the Olympafrica Foundation and Centres, the IOC Department of International Cooperation and Development, Olympic Solidarity, ANOCA, CONFEJES (Conference of Youth and Sports Ministers) and various partners, such as the IAAF (International Association of Athletics Federations) and Daimler Chrysler. ANOCA was represented by its Secretary General.

In parallel with this meeting, the Olympafrica Foundation signed a partnership agreement with CONFEJES at the beginning of May 2007, aimed at strengthening the activities of the Olympafrica Centres, particularly in the area of training.

2007 Budget: US\$ 375,000



## Continental and Regional Games

In terms of size and cost, the 9th All Africa Games, held in Algiers from 11 to 23 July 2007, were the biggest ever, with more than 10,000 participants, including 6,000 athletes from 51 NOCs competing in 28 disciplines. Egypt topped the medals table, with 74 gold medals, followed by host nation Algeria with 69. Despite a few minor hitches, many observers considered these Games a great success. ANOCA, as one of the event's main supporters, is proud to have contributed to this magnificent occasion. ANOCA, the UCSA (Union of African Sports Confederations) and the SCSA (Supreme Council for Sport in Africa) worked in unison during all phases of the preparation and organisation. The spirit of fair play prevailed throughout the Games, although nine athletes tested positive. Nevertheless, ANOCA and the World Anti-Doping Agency (WADA) cannot be satisfied with this result and must show zero tolerance in order to eliminate doping completely.

During the 9th All Africa Games, the Algerian President, Abdelaziz Bouteflika, received an IOC pen from IOC President Jacques Rogge and was presented with the Olympic Merit Award of the African Olympic Movement by the ANOCA President. In return, their Algerian host awarded the "Ahid" medal of the National Order of Merit to the IOC President and the "Djadir" medal of the National Order of Merit to the ANOCA President.

ANOCA awarded financial assistance of US\$ 250,000 to the organising committee (COJA) and US\$ 50,000 to the host NOC for the Olympic family. The 10th edition of these Games will be held in Lusaka (Zambia) in 2011. ANOCA took part in the SCSA Session in Brazzaville in December.

The Afro-Asian Games due to be held in 2007 were postponed. The OCA and ANOCA Presidents met in Macau on 29 October to review the format of these Games in order to make them more attractive and easier to organise. Meanwhile, a technical committee was set up to finalise the project.

All the NOCs, except those in Zone 1, participated in the ANOCA Games of the Zones. The Zone 6 NOCs were the last to take part because the Games had been postponed in 2006. They finally took place in Maseru (Lesotho) from 5 to 9 April 2007 in the following sports: athletics, boxing, football, taekwondo and tennis.

2007 Budget: US\$ 1,400,000



## Special Projects

In order to implement its humanitarian action programme, ANOCA has forged a partnership with the Office of the United Nations High Commissioner for Refugees (UNHCR). The ANOCA President, the Director of the IOC Department of International Cooperation and Development, Tomas Sithole, refugee sport consultant and coordinator Claude Marshall and a UNHCR team met in Geneva in March. The UNHCR is providing essential information about the different refugee camps in order that the ANOCA project can have a positive impact. These refugee camps are spread across Algeria, Burundi, Kenya, Rwanda, Sierra Leone, Sudan (Darfur) and Tanzania.

The IOC President and the High Commissioner met in Lausanne on 13 June to discuss cooperation between the UNHCR and ANOCA. They agreed that it was important to cooperate in order to carry out projects in African refugee camps.

2007 Budget: US\$ 87,500

## NOC activities

NOC	Type of activities carried out
ALG	–
ANG	–
BDI	Participation in national and international competitions; sessions, training courses, congresses and round table meetings; assistance for athletes and the basketball, cycling, handball, swimming and disabled sport federations, which do not receive support from the Olympic Solidarity programmes; sport and environment and sport and peace activities; regional seminar for sports media.
BEN	National Olympic Week with the participation of national federations affiliated to the NOC; purchase of computers and colour printers; participation in various international meetings.
BOT	–
BUR	Assistance to national federations (sports equipment and financial support); help with the Tour du Faso (cycling); subsidy for the publication of the new magazine "Olymp.Info".
CAF	Participation in various national and international meetings; NOA activities; assistance to national federations; support for minorities, street children and the Olympafrica centre.
CGO	Purchase of equipment for the NOC headquarters; annual general assembly; promotion of Olympism; training courses for sports administrators; Olympic Day Run; assistance to national federations; archives and documentation; cybercafé project; Oscar night.
COD	–
CHA	–
CIV	Assistance to the rowing and boxing federations, as well as to the members of the technical commission; assistance to national federations for completion of their headquarters; purchase of two computers.



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

(cont.)

NOC	Type of activities carried out
CMR	Travel of NOC officials; assistance to Regional Olympic Committees (CROS), national federations, specialist commissions and the NOA; Olympic Studies Centre; publication of the "Cameroon Olympic" magazine.
COM	–
CPV	–
DJI	Participation in the All Africa Games; organisation of a tennis tournament and an international half marathon in Djibouti; support for women's sport and for the organisation of referee training courses (basketball, handball, judo, tennis and volleyball); equipment for national federations.
EGY	–
ERI	–
ETH	–
GAB	---
GAM	Participation in the All Africa Games; NOC programmes for mass participation sports and others; assistance to national federations; special sports programmes (women, disabled, inter-zone competitions); meetings, conferences and seminars; public relations issues; support for infrastructures.
GBS	Participation in the Games of the Association of Portuguese-Speaking Olympic Committees (ACOLOP) in Macau; ANOCA and ACOLOP membership fees.
GEQ	Assistance to the Olympafrica centre.
GHA	Olympic education in schools and in the form of a television quiz; two-day athletics event for disabled athletes in Kumasi; visit to the Olympic Museum in Lausanne; inspection visit to Beijing by the President and Secretary General; sports equipment; professional training facility for staff; vocational training for sports administrators.
GUI	–
KEN	–
LBA	Purchase of sports equipment; purchase of sports equipment for the NOA; air fares for the All Africa Games delegation.
LBR	Doping awareness campaign; athletics for scouts programme; Olympic education initiatives involving former Olympians and well-known personalities (sports camps in basketball and volleyball, conferences, publicity); symposium on the ideals and objectives of the Olympic Movement.
LES	Development of the website and NOC newsletter; additional costs for training courses, sports administration, etc.; travel costs; sports equipment; auditing costs; general assembly.
MAD	Projects for the dissemination of the Olympic ideals in the different regions of Madagascar; purchase of sports equipment for Olympic Games preparation and participation; assistance to national federations for their participation in international competitions; assistance to officials and judges for their participation in various examinations leading to the award of high-level diplomas.
MAR	Purchase of sports equipment.
MAW	Executive Board meetings; committee meetings; national sports competitions; purchase of sports equipment; administrative subsidy for members; annual general assembly.
MLI	Contribution to the Olympafrica centre in Markala; renovation of the football pitch in Kati; construction of a handball court at the University of Bamako; assistance to the national basketball and football teams; continuation of the "3E" project.
MOZ	–
MRI	–
MTN	Purchase of sports equipment; Olympic Day (conferences on sports-related themes, sports competitions involving 40 schoolchildren from the Nouakchott suburb); assistance to national federations for local activities.
NAM	–



Preparation for the Opening Ceremony of the 9th All Africa Games



(cont.)

NOC	Type of activities carried out
NGR	Assistance for the participation of the national table tennis team in the World Championships in Croatia and a two-month training camp, as well as the purchase of sports equipment for the players.
NIG	Participation in the All Africa Games.
RSA	–
RWA	Meetings, conferences, seminars, general assembly; representation costs and additional support for the Olympic Solidarity world programmes.
SEN	Assistance to national federations; equipment for participation in the All Africa Games; organisation of Sport for All Day; organisation of a ceremony to reward women who have served sport in Senegal.
SEY	Equipment for national federations; NOA activities; other NOC initiatives such as payment of membership fees on behalf of national federations.
SLE	Participation of NOC officials in the All Africa Games; purchase of sports equipment and a new generator.
SOM	–
STP	Assistance to the NOA, national federations for participation in competitions and athletes preparing for the Olympic Games; bank charges, etc.
SUD	Assistance to various NOC commissions (environment, women and sport, NOA, peace through sport, Olympic fraternity club and medical); help with the renovation of the new NOC headquarters; assistance to national federations for their national championships.
SWZ	General assembly, Executive Board meetings, partners' meetings, forum for Secretaries General and Presidents; development of a national sports education programme; sports prizes; annual national day of sport for the disabled; annual women and sport day.
TAN	NOC general assembly in Bagamoyo; general assembly of the Athletes' Commission; annual Karatu Sports Festival; participation of the NOC President and Secretary General in the general assembly of the Commonwealth Games Federation in Colombo; NOA youth camp in Korogwe.
TOG	–
TUN	Training course for table tennis umpires and referees; seminars and celebrations marking the NOC's 50th anniversary; purchase of sports equipment.
UGA	Participation in the All Africa Games.
ZAM	–
ZIM	Executive Board meetings; NOC forum and general assembly; partners' meeting in Bulawayo; national coaches' conference; NOA activities; national Youth Games; Olympic Day Run; review of the NOC strategic plan; commission expenditure; ANOCA Games of Zone 6.

2007 Budget: US\$ 2,650,000



▲  
Karate event at the 9th All Africa Games

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Report by **Intendant General Lassana Palenfo**, President



▶ Olympic scholarholder Amantle Montsho (Botswana) during the 400m heats at the 11th IAAF World Athletics Championships in Japan  
© Getty Images/Andy Lyons



◀ Leaders of the 800m semi-final – XV Pan-American Games  
© Getty Images/Harry How

## Pan American Sports Organisation (PASO)



### Success of the XV Pan-American Games and excellent preparation for the NOCs

At the end of 2007, PASO was able to make a positive assessment of the activities carried out to implement, as effectively as possible, the world and continental programmes approved for the 2005–2008 quadrennial. The holding of the XV Pan-American Games in Rio de Janeiro (Brazil) from 13 to 29 July was a decisive factor in evaluating the positive impact of Olympic Solidarity activities on the work of the 42 American NOCs.

The strategies adopted by both the Olympic Solidarity Commission and PASO, particularly those concerning athletes and coaches, led to a considerable improvement in the results achieved at the Rio Games compared to previous editions. Thanks to better preparation, the athletes were able to perform well in their sports, giving rise to the prospect of improved performances at the Games of the XXIX Olympiad in Beijing in 2008.

In order to help the American NOCs prepare for Beijing, PASO, in cooperation with the Olympic Solidarity office and BOCOG, organised a continental forum in September 2007. This was part of the series of forums organised in all five continents within the NOC Exchange and Regional Forums world programme. The Chefs de Mission and NOC representatives responsible for the Olympic delegation of each participating country were able to have their questions and concerns answered at the forum, putting them in an ideal position to assume their responsibilities fully during the Games.

The collaboration and systematic communication with the Olympic Solidarity office in Lausanne helped to enhance coordination, which in turn enabled the NOCs to take greater advantage of the different opportunities offered by the world programmes. The American continent was therefore excellently placed to make use of these programmes. It was also possible to tie in the objectives and activities of the world programmes with those of the continental programmes.

The funds allocated for administrative subsidies were paid to all the NOCs during the first quarter of 2007. It is worth remembering that for America the management of this world programme has been decentralised to PASO. Meanwhile, the NOC activities programme was implemented in accordance with the rules laid down by PASO; each NOC reported on how it had used the funds previously allocated. The results of the programmes entitled "Administration of the Continental Association", "Continental meetings" and "Continental activities" were as expected.

Furthermore, PASO continued to enjoy success with its self-funded special continental programme aimed at helping the athletes of its member NOCs to prepare for the Pan-American Games in Rio and the Games of the Olympiad in Beijing. Forty of the 42 NOCs received the initial payment of US\$ 50,000 and 27 of them, after submitting a report concerning the first payment, received the balance equivalent to the same amount. This helped them to honour significant commitments linked to their preparations for Beijing.

The budget allocated by Olympic Solidarity for 2007 was used satisfactorily. Combined with PASO's own funds, used to support the NOCs and their athletes, this ensured that essential assistance was provided to the American NOCs, particularly those with limited resources or which receive no financial support from their governments.

PASO increased its efforts to strengthen and improve the methods and procedures used to monitor effectively, rigorously and transparently the use of the funds allocated to each activity conducted at pan-American level.

PASO managed all the continental programmes and the related funds from Olympic Solidarity totalling **US\$ 3,915,000**.

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



## Administration

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

2007 Budget: US\$ 400,000

## Continental meetings

This programme enabled the various PASO meetings to be organised satisfactorily in 2007. The XLV PASO General Assembly, held in Rio de Janeiro in July 2007 prior to the Pan-American Games, included, among others, a presentation of the results achieved by the programme of technical courses and seminars organised as part of the continental activities programme.

2007 Budget: US\$ 300,000

## Continental activities

During 2007, PASO evaluated the results of the programme of continental and regional technical courses and seminars launched in 2002 and completed in 2006. The purpose of this programme was to train and prepare coaches from PASO's 42 member NOCs in the 28 sports included in the Beijing Olympic programme as well as seven other PASO-approved sports.

During the five years of the programme, 290 courses and seminars were organised, attracting more than 7,600 participants, i.e. 6,400 coaches and 1,200 speakers.

### Distribution of technical courses and seminars by year

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



▲ Seated in the foreground, Mario Vázquez Raña (left) and Juan Antonio Samaranch, IOC Honorary President, at the XLV PASO General Assembly

The technical courses were organised in 35 sports, including the 28 that make up the Olympic programme. The sports in which the largest number of technical courses were organised at regional and continental levels include athletics, cycling, gymnastics, swimming, taekwondo and shooting. The 18 seminars focused on the following themes: sports administration, legal aspects of sport, sport and environment, women and sport and sports medicine. With 640 participants from the different NOCs, they were very successful, particularly thanks to the knowledge and expertise of the seminar leaders. Technical courses and seminars were efficiently hosted by 27 NOCs, selected for their experience, the performances of their athletes and the commitment of their national sports federations.

PASO's 42 member NOCs benefited from this programme by sending an average of 154 participants to the high-level courses and/or continental and regional seminars. PASO gave each NOC a set of CDs summarising the content of these training events so that this information can be disseminated in each country.

The evaluation of the results of each course and seminar, based on feedback from the organising NOCs as well as the participating coaches, shows a generally positive assessment and a high level of satisfaction. Some interesting comments and suggestions were made concerning how to improve and strengthen the activities within the programme. Particular interest was expressed in further technical training and its importance at all levels.

The successful implementation of the programme owed much to the constant attention, permanent monitoring and rigorous, critical analysis of PASO President Mario Vázquez Raña. Similarly, the interest, commitment and sense of responsibility shown by the NOCs, both those which organised courses and seminars and those which sent participants, contributed to the attainment of the objectives laid down. Thanks to the technical support of the pan-American sports confederations, the technical level of the courses and seminars was always high. Without the unity and support of everyone involved, it would have been impossible to achieve such ambitious objectives.

The PASO General Assembly thought that the objectives laid down by the organisation for the implementation of this programme had been achieved and that this project, which was highly significant both technically and financially, had made an unprecedented contribution to the training, professional development and improvement of the American NOCs' staff.



It should also be noted that, thanks to this programme, all the NOCs affiliated to PASO now possess the minimum structure required for the implementation, monitoring and evaluation of the world and continental programmes, and that permanent relations have been established not only among the NOCs, but also between the NOCs and the PASO office.

2007 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, 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 control and accounting rules were respected.

The most common uses for the funds given to the NOCs were athlete preparation, participation in training camps, travel to competitions, organisation of training camps, technical training for coaches and the organisation of specific events.

2007 Budget: US\$ 2,100,000



▲  
Olympic scholarship holder  
Kevin Cordon (Guatemala), winner  
of the badminton men's singles  
semi final – XV Pan-American Games

© Getty Images/Jeff Gross

▼  
Tennis continental course  
in Buenos Aires, Argentina





▶  
A competitor during  
the time trial final –  
XV Pan-American Games  
© Getty Images/Jeff Gross





# A breath of fresh air





◀ Opening Ceremony of the 6th Asian Winter Games  
© Getty Images/Guang Niu

## Olympic Council of Asia (OCA)



### An active and positive year in many ways

2007 began with the staging of the 6th Asian Winter Games in Changchun (China) from 28 January to 4 February. This was the biggest Asian Winter Games in history, bringing together all 45 countries and regions from the OCA family for the first time wherein 802 athletes from 26 NOCs took part actively. These athletes participated in 5 sports, 10 disciplines and 47 events. Twelve Asian records were broken during the Games.

As far as meetings are concerned, the 26th OCA General Assembly was held from 14 to 17 April 2007 in Kuwait City, where the new OCA Executive Board was elected unanimously for a four-year term. The General Assembly also chose the city of Incheon (Republic of Korea) to host the 17th Asian Games in 2014. The OCA Executive Board met in Almaty (Kazakhstan) on 28 May to appoint the members of the various OCA Standing Committees.

The success of the 2nd Asian Indoor Games held in Macau (China) from 16 October to 3 November 2007 set another milestone for the development of the Asian Indoor Games. This second edition featured 151 events in 17 sports and three demonstration sports, a mix of emerging and traditional sports in line with the objective of diversifying Asian sport and attracting more young people to sport.

During 2007, the OCA, in collaboration with Olympic Solidarity, successfully organised five regional forums: East Asia in Tokyo (Japan) on 17 and 18 June; South East Asia in Bali (Indonesia) on 20 and 21 June; West Asia in Sana'a (Yemen) on 1 and 2 September; Central Asia in Bishkek (Kyrgyzstan) on 4 and 5 September; and South Asia in Colombo (Sri Lanka) on 17 and 18 December.

This year's forum concentrated mainly on the participation of the NOCs in the Games of the XXIX Olympiad in Beijing in 2008. Presentations were also made by the organising committees of the 2nd Asian Indoor Games in Macau in 2007, the 1st Asian Beach Games in Bali in 2008 and the 16th Asian Games in Guangzhou in 2010.

The OCA managed all of the Olympic Solidarity Continental Programmes and their funding, with a budget of **US\$ 4,484,750**.

▶  
Olympic scholarship holder  
Li Ching (Hong Kong, China)  
during the table tennis singles  
semi-final – 15th Asian Games

© Getty Images/Christof Koepsel



## Administration

The grant provided by Olympic Solidarity was used for the day-to-day functioning of the OCA temporary headquarters, which particularly included expenses linked to communication, transportation, staff salaries, rent, maintenance, upgrading the website, the Internet and office modernisation, etc.

2007 Budget: US\$ 554,750

## OCA meetings and Standing Committee activities

In 2007, the OCA organised/participated in the following meetings :

Date	Event/meeting	Place
28.01–04.02	6th Asian Winter Games	Changchun
02.04	Coordination Committee meeting for the 16th Asian Games	Guangzhou
12.04	OCA President's visit to the NOC of Turkmenistan	Ashgabat
14.04	OCA Finance Committee meeting	Kuwait City
15–16.04	48th and 49th OCA Executive Board meetings	Kuwait City
16–17.04	26th OCA General Assembly	Kuwait City
17.05	70th AIPS Congress	Bregenz
28.05	50th OCA Executive Board meeting	Almaty
17–18.06	OCA/OS Regional Forum for East Asian NOCs	Tokyo
20–21.06	OCA/OS Regional Forum for South East Asian NOCs	Bali
21.06	Guangzhou Asian Games Fun Run	Bali
23–24.06	OCA/OS joint visit to the NOC of Brunei Darussalam	Bander Seri Begawan
26–27.06	Chefs de Mission meeting for the 2nd Asian Indoor Games	Macau
05.07	OCA Advisory Committee	Guatemala City
14.07	OCA Finance Committee meeting OCA Information and Statistics Committee meeting	Bangkok Bangkok
16.07	OCA Women's Committee meeting	Bangkok
17.07	OCA Sport and Environment Committee meeting	Seoul
27.08	60 days countdown ceremony for the 2nd Asian Indoor Games	Macau
01–02.09	OCA/OS Regional Forum for West Asian NOCs	Sana'a
02.09	Guangzhou Asian Games Fun Run	Sana'a
04–05.09	OCA/OS Regional Forum for Central Asian NOCs	Bishkek
05.09	Guangzhou Asian Games Fun Run	Bishkek
06–08.09	OCA/OS joint visit to the NOC of Tajikistan	Bishkek



▲ 51st OCA Executive Board meeting in Macau

▼ Regional Forum for the West Asian NOCs in Sana'a, Yemen



(cont.)

Date	Event/meeting	Place
09.09	OCA Sport For All Committee meeting	Doha
26.09	Torch relay to mark 30 days countdown for the 2nd Asian Indoor Games	Macau
14.10	Guangzhou Asian Games Fun Run	Hiroshima
17.10	Meeting with delegation from the NOC of Palestine	Kuwait City
24–25.10	Coordination Committee meeting for the 16th Asian Games	Guangzhou
26.10–03.11	2nd Asian Indoor Games	Macau
28.10	OCA Rules Committee meeting	Macau
28.10	Guangzhou Asian Games Fun Run	Macau
29.10	51st OCA Executive Board meeting	Macau
30.10	OCA Media Committee meeting	Macau
01.12	OCA Peace Through Sport Committee meeting	Amman
17–18.12	OCA/OS Regional Forum for South Asian NOCs	Colombo

2007 Budget: US\$ 450,000

### Olympasia Projects

Olympasia projects are in progress in Bangladesh, Nepal, Pakistan, Sri Lanka and Uzbekistan. The NOC of the Philippines inaugurated its headquarters (which were partially financed under an Olympasia project) on 15 August 2007. It is expected that 2005 project in Turkmenistan (new NOC headquarters) will be completed by the first quarter of 2008.

2007 Budget: US\$ 200,000

### OCA Special Projects

The Palestinian NOC has faced numerous difficulties, including in relation to its participation in the Pan-Arab Games held in Cairo in October 2007. The OCA President provided a personal donation of US\$ 50,000 to this NOC. A meeting between the OCA President and the President of the Palestinian NOC was held at the OCA headquarters on 17 October 2007. The OCA also paid US\$ 100,000 from its own funds to the United Nations International Drug Control Office, to help finance its crime and drug prevention programme. The OCA, in collaboration with USOC, dispatched coaches for athletics, taekwondo and volleyball to Pakistan and organised training for their national coaches for two weeks.

2007 Budget: US\$ 50,000



## 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's aim is to encourage the general population, especially young people, to participate in the runs in order to increase awareness of the Asian Games and their values and objectives, i.e. not only competitions but exchanges between the various cultures and societies of Asia. After the enormous success of the Fun Runs for the Doha Asian Games, the OCA repeated the project in 2007 with Fun Runs promoting the 16th Asian Games in Guangzhou in 2010 in the following countries :

Date	Organising NOCs	Venue
21 June	Indonesia	Bali
02 September	Yemen	Sana'a
06 September	Kyrgyzstan	Bishkek
14 October	Japan	Hiroshima
28 October	Macau	Macau

2007 Budget: US\$ 50,000

## Continental and Regional Games

In 2007, the Asian continent hosted the 6th Asian Winter Games in Changchun and the 2nd Asian Indoor Games in Macau. Both events were very successful in terms of organisation and participation in particular. The OCA provided funding of US\$ 10,000 to each member NOC that participated in the 6th Asian Winter Games. It also paid the air fares of the delegates who attended the Chefs de Mission meetings for these two Games. Since the Afghanistan and Syrian NOCs were facing financial difficulties in relation to their participation in the 2nd Asian Indoor Games, the OCA provided them with financial assistance.

Thailand hosted the 24th South East Asian Games in Nakhon Ratchasima from 6 to 16 December 2007. The OCA paid US\$ 20,000 to the Thai NOC as a subsidy at the end of the Games.

2007 Budget: US\$ 1,030,000



▲  
16th Asian Games Fun Run  
in Kyrgyzstan

▼  
Half-pipe final event during  
the 6th Asian Winter Games  
© Getty Images/China Photos



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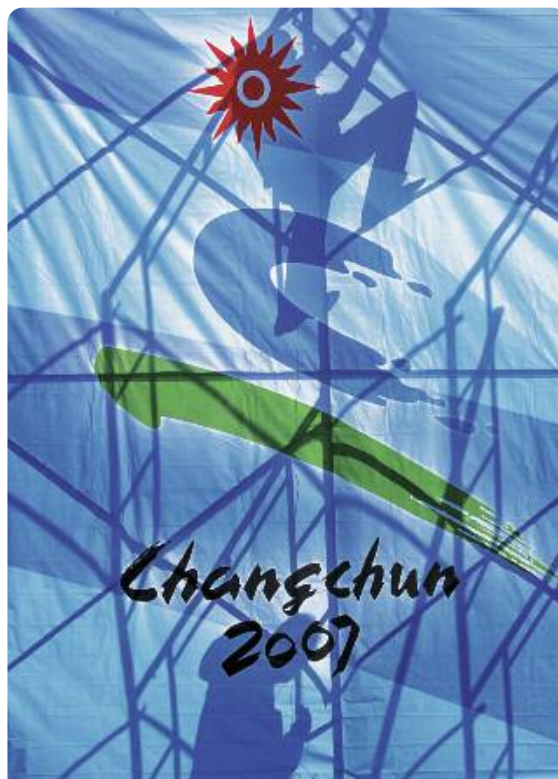
## NOC activities

The OCA granted US\$ 50,000 to each member NOC in two equal instalments paid in January and July. The NOCs used these funds to purchase office and sports equipment, organise technical courses and support athletes' training.

2007 Budget: US\$ 2,150,000 (excluding the NOC of Timor Leste)

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



► Changchun prepares for welcoming the 6th Asian Winter Games

© Getty Images/China Photos





◀ Hockey match at the Winter EYOF in Jaca

## The European Olympic Committees (EOC)



### Increased and improved services to NOCs

The 2007 EOC/Olympic Solidarity Continental Programme continues to operate in an efficient way to benefit the 49 members of the EOC, including the newest member, the NOC of Montenegro. Benefiting from both the experience of running the programme and the excellent team spirit that has developed between the Lausanne and Rome offices, the EOC is confident that the services provided to NOCs has greatly improved and will continue to evolve in the future.

For 2007, the EOC had decided to increase the allocation of funds for all activities directly benefiting the European NOCs. The figures therefore show that 74% of the EOC's investments went towards direct support for European NOCs' activities and special activities, the Regional and Continental Games – the Winter and Summer European Youth Olympic Festivals (EYOF) and the Games of the Small States of Europe (GSSE) – as well as for the implementation of many EOC activities which indirectly assist the members for their participation in different meetings.

Around 9% of the budget is spent on the organisation of 'institutional' meetings, such as the General Assembly and Seminar for Secretaries General and Chefs de Mission. The new format of the EOC Seminar – designed to better meet the needs of the participants through more interactive communication – was successfully tested in Riga (Latvia) in May and will be definitively launched in Sorrento (Italy) in 2008. The remaining funds are used to cover the Association's administrative costs.

2007 was the year of the EOC Continental Games: the EYOF and the GSSE, both of which follow a two-year cycle. The winter EYOF was held in Jaca (Spain), while the summer edition was held in Belgrade (Republic of Serbia). The GSSE took place in Monaco. All of these important events were organised with great enthusiasm and professionalism, ensuring their success.

Events of note in 2007 included: the activities conducted by the Association in defence of the specificity and autonomy of sports within the European Union; the launch of the EOC's anti-obesity programme (starting in Croatia, Denmark, Great Britain, Ireland and Italy), sponsored by Samsung, that not only addresses the growing problem of obesity among children in Europe, but also educates them about the Olympic values; the 3rd European Athletes' Forum, held in Stuttgart (Germany) in cooperation with Olympic Solidarity, focusing on the problems of the athlete's dual career, as well as other aspects of athletes' lives; and the launch of the Association's new logo as part of the general plan to make the EOC a more modern and streamlined organisation.

In 2007, the EOC managed all the continental programmes and the corresponding funds, with a budget of **US\$ 4,954,500**.

▶  
Olympic scholarship holder  
William Chetcuti (Malta), bronze  
medallist in double trap (shooting)  
– 18th Commonwealth Games

© Getty Images/Kristian Dowling



## Administration

The Secretariat takes care of all organisational and administrative aspects that are the basis of the Association's activities. The administrative budget 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 (hardware, software, gadgets, prizes, gifts etc.).

As always, 2007 saw the EOC Secretariat endeavouring to keep up with technological developments, particularly in the fields of communication and office management, updating its equipment to increase efficiency, while also streamlining the activities of the office.

The new Secretary General, Raffaele Pagnozzi, continues to bring new impulse to the work of the Rome Secretariat, benefiting from the fact that he is also the Secretary General of the Italian NOC. This means that the EOC continues to be able to benefit from the help of this NOC.

2007 Budget: US\$ 825,000

## Meetings

The funds allocated to this programme were used to organise the EOC's institutional meetings. Firstly, the Seminar for Secretaries General and Chefs de Mission, held in Riga on 25 and 26 May 2007, jointly organised with Olympic Solidarity. The main topic at this event was the Games of the XXIX Olympiad in Beijing in 2008, while reports were also given on past Olympic Games (Torino and Vancouver), the World Anti-Doping Agency (WADA), the Association of National Olympic Committees (ANOC) and the European Union. This seminar was used to test certain aspects of the new meeting format, which will be formally implemented in 2008.

The 36th General Assembly was held in Valencia (Spain) on 30 November and 1 December 2007. The members present received institutional reports from the EOC President, the Secretary General and the chairpersons of the Commissions and Working Groups and approved the financial documents. Reports from Olympic Solidarity and the IOC Department of Relations with NOCs, ANOC, the European Union, Olympic Games and EYOFs were also items on the agenda, together with reports from WADA, the European Fair Play Movement (EFPM) and ENGSO.



▲ EOC General Assembly in Valencia

The General Assembly was also the occasion to award the 2007 EOC Order of Merit to President Mario Vázquez Raña. The first four EOC Olympic Laurel Awards, the new award the EOC has created for the purpose of recognising commitment to the furtherance of the principles of the Olympic Movement within the world of European sport, were presented to Vilnis Baltins (Latvia), Volodymyr Brynzak (Ukraine), Predrag Manojlovic (Republic of Serbia), and Dermot Sherlock (Ireland). In order to bring the Association into line with generally accepted international governance practice, the Assembly also voted to amend its Articles of Association concerning the functions of the auditors.

2007 Budget: US\$ 460,000



## Continental activities

In 2007, this programme was used to organise and support EOC activities. The following meetings were held :

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)	15 February	Lausanne (SUI)
	24 May	Riga (LAT)
	08 September	Oslo (NOR)
	29 November	Valencia (ESP)
Commission and working group meetings :		
- Technical Cooperation and Sport Development Commission	24 February	Tirana (ALB)
- "Environment and Sport for All" Working Group	06 April	Ljubljana (SLO)
- Preparation of the Olympic Games Commission	28 April	Dubrovnik (CRO)
- Medical Commission	28 April	Vienna (AUT)
	21 September	Dublin (IRL)
- Athletes' Commission	03 May	Stuttgart (GER)
- "Communications" Working Group	23 May	Riga (LAT)
- EYOF Commission	23 July	Belgrade (SCG)
- European Union Commission	29 November	Valencia (ESP)

Other events included the EOC "Environment and Sport for All" regional seminar held in Ljubljana on 6 and 7 April and the 3rd Athletes' Forum held in Stuttgart from 4 to 6 May in cooperation with Olympic Solidarity.

The EOC is following the activities of WADA. Through its Medical and Scientific Commission, Europe is constantly making its point of view known on topical issues, in particular the List of Prohibited Substances. A qualified EOC's representation attended the World Conference on Doping in Sport between 15 and 17 November in Madrid (Spain).

Seminar for EOC Secretaries General  
and Chefs de Mission in Riga

3rd Athletes' Forum in Stuttgart





▲  
Seven sports federations sign  
the agreement with the EOC  
for the EYOF

Four auditors' meetings were held in 2007 in order to maintain strict control on the EOC's financial policy. The EOC also took part in the third meeting of the six Olympic Solidarity offices in Paris on 3 and 4 December, with the EOC office represented by Gianluca De Angelis, EOC Manager for Olympic Solidarity's Continental Programme in Europe. Along with Marit Myrmael (Norway), Mr De Angelis was also sent to observe the Advanced Sport Management Courses – Programme Directors' Training, organised by Olympic Solidarity in Lausanne from 11 to 15 November 2007.

Regarding communication, the EOC website is constantly updated through the content management department, while the monthly "EOC Newsletter", produced in-house by the EOC staff, is mailed out as well as posted on the website. These are effective tools for improving communication and supporting the EOC's goals.

In addition, the Association's leaders continue their policy of reaching out to the European NOCs by carrying out numerous visits, particularly lending their support to the newer and smaller members of the Association.

2007 Budget : US\$ 570,000

## Continental and Regional Games

2007 was a busy year for the EOC in terms of sports events. The year began with the winter EYOF in Jaca from 18 to 23 February 2007, featuring eight sports, 43 European NOCs and around 900 athletes. The event went very well despite the lack of snow. The summer EYOF was held in Belgrade between 22 and 28 July 2007, with a programme of 11 sports and the participation of 49 European NOCs and around 3,000 athletes.

Seven European federations for sports on the EYOF summer programme (basketball, cycling, gymnastics, handball, judo, swimming and tennis) have signed a bilateral agreement with the EOC that will ensure the long-term presence of these sports on the programme of the EOC's multi-sport events. A similar document will be signed early 2008 with athletics and volleyball, the other two sports on the EYOF summer programme. The EOC is currently working on an identical bilateral agreement with the sports on the winter programme. A standardised accreditation system for the EYOF has also now been implemented in order to ease the workloads of each organising committee.

Once again, the 2007 EYOFs confirmed their success, and young athletes are now looking forward to 2009, when the winter event will be held in Slask-Beskidy (Poland) and the summer edition in Tampere (Finland).

In this regard, a cooperation agreement between the EOC and Eurosport was signed in Valencia in November on the occasion of the EOC General Assembly. Live broadcasting of the EYOFs will ensure greater visibility and success for these events, beginning at the 2009 editions. The EOC supported the EYOFs with financial contributions to the organising committees and some NOCs, with grants based on the number of athletes and officials.

The 12th edition of the GSSE was held in Monaco from 4 to 9 June 2007, with the 12 sports on the programme attracting approximately 800 participating athletes. These Games are for NOCs with populations of less than one million. The eight countries that participate are Andorra, Cyprus, Iceland, Liechtenstein, Luxembourg, Malta, Monaco and San Marino. The EOC supported this event with financial contributions to the organising committee and the participating NOCs.

2007 Budget: US\$D 599,500

## NOC activities

As in the past, most of the EOC's annual budget was directly paid to the NOCs for their activities, with each receiving a lump sum of US\$ 40,000.

Regarding the "NOCs Special Activities", the EOC provided European NOCs with special needs with financial support to enable them to implement a specific activity during a given year. This activity can be directly or indirectly connected with the Olympic Games (e.g. organisation of national courses for high-level athletes, coaches and sport managers; participation of high level athletes in training camps abroad; anti-doping measures; visits to Olympic venues; medical consultations and aptitude tests; sports equipment or sports and technical material); or aimed at strengthening the role of NOCs (e.g. organisation of specific seminars, courses for leaders and administrative staff, technical and audiovisual equipment). NOCs seeking such funding are asked to send a detailed proposal to the Rome office.

Analysis of reports received to date shows how the NOC activities funds are used to cover a broad range of expenditure, ranging from basic running expenses, such as rent and salaries, to visits to Beijing and upgrading of IT. In 2007, 29 NOCs received funds within the framework of the "NOCs Special Activities" budget, with a total investment of US\$ 580,000.



Water polo match – Summer EYOF in Belgrade

A competitor during the special slalom – Winter EYOF in Jaca





▲ Participants at the Aphrodisias Youth, Sport, Culture and Art Festival organised on the ancient site of Anatolia, Turkey

NOC	Type of special activities carried out
ARM	Office equipment and IT.
BEL	Participation in 2007 Summer EYOF.
BUL	Preparation for the Games of the XXIX Olympiad in Beijing in 2008.
CRO	Pre-School Olympic Festival.
CYP	Updating of technological resources of the NOC.
EST	Qualification system for coaches.
FIN	Web-based preparation for the Olympic Games.
GBR	Trial preparation camp in Macao.
GEO	Olympic Festival for secondary school pupils.
GRE	Anti-Doping Symposium.
IRL	Improvement and upgrading of NOC website.
ISR	Olympic Museum in Tel Aviv.
LAT	Creation of the "Olympic Study" / Press room at the NOC headquarters.
LTU	Lithuanian Youth Festival.
MDA	Strengthening of the NOC's territorial structures; updating of the NOC's technical equipment and website; support for the "Sport Plus" magazine; purchase of a car for the NOC; installation of a heating system; sports equipment.
MLT	Active Lifestyle – adventure park.
MKD	Participation in the construction of an athletics track in Skopje.
MON	Purchase of sports equipment for the shooting federation.
NOR	Ultrasound and early injury detection.
POR	1st Lusophony Games.
ROU	National Programme of Olympic Education – "Clean Sport in a Clean World".
RUS	Artistic gymnastics courses; visits to Beijing and Vancouver.
SCG	Preparation of top athletes for participation in the qualifying competitions for the Games of the Olympiad in 2008.
SLO	Anti-doping measures; visit to the Olympic venues; organisation of seminars.
SMR	Youth dissatisfaction in sport and childhood obesity.
SWE	Coach preparation programme, Beijing.
SVK	Four women's tournaments in 2007.
TUR	Free sports school; International Aphrodisias Youth, Sport, Culture and Art Festival.
UKR	Updating of office equipment (2006-2007).

2007 Budget : US\$ 2,500,000

Report by **Raffaele Pagnozzi**, Secretary General



► Beach volleyball match between Portugal and Brazil at the 1st Lusophony Games in Macau





Opening Ceremony of the 2007 Australian Youth Olympic Festival in Sydney

© Getty Images/Matt King

## Oceania National Olympic Committees (ONOC)



### Active implementation of all programmes

During the third year of the quadrennial plan, participation in the Olympic Solidarity programmes continued to grow compared to the previous Olympiad, with the exception of three programmes: Olympoecania, the sports administration programme and the programme for IF and NOC technical experts.

A major landmark in 2007 was the recognition of the NOC of Tuvalu, which became the 17th Oceanian NOC at the IOC Session in Guatemala City in July 2007, as well as the XIII South Pacific Games in Apia (Samoa). As far as ONOC meetings are concerned, the General Assembly was held for the first time in Pago Pago (American Samoa) from 20 to 23 March and the Executive Board met twice, on 30 and 31 May in Melbourne (Australia) and 18 and 19 November in Rarotonga (Cook Islands).

The regional Olympic Forum and meeting of ONOC Secretaries General, held in Sydney (Australia), focused on the preparation of delegations for the Games of the Olympiad in Beijing. They were attended by the Chefs de Mission of the NOCs participating in the Games, the NOC Secretaries General, the Olympic Solidarity representative, Nicole Girard Savoy, as well as staff members of ONOC, the Australian NOC, the Oceania Foundation and Sporting Pulse.

As part of Olympic Solidarity's review of the use of its programmes, the NOC of American Samoa was audited in March 2007 by Nicole Girard Savoy and Dennis Miller, ONOC Programmes Manager. In addition to the joint NOC audit with the IOC, Dennis Miller also carried out audits on the NOCs of the Federated States of Micronesia, the Marshall Islands and Palau, using the programmes and questionnaires developed by Olympic Solidarity.

ONOC and the UNAIDS office in Suva (Fiji) recently launched a joint programme to develop an IOC/UNAIDS handbook for local usage. In addition, education through sport programmes were launched initially in Fiji, Kiribati and Papua New Guinea. A successful regional seminar, financed by the IOC Department of International Cooperation and Development and UNAIDS, was organised by the NOC of Papua New Guinea in April 2007.

The “Voices of the Athletes” awareness programme – a joint initiative between UNAIDS, the Regional Anti-Doping Organisation and the ONOC Athletes’ Commission – aims to promote drug-free sport, HIV awareness and prevention and the importance of leadership. During the South Pacific Games, a station was set up in the main dining rooms in the athletes’ village. Some athletes were chosen by their Commission as ambassadors in seven Pacific countries. The programme partnered with the UN’s Millennium Development Goal campaign.

ONOC managed all the continental programmes and the related funds, with a 2007 budget of **US\$ 2,618,500**, as well as some of the world programmes (Olympic Scholarships for Athletes “Beijing 2008”, Continental and Regional Games – NOC Preparation, 2012 – Training Grants for Young Athletes, Olympic Scholarships for Coaches and NOC Administration Development – administrative subsidy). The results of these programmes appear in the section on world programmes.

▶  
ONOC General Assembly  
in Pago Pago



## Administration

The funds allocated to this programme were used to meet the general running costs of the ONOC headquarters based at the Pacific Island Forum Secretariat Complex in Suva. These costs included salaries, travel expenses, office rental, meeting expenses, office equipment, consumables and various utilities.

Due to the increased number of programmes being managed by ONOC, the ONOC Secretariat now comprises eight people, including Robin Mitchell, Secretary General ; Dennis Miller, Programmes Manager ; and Brian Minikin, Regional Development Manager. The ONOC President's office is based at Milton House in Melbourne and has one part-time employee. The headquarters of the recently formed Oceania Foundation are in the same building. It is managed by the former Personal Assistant to the President, Anne King, who was appointed Executive Director of the Foundation in April 2007.

2007 Budget : US\$ 510,000

## NOC activities

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

In their respective 2007 budgets, the 17 Oceanian NOCs planned a total of 98 technical activities and programmes at national level. The newly recognised NOC of the Marshall Islands benefited from a separate grant. To date, ONOC has received 52 reports ( 53% ) from NOCs on completed activities. The majority of NOCs have made allocations for the employment of Sports Development Officers. All NOCs made provision for equipment grants of US\$ 5,000 each.

By the end of the year, 86% of the overall allocation had been remitted to the NOCs on receipt of confirmed programme details or reports on activities undertaken.



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

NOC	Type of activities (NOCs which submitted a report)
ASA	Participation in the XIII South Pacific Games, NOC Sports Development Officer.
AUS	Technical Courses (badminton, gymnastics, ice hockey and snowboard).
COK	Courses for coaches (athletics, basketball, boxing, tennis, table tennis, archery and triathlon), national team camp (football), training for high-performance athletes (swimming), assistance with participation in regional championships (weightlifting), NOC Sports Development Officer and Sailing Development Officer.
FIJ	Courses for coaches (badminton, table tennis, triathlon and volleyball), Team Fiji preparations for XIII South Pacific Games, NOC Sports Development Officer.
FSM	Courses for coaches (basketball and softball), participation in XIII South Pacific Games, participation in FILA World Championships, NOC Sports Development Officer.
GUM	Development of NOC office.
KIR	Preparation for and participation in XIII South Pacific Games (weightlifting, tennis and table tennis), support for elite weightlifter programme in Samoa, Tri-Nations Athletics Meet in Nauru, NOC Sports Development Officer.
MHL	Participation in World Championships (FILA and FINA), outer island workshops (basketball), technical course in baseball, participation in Oceania Taekwondo Championships.
NRU	Support for high-performance weightlifters, NOC Sports Development Officer.
NZL	Courses for coaches (athletics, weightlifting and table tennis), talent identification programmes (badminton, bobsleigh and skiing), technical officials' seminars (canoeing, table tennis and skiing), high performance canoe slalom course.
PLW	Courses for coaches (baseball, basketball, weightlifting, wrestling, softball, tennis, table tennis, archery and volleyball), training for high-performance athletes (athletics and swimming), assistance for participation in XIII South Pacific Games, NOC Sports Development Officer, Sports Development Officer (athletics, baseball and swimming).
PNG	Participation grants for sports entered in XIII South Pacific Games, NOC Sports Development Officer.
SAM	Support for elite athletes (badminton and weightlifting), NOC Sports Development Officer.
SOL	Technical courses (athletics, baseball, basketball, boxing, football, weightlifting, judo, taekwondo, tennis, archery and volleyball), NOC Sports Development Officers, Sports Development Officers (athletics, baseball/softball, basketball, boxing, weightlifting, tennis and archery).
TGA	Technical courses (table tennis and volleyball), participation in World Weightlifting Championships, participation in XIII South Pacific Games, NOC Sports Development Officer.
VAN	Support for Olympic scholarship holder Kamut Moses for athletics competitions in Europe, NOC Sports Development Officer.



Medal award ceremony for the archery team mixed doubles event – XIII South Pacific Games

2007 Budget: US\$ 910,000

**Technical programme: IF Expert Expenses**

On the basis of experts' reports and claims submitted by the relevant IFs, reimbursements were made for experts' travel expenses and per diems. The budget of this programme was also used to cover the cost of official project-related travel and per diems of ONOC staff.

2007 Budget: US\$ 103,500

## Regional and National Games

As part of this programme, subsidies were paid to the Australian Youth Olympic Festival and to the organising committees of the XIII South Pacific Games in Apia and the VIII Pacific Mini-Games in Rarotonga.

A grant was provided for the meeting of the chefs de mission for the South Pacific Games in Apia in March 2007. The NOCs of the Marshall Islands, Palau, Papua New Guinea and Samoa also received grants for the organisation of their National Games.

2007 Budget: US\$ 235,000



▲ Francis Chung participated in the Olympic Day Run in Fiji

## Sports administration

Payments were made to the NOCs of the Federated States of Micronesia, New Zealand and American Samoa for a series of sports administration training programmes in 2007.

2007 Budget: US\$ 150,000

## Regional projects

### Collaboration with regional federations

In 2007, ONOC provided support grants to the following members of the Olympic sports federations of Oceania to assist with the development of their activities in the region: Oceania Athletics Association, Oceania Badminton Federation, Baseball Confederation of Oceania, FIBA Oceania, Oceania Weightlifting Federation, Oceania Hockey Federation, Oceania Judo Union, Oceania Softball Federation, Oceania Tennis Federation, Oceania Table Tennis Federation and Oceania Archery Confederation.

2007 Budget: US\$ 275,000

### Regional training centres

Grants were paid to support the operations of the High Performance Training Centre of the International Amateur Athletics Federation (IAAF) in Auckland (New Zealand), the Regional Weightlifting Centre of the International Weightlifting Federation (IWF) in Apia and the Regional Training Centre of the International Tennis Federation (ITF) in Lautoka (Fiji).

2007 Budget: US\$ 60,000

### Oceania Sport Education Programme (OSEP)

The coordinator of the Olympic Sport Education Programme is now based at the ONOC Secretariat. Sainimili Talatoka, former captain of the Fiji national volleyball team and recent MEMOS graduate, was appointed Oceania Sports Education Manager in May 2007. Pilot projects in this field were carried out in outlying Fijian islands. In early 2008, a programme entitled "Train the Trainers" will be conducted to deliver the OSEP to the NOCs and other stakeholders throughout the region.

ONOC is pleased to report that the budget has now been used. Items of expenditure include the staff training programmes for the NOC of Papua New Guinea, the pilot projects, the cost of advertising for and recruiting the coordinator, the coordinator's salary and the training programme for new Secretaries General.

2007 Budget: US\$ 80,000

### Sporting Pulse

The 2007 grant for the development of the oceania sport.com portal, NOC websites and competition management software was paid in full.

2007 Budget: US\$ 50,000



400m hurdles runner and Olympic scholarship holder Mowen Boino from Papua New Guinea

## Oceania Sports Information Centre (OSIC)

The Oceania Sports Information Centre has functioned primarily as an information centre and an archive for the South Pacific Games since 1997. It offers various services to NOCs, sports federations, students and teachers from the region. The budget allocated in 2007 was mainly used to cover its operational expenses.

2007 Budget: US\$ 50,000

## Olympoceania

2007 was a quiet year for the Olympoceania programme. Only the NOC of New Zealand received a grant to launch a project. Other projects are awaiting the necessary approval of the relevant authorities before they can be taken further; some have been waiting for several years. Nevertheless, these projects highlight the important role that the Olympic Movement is playing in the social development of the small nations of the Oceania region.

The NOC of Samoa saw the completion of its project, approved by ONOC in 2003. Its new headquarters were opened in August 2007, during the South Pacific Games. Situated in the new sports centre, they house the NOC offices as well as a meeting venue. The NOC of Tonga now benefits from a long-term lease granted by the government of the island for its headquarters, which it has occupied since 2003, and is considering renovating its premises in the first part of 2008.

2007 Budget: US\$ 195,000



▲ NOC of Tonga benefited from a grant for its new headquarters under Olympoceania project

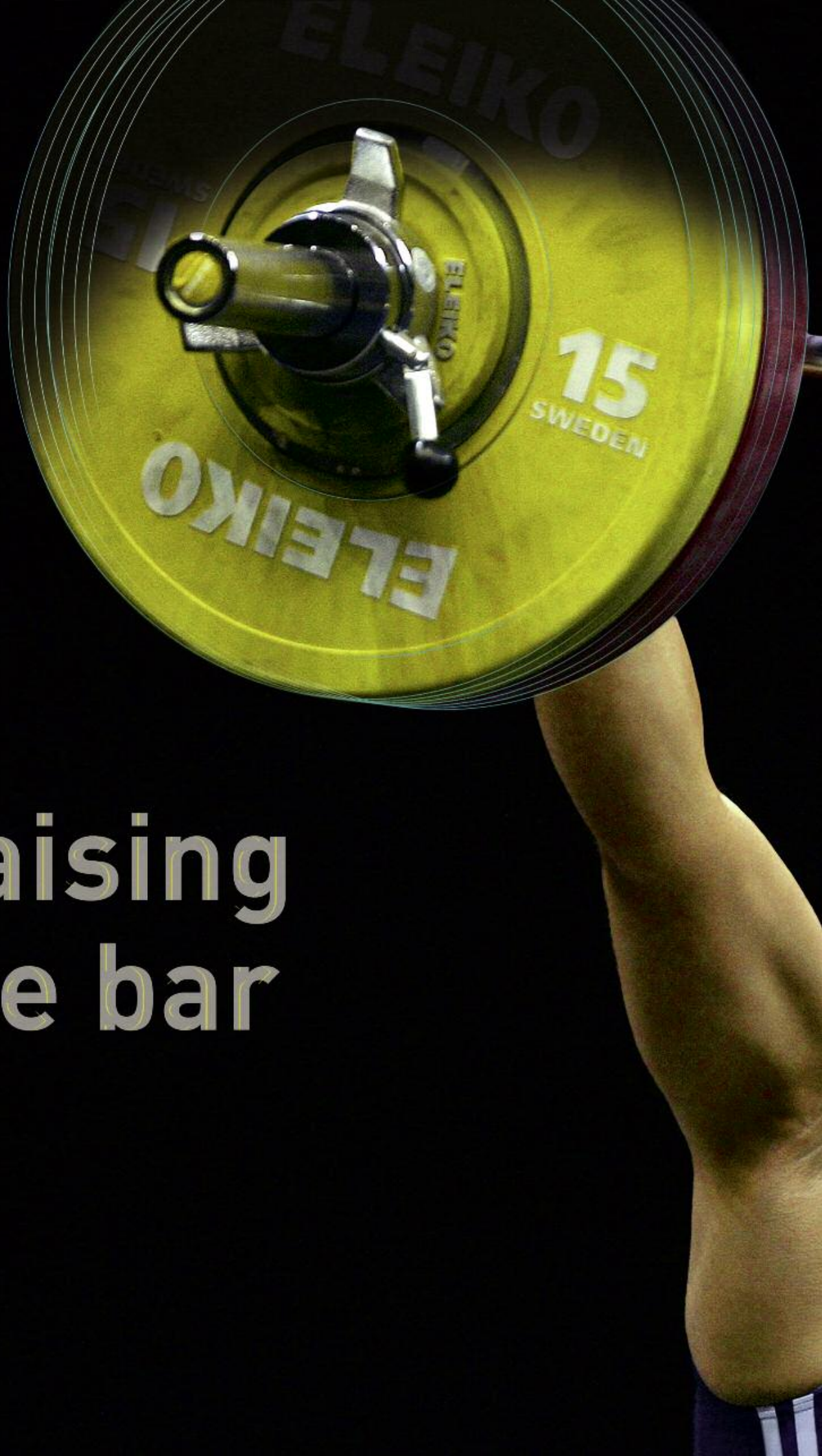
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Report by **Dr Robin Mitchell**, Secretary General

▶  
Olympic scholarship holder  
Ana Po'huila from Tonga in  
the shot put event during the  
2007 Australian Athletics  
Championships  
© Getty Images/Mark Dadswell







Raising  
the bar





◀ Beijing National Stadium, dubbed the "Bird's Nest", lights up to celebrate the one-year countdown to the Games  
© Getty Images/Feng Li

## 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.

## Games of the XXIX Olympiad in Beijing

### All the NOCs involved and mobilised

The official Chefs de Mission Seminar was held in Beijing by the Organising Committee for the Games of the XXIX Olympiad in Beijing (BOCOG) from 7 to 9 August 2007. Senior BOCOG officials reported on the state of preparations for these Games in terms of progress made in venue construction, the sports and competitions programme, accreditation, qualification systems, transport, the Olympic Village, NOC relations and services, protocol, medical services and anti-doping controls. Visits to the competition venues and the Olympic Village were also arranged. On presentation of receipts, Olympic Solidarity reimbursed the travel expenses of the Chef de Mission of each participating NOC.

In December 2007, the Olympic Solidarity Commission approved the budgets relating to NOCs' participation in the Games of the Olympiad in Beijing. For each NOC, Olympic Solidarity will pay the travel costs for up to six athletes and two officials participating in the Games, and for one young person attending the Olympic Youth Camp. Each NOC will receive a grant of US\$ 16,000 to cover part of the travel and accommodation costs of its President and Secretary General (US\$ 8,000 each), as well as US\$ 12,000 to cover part of its logistical expenditure.

Finally, the NOCs will receive a subsidy for their participation and contribution to the success of the Games, calculated on the basis of US\$ 1,700 multiplied by the number of athletes that competed in the Games.

#### Chefs de Mission Seminar

Continent		NOCs that benefited
Africa	38	BDI, BEN, BUR, CAF, CGO, CIV, CMR, COM, CPV, DJI, EGY, ETH, GAM, GBS, GHA, GUI, LBR, LES, MAD, MAR, MAW, MLI, MOZ, MRI, MTN, NAM, NGR, RWA, SEN, SEY, SLE, STP, SUD, TAN, TOG, TUN, ZAM, ZIM
America	24	AHO, ANT, ARG, ARU, BER, BIZ, BOL, BRA, CAY, CHI, ECU, GUA, HAI, HON, ISV, IVB, JAM, LCA, MEX, NCA, SKN, SUR, URU, USA
Asia	27	AFG, BHU, CAM, HKG, IRI, IRQ, JOR, JPN, KAZ, LAO, LIB, MAS, MGL, MYA, NEP, PAK, PHI, PRK, SIN, SYR, THA, TJK, TKM, TPE, UZB, VIE, YEM
Europe	39	ALB, AND, ARM, AUT, AZE, BEL, BLR, BUL, CRO, CYP, CZE, ESP, EST, FRA, GEO, GER, GRE, HUN, ISL, ISR, LIE, LTU, MKD, MLT, MNE, MON, NED, NOR, POL, POR, ROU, RUS, SCG, SLO, SMR, SUI, SVK, SWE, TUR
Oceania	10	ASA, AUS, FIJ, FSM, KIR, MHL, NZL, PNG, TGA, VAN
<b>Total</b>	<b>138</b>	



Chefs de Mission Seminar in Beijing

© IOC/Richard Juillard

The National Aquatics Centre in Beijing will host swimming, diving and synchronised swimming Olympic events

© Getty Images/Andrew Wong

**NOC Associations**

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ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
PASO	Pan American Sports Organisation
OCA	Olympic Council of Asia
EOC	The European Olympic Committees
ONOC	Oceania National Olympic Committees

## International Olympic Federations

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### Summer

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

### Winter

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

## National Olympic Committees

## Africa (53 NOCs)

RSA	South Africa
ALG	Algeria
ANG	Angola
BEN	Benin
BOT	Botswana
BUR	Burkina Faso
BDI	Burundi
CMR	Cameroon
CPV	Cape Verde
CAF	Central African Republic
COM	Comoros
CGO	Congo
COD	Democratic Republic of 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
IVB	Virgin islands, British
ISV	Virgin Islands, US

## Asia (44 NOCs)

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

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

#### Europe (49 NOCs)

ALB	Albania
GER	Germany
AND	Andorra
ARM	Armenia
AUT	Austria
AZE	Azerbaijan
BLR	Belarus
BEL	Belgium
BIH	Bosnia and Herzegovina
BUL	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
MNE	Montenegro
NOR	Norway
NED	Netherlands
POL	Poland
POR	Portugal
ROU	Romania
RUS	Russian Federation
SMR	San Marino
SCG	Republic of Serbia
SVK	Slovakia
SLO	Slovenia
SWE	Sweden
SUI	Switzerland
CZE	Czech Republic
TUR	Turkey
UKR	Ukraine

#### Oceania (17 NOCs)

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

205 National Olympic Committees  
are recognised by the IOC



# Listening to you!

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## 2007 Report



OLYMPIC  
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