

Strength to win



2005-2008 Quadrennial Plan

2008 Report



OLYMPIC
SOLIDARITY

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2008 objectives: a remarkable contribution from everyone!



Message by
Mr Mario VÁZQUEZ RAÑA

The year 2008, the last of the past quadrennial, confirmed the positive trend in achieving the objectives planned for the last four years. The annual report which is submitted for your consideration summarises, in very detailed figures, the positive impact of Olympic Solidarity's World and Continental Programmes on the work of the National Olympic Committees (NOCs).

The high point of 2008 was the successful celebration of the Games of the XXIX Olympiad in Beijing. This was the culmination of the programmes directly linked to the athletes, through which 1,088 Olympic scholarship holders from 166 NOCs prepared for and participated in the qualifying competitions for the Olympic Games, 591 of whom, from 151 NOCs, took part in the Beijing Olympic Games, and 81 of whom won medals. This figure shows graphically what Olympic Solidarity means today to dozens of NOCs and thousands of athletes throughout the world.

Along with the efforts to conclude the plans and programmes of the quadrennial period, very successful work was done, by both the Lausanne office and the Continental Associations, on evaluating the 2005–2008 period. Based on this work, the Olympic Solidarity Commission, meeting in Acapulco, Mexico, last October, defined the general objectives, strategy, programmes and budget for this 2009–2012 quadrennial.

A key issue for the work of Olympic Solidarity in the evaluated period, as well as in the future, is the close coordination and necessary cooperation between the Lausanne office and the five continental offices. The excellent results obtained in 2008 were largely thanks to the development and consolidation of Olympic Solidarity as a global system.

▶
Li Ning, former Olympic gymnast for China, makes his way to light the flame during the Opening Ceremony of the Games of the XXIX Olympiad in Beijing
© Getty Images/Julian Finney



▶ Opening Ceremony of the Games of the XXIX Olympiad in Beijing
© Getty Images/Jonathan Ferrey



In submitting Olympic Solidarity's Annual Report for 2008 for your analysis, we are satisfied at having accomplished an important step in our work, and, above all, with the promise of making a greater effort to continue helping the NOCs and their athletes.

On behalf of the Olympic Solidarity Commission, which I am proud to chair, I would like to thank the Lausanne office, the continental offices and the NOCs for their hard work and for their important contribution to achieving the objectives set for the year.

I send you my warmest regards,

Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

▶ Closing Ceremony of the Games of the XXIX Olympiad in Beijing
© Getty Images/Jeff Gross



A year of intensive activity and excellent results

During this final year of the 2005–2008 quadrennial plan, while Olympic Solidarity continued to ensure that all its programmes ran smoothly in order that they should give maximum benefit to participants, it also laid the foundations of the forthcoming 2009–2012 plan.

During this Olympic year, particular attention was paid to the 1,088 athletes who had received “Beijing 2008” Olympic scholarships. Their preparations, participation in qualifying competitions and, for some of them, the chance of being invited to compete in the Games under the criteria drawn up by the ANOC/IF/IOC Tripartite Commission were under constant scrutiny. During the Games of the XXIX Olympiad in Beijing, Olympic Solidarity monitored the results of the 591 participating scholarship holders on a daily basis.

The ANOC General Assembly, held in Beijing in April 2008, gave the staff of the Olympic Solidarity international office in Lausanne a chance to meet a large number of NOC administrators. They were therefore able to assess the individual situation of each NOC in terms of its current programmes and activities, and to analyse the functioning of this quadrennial plan in order to prepare for the future. To this end, the international office sent a questionnaire to the NOCs, the primary beneficiaries of the programmes, in order to solicit their views. At the same time, it organised an internal evaluation in collaboration with the Continental Associations of NOCs. Analysis of the results led to the drafting of some practical proposals, which were presented to the Olympic Solidarity Commission at its meeting in Acapulco (Mexico) in October. The Commission was therefore able to decide on the general direction, strategy and structure of the next quadrennial plan for 2009–2012, as well as the relevant programmes and budgets.



▲ Olympic scholarship holder Dudley Dorival of Haiti (right) neck-and-neck with Marcel Van Der Westen of the Netherlands – Games of the XXIX Olympiad in Beijing

© Getty Images/Nick Laham

The latter part of the year was devoted to preparation of the guidelines for the world programmes aimed at the NOCs, which received the relevant file and CD-ROM in December. Throughout 2008, the international office shared information and worked closely with the Continental Associations. The joint activities and projects of the six Olympic Solidarity offices continued, including audits carried out at various NOCs throughout the world, the project aimed at developing a policy for technical, administrative and financial control of the funds allocated to the NOCs, information exchange between the offices and the auditing of the accounts of the six Olympic Solidarity offices for the purposes of global consolidation.

Olympic Solidarity has had a busy year, managing and monitoring the activities organised during this plan, carrying out daily tasks, holding important meetings and preparing the next plan. On the whole, 2008 was a very successful year, thanks to the constant support of ANOC and the Continental Associations, which played a vital role and did their utmost to achieve the best possible results, as well as building good relations and high-quality communication links with the NOCs.

Olympic Solidarity: blossoming of a noble idea

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



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



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



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

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

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

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



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

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 2008

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

Members:

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

▼ Olympic scholarship holder Idrissa Sanou of Burkina Faso (in the foreground) during the 100m heats – Games of the XXIX Olympiad

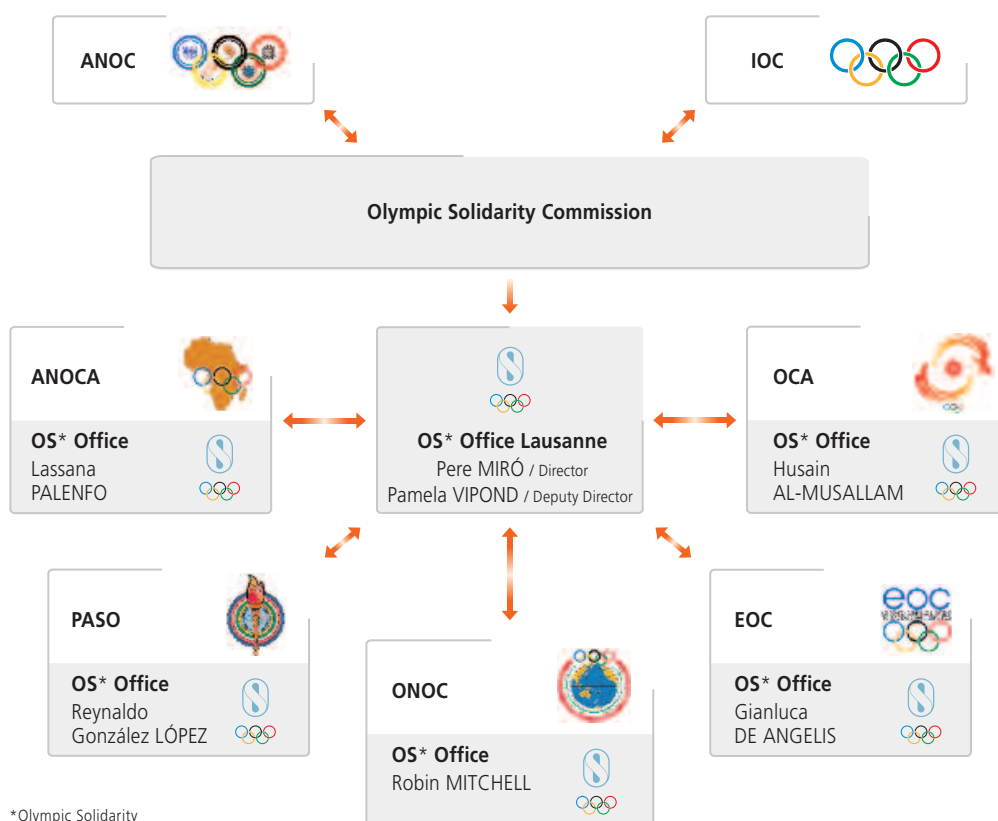
© Getty Images/Michael Steele



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



◀ Marathon – Games of the XXIX Olympiad in Beijing
© Getty Images/Matt Dunham-Pool

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 and Section Manager Pamela VIPOND
- Project Manager Yassine YOUSFI
- Administrative Assistant Carina DRAGOMIR
- Administrative Assistant Cynthia AMAMI
- Reception Supervisor Manuela BERTHOUD

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

- Section Manager Olivier NIAMKEY
- Project Manager Silvia RAGAZZO-LUCCIARINI
- Administrative Assistant Cynthia HUBER

NOC Management Programmes – Relations with America – Reports and Presentations

- Section Manager Joanna ZIPSER-GRAVES
- Project Officer Catherine LAVILLE
- Project Officer Angélica CASTRO

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

- Section Manager and Finance Manager Nicole GIRARD-SAVOY
- Project Officer Kathryn FORREST
- Administrative Assistant Jessica MARAZ
- Accountant Florian CHAPALAY
- Accountant Silvia MORARD

At 31 December 2008

▶ Olympic scholarship holders Ibrahim Al Gharaghir (right) of Jordan and Akhil Kumar of India – 15th Asian Games in Doha, Qatar

© Getty Images/Richard Heathcote



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 USD 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 2008 was USD 49,972,750, an amount which was approved by the members of the Olympic Solidarity Commission at their meeting on 8 December 2007. This sum represents 20.5 % of the total budget.

Breakdown of the 2008 budget

World Programmes	USD 26,030,000
Continental Programmes	USD 20,517,750
Olympic Games Participation and Forums	USD 1,000,000
Administration / Communication	USD 2,425,000
	USD 49,972,750

Breakdown of the "World Programmes" budget

Athletes	USD 10,250,000
Coaches	USD 6,000,000
NOC Management	USD 6,300,000
Promotion of Olympic Values	USD 3,480,000
	USD 26,030,000

Breakdown of the "Continental Programmes" budget

ANOCA (Africa) – 53 NOCs	USD 3,877,500
PASO (America) – 42 NOCs	USD 3,915,000
OCA (Asia) – 44 NOCs	USD 3,474,750
EOC (Europe) – 49 NOCs	USD 4,316,000
ONOC (Oceania) – 17 NOCs	USD 2,618,500
ANOC	USD 2,316,000
	USD 20,517,750



▲
1500m freestyle heats – Games
of the XXIX Olympiad in Beijing

© Getty Images/Jonathan Ferrey



▶ Culture and education symposium in Liberia

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.

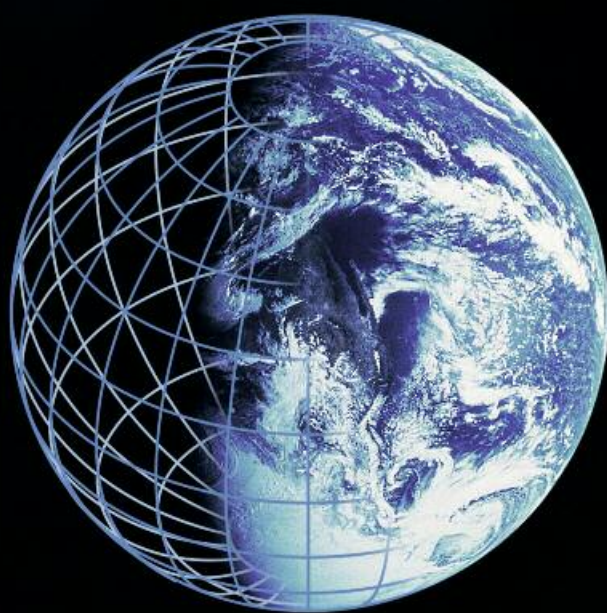
The global network of partners involved in setting up, implementing and following up Olympic Solidarity programmes, as well as providing technical expertise, is the perfect example of this. Without the contribution of the Continental Associations, ANOC, NOCs, IOC commissions and IFs, not forgetting the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



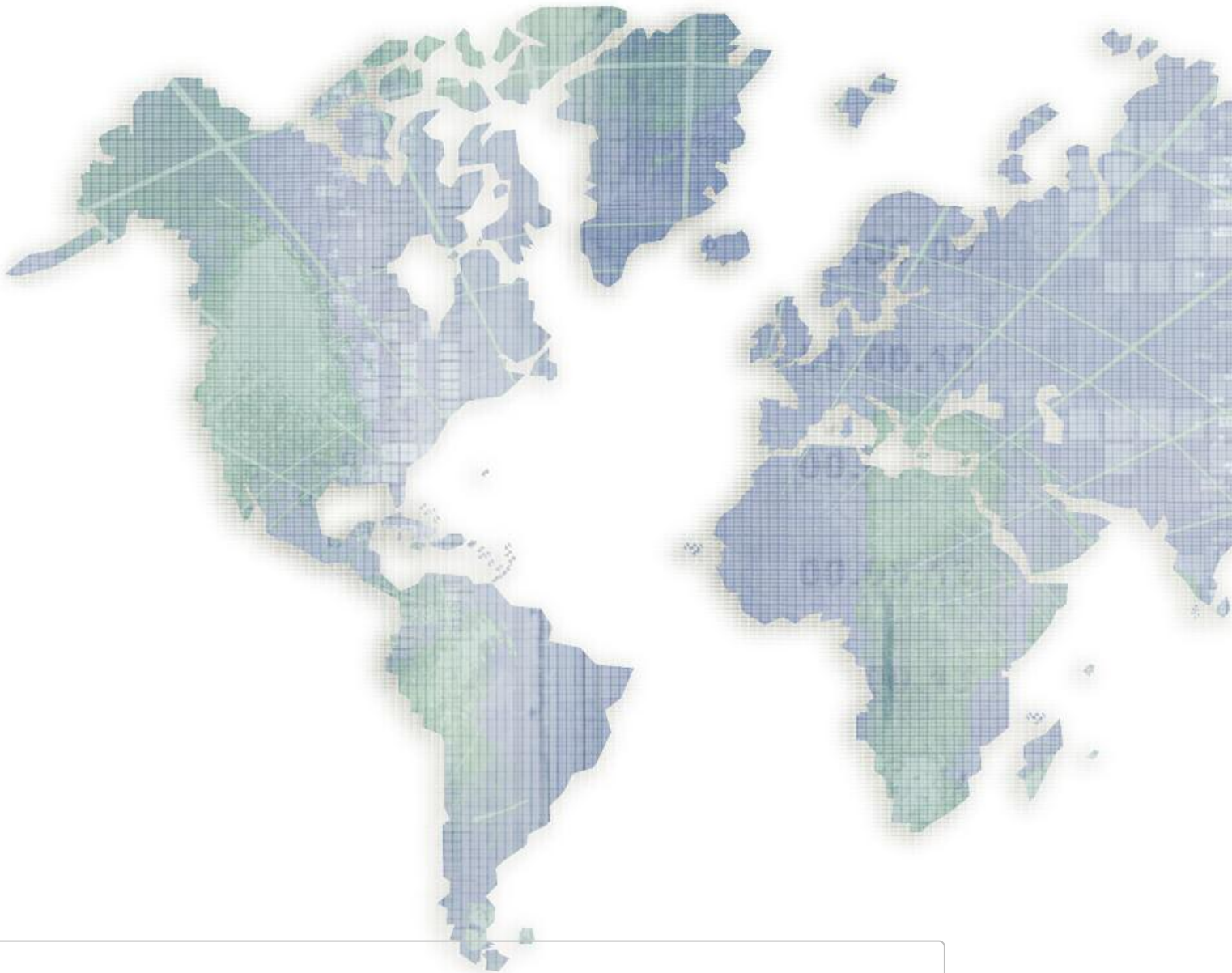
▶ Lithuanian Olympic scholarship holder Viktorija Zemaityte competes in the heptathlon high jump final – Games of the XXIX Olympiad

© Getty Images/Jed Jacobsohn

Grasping the future







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 (Programme completed in 2007)
- 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



◀ (Left to right) Piotr Malachowski of Poland, Gerd Kanter of Estonia, both Olympic scholarship holders, and Virgilijus Alekna of Lithuania, medallists in the discus throw – Games of the XXIX Olympiad in Beijing

© Getty Images/Bongarts/Lars Baron

Programmes for athletes, proven to be effective



The philosophy adopted for the Athletes Programmes during the past four years, which was based on a pyramid structure allowing for a clear idea of the athlete's technical level, continued to demonstrate its effectiveness. This structure made it possible to better target and direct the assistance offered to athletes, while guaranteeing interactivity between the different levels.



Meanwhile, 111 teams benefited from the Team Support Grants programme, the new format of which enabled teams at different levels to develop at their own pace.

Major continental events such as the Asian Games, All Africa Games and Pan-American Games, as well as editions of the European Youth Olympic Festival, were held in 2006 and 2007. The programme for athletes preparing for Continental and Regional Games therefore did not register any new activities in 2008, a year that was essentially devoted to the closure of the programme files.

Assistance continued to be offered to young athletes. Sixteen additional NOCs benefited from the 2012 – Training Grants for Young Athletes programme, bringing the total number of participating NOCs since 2005 to 154! The NOCs also developed numerous projects under the umbrella of the Talent Identification programme. The success of these youth programmes, added to the new needs created by the Youth Olympic Games, resulted in Olympic Solidarity reviewing this form of assistance for the future.

Olympic Scholarships for Athletes “Beijing 2008”

591 scholarship holders shone at the Games

The Olympic Scholarships for Athletes “Beijing 2008” programme ended in August 2008 with the Games of the XXIX Olympiad in Beijing. Once again, helping Olympic scholarship holders qualify for and participate in the Games was the primary objective of this programme which, after the successes achieved in Sydney and Athens, had to be repeated in order to continue supporting the most needy athletes.

At the technical level, Olympic Solidarity continued to cooperate with the Continental Associations, NOCs, IFs and partner training centres in order to provide the 1,088 Olympic scholarship holders with training conditions suitable for the demands of high-level sport. A few days before the Games began, Olympic Solidarity was proud to note that 591 scholarship holders from 151 NOCs had qualified for the Games either through the IFs’ qualification system or at the invitation of the IOC Tripartite Commission.

China and the city of Beijing in particular provided the whole world with an exceptional spectacle during the 16 days of competition. The Olympic scholarship holders played an important role, winning a total of 81 medals (19 gold, 33 silver and 29 bronze).

All these performances are brought together in the “Olympic Scholarships for Athletes ‘Beijing 2008’ – Results” brochure, which can also be found on the IOC’s web site www.olympic.org in the section devoted to Olympic Solidarity.

This year, the objectives set out by the Olympic Solidarity Commission were once again largely achieved. The high number of outstanding results and unexpected medals, together with the significant increase in the number of NOCs that benefited from the programme during this quadrennial plan, only serves to confirm the unquestionable success of the Olympic Scholarships for Athletes – “Beijing 2008” programme.

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

2008 Budget : USD 4,500,000



▲
Anh Tuan Hoang of Vietnam, Olympic scholarship holder and silver medallist in the weightlifting 56kg category – Games of the XXIX Olympiad in Beijing

© Getty Images/Mike Hewitt



Olympic scholarship holders by sport and by continent

Sports	Africa	America	Asia	Europe	Oceania	Total
Athletics	89	66	36	60	6	257
Rowing	2	9	6	19	0	36
Badminton	5	6	11	5	0	27
Boxing	24	8	27	23	0	82
Canoe-kayak	4	6	4	24	0	38
Cycling	2	9	3	9	0	23
Equestrian	0	2	1	0	0	3
Fencing	2	4	4	10	0	20
Gymnastics	4	8	10	21	0	43
Weightlifting	11	9	16	20	4	60
Judo	17	9	23	37	1	87
Wrestling	16	6	36	47	1	106
Aquatics	19	32	18	36	2	107
Modern pentathlon	1	1	1	8	0	11
Taekwondo	22	11	20	7	1	61
Tennis	1	0	1	2	0	4
Table tennis	3	2	6	6	0	17
Shooting	1	6	20	31	1	59
Archery	0	5	6	3	0	14
Triathlon	1	5	2	3	0	11
Sailing	1	4	5	12	0	22
Men	155	136	197	247	11	746
Women	70	72	59	136	5	342
Total athletes	225	208	256	383	16	1,088
Total NOCs	46	39	32	41	8	166



Olympic scholarship holder Vida Anim of Ghana in the 100m event – Games of the XXIX Olympiad in Beijing

© Getty Images/Stu Forster



Olympic scholarship holder Irina Risenon of Israel competes in the individual all-around qualification round – Games of the XXIX Olympiad in Beijing

© Getty Images/Jamie Squire



Team Support Grants

Encouraging results for NOCs in all continents

The Team Support Grants programme was partly governed by the same timetable as the Olympic Scholarships for Athletes programme, i.e. the Games of the XXIX Olympiad in Beijing. While the teams that had not qualified were concentrating on the final competitions that offered a chance to book a ticket to Beijing, those that had qualified were finalising their preparations for the main event in China. For this final year of the programme, a budget was earmarked to help exclusively with the preparations of teams that had qualified.

With a total of 111 teams receiving a grant since the programme was launched in 2005, Olympic Solidarity can be pleased that it amended the format of this programme for the 2005–2008 quadrennial plan by assisting teams at different levels in both winter and summer sports. This broader vision meant that it was possible to involve more sports and countries, as well as give substantial new impetus to this programme, which is very popular with the NOCs.

Grants awarded to NOCs by sport and by continent

Continent	Teams	Baseball	Basketball		Curling	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	AHO CAN URU		ESA GUA		BAR DMA PUR	CHI PAR	
Asia	13		LIB SYR	QAT UZB			IND PAK			PRK TPE	MGL IRI	INA TJK	KAZ
Europe	38	GBR SWE	BUL CZE GER LTU MLT SLO SUI		IRL	CRO GRE ISL ISR MKD UKR	AUT BEL FRA IRL SUI	LAT			AND BLR FIN LIE TUR	AZE EST GEO POL	HUN MDA MNE NED ROU SRB SVK
Oceania	6		ASA NZL SOL	FIJ PLW			PNG						
Total	111	2	37		1	16	14	1	4		28		8

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.

2008 Budget: USD 2,250,000



Charles Vandeweghe (left) of Belgium during the match which pitted his team against the Republic of Korea – Games of the XXIX Olympiad in Beijing

© Getty Images/Bongarts/Lars Baron

2012 - Training Grants for Young Athletes

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

2008 Budget: USD 1,250,000

An invaluable programme to identify the talents of tomorrow

2008 was a busy year in terms of applications and activities linked to the training of young athletes. Since the programme was launched in 2005, the NOCs have understood the importance of supporting their youngest athletes from an early age. They have therefore continued to ask for Olympic Solidarity's help to organise training camps and courses, or even to offer individual grants to particular athletes. The programme has benefited 154 NOCs since 2005.

In parallel, Olympic Solidarity has continued to support programmes organised by the different IFs. These activities have enabled young athletes to gain international experience by mixing with the continental and global elite of their generation. It is important to note that some of them, having been discovered by the IFs and helped through this programme, confirmed their potential by taking part in the Olympic Games in Beijing.

These results serve to encourage Olympic Solidarity to continue supporting young athletes in the future. Thanks to the Youth Olympic Games, this programme will be given a new format in order to better target future talents.

NOCs having benefited from the programme since 2005

Continent	Participating NOCs	
Africa	36	ALG, BDI, BEN, BOT, BUR, CGO, CIV, CMR, DJI, EGY, GAM, GHA, KEN, LBA, LES, LBR, MAD, MAR, MAW, MLI, MRI, NAM, NGR, NIG, RSA, SEN, SEY, SOM, STP, SUD, SWZ, TOG, TUN, UGA, ZAM, ZIM
America	32	AHO, ARG, ARU, BAR, BIZ, BRA, CAN, CAY, CHI, COL, CRC, CUB, DOM, ECU, ESA, GRN, GUA, HAI, HON, ISV, IVB, JAM, LCA, MEX, NCA, 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	37	ALB, AND, ARM, AZE, BLR, BUL, CRO, CYP, CZE, DEN, EST, FIN, GEO, GER, GRE, HUN, IRL, ISL, ISR, LAT, LIE, LTU, MDA, MKD, NOR, POL, POR, ROU, RUS, SRB, SLO, SMR, SUI, SVK, SWE, TUR, UKR
Oceania	15	ASA, AUS, COK, FIJ, FSM, GUM, KIR, NRU, NZL, PLW, PNG, SAM, SOL, TGA, VAN
Total	154	

▲ Training programme for young athletes in Brazil



Talent Identification

Great success for the NOCs

During 2008, the NOCs set up numerous projects as part of the talent identification programme, which enabled them to carry out various activities to identify young athletes at national level.

Some NOCs used this programme to support existing structures, such as school sport or sports clubs. Others decided to launch new projects aimed at identifying their most talented youngsters.

This programme was so successful among the NOCs that the number of requests submitted to Olympic Solidarity was close to the limit dictated by the overall budget available.

In some cases, as in previous years, a number of NOCs combined this programme with a project to develop their national sports structure. The visiting experts were therefore able not only to help with their talent identification programme, but also to train people to take responsibility for the coaching of the identified young athletes.

NOC projects

Continent	Projects approved	
Africa	9	BDI, LBR, MAW, MLI, NIG, RWA, SEN, SEY, ZIM
America	10	BRA, GRN, GUA, HON, IVB (2), LCA, SUR, URU, VIN
Asia	2	BRN, PAK
Europe	6	FIN, LTU, MDA, MLT, SRB, SUI
Oceania	3	ASA, FSM, PLW
Total	30	

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

2008 Budget: USD 750,000



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



◀ North Korean judoka Kyong Jin Kim supported by his coach – Games of the XXIX Olympiad in Beijing
© IOC/Hélène Tobler

Training of national coaches at different levels



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, medium- and 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 2008 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, although 2008 was a very busy year for the NOCs, who devoted most of their resources to preparations for the Games of the XXIX Olympiad in Beijing, Olympic Solidarity received virtually the same number of requests for the coaches programmes as in the previous years of the quadrennial plan.

Olympic Solidarity has continued to cooperate with the IFs, either in order to obtain advance information about possible candidates, appoint an expert for technical courses or develop national sports structure programmes. In some cases, the IFs received help from coaches trained as part of the Olympic scholarships programme, who organised training or technical courses in their own or neighbouring countries.

Technical Courses for Coaches

Detailed planning and organisation to ensure successful training courses

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 2008, 203 technical courses were planned. As a reminder, 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.

During this final year of the quadrennial plan, many NOCs managed to complete all the training courses they had planned before the Games in Beijing and submitted their reports to Olympic Solidarity, so the relevant files could be closed. These NOCs were therefore able 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	61	35
America	57	25
Asia	75	35
Europe	10	8
Oceania*	–	–
Total	203	103

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

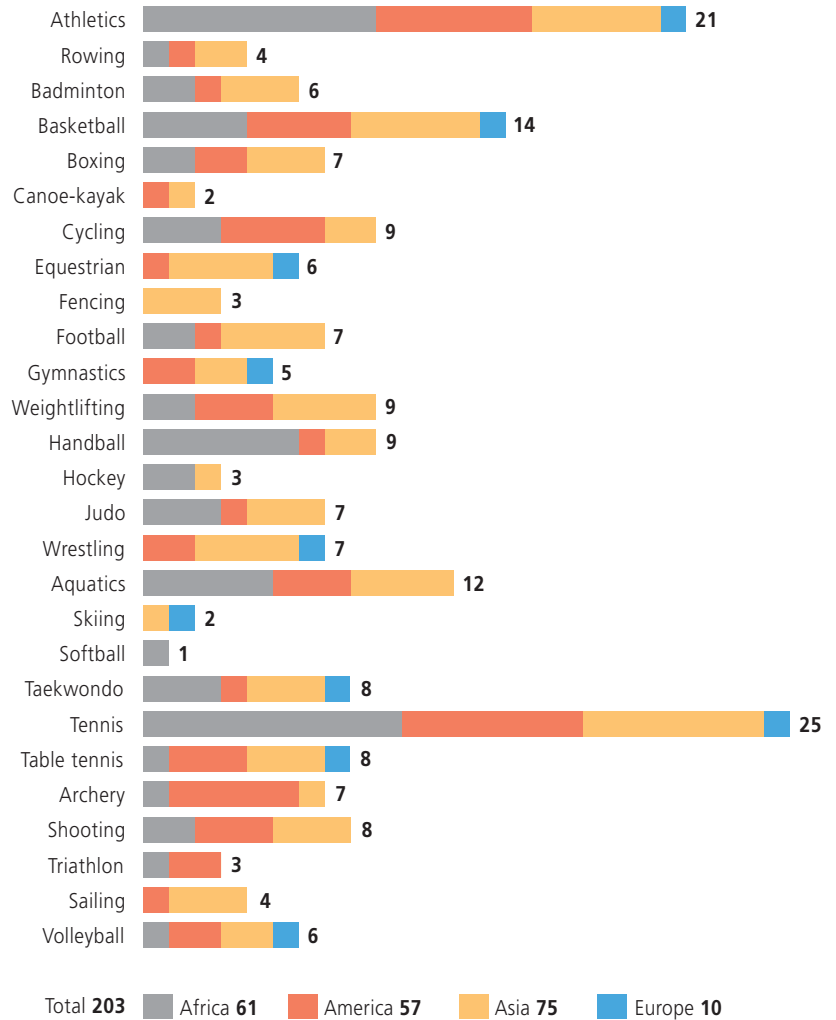
Objective: to provide basic training to coaches through courses led by an expert from another country in close collaboration with IFs.

2008 Budget: USD 3,250,000



▲
Technical course for rowing coaches in Sudan

Breakdown of technical courses by sport and by continent



▲ Technical course for artistic gymnastics coaches in Cambodia

▲ Technical course for tennis coaches in South America

Olympic Scholarships for Coaches

Fundamental contribution of universities and high-level training centres

The Olympic scholarships for coaches programme has been in existence for many years and the NOCs are now totally 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 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 technical 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 archery, cycling, ice hockey and tennis. 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.

Scholarships for coaches by continent

Continent	NOCs that benefited	Scholarship holders		
		Men	Women	Total
Africa	36 ALG, BDI, BEN, BOT, BUR, CGO, CHA, CIV, CMR, DJI, EGY, GAB, GAM, GBS, GUI, KEN, LBR, LES, MAD, MAR, MAW, MRI, NAM, NIG, RWA, SEN, SEY, SLE, SOM, SUD, SWZ, TOG, TUN, UGA, ZAM, ZIM	46	7	53
America	27 AHO, ANT, ARG, BAR, BOL, BRA, CHI, CRC, CUB, DOM, ECU, ESA, GUA, HAI, HON, ISV, LCA, NCA, PAR, PER, PUR, SKN, SUR, TRI, URU, VEN, VIN	34	8	42
Asia	24 AFG, BAN, BHU, BRU, CHN, HKG, IND, IRQ, JOR, KOR, LIB, MAS, MDV, MGL, NEP, OMA, PAK, PHI, PLE, PRK, SIN, SRI, SYR, TJK	30	1	31
Europe	13 CRO, CYP, EST, GBR, GEO, GRE, ISL, LAT, MKD, MLT, ROU, SMR, TUR	13	2	15
Oceania*	5 FIJ, GUM, NRU, PLW, SOL	5	2	7
Total	105	128	20	148

*Numbers taken from 2008 ONOC report

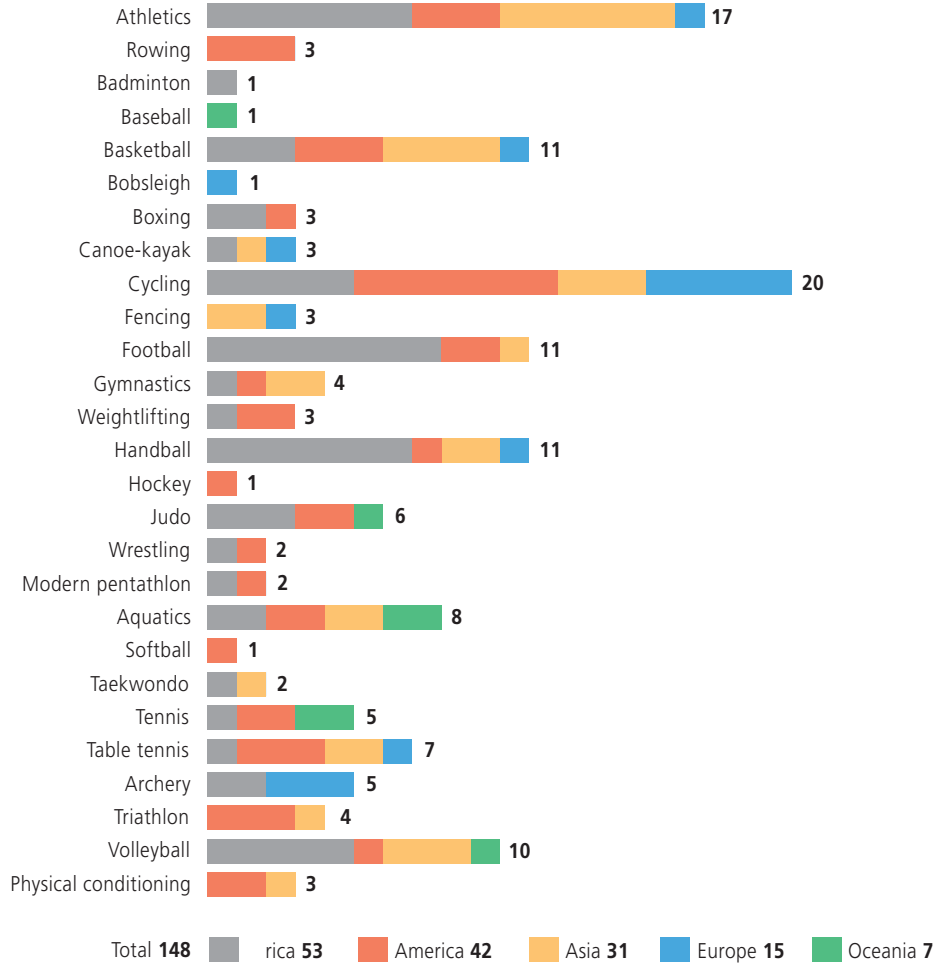
Objective: to offer coaches access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

2008 Budget: USD 1,500,000



Participants during the autumn session, Centro de Alto Rendimiento (CAR) in Barcelona, Spain

Breakdown of Olympic scholarships for coaches by sport and by continent



▲ Participants during the spring session, CAR

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

Development of National Sports Structure

International experts and local coaches: the ingredients of success

The NOCs showed a high level of interest in the Development of National Sports Structure programme during this final year of the quadrennial plan, even though this type of project requires a lot of preparation, a factor that cannot be ignored in an Olympic 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).

In a number of cases, the solution has been to divide the expert’s visit into several periods, which has made it possible to finalise a long-term project. The results obtained have been very positive, particularly because local experts are involved in the projects, working under a national coach appointed by the international expert as his assistant to help him run the project during his absence.

NOC projects

Continent	Projects accepted	
Africa	14	ALG, BDI, BEN, BUR (2), CIV, GUI, LES, MAW, MLI (2), NIG, SEN, SLE
America	12	BAR, CHI, CUB, GUA, HAI, HON, JAM, PER, TRI, URU (2), VIN
Asia	7	IND, LAO, MGL, PAK, SIN, TJK, YEM
Europe	10	BUL, EST, ISL, LAT, MDA, MLT, POL, SRB, SUI, SWE
Oceania	7	ASA, FIJ, FSM (2), PLW, PNG, VAN
Total	50	

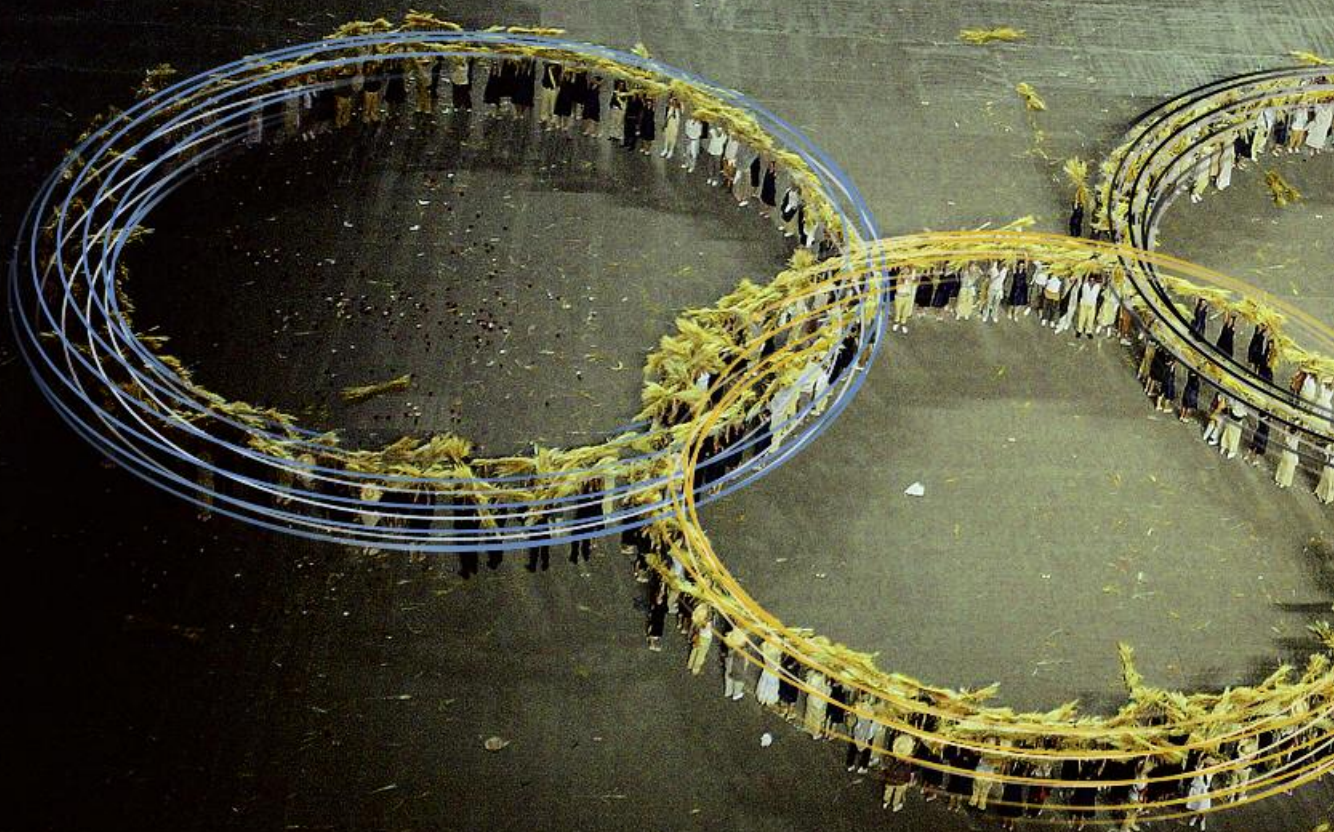
Objective: to enable NOCs to develop their national sports structure by implementing a mid- to long-term (3 to 6 months) action plan for a specific sport under the direction of an international expert.

2008 Budget: USD 1,250,000



National sports structure development project in basketball in Haiti led by Cuban expert Emilio Leonides Maceira Linares

Testimony of humanity





ATHENS 2004

ATHENS 2004

ATHENS 2004

ATHENS 2004



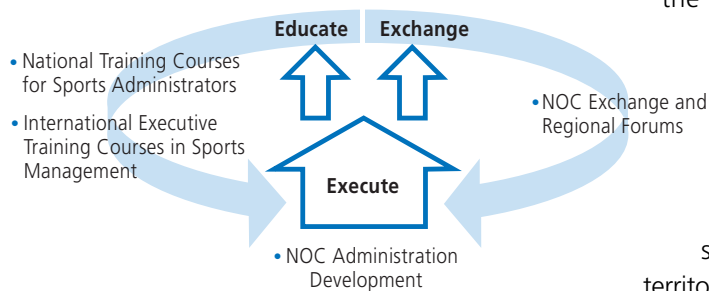


◀ Sports administrators course in Ethiopia

Constant interest in management programmes



The four NOC Management programmes endeavour to provide NOCs with tools designed to enable them to operate in an effective and efficient way. Olympic Solidarity has pursued this goal by offering direct assistance towards NOCs' operating costs and individual projects, providing training opportunities for staff and facilitating the sharing of knowledge and experience within the Olympic Movement.



While the main focus of 2008 was defined by the NOCs' intense preparations for the Games of the XXIX Olympiad in Beijing, demand for the NOC Management programmes remained steady. Several NOCs even embarked on the uncharted territory of the new Advanced Sports Management Courses programme by holding the first ever courses based on the *Managing Olympic Sport Organisations* manual. The other programmes were equally popular and a number of projects were developed by means of NOC Management Initiatives, Staff Skills Training, Sport Administrators Courses and NOC Exchanges and Internships.

In November 2008, an edition of MEMOS (Executive Masters in Sports Organisation Management) in French was inaugurated in Brussels (Belgium). The programme attracted great interest from four continents. Twenty-one participants were selected by the MEMOS Selection Committee, most of whom received Olympic Solidarity MEMOS scholarships in response to applications filed by their respective NOCs.

Also as part of the International Executive Training Courses in Sport Management programme, the National Institute of Physical Education of Catalonia (INEFC) hosted the first Convention of MEMOS graduates. Graduates of the English and Spanish language versions of MEMOS and the French language Master MOS and DESS participated in this three-day conference, which focused on the use of information and communication technology in sport organisations.

NOC Administration Development

Strengthening NOC administration

In 2008, the NOCs were still entitled to request reimbursement of up to USD 1,500 for the cost of training courses organised for their staff. This programme was well received by the NOCs and the subsidy made training opportunities more accessible to their staff in areas such as information technology, accounting, management, etc.

In the area of NOC Management Initiatives, the NOCs took advantage of this personalised type of assistance in order to develop various projects with the goal of improving the management of their organisations. The most common type of initiative concerned information and communication technology, with NOCs seeking Olympic Solidarity's help to upgrade their IT systems or equipment. Some NOCs used the programme to assist them with the cost of organising information seminars for their stakeholders or to facilitate their members' participation in educational conferences organised by other entities. NOC Management Initiatives funds were also used to supplement the NOCs' training budgets and to enable NOC staff to follow management courses.

As every year, the NOCs were able to request an administrative subsidy of USD 25,000 to help with their running costs.

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.

2008 Budget : USD 5,175,000



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	9	40
America	42	42	14	19
Asia	42	42	14	27
Europe	49	48	8	36
Oceania	17	17	2	7
Total	203	202	47	129

▲
Activity in the framework of the women sports management seminar organised by AISTS in Lausanne

National Training Courses for Sports Administrators

Successful implementation of advanced sports management courses

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.

2008 Budget: USD 625,000

After the implementation of a successful pilot programme, the Advanced Sports Management Courses programme was opened to all the NOCs in March, when programme guidelines were published. The first regular training session for Programme Directors, who are responsible for organising the courses on behalf of their NOCs, took place in November 2008. It was attended by several candidates from four continents, who were given Olympic Solidarity's approval to start the process of initiating the courses. Close contact was maintained with the pilot group of Programme Directors and Olympic Solidarity used their feedback to further refine the programme. Olympic Solidarity will continue to monitor the implementation of the programme and will use the experience of the Programme Directors who have already organised courses in order to be able to provide the best possible information to new candidates. Inaugural training sessions in French and Spanish, as well as subsequent sessions in English, will be organised in 2009 and beyond.

Notwithstanding the interest generated by the new advanced courses, Olympic Solidarity is committed to continuing the Sports Administrators Courses, which aim to reach a much broader section of national grassroots sport. In order to keep up with the rising standards of sport management, Olympic Solidarity embarked on a project to revise the *Sport Administration Manual*, on which the courses are based.

Advanced sports management courses by continent

Continent	Africa	America	Asia	Europe	Oceania	Total
Programme Directors who have followed the training sessions	9	12	14	3	1	39
Number of courses	4	2	3	–	1	10
NOCs	GHA, MAW, RWA, ZIM	CHI, GUA	MAS, QAT, TPE	–	ONOC Continental Association	

Sports administration courses by continent

Continent	Courses		Participating NOCs	Participants		
				Men	Women	Total
Africa	20	15	1 course: ALG, BUR, CHA, GAM, GHA, GUI, RSA, TAN, TUN, ZIM 2 courses: ANG, ETH, LES, MAW, RWA	371	109	480
America	32	17	1 course: ARG, BAR, BIZ, DOM, GRN, HAI, LCA, PUR 2 courses: AHO, COL, ECU, ESA, MEX 3 courses: GUA, PAR / 4 courses: PER, HON	734	323	1,057
Asia	35	12	1 course: SRI / 2 courses: BAN, IRI, THA, UZB 3 courses: CAM, LIB, MYA 4 courses: LAO, TJK, VIE / 5 courses: IRI	666	223	889
Europe	4	3	1 course: MDA, SMR / 2 courses: EST	73	37	110
Oceania*	3	3	1 course: COK, PLW, SOL	**	**	**
Total	94	50		1,844	692	2,536

*Courses organised through ONOC's "Sports administration programme" (Continental Programme) / **Statistics not available



Advanced sports management course in Guatemala



Sports administrators course in Haiti

International Executive Training Courses in Sports Management

Support for the First MEMOS Graduates Worldwide Convention

Another two sets of MEMOS graduates finished their courses in 2008 as the second edition of MEMOS in Spanish and MEMOS XI in English reached their conclusion. The participants in both editions completed their masters programme in the second half of the year with a public presentation of their projects at the Olympic Museum in Lausanne.

The twelfth edition of MEMOS in English commenced in September, with a record female participation close to 42%. The first MEMOS in French followed its predecessors, DESS and Master MOS, with a curriculum and format fully integrated into the MEMOS structure.

A busy year for MEMOS came to an end with the First MEMOS Graduates Worldwide Convention, which took place in November in Barcelona. Olympic Solidarity offered to cover the cost of one airline ticket per NOC. The response from MEMOS graduates and their NOCs was impressive, with 110 graduates out of 315 attending the conference. Olympic Solidarity supported 55 NOCs that requested assistance and completed a questionnaire evaluating the impact of MEMOS on the NOCs and the level of involvement of their graduates.

Participants listened to presentations by various distinguished speakers, including many MEMOS graduates. Some of them reported on the present status of the implementation of MEMOS projects, which highlighted the positive impact of this programme on the NOCs and other sport organisations involved.

Scholarships granted and subsidies by continent

Continent	NOCs	Scholarships granted								Total	Travel subsidies / Convention
		MEMOS XI		MEMOS XII		MEMOS in Spanish (2nd edition)		MEMOS in French			
		H	F	H	F	H	F	H	F		
Africa	33	5	1	5	1	3	–	7	4	26	15
America	25	5	4	3	5	7	3	1	2	30	20
Asia	19	6	3	4	1	–	–	2	–	16	7
Europe	21	5	3	3	3	1	1	1	1	18	11
Oceania	3	–	1	–	–	–	–	–	–	1	2
Total	101	21	12	15	10	11	4	11	7	91	55

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.

2008 Budget: USD 500,000



MEMOS XII participants at the IOC headquarters

MEMOS Graduates Worldwide Convention in Barcelona

Projects developed by participants benefiting from Olympic Solidarity scholarships

NOC	MEMOS XI projects
BAR	Trevor BROWNE – Measuring the performance of Olympic Sports Organisations. A Caribbean Perspective.
BOT	Moses S. MORUISI – Funding arrangements in the Botswana National Sports Federations.
BRA	Paulo Villas BÔAS DE ALMEIDA – Model of Distribution of Financial Resources for the National Sports Federation.
CAN	Linda MACPHAIL – Investigation on Governance Models in Sport Organizations and Opportunities for Maximizing Volunteer Involvement and Contribution. The Case of the Panamerican Squash Federation and Member NSOs.
CRO	Alma PAPIĆ – Framework for a strategic educational plan for sports managers on the local and regional level in Croatia.
EGY	Lamis Hussein Mohamed GHAZY – Strategy for Spreading Olympism in Egypt.
ESA	Manuel Enrique NUILA PACAS – Design proposal of a basic qualification and certification system for Salvadorian coaches.
FRA	Francis DISTINGUIN – Surfing in the 21st Century. International Surfing Association. A strategic approach.
GBR	Wendy Louise LOCKTON – The contribution of World Class operations to the success of British Swimming.
GUA	Maria Isabel DE SANZ-AGERO – Strategic Plan for the Modern Pentathlon Association of Guatemala 2009–2013.
IRI	Seyed Saeed EFTEKHARI – Guidelines for the Iranian Sports Delegations to the Olympic Games.
LES	Tsepo Damase HLOJENG – Promotion and Realisation of Sport Organisations Marketing Initiatives and Strategies in Developing Sport in Lesotho.
LIB	Mazen RAMADAN – Development of the administrative management system of the Lebanese Olympic Committee.
MDV	Mohamed Mahid SHAREEF – Identifying the Human Resource Requirements for Enhancing the Management of Sport Organisations in the Maldives.
MLT	David AZZOPARDI – A Feasibility Study for an Olympic Adventure Park in Malta.
NCA	Maria Esperanza SOLORZANO CORREA – Understanding Women and Sports in Nicaragua for Future Policies.
NGR	Jonathan DYAGAS – Sponsorship strategy for Nigeria Olympic Committee.
PNG	Auvita RAPILLA – A Strategic Planning Tool to assess and enhance performance of National Federations in Papua New Guinea.
PUR	Hamid SANCHEZ – Strategies to Improve the Administration of the Full Time Puerto Rican Elite Athletes Permanent Fund Board.
QAT	Mohammed Saad A.A. AL-MEGHAISEEB – Athlete welfare as prerequisite for top performance in Qatar.
SAM	Lufilufi L. RASMUSSEN – An Evaluation on the Implementation of Strategic Plans of Samoan National Sports Associations.
SOM	Duran FARAH – The role of the National Olympic Committee of Somalia at the Post Civil war situation: The use of sports as an element for building a sustainable peace in this country.
SRB	Djordje VISACKI – Auditing the Strategic Environment of the NOC in a Political Transition in Serbia.
SVK	Petra POSPICHALOVA KADNAROVA – A new perspective of Athletes' Commission in Slovakia.
OCA	Mahmoud Kh. K. ALI – Developing and Promoting Anti-Doping Programme in Gulf States and Yemen to be a Model of Best Practice.
OCA	Haider Abbas H. FARMAN – Development of a Coaching Structure for the Olympic Council of Asia.



▲ A Spanish MEMOS participant receives a diploma after her project presentation at the Olympic Museum

MEMOS projects in Spanish	
ALG	Mohammed ZERROUKI – A Communication Strategy in the Algerian Olympic Committee.
ARG	Eduardo César FERNÁNDEZ LECICH – Strategic Analysis and Planning of Argentine Archery.
BRA	Sonia DE SOUZA ALMEIDA – Strategic Plan for the Creation of the National Olympic Training Centre in Brazil.
CHI	Jorge Enrique ROZAS SOLIS – Plan for a Better Financial Control System of the National Sports Federations in Chile.
COL	Carlos Iván BERMEJO ANDRADE – Strategic Plan to Increase the Effectiveness of Colombian Weightlifting in the 2009–2012 Olympic Cycle.
DOM	Milton S. PINEDO SORIANO – Study to Develop an Anti-Doping Prevention Plan for Sport in the Dominican Republic.
ESP	David CABELLO MANRIQUE – Analysis of a Model for Financing and Evaluating Excellence in Spanish Federated Sport.
GBS	Abdulai MANÉ – Strategic Plan to Develop Boxing in Guinea Bissau, 2009–2012.
GUA	Julio Fernando CÁCERES GRAJEDA – Development of a Corporate Communication Plan for the Guatemala Olympic Committee.
PAR	Sergio Rolando BARÓ LONG – Project of a Unified Strategy for National Sports Development.
POR	Catarina FIALHO FERNANDES ESTEVES – The Role of the Federation in Managing Two High-Performance Centres in Portugal.
PUR	Carmen A. TORRES RODRÍGUEZ – Property Rights, Use and Management of a New Velodrome. A Strategic Programme.
URU	Miriam Teresa SÁNCHEZ COLLAZO – Pilot Plan to Reach and Maintain an International Level in Artistic Gymnastics in Uruguay.

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

NOC Exchange and Regional Forums

Knowledge sharing among NOCs

Since the NOCs were very busy preparing for the Olympic Games, only a handful of forums were organised in 2008. In Africa, Olympic Solidarity used the platform to help the NOCs prepare for the Olympic Games by holding pre-delegation registration meetings with representatives of the Beijing Organising Committee. During the European Olympic Committees (EOC) technical seminar that took place in Cyprus in October, the topical issue of athletes' performance was discussed in the wake of the Olympic Games.

The NOC internships continued to cut across continental and national boundaries and involved participants from a diverse range of NOCs. While interns gathered information and acquired hands-on experience by working for their Coach NOCs, the staff of the latter learned about cultural diversities and how other, often smaller NOCs operate.

Similarly, the NOC exchanges brought together NOCs that may not have worked together before and gave them a chance to share their experiences and learn from one another. The subjects covered by the exchanges included athlete services and relations with stakeholders, general office and programme management, website and database management, marketing and event organisation.

NOC Exchange and Regional Forums by continent

Continent	NOCs that benefited from an exchange or an intership	Regional Forums
Africa	6	2
America	2	-
Asia	2	-
Europe	-	1
Oceania	1	1
Total	11	4

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

2008 Budget: USD 1,000,000



Somalian intern (middle) at the Zimbabwe NOC headquarters

Intern from the NOC of Oman (left) at the NOC of Malaysia



◀ Presentation in the framework of the Olympic culture and education workshop in Riga, Latvia

Promoting the Olympic values, our perennial task



2008 was a very busy year in terms of events, culminating in the Games of the XXIX Olympiad in Beijing, which had a real impact on some of the activities conducted by the NOCs as part of the Promotion of Olympic Values programmes.

Public interest in the Olympic Movement is raised by the holding of the Games. In an attempt to reach a wide audience, and not only those with a particular interest in the sports events, the NOCs launched initiatives designed to raise their communities' awareness of the role and mission of their organisation, of its support for their Games delegation and of the dissemination of the values of Olympism. These initiatives included media campaigns or sports events, educational programmes in schools and colleges, cultural exchanges, exhibitions and competitions. However, it is important that these activities should continue even in non-Olympic years. With this in mind, Olympic Solidarity offers the NOCs assistance programmes based on Olympic values in order to help them to carry out their activities on an ongoing basis.

The IOC congresses on sport for all, women and sport, and culture and education, of which Olympic Solidarity is a partner, all resulted in action plans being drawn up to enable Olympic Solidarity to direct the NOCs in these areas and to help them to devise their own medium- and long-term strategies. Olympic Solidarity will also refer to the IOC's general guidelines in order to advise NOCs wishing to create their own commissions and develop national programmes during the next quadrennial plan.

Through the IOC Continental Seminar on Women and Sport, aimed at the Asian NOCs, and the IOC Seminar on Sport and the Environment, Olympic Solidarity hopes to give the NOC delegates the means to develop or deepen their knowledge, as well as share their experiences so that they can launch programmes within their national sports structure.

Sports Medicine

Promoting medical and scientific knowledge

The number of NOC activities carried out as part of the Sports Medicine programme was slightly lower than in 2007, almost certainly because the NOCs were mainly concerned with preparing their delegations for the Games of the XXIX Olympiad in Beijing.

Nevertheless, 26 national, regional and continental sports medicine courses were organised in the five continents, with the aim of improving the scientific and practical skills of doctors, physiotherapists, teachers and trainers.

Olympic Solidarity, having noted the small number of requests for educational scholarships during the first part of the quadrennial plan, decided to alter the programme in order to offer greater flexibility to the NOCs. This mid-plan change of format enabled the NOCs to receive, from 2007 onwards, financial assistance to help their representatives attend medical congresses. The evaluation of the 2005–2008 quadrennial plan, carried out by Olympic Solidarity in 2008, will result in this option being revised for the 2009–2012 period.

The Sports Medicine programme has also been used to fund the purchase and distribution to NOCs of specialist publications and encyclopaedias in this field. These purchases are made and monitored by the IOC Medical and Scientific Department, which also has full responsibility for managing the Olympic Solidarity Sports Medicine programme. Finally, this programme also includes a contribution to the administrative expenses and meeting costs of the continental Medical Commissions in connection with their activities that benefit the NOCs.

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

2008 Budget: USD 675,000



Sports medicine course in Bangladesh

Courses and educational scholarships by continent

Continent	Participating NOCs	Sports medicine courses	Educational scholarships
Africa	5 BUR, CIV, KEN, SWZ, ZIM	5	–
America	5 AHO, ECU, ESA, PAR, URU	4	2
Asia	4 BAN, HKG, IRI, TJK	4	–
Europe	18 ARM, CRO, CYP, EST, ESP, GEO, GRE, LUX, LTU, MKD, MLT, NOR, ROU, RUS, SLO, SRB, UKR, TUR	11	9
Oceania	4 AUS, KIR, NZL, SOL	2	2
Total	36	26	13

Sport and the Environment

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

2008 Budget: USD 280,000

An essential theme of our awareness campaigns

The number of requests received from NOCs for the organisation of individual initiatives was slightly higher in 2008 than in the other years of the plan. However, various obstacles, linked to a lack of technical expertise and experience, continue to prevent many NOCs from participating fully in this programme.

The two seminars organised by the IOC during this Olympic year were designed to help the NOCs to fill these gaps and improve their training, as well as to organise effective activities at national level. The first seminar, which was open to all Asian NOCs, took place on 28 and 29 March in Incheon (Republic of Korea) and was attended by 26 NOCs. The second, a regional seminar, was held on 28 and 29 November in Medellín (Colombia) and attracted 15 Spanish-speaking NOCs.

As for individual initiatives, certain types of project remain popular, including awareness campaigns on themes linked to sport and the environment, the organisation of sports events with an environmental slant, the translation of specialist material and the celebration of an environment day involving athletes and other personalities from the world of sport. Some NOCs also set up long-term structured programmes, such as the drafting of specific guidelines for certain events or sports, or the organisation of specialist seminars on new "green" techniques for the construction and maintenance of sports infrastructures.

Individual NOC initiatives

Continent	Accepted	
Africa	5	BDI, LES, SLE, TAN, TOG
America	3	CHI, ECU, VIN
Asia	–	–
Europe	7	ARM, CRO, DEN, EST, LAT, MKD, TUR
Oceania	4	COK, FSM, MHL, PLW
Total	19	



Clean-up campaign in Togo



The emblem of the IOC Sport and Environment Commission

Women and Sport

Promoting equality in sport, still a priority

The 4th edition of the World Conference on Women and Sport was held from 8 to 10 March 2008 in the Middle East, in Jordan to be precise. Based on the theme "Sport as a vehicle for social change", several days of presentations, discussions and debates culminated in the drafting of the Dead Sea Plan of Action. The 600 participants, representing the Olympic Movement, governments, NGOs and other specialist institutions, included delegates from the 47 NOCs that received financial assistance from Olympic Solidarity.

Another key event on the 2008 calendar was the 3rd IOC Continental Seminar on Women and Sport. Following Cairo in 2006 and Miami in 2007, Kuala Lumpur staged this event from 26 to 29 November. Olympic Solidarity covered the participation costs of one delegate from each of the 34 Asian NOCs that attended.

Both of these events provided a chance to recognise the progress that has been made in this area, as well as to note how much work still needs to be done in order to promote equality in sport at all levels. At the same time, the NOCs' activities at national level continued in the form of individual initiatives, including seminars, targeted training courses and awareness campaigns. A number of delegates from each continent also attended the ANOC General Assembly in Beijing in April 2008 thanks to this assistance programme.

Individual NOC initiatives

Continent	Accepted	
Africa	8	BEN, CGO, CHA, KEN, MAD, MAR, SEN, SEY
America	8	ARG, BAR, CHI, GRN, MEX (2), PER, VIN
Asia	3	JPN, KAZ, TJK
Europe	6	ARM, GER, LAT, MDA, MKD, ROU
Oceania	6	FIJ, FSM, PLW (2), TGA, VAN
Total	31	

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.

2008 Budget : USD 375,000



Women and sport regional seminar in Seychelles

"My Big Chance" women and sport activities in Latvia

Sport for All

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

2008 Budget: USD 500,000

Sport and a healthy lifestyle go hand-in-hand

Thanks to financial assistance from Olympic Solidarity, delegates from 38 NOCs (of the 45 that were invited) were among the 500 participants in the 12th edition of the World Sport for All Congress, held in Genting Highlands (Malaysia). This biennial event was organised from 3 to 6 November by the Malaysian NOC, under the patronage of the IOC and its Sport for All Commission, in collaboration with the World Health Organisation and the General Association of International Sports Federations.

The Congress programme included topical themes linked to sport for all: young people, information technology, ageing populations and social justice. In addition, various NOCs described the activities they are carrying out in their respective countries during a session devoted to the Olympic and Sports Movement. The benefits of the whole population practising sport were widely recognised by the Congress participants, who urged governments and public authorities to take measures to promote physical activity and a healthier lifestyle.

The Congress also recognised the role of the Olympic and Sports Movement in this area. NOCs' individual initiatives, such as sports events for the general population, the promotion of traditional sports and schools programmes, continued in 2008, benefiting from the momentum created by the Olympic Games. The Olympic Day Run also remains popular, with 160 NOCs saying they planned to organise an event in 2008, 138 of which submitted a report.

Individual NOC initiatives

Continent	Accepted	
Africa	3	CGO, LBR, LES
America	2	ECU, GRN
Asia	1	BAN
Europe	3	FIN, LAT, MKD
Oceania	4	COK, FSM, NZL, PLW
Total	13	



(Right to left) HRH Tunku Imran and Walther Troeger, IOC members, and Christophe Dubi, IOC Sports Director, during the Sport for All Congress in Malaysia



Olympic Day Run in Cayman Islands

International Olympic Academy

The IOA, at the heart of its educational role

At various points during 2008, students and professionals from the Olympic and Sports Movement participated in the annual programme of the International Olympic Academy (IOA) in a very special location: Olympia, birthplace of the ancient Olympic Games.

The 9th Joint International Session for NOA presidents or directors and NOC officials took place from 12 to 19 May and enabled more than 110 participants to enhance their expertise and knowledge about Olympism, and particularly to share their experiences with each other. The session was based on the theme "National Olympic Committees: the cultural and educational dimension of the Olympic Movement" in recognition of the fundamental role played by the NOCs in promoting Olympic values.

A month later, from 11 to 25 June, 147 young people (aged between 20 and 35) travelled to Greece to take part in the 48th IOA International Session for Young Participants. The two-week session involved presentations, debates and discussions on the theme of "Humanism and the Olympic Movement".

Olympic Solidarity continued to work in partnership with the IOA by covering the travel costs of one representative from each NOA attending the first session and the registration fee and half the travel costs of one participant for the second session. It also helps to fund translation costs, the annual Olympic studies seminar for postgraduate students and the broadcast of the sessions on the Internet.

IOA Annual Sessions

Continent	9th Joint International Session for NOA presidents or directors and NOC officials	48th International Session for Young Participants
NOCs which benefited from Olympic Solidarity support		
Africa	15	17
America	10	19
Asia	8	23
Europe	11	33
Oceania	1	2
Total	45	94

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.

2008 Budget: USD 500,000



IOA premises in Olympia
© IOC/Yo Nagaya

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.

2008 Budget: USD 650,000

Educating the current generation through the Olympic values

The educational and cultural aspect of Olympism, which goes hand-in-hand with the sporting element, has always been a key part of this movement and helps to make it unique. With the first Youth Olympic Games taking place in 2010, the activities and programmes conducted in this field, particularly those aimed at young people, continue to grow in importance.

During this Olympic year, the Culture and Education programme enjoyed continued, even increasing levels of success. More and more NOCs and National Olympic Academies (NOAs) are launching regular initiatives to support Olympic education, particularly in schools and sports clubs. Youngsters are therefore learning that Olympism involves not only elite sport, but also universal values such as respect, excellence, solidarity and fair play. At the same time, the cultural aspect has enabled the public to learn about the Olympic Movement through exhibitions and competitions.

Meanwhile, the 6th World Forum on Sport, Education and Culture, held in Busan (Republic of Korea) from 25 to 27 September 2008, provided an opportunity to review the implementation of the various projects currently under way. The participants, representing the Olympic family, government agencies, NGOs, the United Nations, etc., adopted a strategy for the future in the form of the Busan Action Plan. Delegates from 35 NOCs (out of 45 that were invited) were able to participate thanks to the financial support of Olympic Solidarity.

Individual NOC initiatives

Continent		Accepted
Africa	10	BDI, BUR, CGO, CHA, LBR, MLI, MRI, EGY, ERI, UGA
America	7	CHI, ESA, GRN, PER, TRI, VEN, VIN
Asia	3	IRI, SRI, TJK
Europe	14	ALB, ARM, BLR, CRO, CZE, EST, FIN (2), FRA, LAT, MKD, MLT, MNE, SVK
Oceania	4	AUS, COK, FSM, NZL
Total	38	



VI World Forum on Sport, Education and Culture in Busan, Korea



Culture and education event in Czech Republic

NOC Legacy

Our Olympic heritage is a credit to every country

During this Olympic year, Olympic Solidarity noted a revival of interest among the NOCs in the conservation and, more particularly, the promotion of Olympic heritage. For example, some NOCs took advantage of the excitement generated by the Games of the XXIX Olympiad by organising exhibitions (e.g. philately) or other events that provided an opportunity to share the enthusiasm of the athletes and the pride of the delegations who were travelling to Beijing, carried along by the population of their respective countries.

The Olympic Games, as well as many other key dates in the NOCs' calendar, seem to encourage celebration of the past and of previous achievements, such as through commemorative events and publications. It is necessary to look back at what has been accomplished historically in order that the NOCs can move forward on solid foundations.

Talking of the future, it is also important to note all the technological advances that make it possible to conserve and preserve equipment, archives and photographs more effectively, as well as the increasingly interactive presentation techniques available to museums. A good number of NOCs have begun or continued to develop museums, archives and libraries, thus ensuring that their country's Olympic and sporting heritage is not forgotten, but shared with as many people as possible, whether the public, researchers, teachers or schoolchildren.

Individual NOC initiatives

Continent	Accepted	
Africa	3	BDI, LES, ZIM
America	11	AHO, BAR (2), LCA, MEX, PER, PUR, URU, VEN (2), VIN
Asia	1	MAS
Europe	10	ARM, CRO, CZE, FRA (2), GBR, ISL, MKD, SMR, SVK
Oceania	4	FIJ, FSM, NZL, PLW
Total	29	

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

2008 Budget: USD 500,000



Olympic Museum in New Zealand



A breath of fresh air





◀ Chinese diver Gao Min carries the Olympic torch during the Opening Ceremony of the Games of the XXIX Olympiad in Beijing
© Getty Images/Paul Gilham

Continental Associations choose their own programmes



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

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

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

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

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



ANOCA

Association of National Olympic Committees of Africa

President: Intendant General Lassana PALENFO



PASO

Pan-American Sports Organisation

President: Mr Mario VÁZQUEZ RAÑA

Secretary General: Mr Felipe MUÑOZ KAPAMAS



OCA

Olympic Council of Asia

President: Sheikh Ahmad Al-Fahad AL-SABAH

Secretary General: Raja Randhir SINGH



EOC

European Olympic Committees

President: Mr Patrick Joseph HICKEY

Secretary General: Mr Raffaele PAGNOZZI



ONOC

Oceania National Olympic Committees

President: Mr Richard Kevan GOSPER

Secretary General: Dr Robin MITCHELL

Women's fencing team epee
quarter-finals – 15th Asian
Games in Doha, Qatar

© Getty Images/Paul Gilham





◀ Algerian Soraya Haddad, Olympic scholarship holder and bronze medallist in the -52kg category – Games of the XXIX Olympiad in Beijing
© Getty Images/Nick Laham

Association of National Olympic Committees of Africa (ANOCA)



Activities based at new Abuja headquarters

During 2008, as part of the 2005–2008 Olympic Solidarity quadrennial plan, ANOCA continued to implement the various activities of its continental programme in the five predefined fields, covering the Association's administration, meetings and continental activities (Olympafrica projects), Continental and Regional Games, and NOC activities. However, the year was particularly marked by African athletes' preparation for and participation in the Games of the XXIX Olympiad in Beijing. By the end of this exceptional edition of the Games, Africa had won 40 medals, beating its record of 35 medals won at the Games in Sydney in 2000 and Athens in 2004.

Female athletes performed especially well, winning 17 medals (6 gold, 6 silver and 5 bronze). Africa had the largest number of female flag-bearers (23), representing 44% of the African NOCs. Even though there was a large imbalance between the numbers of men and women participating, more female athletes took part than in previous editions. In view of this qualitative and quantitative progress, African sport deserves to be afforded greater attention by the decision-makers, which is why it is important for the Olympic Movement to collaborate with African governments.

ANOCA's visibility increased in 2008 thanks to the strengthening of its communication policy through its website www.anoca.info and the publication of its electronic newsletter ANOCA UPDATE and magazine ANOCA Magazine. For the Games in Beijing, ANOCA set up a special website, www.acnoabeijing-2008, devoted exclusively to the Games and the performances of African athletes. ANOCA now expects to continue its efforts in this area, aware of the importance of this indispensable tool for the development and promotion of its activities. At international level, ANOCA also took steps to maintain and increase its cooperation with institutional partners, which gives ANOCA a leading role in the Olympic family.

In 2008, the total budget allocated to ANOCA programmes was **USD 3,877,500**. At the Association's request, and pending the ongoing creation of the final structures at the organisation's headquarters in Abuja (Nigeria), part of this budget was managed by Olympic Solidarity.

Administration

ANOCA now runs all its activities from its new headquarters in Abuja. The budget allocated to administration in 2008 covers the running costs of the headquarters and the organisation of ordinary and extraordinary meetings of the Executive Committee. It also covers the mission and travel costs of senior officials. However, the fall in the value of the dollar has affected ANOCA's income. ANOCA is studying ways of finding new sources of revenue and eliminating certain limiting or cumbersome factors in its administrative structure.

2008 Budget: USD 885,000



Meetings

ANOCA organised or participated in various institutional meetings in 2008, including the 33rd session of the Executive Committee, held at the ANOCA headquarters in Abuja in January. The Extraordinary General Assembly was held in Beijing in April, alongside the ANOC meetings. The Executive Committee also held an informal session during the Olympic Games in Beijing in August. The committee of experts of the African Union met in Tripoli (Libya) to discuss the restructuring of African sport and the possible transfer of responsibility for the All Africa Games to ANOCA, while the sports ministers of the African Union and ANOCA representatives met in Accra (Ghana) from 10 to 14 October. The city of Kampala (Uganda) hosted the seminar for Secretaries General of the African NOCs on 4 and 5 December. This meeting, which is designed to be interactive, gives the Secretaries General a chance to share their experiences and widen their network of contacts. The next seminar will be held in 2009 in Ouagadougou (Burkina Faso). Finally, ANOCA played a very active role in the Olympic flame ceremony held on 13 April in Dar-Es-Salaam in Tanzania, the only African country included on the relay route.

2008 Budget: USD 330,000



Meeting of the ANOCA Executive Committee in Abuja, Nigeria

Mario Vázquez Raña gives the ANOC Merit Award to Moussa Aggrey, President of the NOC of Chad, in front of Jacques Rogge, IOC President

Continental activities

In the years when there are no Continental or Regional Games, continental activities focus mainly on the Olympafrica programme, which is proving very successful, with more than 30 NOCs currently benefiting from these projects. In 2008, the ANOCA President visited the Olympafrica Centre of the Mozambique NOC. The Centre is having an obvious impact on local populations. In partnership with the UNWTO-STEP Foundation based in Seoul, ANOCA intends, in the near future, to equip all its Olympafrica Centres with small libraries for the schoolchildren who visit the Centres.

NOC activities

These funds, managed directly by Olympic Solidarity, but under the authority of ANOCA, represent the largest element of the quadrennial budget. Each of the 53 African NOCs receives an annual sum of USD 50,000 to cover the cost of implementing its activities in the various fields considered essential for its development.



Participants in the International Sports Convention in Abuja



Constitutional General Assembly of the Association of NOAs of Africa in Gammarth, Tunisia

NOC	Type of activities carried out
ALG	Participation in the Paralympic Games in Beijing.
ANG	General Assembly; activities relating to sport for all and sport and the environment; creation of sports administration manuals for sports leaders; seminar on sport and physical education; workshop on the resolution of disputes in sport.
BDI	Assistance to athletes (training programmes and participation in competitions); organisation of national, regional and provincial championships; organisation of activities in favour of sport and peace; seminars on the Olympic values; participation in seminars and meetings; organisation of cultural activities to celebrate the NOC's 15th anniversary.
BEN	National Olympic week; purchase of office equipment; participation in different international meetings.
BOT	Preparation for the Beijing Olympic Games.
BUR	Assistance to national federations (sports equipment and financial support); subsidy towards the publication of the NOC's "Olymp Info" magazine; participation of NOC officials in various events.
CAF	Air tickets for two athletes participating in the All Africa Games; NOC General Assembly; participation in ANOC General Assembly, ANOCA Secretaries General meeting in Uganda, 2nd International Forum on Peace and Sport in Monaco, working meeting between FIFA and national federations in Switzerland, IOA international session in Greece, VIII NOA session; information mission regarding the organisation of the 17th Central Africa Games in Brazzaville, Congo; additional financial support for the organisation of technical courses; subsidies to national federations.
CGO	Assistance to national federations (fencing, swimming, table tennis); seminar for the promotion of Olympic education and culture; seminars for sports leaders; equipment for the NOC conference room; participation of the Secretary General in the ANOCA General Assembly; IT development (creation of an athlete database).
CHA	Purchase of office and sports equipment; construction of a water hole at the NOC headquarters; preparation of the Elective General Assembly; organisation of a level 1 course in applied sport sciences.
CIV	Support for preparation of athletes for Olympic Games, purchase of the House of National Federations, NOC commissions and national federations.
CMR	Purchase of furniture for the new NOC office; regional development work; NOA General Assembly; seminars for Olympic club leaders; working meeting for the Olympic education programmes; activities in favour of national federations.
COM	1st Olympic week for schools and universities in collaboration with the National Education Ministry; preparation for and participation in the Olympic Games; 6th Games of the Indian Ocean Commission for Youth and Sport; assistance to national federations; participation in forums and congresses; NOA; renovation and creation of sports infrastructures; creation of centres for talented young athletes on each island and organisation of talent identification activities; organisation of conferences and forums to promote the Olympic values; NOC General Assembly; assistance for the NOC website and publications.
CPV	Lusophony Games in Macau and Olympic Games in Beijing.
DJI	Reports on the use of the 2008 activities budget have not yet been received.
EGY	Purchase of sports equipment.

(cont.)

NOC	Type of activities carried out
ERI	Assistance to send the cycling team to the African continental championships.
ETH	Ethiopian boxing and taekwondo federations: assistance for participation in African qualifying competitions for the Olympic Games in Beijing; support for Ethiopian Paralympic Committee for participation in the weightlifting competition in Egypt; purchase of sports equipment for the government's inter-university sports competitions; purchase of trophies and medals for the Confederation of Ethiopian Trade Union inter-sport competitions.
GAB	Support for national federations; purchase of electronic scoring equipment for the national basketball federation, organising the first national championships; purchase of sports equipment for the national handball federation and of audiovisual equipment for the NOC headquarters; organisation of a sports medicine seminar on the theme "massage"; organisation of a press conference concerning the participation of the national team in the Olympic Games.
GAM	Installation and maintenance of wireless IT systems; NOC programmes (mass sports, national clean-up exercises, etc.); support for national associations; special sports programmes; meetings, conferences and seminars; infrastructure support.
GBS	Payment of ANOCA subscription fee; sports equipment for national federations; participation in Olympic Games.
GEQ	Support for Olympafrica Centre.
GHA	Staff training programme; Olympic education programme for schools, including Olympic quiz on television; financial management seminar for presidents and general secretaries of sports associations; anti-doping workshop; search for young talent in schools; sports equipment for educational institutions.
GUI	Educating school and university students about Olympic culture and the promotion of women in sport; seminar on Olympism; women's basketball and volleyball galas; cross country race; renovation, equipping and official opening of the NOA headquarters.
KEN	-
LBA	-
LBR	Education on Olympism; National University Games; workshop for Olympic clubs in 36 high schools; AIDS awareness campaign in connection with special basketball activities.
LES	Publicity costs, website and newsletter; travel and development; Annual General Assembly; other activities.
MAD	Assistance to national federations for their participation in international competitions and national development programmes; assistance to officials and referees for their participation in examinations for various high-level qualifications; spreading of the Olympic ideal and values in the different regions of Madagascar.
MAR	Purchase of sports equipment.
MAW	Annual General Assembly and various committee meetings; national sports competitions; Olympafrica project; meetings with and subsidies for national federations.
MLI	Participation in the Olympic Games; participation of the NOC in the use of five stadiums recently constructed by the government; purchase of sports equipment for various regional sports associations; continuation of the 3E programme.
MOZ	Operating costs for the Olympafrica Centre in Boane; preparation and participation of the delegation in the Olympic Games in Beijing; technical assistance for the Olympafrica Centres in Boane and Manica.
MRI	Assistance for national federations; organisation of a national women and sport seminar; sports administrators' courses in Mauritius and Rodrigues; NOA regional and national seminars.
MTN	Olympic Day (bringing together young people from the suburbs of Nouakchott for sports activities, athletics competitions and cultural activities to promote the Olympic values); purchase of trophies and sports equipment; other activities.
NAM	Preparation of athletes for the Beijing Olympic Games; assistance to national federations.
NGR	Course for sports journalists.



▲
Refugee camp in Kintele, Congo

▲
Annual Sports Festival in Karatu, Tanzania

(cont.)

NOC	Type of activities carried out
NIG	Repairs to the stands at the Olympafrika Centre; construction of a metal garage for the NOC bus; waterproofing of NOC office, stands and garage; building of WCs and showers at the Olympafrika Centre; air tickets for two delegates to participate in the ANOC General Assembly in Beijing.
RSA	Zone VI under-20 championships in Potchefstroom, involving 143 South African athletes; workshop for national federation coaches to constitute the NOC Coaches Commission.
RWA	Assistance to national federations for the training of coaches and referees, as well as the preparation, participation and purchase of sports equipment for the Olympic Games (athletics, cycling, swimming and handisports); assistance to the national athletics federation for the organisation of the 4th International Marathon for Peace; assistance to the national cycling federation for the 10th tour of Rwanda; assistance to the national Sport for All association; statutory meetings of the NOC; payment of an expert athletics coach.
SEN	Preparation and participation of the Olympic Games delegation in Beijing.
SEY	Preparation of athletes for qualification competitions for the Olympic Games in Beijing; NOA assistance.
SLE	Purchase of sports equipment; support for Olympic Games in Beijing (participation in regional competitions, etc.).
SOM	Assistance to national federations; MEMOS delegates' travel expenses; Annual General Assembly; equipment and furniture; NOC sessions.
STP	Activities relating to the preparation of the delegation for participation in the Olympic Games in Beijing.
SUD	Support for national federations holding national championships; local training for coaches; purchase of sports equipment; funding for the 11 NOC commissions; NOA activities; preparing swimmers for the Olympic Games in Beijing; maintenance of the NOC headquarters.
SWZ	–
TAN	Karatu annual sports festival; Annual General Assembly; women and sport seminar; Olympafrika Centre.
TOG	Activities organised in Sotouboua, Dapaong, Tohoum and Lomé (to be champions of the environment: clean-up of sports facilities and planting of trees by schoolchildren, introduction to different sports for disabled people, social integration of disabled people through cultural and environmental activities).
TUN	Course for waterpolo judges and referees; seminars and events; purchase of sports equipment.
UGA	Assistance for national federations (athletics, badminton, boxing, table tennis, weightlifting, swimming); air tickets to attend various events; organisation of NOC statutory meetings.
ZAM	Equipment and assistance for national federations; General Assembly and Executive Board meetings; camp for Youth Games; logistical expenses for meetings and 2011 All Africa Games preparations; uniforms for Olympic Games; IT requirements; audit/accounting fees.
ZIM	Executive Board meeting; NOC forum and General Assembly; Bulawayo stakeholders meetings; commission expenses; organisation of the greatest race on earth; Olympic Day Run; IOC and NOA activities; Olympic sports centre; national federation skills development; NOC strategic plan review.

2008 Budget: USD 2,650,000



▲ South African Olympic scholarship holder Shaun Rubenstein during the heats – Games of the XXIX Olympiad in Beijing

© Getty Images/Jed Jacobsohn

Special projects

The funds allocated to this programme, although modest, are used to support specific humanitarian aid projects. ANOCA, like any credible and respectable organisation, is aware of its social responsibilities and, in partnership with the IOC and the Office of the United Nations High Commissioner for Refugees (UNHCR), plans to finance projects in refugee camps in Kenya, Malawi and Chad. For some time already, it has been working with its partners to mobilise the funds needed to implement these projects.

2008 Budget: USD 12,500

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

►
Kadiatou Camara of Mali,
Olympic scholarship holder,
in the 200m heats – Games of
the XXIX Olympiad in Beijing

© Getty Images/Stu Forster





◀ Olympic scholarship holder Usain Bolt of Jamaica breaks the world record and wins the gold medal in the 200m – Games of the XXIX Olympiad in Beijing
© Getty Images/Michael Steele

Pan-American Sports Organisation (PASO)



Support focused on athlete preparation

In 2008, PASO and its 42 member NOCs mainly concentrated their efforts on preparing the athletes for the Games of the XXIX Olympiad in Beijing, evaluating the quadrennial period 2005–2008, and developing a strategic plan for the period 2009–2012.

The work accomplished over the previous years, thanks to the world and continental programmes as well as the special support programme financed by PASO's own funds, considerably helped the NOCs to prepare their athletes for the Olympic Games. The high-level technical courses continental programme, in place from 2002 to 2006, contributed to raising the qualification level of the coaches of the 42 member NOCs. Finally, PASO allocated the amount of USD 100,000 from its own funds to each NOC for it to prepare its athletes in the best possible way.

The results obtained at the Beijing Olympic Games by the American NOCs measure up to the resources invested. We can confirm that, through both the number of athletes qualified and the number of finalists and medals obtained, the results of the American NOCs at the Beijing Olympic Games were the best in history.

In 2008, as during the previous four years, PASO and its 42 NOCs continued their efforts to strengthen and improve the methods and practices aimed at guaranteeing efficient control and transparency in using the financial resources allocated by Olympic Solidarity. On the American continent, the situation is very positive, and PASO is aware of the need to act with responsibility and transparency as regards managing the funds allocated to each activity set up by the NOCs. Solid bases have been established for more efficient work, which is producing better results.

The continental programmes and the additional resources from the PASO funds have had an obvious impact and demonstrated the positive influence of Olympic Solidarity on the activities of the American NOCs. Thus, this support has become of great assistance for the running of the NOCs, particularly those which have limited resources or which receive very little or even no financial assistance from the governments of their countries.

The coordination of activities and collaboration between the Olympic Solidarity office in Lausanne and that of PASO allowed for the efficient implementation of Olympic Solidarity programmes on the American continent, meaning valuable support and an increase in benefits for the NOCs.

In 2008, PASO managed all the Olympic Solidarity continental programmes for America with an overall budget of **USD 3,915,000**.

▶ Cuban Olympic scholarship holder Roniel Iglesias Sotolongo (right), silver medallist in light welter weight, and his opponent Driss Moussaid of Morocco – Games of the XXIX Olympiad in Beijing

© Getty Images/Clive Rose



Administration

This subsidy was used mainly to pay the salaries of the staff members, running costs and the administrative activities of the PASO office.

2008 Budget: USD 400,000

Continental meetings

This programme served as a basis for the organisation and smooth running of the various PASO meetings in 2008. The PASO General Assembly, organised in October in Acapulco (Mexico) and in which the 42 member NOCs participated, adopted important decisions for the future of the organisation. Another important meeting was the 3rd Pan-American Sports Conference, also in October in Acapulco, at which the NOCs and governments of American countries decided to strengthen and extend their cooperation. Finally, the two annual meetings of the PASO Executive Committee were held in Guadalajara (Mexico) and Acapulco. Besides the above-mentioned events in Acapulco, these meetings focused their attention on the organisation of the XVI Pan-American Games in Guadalajara in 2011.

2008 Budget: USD 300,000

Continental activities

As 2008 was the year of the Beijing Olympic Games, specific continental activities, such as those carried out in 2006 and 2007, with high-level seminars and technical improvement courses, did not take place. Efforts and human and financial resources were indeed focused on the preparation of the delegations and athletes of the PASO-member NOCs.

2008 Budget: USD 1,115,000



ODEPA XLVI General Assembly
in Acapulco, Mexico



Continental course in handball
in Mexico

NOC activities

This programme, aimed at lending support to each of the NOCs' own activities depending on their specific needs, was run in accordance with the rules established by PASO. The funds, USD 50,000 per NOC, were distributed twice, half-yearly, and each NOC gave an account of its activities through its reports on using the finances allocated by this programme, which serves as a basis for granting the corresponding financial resources.

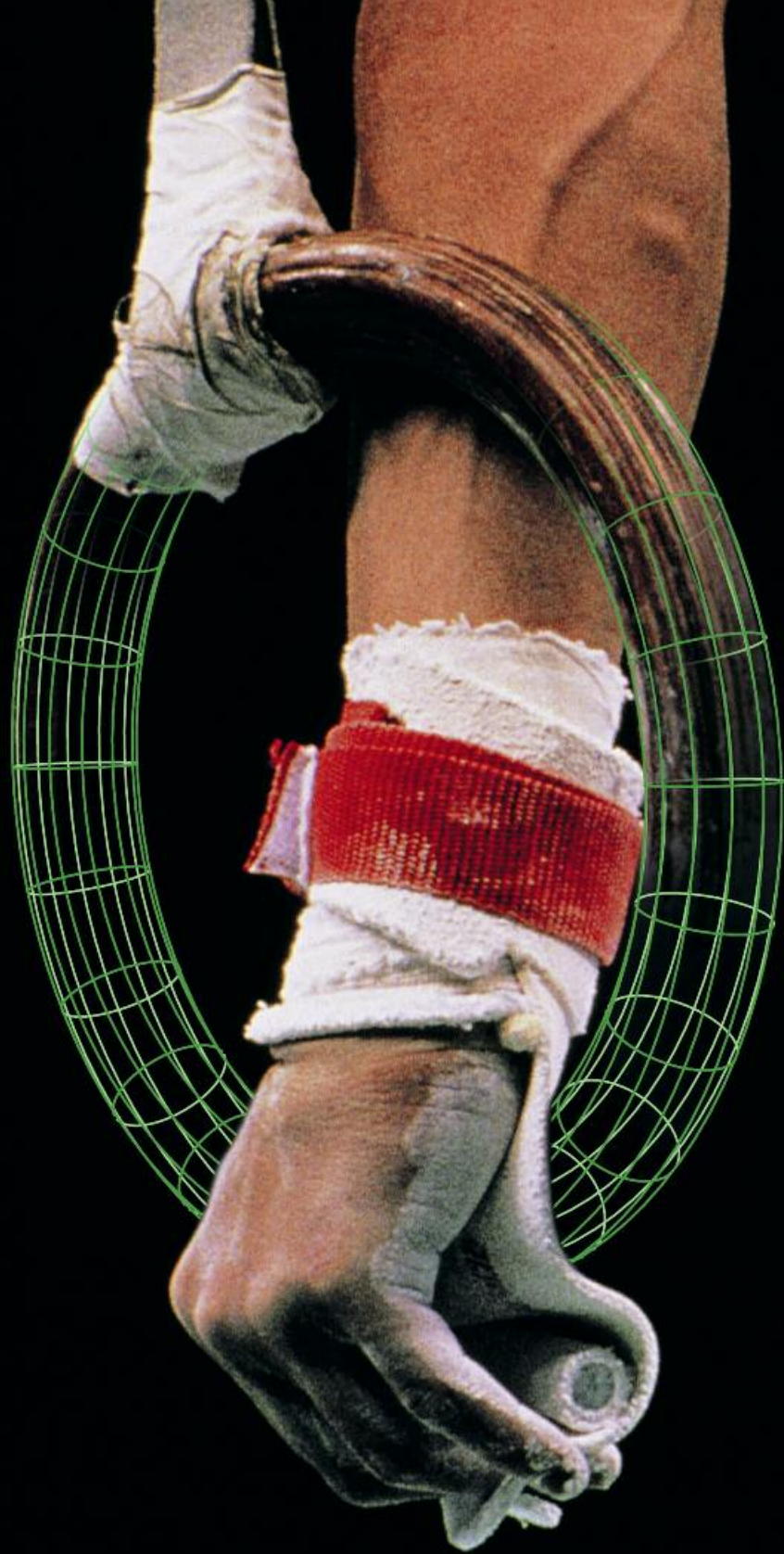
In 2008, the NOCs used the allocated funds mainly for preparing their athletes for the Beijing Olympic Games, their presence at preparatory events, organising national courses and seminars, transport to competition venues, participation in training camps, hiring coaches and acquiring sports equipment for the preparation of their athletes.

2008 Budget: USD 2,100,000

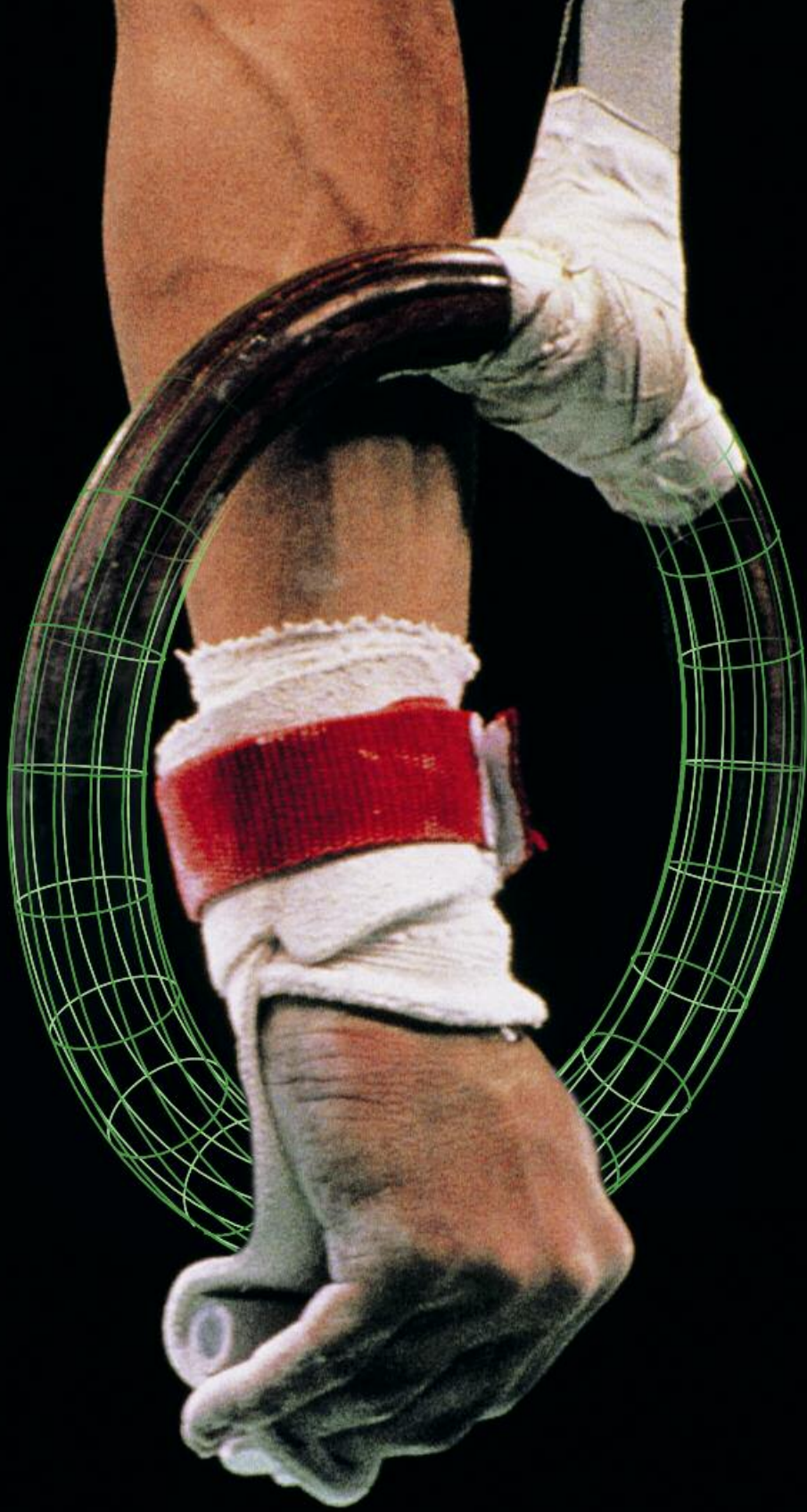


►
Dalia Contreras Rivero of Venezuela, Olympic scholarship holder and bronze medallist in the taekwondo -49kg category, in her coach's arms – Games of the XXIX Olympiad in Beijing

© Getty Images/Jamie Squire



A sense of



balance





◀ Olympic scholarship holder Jia Wei Li won the second ever Olympic medal for Singapore and first ever in table tennis – Games of the XXIX Olympiad in Beijing
© Getty Images/Bongarts/Vladimir Rys

Olympic Council of Asia (OCA)



Olympic podiums for Asian athletes

The numerous activities managed by the OCA in 2008 culminated in the highly successful Games of the XXIX Olympiad in Beijing, at which 132 Olympic records and 43 world records were broken. Nineteen of the 87 NOCs whose athletes won medals were from Asia. These Games resulted in the first ever Olympic medals for Afghanistan and Tajikistan, the first ever gold medals for Bahrain and Mongolia, and the first ever individual gold medal for India. As the NOCs were very busy with their various activities, especially with the Beijing Olympic Games, Olympic Solidarity and the OCA jointly decided to postpone the Regional Forums until 2009.

The inauguration of the new OCA headquarters is scheduled in Kuwait on 15 March 2009. Following the inauguration, the OCA will organise a three-day sports science congress. The OCA, in coordination with the World Anti-Doping Agency (WADA) headquarters and its regional office in Tokyo (Japan), established a regional anti-doping office in Kuwait, which will work in close cooperation with the office in Tokyo. The OCA is extremely confident that this new office in Kuwait will help to raise public awareness about doping and assist in the global fight against doping.

The OCA managed and funded all of the Olympic Solidarity continental programmes, with a budget of **USD 3,474,750**.

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, transport, staff salaries, rent, maintenance, upgrading of the website, the Internet and office modernisation.

2008 Budget: USD 554,750

OCA meetings and Standing Committee activities

Through this programme, the OCA organised/participated in the following meetings/events in 2008:

Date	Event / meeting	Place
05–06.01	Follow-up meeting with the Preparatory Committee for the 2nd Asian Beach Games, Muscat 2010	Muscat
14–15.01	Transfer Of Knowledge meeting between the OCA, 2nd Asian Indoor Games Organising Committee, Macau 2007, and 1st Asian Beach Games Organising Committee, Bali 2008	Bali
17.01	Asian Games Fun Run	Hanoi
17–18.01	Transfer Of Knowledge meeting between the OCA, 2nd Asian Indoor Games Organising Committee, Macau 2007, and 3rd Asian Indoor Games Organising Committee, Vietnam 2009	Hanoi
20.01	Coordination Committee with the Preparatory Committee for the 2nd Asian Beach Games, Muscat 2010	Muscat
30.01	OCA President inaugurates the new Macau NOC headquarters	Macau
31.01	Inaugural meeting of the Steering Committee for Incheon's Vision 2014 programme	Macau
01.02	Signing Ceremony of 16th Asian Games marketing agreement	Guangzhou
04.02	1st OCA Sports Science Congress: preparatory meeting with the Iranian NOC President	Tehran
08–11.02	Meeting of the West Asian regional anti-doping offices	Amman
11–12.02	2nd seminar on the autonomy of the Olympic and Sport Movement	Lausanne
27.02	Follow-up meeting with Preparatory Committee for the 2nd Asian Beach Games, Muscat 2010	Muscat
16–19.03	Visit to WADA regional office	Tokyo
20–21.03	OCA Sports Committee Chairman's visit to NOC of Turkmenistan	Ashgabat
23–24.03	Meeting with the Preparatory Committee of the 7th Asian Winter Games, Almaty 2011	Almaty and Astana
26.03	Marketing meeting	Guangzhou
02.04	Second meeting of the Steering Committee for Incheon's Vision 2014 programme	Bangkok
03.04	52nd OCA Executive Board meeting	Bangkok
05–10.04	XVI ANOC General Assembly	Beijing



27th OCA General Assembly

Chefs de Mission meeting for the 1st Asian Beach Games

(cont.)

Date	Event / meeting	Place
08–09.04	Joint meeting between the OCA, Bali Asian Indoor Games Organising Committee and technical delegates of Asian Federations	Bali
28.04	Mascot launching ceremony for the 16th Asian Games, Guangzhou 2010	Guangzhou
29–30.04	4th meeting of Coordination Committee for Guangzhou 2010 Asian Games	Guangzhou
13–16.05	Meeting of the South Asian regional anti-doping offices	Manila
21–24.05	71st AIPS Congress and OCA Media Committee meeting	Beijing
21–22.05	Follow-up meeting with Preparatory Committee for the 1st Asian Youth Games, Singapore 2009	Singapore
24–28.05	5th meeting of the International Intergovernmental Consultative Group on Anti-Doping	Seoul
25–26.05	Visit of CCTV delegates for new OCA headquarters opening ceremony	Kuwait
04.06	1st preparatory meeting for 2009 OCA Congress	Bangkok
06.06	Athletes Committee meeting	Bali
06.06	Culture and Education Committee meeting	Bali
06.06	Sport and Environment Committee meeting	Bali
07.06	Chefs de Mission meeting for the 1st Asian Beach Games, Bali 2009	Bali
08.06	OCA Women's Committee meeting	Bali
11.06	Launch ceremony for logo of the 2nd Asian Beach Games, Muscat 2010	Muscat
11.06	Peace Through Sport Committee meeting	Muscat
18–20.06	Follow-up meeting with Organising Committee for the 3rd Asian Beach Games, Haiyang 2012	Haiyang
01–03.07	Follow-up meeting with Preparatory Committee for the 1st Asian Youth Games, Singapore 2009	Singapore
12.07	Meeting between OCA President and Organising Committee for the 2nd Asian Beach Games, Muscat 2010	Muscat
13–14.07	Meeting between OCA President, NOC of Thailand and Sports Minister (1st Asian Martial Arts Games, Thailand 2009)	Bangkok
29.07	Joint meeting between IOC, OCA, Iraqi NOC and government officials	Lausanne
08–24.08	Games of the XXIX Olympiad, Beijing 2008	Beijing
30–31.08	Meeting of the OCA Medical Committee and Anti-Doping Commission	Bali
04.09	2nd preparatory meeting for 2009 OCA Congress	Dubai
06.09	OCA Sport Congress meeting	Dubai
18.10	Finance Committee meeting	Bali
18.10	Rules Committee meeting	Bali
20.10	53rd OCA Executive Board meeting	Bali
21.10	27th OCA General Assembly	Bali
11.11	5th meeting of Coordination Committee for Guangzhou Asian Games	Guangzhou
12.11	Guangzhou 2-year countdown ceremony	Guangzhou
27.11	Women and Sport seminar	Kuala Lumpur
05.12	East Asian Games, 1-year countdown	Hong Kong
15.12	3rd OCA preparatory meeting for 2009 OCA Congress	Kuwait

2008 Budget: USD 450,000



Coordination Committee of the 16th Asian Games in Guangzhou (China)



Signing ceremony of the Host City Contract and commercial rights release for the 1st Youth Asian Games in Singapore

Olympasia Projects

The Olympasia projects in Afghanistan, Sri Lanka, Turkmenistan, Uzbekistan and Yemen were completed during 2008, while the projects in Bangladesh, Bhutan and Pakistan are still in progress. The project in the Maldives is currently in a tendering process. The OCA is waiting for documents from the NOCs of Cambodia, Kyrgyzstan, Lebanon and Tajikistan concerning pending projects.

2008 Budget: USD 200,000



Asian Games Fun Run

The philosophy of the Asian Games Fun Run is to spread the message of the Asian Games to every corner of Asia. The OCA'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. In 2008, the only Fun Run was held in Hanoi (Vietnam) on 17 January.

2008 Budget: USD 50,000



OCA Special Projects

The OCA has contributed financially to the crime and drug prevention programme run by the United Nations International Drug Control Office.

2008 Budget: USD 50,000

Olympic scholarship holder Aliya Yussupova of Kazakhstan competes in the individual all-around qualification round – Games of the XXIX Olympiad in Beijing

© Getty Images/Jamie Squire

New headquarters of the NOC of Sri Lanka which benefited from the support of the Olympasia programme

Continental and Regional Games

The 11th South Asian Federation (SAF) Games were supposed to be held in Dhaka (Bangladesh) in 2008, but have now been postponed until the end of 2009. Funds from this programme were used to cover some of the meetings held in cities that will stage future continental games, such as Bali (Indonesia), Guangzhou (China) and Muscat (Oman).

After their successful participation in the Beijing Olympic Games, Asian NOCs celebrated the inaugural Asian Beach Games, held in Bali from 18 to 26 October 2008. Preparations for the 3rd Asian Indoor Games in Vietnam in 2009 are under way. The OCA Coordination Committee visited Vietnam to observe the progress made by the host cities, Hanoi and Ho Chi Minh.

The 52nd OCA Executive Board meeting held in Bangkok (Thailand) in April unanimously approved the holding of the 1st Asian Youth Games in Singapore from 30 June to 6 July 2009. The OCA, in coordination with the Singapore Asian Youth Games Organising Committee, will shortly finalise the competition programme. These Games will be a precursor to the Youth Olympic Games to be held in Singapore in 2010.

The OCA Executive Board also approved the holding of the 1st Asian Martial Arts Games in Bangkok in early 2009. The Games will include martial arts from around the world and indigenous martial arts from Asia.

2008 Budget: USD 20,000

NOC activities

The OCA granted USD 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, attend various competitions and meetings, cover salaries, rent, etc.

2008 Budget: USD 2,150,000
(excluding funds for the NOC of Timor Leste)



OCA President Sheikh Ahmad Al-Fahad Al-Sabah talks during the Opening Ceremony of the 1st Asian Beach Games in Nusa Dua, Indonesia

© Getty Images/Cameron Spencer



Indian delegation during the Closing Ceremony of the 1st Asian Beach Games

© Getty Images/Quinn Rooney

Report by **Sheikh Ahmad Al-Fahad Al-Sabah**, President



▶ North Korean Olympic scholarship holder Choe Kum Hui and her compatriot Kim Un Hyang during the synchronised 10m platform diving event – Games of the XXIX Olympiad in Beijing

© Getty Images/Jed Jacobsohn



◀ (Right to left) Victoria Tereshuk of Ukraine and Lena Schoeneborn of Germany, both Olympic scholarship holders, and Great Britain's Heather Fell, medallists in the modern pentathlon – Games of the XXIX Olympiad in Beijing
© Getty Images/Clive Rose

The European Olympic Committees (EOC)



Four years of effort well rewarded

During 2008, an Olympic Games year, NOCs were able to see the fruits of four years of hard work. The EOC's activities were therefore essentially aimed at offering its members the best possible support for Beijing. This support was primarily given by means of the annual Seminar for Secretaries General and Chefs de Mission. From this year, this seminar was completely redesigned as a more interactive communication platform that better meets the participants' needs. It was renamed the "EOC Seminar". After being successfully tested in Riga (Latvia) in spring 2007, it was definitively launched in Sorrento (Italy) in May 2008 and received a positive response from all European NOCs and stakeholders.

2008 is also the last year of the four-year Olympic Solidarity Continental Programme. Although final results are still to be consolidated, the EOC believes that the outcome will be more than positive, despite the chronic weakness of the dollar and the general increase in inflation across Europe, which have eaten up the increase in the budget for the quadrennial plan, obliging the EOC to work hard at optimising the resources available. In spite of these difficulties, the European NOCs have had the opportunity to benefit fully from the resources made available to them, both directly and indirectly.

As in the past, the EOC has continued to support its members in their preparations for the European Youth Olympic Festival (EYOF) and the Games of the Small States of Europe (GSSE), as well as for the forthcoming Olympic Games (Vancouver and London). It has contributed to the further development and modernisation of its 49 members, acted as a supportive go-between with all bodies of the Olympic Movement and closely monitored the activities of the European Union and other bodies influencing European sport.

Benefiting from the experience it has gained in running the programme and the excellent team spirit that has developed between the Lausanne and Rome offices, the EOC is confident that the services offered to the NOCs have greatly improved and will continue to do so throughout the next quadrennial plan.

The 2008 EOC/Olympic Solidarity Continental Programme continued to operate in an efficient way to benefit the 49 members of the EOC. The EOC maintained the level of funding of all activities directly benefiting the European NOCs. Again, as in the past, most of the EOC's investments continue to go towards direct support for the NOCs' activities and special projects. Other EOC activities indirectly assist the members through their participation in different meetings. A further part is devoted to the organisation of "institutional" meetings, such as the General Assembly and the EOC Seminar in its new format.

In line with modern-day good governance practices and to ensure ever greater transparency and efficiency, the EOC has modified the way it monitors its finances by appointing an Audit Committee responsible for ensuring that the EOC's funds are spent wisely. This Committee meets regularly and reports to the Executive Committee. Of course, the EOC continues to use professional external auditors who work in conjunction with the Olympic Solidarity auditors.

The EOC managed all the continental programmes and the related funds, with a budget of **USD 4,366,000**.

▶
Olympic scholarship holder
Scott Evans of Ireland during
the Games of the XXIX
Olympiad in Beijing
© Getty Images/Nick Laham



Administration

The EOC Secretariat manages all the organisational and administrative aspects of the EOC and its activities. As always, in 2008 the Secretariat endeavoured to keep up with technological developments, particularly in the fields of communication and office management, updating its equipment in order to increase efficiency, but also streamlining its administrative tasks. The Secretary General, Mr Raffaele Pagnozzi, continues to bring new impetus to the work of the Rome Secretariat, bearing in mind that, from a logistical point of view, he is also the Secretary General of the Italian NOC. The EOC therefore continues to benefit from substantial help from CONI.

2008 Budget: USD 861,000

Meetings

The funds allocated to this programme were used to organise the EOC institutional meetings, which include the General Assembly and the Seminar for Secretaries General and Chefs de Mission. In 2008, the EOC organised the EOC Seminar in Sorrento (Italy) from 22 to 24 May, where the main topics were the Games of the XXIX Olympiad in Beijing in 2008, Olympic marketing and anti-doping, while workshops were devoted to the EYOF and preparations for the Olympic Winter Games in Vancouver. The General Assembly was held in Istanbul (Turkey) on 21 and 22 November.

2008 Budget: USD 420,000

Continental and Regional Games

Regarding the Continental and Regional Games, 2008 was a year of preparation for the 2009 events. The EYOF winter edition will be held in Slask-Beskidy (Poland) and the summer edition in Tampere (Finland). These Games are becoming increasingly popular among the European NOCs and are well established as a very important event for developing the sporting potential of talented future champions. A standardised accreditation system for the EYOF has been implemented in order to ease the workload of the organising committees. The EOC will support these events with financial contributions to the organising committees and to some NOCs, with grants based on the number of participants (athletes and officials). The GSSE will be held in Nicosia (Cyprus). These Games are for NOCs from countries with populations of less than one million and are very successful for the eight countries that participate: Andorra, Cyprus, Iceland, Liechtenstein, Luxembourg, Malta, Monaco and San Marino. Since their creation, they have proved to be a fantastic tool with which to develop sporting talent and sports facilities. The EOC has supported these events with a financial contribution to the organising committee and the participating NOCs.

2008 Budget: USD 10,000



▲
37th EOC General Assembly in Istanbul, Turkey

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

Continental activities

The budget earmarked for this programme was used to organise and support EOC activities. In 2008, the EOC organised the following meetings and continental activities:

Meetings	Dates	Place
Executive Committee: activities of the Executive Committee members are also included in this category	20 February	Lausanne (SUI)
	22 May	Sorrento (ITA)
	26 September	Paris (FRA)
	20 November	Istanbul (TUR)
Commission and working group meetings:		
- Technical Cooperation and Sport Development Commission	01 March	Rome (ITA)
- Preparation of the Olympic Games Commission		
- "Environment and Sport for All" Working Group	21 May	Sorrento (ITA)
- "Communication" Working Group		
- Athletes' Commission		
- Medical and Scientific Commission	31 May	Valletta (MLT)
- EYOF Commission	25 October	Zurich (SUI)
- European Union Commission	28 October	Brussels (BEL)

In cooperation with Olympic Solidarity and the NOC of Cyprus, the EOC also staged the 7th EOC Technical Seminar in Larnaca from 31 October to 2 November. As in the past, the Technical Commission took care of the organisation and contents of the seminar, the main topic of which was "From talents to medals – planning for the sports technical programme for London 2012 and beyond".

The EOC also took part in the 4th meeting of the six Olympic Solidarity offices in Rome on 11 and 12 November. The EOC, in cooperation with the Italian NOC, which hosted the meeting, was directly involved in the organisation of the event. The EOC office was represented by Gianluca De Angelis, manager of the Olympic Solidarity Continental Programme in Europe. The EOC also held three auditors' meetings in order to continue the exercise of strict financial controls over the EOC's financial policy.

Regarding communication, the EOC website is constantly updated by the content management technology 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 EOC directors continue to reach out to the European NOCs by carrying out numerous visits, particularly supporting the smaller members who have recently joined the EOC.

2008 Budget: USD 525,000



Meeting of the EU Ministers responsible
for sport in Brussels

Executive Committee meeting in Sorrento

NOC activities

As in the past, most of the annual budget was paid directly to the NOCs for their activities. The EOC paid a lump sum of USD 40,000 to each European NOC.

Regarding "NOC Special Activities", the EOC provided European NOCs with financial support to enable them to implement a specific activity. The analysis of the reports received shows how these funds are used to cover a broad range of expenditure, from basic running costs and upgrading of IT to activities linked to the preparation of the Olympic Games.

In 2008, 28 NOCs were supported within the framework of the "NOC Special Activities" budget, receiving a total of USD 522,000.

NOC	Type of special activities carried out
ALB	Update and improvement of the Albanian NOC's technological resources.
ARM	Preparation for the Olympic Games in Beijing in boxing, judo, weightlifting and wrestling.
AZE	Publications, purchase of technical equipment, administrative expenses, etc.
BUL	Albena Youth Festival 2008 – youth sport event (7 disciplines).
CYP	Telephone system – Organisation and security of NOC library operations.
ESP	Technical course for group 1 basketball referees.
EST	Estonian Athlete of the Year 2008 Award Ceremony.
FIN	Sports academy – supporting athletes' education, career planning and training.
FRA	European Youth and Sport Forum 2008.
GEO	Medical rehabilitation for Georgian athletes through Georgian sports medicine association; NOC office's equipment.
IRL	Assistance for Irish curling team.
ISR	Women in elite sport – Coaching female athletes.
LAT	Development of NOC website and database in connection with the Olympic Games in Beijing.
LTU	Medical scientific group for the Olympic Games in Beijing.
MDA	Purchase of sports equipment and uniforms for the Olympic Games in Beijing.
MKD	Construction of athletic track in Ohrid.
MLT	Upgrading and replacing NOC's IT System, NOC museum, Hall of Fame, library.
MNE	Support for the Olympic water polo team.
NED	Sports coalition in action – Sport and development cooperation.
NOR	Preparation camp for the Beijing Olympic Games at Jixian (China)
ROU	National Olympic education programme "All different, all equal".
SRB	IT system for Serbian NOC.
SLO	Anti-doping measures, visit to the Olympic venues, organisation of seminars.
SMR	Organisation of a Seminar on sports medicine and antidoping.
SVK	Publication: Peking 2008 (Beijing 2008).
SWE	Coach preparation programme, Beijing.
TUR	Free sports school – sport and law seminar.
UKR	NOC administration office equipment and software.

2008 Budget: USD 2,550,000



▲ Olympic scholarship holder Alina Alesandra Dumitru (in blue) won the first Olympic gold medal in judo for Romania – Games of the XXIX Olympiad in Beijing

© IOC/Kishimoto

Report by **Raffaele Pagnozzi**, Secretary General



►
Lesya Kalitovska of Ukraine, Olympic scholarship holder and bronze medallist, celebrates after her race – Games of the XXIX Olympiad in Beijing
© Getty Images/Nick Laham



◀ Olympic scholarship holder Itte Detenamo of Nauru competes during the 105kg category event – Games of the XXIX Olympiad in Beijing
© Getty Images/Julian Finney

Oceania National Olympic Committees (ONOC)



NOCs very busy in preparation for the Games

During 2008, the main focus for the NOCs in the Oceanian region was on the preparation and participation of their teams in the Games of the XXIX Olympiad in Beijing. In order to facilitate their activities, ONOC provided supplementary funding in its annual budget. There was therefore an increase in the level of grants allocated for the preparation of athletes aiming to qualify for Beijing, as well as in the quality of their preparations. A higher number of athletes from the Pacific islands qualified on merit. Meanwhile, Australia and New Zealand sent large delegations and achieved excellent results, with Australia finishing sixth in the medals table and New Zealand also performing well in view of its relatively small population.

The NOCs made good use of the Olympic Solidarity programmes during this final year of the plan, except for three programmes: Olympoceania, Sports Administration and IF and NOC Technical Experts. In 2008, funding to these areas was either reduced or cancelled and reallocated primarily to the athlete preparation programme and the new programmes devoted to the Athletes and Women and Sport Commissions.

ONOC managed all the continental programmes and the related funds in 2008, with a budget of **USD 2,768,500**, as well as some world programmes (Olympic Scholarships for Athletes “Beijing 2008”, Continental and Regional Games – NOC Preparation, 2012 – Training Grants for Young Athletes, Olympic Scholarships for Coaches and NOC Administration Development – administrative subsidy). For the NOC Administration Development programme, ONOC asked the NOCs to submit an annual report on their activities and a financial audit for the previous year, before the subsidy was paid to them. The results of these programmes are described in the section on world programmes.

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 (Fiji). These costs included staff salaries and the cost of holding meetings of the ONOC commissions and Executive Committee and the ONOC General Assembly. In 2008, ONOC also provided medical insurance for some of its staff members. The ONOC President's office and the Oceania Foundation are both based at Milton House, Melbourne.

2008 Budget: USD 510,000



NOC activities

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

Fourteen Oceanian NOCs received grants, which included a sum of USD 5,000 to purchase sports equipment. As in previous years, most of the NOCs used their budget to employ one or more Sports Development Officers, who worked with their regional counterparts to develop sport within their NOC. A large number of NOCs used their budget to prepare their athletes for the Olympic Games in Beijing. Olympic Solidarity provided a supplementary budget to the three newly recognised Oceanian NOCs, i.e. Kiribati, Marshall Islands and Tuvalu. In total, the 17 NOCs planned 131 activities and technical programmes at national level.

2008 Budget: USD 1,060,000

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.

2008 Budget: USD 40,000



ONOC Regional Forum in Suva, Fiji

Olympic scholarship holder Anju Jason (red) of the Marshall Islands fights against Great Britain's Aaron Cook during a preliminary round - Games of the XXIX Olympiad in Beijing

© Getty Images/Quinn Rooney

Regional and National Games

Grants were paid to the Australian Youth Olympic Festival, the organising committees of the XIV Pacific Games in 2011 in Noumea (New Caledonia) and the VIII Pacific Mini-Games in Rarotonga (Cook Islands), and to the Pacific Games Council. The NOCs of Fiji and the Marshall Islands also received grants for the organisation of their National Games. However, most of the budget was spent on the establishment and administration of the ONOC office in the Olympic Village in Beijing. The office provided administrative support for Pacific island chefs de mission and their delegations, offered medical and physiotherapy services and coordinated volunteers, transport and tickets for athletes and officials. Part of the premises was also used as a 24-hour Internet Café for athletes and officials. The ONOC office also worked in close cooperation with the offices of the Australian and New Zealand NOCs, which were also in the Olympic Village. Meanwhile, Oceania Hospitality House, which was established by ONOC at the Xinhai Jinjian Hotel, enabled nine Pacific island NOCs to host receptions for their delegations. It also provided an opportunity for governments and business partners to meet their Chinese counterparts.

2008 Budget: USD 235,000

Sports administration programme

Payments were made to the NOCs of the Cook Islands, Palau and the Solomon Islands for a series of sports administration training programmes in 2008. These also covered the travel costs of the ONOC project manager who ran these programmes in the region.

2008 Budget: USD 50,000

Regional projects

Collaboration with regional federations

In 2008, ONOC provided support grants to the following Oceanian Olympic sports federations 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 Swimming Federation, Oceania Tennis Federation, Oceania Table Tennis Federation and Oceania Archery Confederation.

2008 Budget: USD 275,000



▲ Olympic scholarship holder Ryan Pini of Papua New Guinea competes in the 200m freestyle heat – Games of the XXIX Olympiad in Beijing

© Getty Images/Adam Pretty

Regional training centres

Grants were paid to support the activities 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 Noumea (New Caledonia) and the Regional Training Centre of the International Tennis Federation (ITF) in Lautoka (Fiji).

2008 Budget: USD 60,000

Oceania Sports Education Programme (OSEP)

Schools, universities and NOCs registered with the NOCs of Fiji, Palau, Papua New Guinea, Tuvalu and Vanuatu to participate in the first phase of this programme – community sports administration and sports coaching courses. The International Rugby Board (Oceania) delivered the first community sports administration course in September.

The funds were mainly used to cover different activities such as the pilot project for the Tuvalu NOC; the talent identification programme for the Federated States of Micronesia, Palau, American Samoa and Vanuatu in collaboration with the Olympic Solidarity office in Lausanne, Samsung, Monash University and the Oceania Foundation; the Oceania “Train the Trainers” workshop; the MOSO pilot project for senior NOC staff and Secretaries General, launched in November during the Regional Olympic Forum; and the Oceania RADO sports education programmes. The budget also covered the salary costs of the OSEP Manager, as well as his travel costs and those of the Regional Development Manager.

OSEP is managed by a Board appointed by its partners, i.e. the Australian Sports Commission, the Pacific Islands Forum Secretariat (Regional Governments), the University of the South Pacific, the Olympic Sports Federations of Oceania and ONOC. The Management Committee is chaired by the Secretary General of the New Zealand NOC, Barry Maister.

2008 Budget: USD 160,000

Sporting Pulse

The 2008 support grant for the development of the oceania sport.com web portal, NOC websites and competition management software was paid in full.

2008 Budget: USD 50,000



Training Grant for Young Athletes (new programme)

This programme was launched to supplement the Olympic Solidarity world programme managed by ONOC. It enabled athletes to receive financial support for their preparations for the Youth Commonwealth Games held in Pune (India) in October and regional Oceanian Federation championships.

2008 Budget: USD 25,000

Athlete Preparation Programme (new programme)

Also launched to supplement the Olympic Solidarity world programme for athletes and managed by ONOC, this programme provided financial support to athletes preparing for qualification competitions for the Olympic Games in Beijing, as well as training scholarships for those already selected.

2008 Budget: USD 111,500

Scholarships for Coaches (new programme)

The budget allocated to this programme at continental level completed the budget allocated at world level in order to cover all the NOCs' requests received in 2008 for coaches' training.

2008 Budget: USD 22,000

Athletes' Commission (new programme)

This programme is designed to support the work and encourage the development of the ONOC Athletes' Commission in the region. In 2008, the funds were used to organise the ONOC Athletes' Commission workshop in Auckland (New Zealand) in February and to support the participation of athletes in the ONOC General Assembly.

2008 Budget: USD 50,000

Oceania Women in Sports Commission (new programme)

Aimed at supporting the work of the Oceania Women and Sport Commission in the region, this programme made it possible to establish a secretariat in Palau to assist the Commission Chairperson, Baklai Temengil. A grant was paid to the delegates who took part in the IOC World Conference on Women and Sport in Jordan, the ONOC General Assembly in Fiji and the women and sport workshop organised by the Oceania Table Tennis Federation in Papeete (Tahiti).

2008 Budget: USD 50,000



▲
Course for hockey umpires
in Lautoka, Fiji

Oceania Sports Information Centre (OSIC)

Based at the regional University of the South Pacific, the Oceania Sports Information Centre provides various services to the NOCs, sports federations and the increasing number of students studying sport in the region. It also houses the archives for the South Pacific Games.

2008 Budget: USD 70,000

Olympoceania

No budget was provided for this programme in 2008 due to the delays in launching Olympoceania projects since 2005, primarily because of the difficulty in finding suitable land.

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

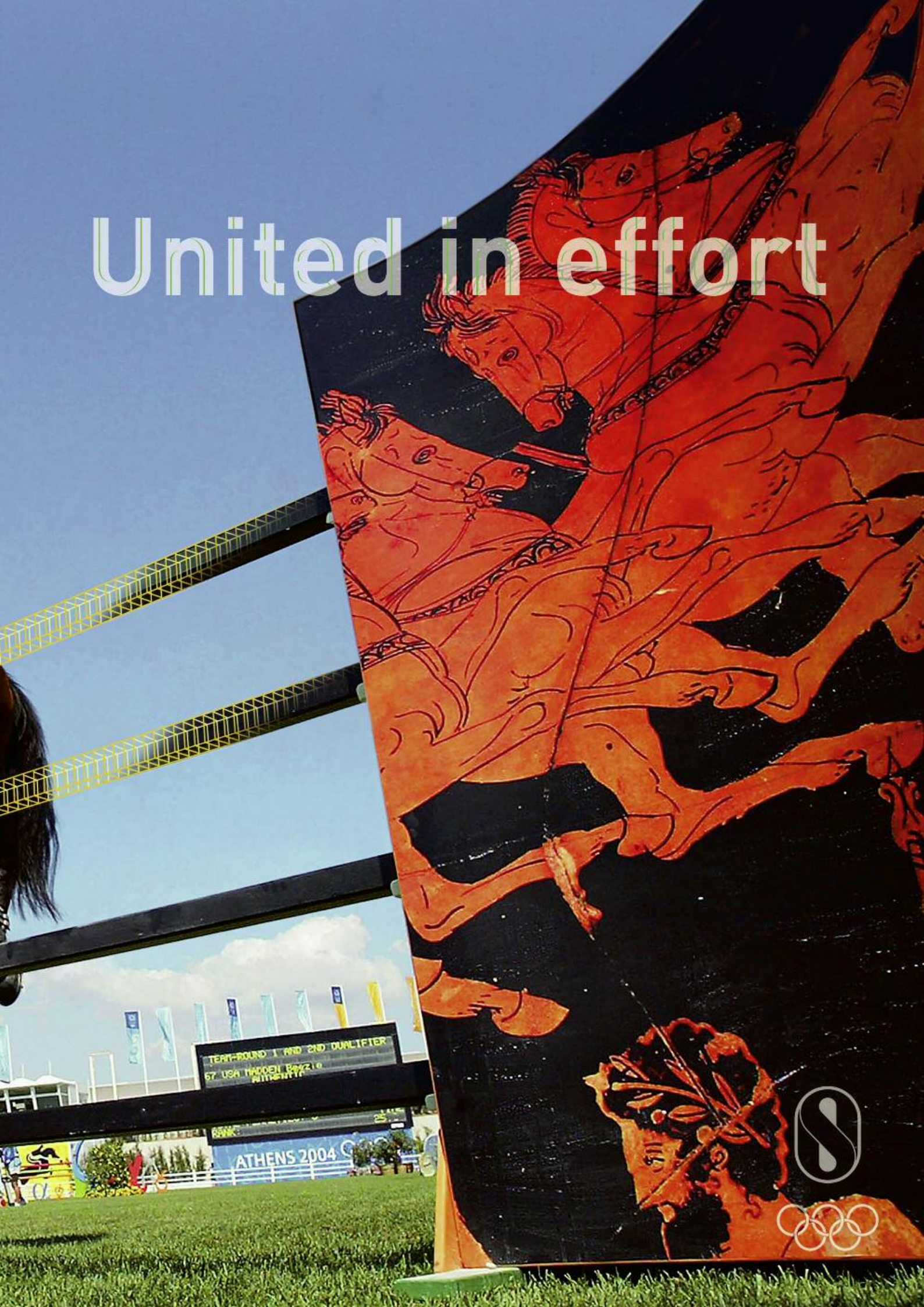


Olympic scholarship holder Niko Verekaita of Fiji (centre) competes in the 200m heats - Games of the XXIX Olympiad in Beijing

© Getty Images/Cameron Spencer



United in effort



TEAM-ROUND 1 AND 2ND DUNLIFIER
57 USA MADDEN Bay 2:10
MIDDLETOWN

ATHENS 2004





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

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 partly 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 (OCOG).

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

A grandiose edition that will never be forgotten

The Games of the XXIX Olympiad, which were held in Beijing from 8 to 24 August, will go down in history as a spectacular and memorable edition. Some **10,951 athletes** represented their countries at the Games.

All the NOCs whose athletes participated in the Games received financial assistance from Olympic Solidarity. The grant they were given was higher than for previous editions following the decision taken by the Olympic Solidarity Commission in December 2007. Each NOC received USD 12,000 for logistical expenses, as well as assistance with the transport and accommodation costs of each NOC's President and Secretary General at a rate of USD 8,000 per person.

Olympic Solidarity also paid the transport costs of a maximum of six athletes and two officials participating in the Games, and for one participant in the International Youth Camp. These funds were supplemented by the Beijing Organising Committee (BOCOG) subsidy for transport of the delegations.

According to BOCOG's official figures, Olympic Solidarity paid each NOC a subsidy for its contribution to the success of the Games, calculated on the basis of USD 1,700 per participating athlete in its delegation.

At the time of publication, Olympic Solidarity had paid the NOCs a total of **USD 26,596,610**, a sum that will be taken from the budget of the 2009–2012 plan, since it is funded by revenue from the sale of the television rights for the Games in Beijing and Vancouver, earmarked for the development of the 2009–2012 quadrennial plan.



▲
Fireworks light up the National Stadium during the Opening Ceremony of the Games of the XXIX Olympiad in Beijing

© Getty Images/Mark Dadswell

▲
Closing Ceremony of the Games of the XXIX Olympiad in Beijing

© Getty Images/Bongarts/Alexander Hassenstein



▲ Polish team (in red) against Italy during the Games of the XXIX Olympiad in Beijing
© Getty Images/Phil Walter

▲ Vijender Kumar of India, Olympic scholarship holder and bronze medallist in boxing, middleweight category – Games of the XXIX Olympiad in Beijing
© Getty Images/Cameron Spencer

Athletes who participated in the Games of the XXIX Olympiad in Beijing

NOC	Athletes	NOC	Athletes	NOC	Athletes
Africa		America		Asia	
ALG	58	AHO	3	AFG	4
ANG	32	ANT	5	BAN	5
BDI	3	ARG	136	BHU	2
BEN	5	ARU	2	BRN	14
BOT	11	BAH	25	CAM	4
BUR	6	BAR	8	CHN	603
CAF	3	BER	6	HKG	34
CGO	5	BIZ	4	INA	24
CHA	2	BOL	7	IND	53
CIV	23	BRA	267	IRI	54
CMR	34	CAN	332	IRQ	4
COD	5	CAY	4	JOR	7
COM	3	CHI	26	JPN	336
CPV	2	COL	67	KAZ	130
DJI	2	CRC	8	KGZ	20
EGY	101	CUB	157	KOR	268
ERI	10	DMA	2	KSA	14
ETH	27	DOM	24	KUW	8
GAB	4	ECU	25	LAO	4
GAM	3	ESA	11	LIB	6
GBS	3	GRN	9	MAS	32
GEQ	3	GUA	12	MDV	4
GHA	9	GUY	4	MGL	28
GUI	5	HAI	7	MYA	6
KEN	46	HON	26	NEP	8
LBA	6	ISV	7	OMA	4
LBR	3	IVB	2	PAK	21
LES	5	JAM	50	PHI	15
MAD	6	LCA	4	PLE	4
MAR	47	MEX	83	PRK	62
MAW	4	NCA	6	QAT	20
MLI	17	PAN	5	SIN	25
MOZ	4	PAR	7	SRI	8
MRI	11	PER	13	SYR	7
MTN	2	PUR	22	THA	51
NAM	10	SKN	4	TJK	15
NGR	79	SUR	4	TKM	10
NIG	4	TRI	28	TLS	1
RSA	134	URU	12	TPE	80
RWA	4	USA	591	UAE	8
SEN	15	VEN	110	UZB	56
SEY	9	VIN	2	VIE	12
SLE	3			YEM	5
SOM	2				
STP	3				
SUD	9				
SWZ	4				
TAN	9				
TOG	4				
TUN	26				
UGA	11				
ZAM	8				
ZIM	13				
Total	857	Total	2,127	Total	2,076

NOC	Athletes	NOC	Athletes
Europe		Oceania	
ALB	11	ASA	4
AND	5	AUS	434
ARM	25	COK	4
AUT	70	FIJ	6
AZE	44	FSM	5
BEL	95	GUM	6
BIH	5	KIR	2
BLR	175	MHL	5
BUL	70	NRU	1
CRO	99	NZL	181
CYP	17	PLW	5
CZE	134	PNG	7
DEN	84	SAM	6
ESP	284	SOL	3
EST	47	TGA	3
FIN	57	TUV	3
FRA	310	VAN	3
GBR	304		
GEO	35		
GER	422		
GRE	152		
HUN	171		
IRL	54		
ISL	27		
ISR	43		
ITA	335		
LAT	47		
LIE	2		
LTU	71		
LUX	13		
MDA	29		
MKD	7		
MLT	6		
MNE	19		
MON	5		
NED	240		
NOR	84		
POL	256		
POR	76		
ROU	101		
RUS	454		
SRB	91		
SLO	61		
SMR	4		
SUI	83		
SVK	57		
SWE	124		
TUR	67		
UKR	241		
Total	5,213	Total	678



Scholarship holder Dmitrijs Milkevics
of Latvia (right) – Games of the
XXIX Olympiad in Beijing

© Getty Images/Mark Dadswell

Medal ceremony for the women's team
competition in artistic gymnastics –
Games of the XXIX Olympiad in Beijing

© Getty Images/Nick Laham

NOC Associations

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

International Olympic Federations

Summer

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

Winter

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

National Olympic Committees

Africa (53 NOCs)

RSA	South Africa
ALG	Algeria
ANG	Angola
BEN	Benin
BOT	Botswana
BUR	Burkina Faso
BDI	Burundi
CMR	Cameroon
CPV	Cape Verde
CAF	Central Africa
COM	Comoros
CGO	Republic of Congo
COD	Democratic Republic of the Congo
CIV	République de Côte d'Ivoire
DJI	Djibouti
EGY	Egypt
ERI	Eritrea
ETH	Ethiopia
GAB	Gabon
GAM	Gambia
GHA	Ghana
GUI	Guinea
GBS	Guinea-Bissau
GEQ	Equatorial Guinea
KEN	Kenya
LES	Lesotho
LBR	Liberia
LBA	Libyan Jamahiriya
MAD	Madagascar
MAW	Malawi
MLI	Mali
MAR	Morocco
MRI	Mauritius
MTN	Mauritania
MOZ	Mozambique
NAM	Namibia
NIG	Niger
NGR	Nigeria
UGA	Uganda
RWA	Rwanda
STP	Sao Tome and Principe
SEN	Senegal
SEY	Seychelles
SLE	Sierra Leone
SOM	Somalia
SUD	Sudan
SWZ	Swaziland
TAN	United Republic of Tanzania
CHA	Chad
TOG	Togo
TUN	Tunisia
ZAM	Zambia
ZIM	Zimbabwe

America (42 NOCs)

ANT	Antigua and Barbuda
AHO	Netherlands Antilles
ARG	Argentina
ARU	Aruba
BAH	Bahamas
BAR	Barbados
BIZ	Belize
BER	Bermuda
BOL	Bolivia
BRA	Brazil
CAY	Cayman Islands
CAN	Canada
CHI	Chile
COL	Colombia
CRC	Costa Rica
CUB	Cuba
DOM	Dominican Republic
DMA	Dominica
ESA	El Salvador
ECU	Ecuador
USA	United States of America
GRN	Grenada
GUA	Guatemala
GUY	Guyana
HAI	Haiti
HON	Honduras
JAM	Jamaica
MEX	Mexico
NCA	Nicaragua
PAN	Republic of Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SKN	Saint Kitts and Nevis
LCA	Saint Lucia
VIN	Saint Vincent and the Grenadines
SUR	Suriname
TRI	Trinidad and Tobago
URU	Uruguay
VEN	Venezuela
IVB	Virgin islands, British
ISV	Virgin Islands, US

Asia (44 NOCs)

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

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

Europe (49 NOCs)

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

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

Oceania (17 NOCs)

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

205 National Olympic Committees
are recognised by the IOC

Listening to you!

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Pages 28-29 – Closing Ceremony of the Games of the XXVIII Olympiad in Athens
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Pages 78-79 – Bezie Madden (USA) riding Authentic in the individual jumping event – Games of the XXVIII Olympiad in Athens © Getty Images/Jamie Squire

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