

WHERE THE ACTION IS

2009-2012 QUADRENNIAL PLAN



OLYMPIC
SOLIDARITY

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Message by
Mr Mario VÁZQUEZ RAÑA



A promising new phase

The Olympic Solidarity Commission, which I have the honour to chair, has approved the 2009–2012 quadrennial plan, of which the fundamental strategic line will be to maintain a sustained increase in the support offered to the National Olympic Committees (NOCs) for the benefit of their athletes and with a view to strengthening their leadership at the head of the national Olympic Movement.

The excellent results obtained through the implementation of the past quadrennial plan are confirmation of the relevance and usefulness of the decentralisation process, and give evidence of the great work carried out by the Continental Associations and the NOCs in implementing the objectives set by the World and Continental Programmes. The results of the XX Olympic Winter Games in Turin and the Games of the XXIX Olympiad in Beijing have confirmed the positive impact on the NOCs of the actions implemented by Olympic Solidarity, especially those directly connected to the athletes' preparation and progress.

In its assessment of the 2005–2008 quadrennial plan, the Olympic Solidarity Commission reached important conclusions, with the following aspects standing out: over 95% of the contents of the World Programmes have been carried out; the responses provided to over 9,000 applications from the NOCs; the positive influence of the actions implemented on the athletes' results in competitions; the significant increase in activities related to the preparation of human resources; the great effort made to increase the NOCs' legacy and to promote Olympic values; and, of course, the financial support provided to all NOCs in the world.

Based on this highly successful experience, and with the stated aim of reinforcing Olympic Solidarity's role in the NOCs' work, the Commission has approved the 2009–2012 quadrennial plan with the following fundamental objectives: increase the financial support given to the NOCs, especially those most in need of it; reinforce the decentralisation policy; allow for greater flexibility of the Continental Associations' powers in relation to the actions planned; implement the 19 World Programmes; reinforce the monitoring and control procedures over the use of allocated resources; and approve the budget for the 2009–2012 quadrennial, which has enjoyed an increased of over 27% compared to that of the previous period.



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

Never before has Olympic Solidarity allocated so many resources and developed so many activities to support the NOCs and benefit the athletes. We are aware that Olympic Solidarity is today the fundamental support for the great majority of the NOCs, and, in more than a few cases, the guarantee of their autonomy and independence.

I am very happy therefore to present to you the 2009–2012 quadrennial plan. I would like to take this opportunity to congratulate you on the great job done over the past four years, and to ask that, in this new and promising stage, we make every effort and use all our energy and accumulated experience to successfully implement the World and Continental Programmes described in this publication. I also encourage you to ensure appropriate and efficient use of the considerable resources which are now available to the NOCs.

We feel certain that during this new quadrennial period, Olympic Solidarity will be recording major new achievements which will help strengthen the Olympic Movement's role and leadership.

Please receive my heartfelt greetings.

Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

Olympic Solidarity Pursuing a great idea

The 60th IOC Session in 1962
© IOC Photo Library



Mario Vázquez Raña's
speech at the Olympic Congress
in Baden-Baden in 1981
© IOC Photo Library



In order to support a number of National Olympic Committees (NOCs) located in countries which 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 in 1968. When it merged with a similar body set up by the Permanent General Assembly of the NOCs, this Commission finally became, in 1971, the Committee for Olympic Solidarity.

Between 1973 and 1978, 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 therefore needed for the development of sport.

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

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

Olympic Solidarity Commission Giving vital impetus



Participants in the Youth Olympic Camp in Beijing organised by BOCOG

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, while it works closely with the IOC Executive Board and President and keeps them regularly informed about its activities.

The Olympic Solidarity Commission relies on the Olympic Solidarity international office in Lausanne to implement, execute, monitor and coordinate all its decisions. This office is fully answerable to the Olympic Solidarity Commission.

Olympic Solidarity Commission at 1 January 2009

Chairman :	Mario VÁZQUEZ RAÑA
Vice-Chairman :	Richard Kevan GOSPER
Members :	Sheikh Ahmad Al-Fahad AL-SABAH
	Husain AL-MUSALLAM
	Patrick Joseph HICKEY
	Gunilla LINDBERG
	The Grand Duke of LUXEMBOURG
	Julio César MAGLIONE
	Robin E. MITCHELL
	Felipe MUÑOZ KAPAMAS
	Raffaele PAGNOZZI
	Intendant General Lassana PALENFO
	Richard PETERKIN
	Yumilka RUIZ LUACES

The advantages of programmes for NOCs

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



For the 2009–2012 quadrennial plan and in accordance with the text of the Olympic Charter, Olympic Solidarity continues to concentrate its efforts on providing assistance to all the NOCs, particularly those with the greatest needs. The help given to the NOCs for the development of their own structures will enable them to fulfil the responsibilities which have been bestowed upon them by the Olympic Movement, particularly by assisting athletes and promoting the Olympic ideals. NOCs are therefore in a position to consolidate their place and role within the Olympic Movement in general and within their own national structures.

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

- World Programmes, which cover and reinforce all areas of sports development ;
- Continental Programmes, designed to meet some of the specific needs of each continent ;
- Olympic Games Subsidies, which complement the range of programmes and offer financial support to NOCs before, during and after the Games.

The key concept is based on an autonomy between the World and Continental Programmes, but with complementary objectives and complete coordination in their management and implementation.



Greater autonomy for everyone



Young athletes from Sudan at the FISA training camp in Pretoria, South Africa

Olympic Solidarity's general development strategy for the 2009–2012 quadrennial plan is based on the principles approved by the Olympic Solidarity Commission for the previous plan. The primary stakeholders have recognised the positive impact of the decentralisation policy, which is supplemented by the continued centralised management of the World Programmes by the Olympic Solidarity international office in Lausanne.

To take further steps in the same direction, the policy of decentralisation towards the Continental Associations is being reinforced through an increase in the funds at their disposal for the Continental Programmes, and through their freedom to choose how to distribute the funds within the total amount allocated. The Continental Programmes should address the specific needs and priorities of the NOCs on each continent whilst, at the same time, complementing but not duplicating the World Programmes. Regular technical and financial monitoring is provided in consultation with the Olympic Solidarity international office.

The World Programmes are following the same pattern as for the 2005–2008 quadrennial plan, but with increased support for the athletes' programmes, particularly the Olympic scholarships for the XXI Olympic Winter Games in Vancouver in 2010 and the Games of the XXX Olympiad in London in 2012, and assistance for youth development with a view to selection for the Youth Olympic Games. NOCs will benefit from simplified administrative procedures for all programmes and a more individual advisory service. Finally, the level of direct financial assistance to the NOCs is higher than in the previous plan.

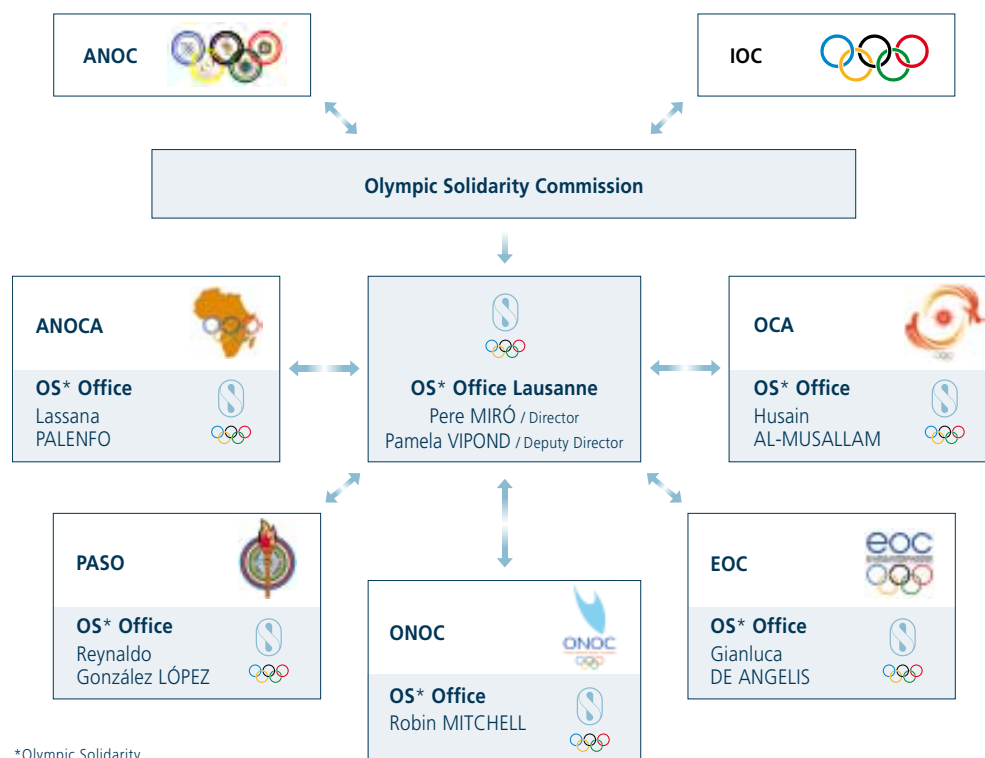
Olympic Solidarity Structure and Organisation

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



Olympic Solidarity's structure (international office and five continental offices), introduced in 2001, and general organisation have developed during the last quadrennial period. They have adapted to new organisational realities and the role of each of the partners (Olympic Solidarity Lausanne, ANOC and Continental Associations) has been strengthened. At the same time, coordination between the partners also increased and improved. To ensure that this proposed strategy for the 2009–2012 quadrennial plan achieves its objectives, this structure has to be consolidated in order to improve coordination and synergies on the one hand, and on the other, to strengthen the common working procedures already established in certain areas, in particular the global analysis of results, impact for NOCs and overall financial control.

Each Continental Association has its own structure to enable it to develop and implement the Olympic Solidarity programmes at continental level. This structure depends exclusively upon the Continental Associations, which are responsible for ensuring that their offices perform well and efficiently manage the funds and programmes allocated to them.



Olympic Solidarity International Office in Lausanne

The Olympic Solidarity international office in Lausanne is continuing its efforts to increase and enhance the quality of its services to programme beneficiaries and to offer them more flexibility. At the same time, it closely monitors the control of NOC expenditure in order to guarantee proper utilisation of the funds and complete transparency in all transactions.

Olympic Solidarity international office in Lausanne

- Director Pere MIRÓ

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

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

Programmes for Athletes – Relations with Asia – Information Technology – Public Communications

- Section Manager Olivier NIAMKEY
- Project Officer Silvia RAGAZZO-LUCCIARINI
- Project Officer Edward KENSINGTON
- Administrative Assistant Cynthia HUBER
- Administrative Assistant Paola BUENO CARVAJAL

NOC Management Programmes – Relations with America – Reports and Presentations

- Section Manager Joanna ZIPSER-GRAVES
- Project Manager Catherine LAVILLE
- Project Officer Angélica CASTRO
- Administrative Assistant (50%) Anne WUILLEMIN

Promotion of Olympic Values Programmes – Olympic Games Subsidies – Relations with Oceania – Finance – Institutional Communications

- Section Manager and Finance Manager Nicole GIRARD-SAVOY
- Project Officer Kathryn FORREST
- Project Officer (50%) Muriel MICHAUD KNOEPFEL
- Administrative Assistant Jessica MARAZ
- Accountant Florian CHAPALAY
- Accountant (80%) Silvia MORARD

At 1 January 2009

Substantial budget increase

Olympic Solidarity manages the share of the television rights from the broadcasting of the Olympic Games which belongs to the NOCs, and redistributes these funds through programmes offered to all NOCs recognised by the IOC.

The development and assistance budget approved by the Olympic Solidarity Commission for the 2009–2012 quadrennial plan is USD 311 million. It is based on income from the sale of TV rights for the Games of the XXIX Olympiad in Beijing and the estimated revenue from the XXI Olympic Winter Games in Vancouver, plus interest from future investments.

In comparison with the 2005–2008 plan budget of USD 244 million, the new development budget represents an increase of 27.46%. This increase of USD 67 million will enable Olympic Solidarity to implement its global development strategy and to continue the process of decentralising funds towards the Continental Associations.

Breakdown of the 2009–2012 budget

• World Programmes	USD 134,000,000
• Continental Programmes	USD 122,000,000
• Olympic Games Subsidies and Forums	USD 42,000,000
• Administration / Communication	USD 13,000,000
	<u>USD 311,000,000</u>

Breakdown of the "World Programmes" budget

• Athletes	USD 61,000,000
• Coaches	USD 26,000,000
• NOC Management	USD 32,000,000
• Promotion of Olympic Values	USD 15,000,000
	<u>USD 134,000,000</u>

Breakdown of the "Continental Programmes" budget

• ANOCA (Africa) – 53 NOCs	USD 26,671,000
• PASO (America) – 42 NOCs	USD 21,228,000
• OCA (Asia) – 44 NOCs	USD 22,257,000
• EOC (Europe) – 49 NOCs	USD 25,089,000
• ONOC (Oceania) – 17 NOCs	USD 14,198,000
• ANOC	USD 12,557,000
	<u>USD 122,000,000</u>

Comparative table

	2005–2008	2009–2012	% increase
• World Programmes	USD 110,500,000	USD 134,000,000	+21,27 %
• Continental Programmes	USD 90,000,000	USD 122,000,000	+35,56 %

Partners working in synergy



Closing Ceremony of the Games of the XXIX Olympiad in Beijing
© IOC / Kishimoto



A gymnast warming up before the competition – Games of the XXIX Olympiad in Beijing
© IOC / Huet



Sharing the same values,
Games of the XXIX Olympiad in Beijing
© IOC / Kishimoto

During the four-year period between each edition of the Olympic Games, the main components of the Olympic Movement – the IOC, the 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 monitoring Olympic Solidarity programmes, as well as providing technical expertise, makes up an essential action channel. Thanks to the contribution and support of the Continental Associations, ANOC, NOCs, IOC Commissions and IFs, as well as the high-level training centres, universities and experts in various fields, Olympic Solidarity is able to continue its mission of assisting the NOCs in the best possible conditions.



ALL CAN PLAY





Sport and NOCs are the winners

The objectives of the 19 World Programmes proposed to the NOCs, covering the four areas of sports development considered essential for NOCs to accomplish the mission that has been entrusted to them by the Olympic Charter, are the same as during the previous plan. For the 2009–2012 quadrennial period, the priority is to reinforce the NOCs' structure, to increase support for athletes at all levels and for youngsters in particular, and to increase assistance for the preparation of athletes for Continental and Regional Games, as well as for the NOCs' preparation for and participation in the Olympic Games.



Nineteen programmes, four areas of action

Athletes

- Olympic Scholarships for Athletes "Vancouver 2010"
- Olympic Scholarships for Athletes "London 2012"
- Team Support Grants
- Continental and Regional Games – Athlete Preparation
- Youth Olympic Games – Athlete Preparation

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

The Olympic Solidarity international office in Lausanne manages the World Programmes in coordination with the respective Continental Associations, in order to take into account the specific needs of the different continents and regions. Olympic Solidarity also works closely with the International Olympic Sports Federations, IOC Commissions and various other Olympic Movement partners to develop and deliver high quality programmes to all NOCs, particularly those with the greatest needs.



World Programmes Athletes



Olympic scholarship holder Guo Shuang of China (right) competes against Anna Mearns of Australia in the sprint semi-finals at the Games of the XXIX Olympiad in Beijing
© Getty Images / Quinn Rooney

Tailor-made support for athletes at all levels

The five athletes programmes available within the context of the 2009–2012 quadrennial plan offer the NOCs assistance adapted to the level of their athletes and the type of competitions for which they are preparing. To implement these programmes successfully, Olympic Solidarity can count on the support of the Continental Associations, NOCs and IFs, as well as other partners such as training centres, coaches and high-level experts.

In an environment where the number of competitions is constantly increasing, the NOCs benefit from two new programmes aimed at providing athletes with a level of technical and financial support that reflects the importance of the XXI Olympic Winter Games in Vancouver and the 1st Youth Olympic Games. The Youth Olympic Games offer a unique opportunity to identify tomorrow's champions. By focusing on the identification, qualification and preparation of young athletes, Olympic Solidarity gives NOCs the opportunity to be involved in the development of an elite athlete from the very start.

For many NOCs, the participation of their athletes in Continental and Regional Games represents a great opportunity to win medals, and is often a key factor in reaching the highest level. It is therefore important for Olympic Solidarity to support these intermediate-level athletes, some of whom will become future Olympic scholarship holders.

Concerning the elite level, the NOCs now have the possibility to assist their athletes and teams in the run-up to both the Olympic Games in London and the Olympic Winter Games in Vancouver through two programmes specially adapted for these two large-scale competitions. ●

Olympic Scholarships for Athletes “Vancouver 2010”



A snowboarder training before the start of the competition at the XX Olympic Winter Games in Turin
© Getty Images / Adam Pretty



Vancouver
© VANOC / COVAN



The Whistler Sliding Centre will host the Olympic bobsleigh, luge and skeleton events
© VANOC / COVAN

The Olympic Scholarships for Athletes “Vancouver 2010” programme offers the NOCs the chance to provide their athletes with the support they need to prepare and attempt to qualify for the XXI Olympic Winter Games in Vancouver in 2010. Its main goal is to improve the competitiveness of the Olympic Winter Games rather than to expand artificially the universality of these Games. Consequently, this programme is available only to NOCs that took part in the Olympic Winter Games in Turin and have a strong winter sports tradition. In order to benefit from a scholarship, the athletes, who should have a proven international winter sports record and technical level, must also have taken part in international competitions recognised by the International Winter Sports Federations during the 2006/07 and 2007/08 seasons.

Each scholarship awarded by Olympic Solidarity includes a monthly grant to cover the athlete’s training costs and a travel subsidy to assist them with their participation in Olympic qualification competitions; both are fixed amounts. In the majority of cases, the athletes practising winter sports already have clearly defined training programmes. Therefore, the intention is to offer the NOCs the possibility to manage the scholarship programme in an individualised manner according to the real needs of the athletes. The Olympic scholarships are available from 1 November 2008 until 28 February 2010.

2009–2012 Budget : USD 9,000,000

Updated programme
Increasingly targeted support for athletes.



Olympic Scholarships for Athletes “London 2012”

Aerial view of the
Olympic Stadium
© LOCOG



Weymouth and Portland
will host the Olympic
sailing events
© LOCOG



Olympic scholarship holder
Alina Alesandra Dumitru won the
first Olympic gold medal in judo for
Romania during the Games of the
XXIX Olympiad in Beijing
© IOC / Kishimoto



Launched for the first time in 1992 for the Barcelona Olympic Games, the Olympic scholarships programme offers substantial assistance to elite international athletes nominated by their respective NOCs for their preparation and qualification for the Games of the XXX Olympiad in London in 2012, paying particular attention to athletes and NOCs with limited financial means.

Olympic Solidarity and the NOC concerned therefore provide the best possible training environment for athletes who practise an individual Olympic sport so that they can benefit from the following: access to appropriate training facilities, supervision by a coach specialising in the relevant sporting discipline, regular medical and scientific assistance and testing, accident and illness insurance, board and lodging costs, adequate pocket money, as well as a fixed subsidy to enable athletes to participate in Olympic qualification competitions. Olympic Solidarity's decision on where the athletes should train, which may involve sending them to a high-level training centre abroad, is exclusively focused upon the needs of the athletes and the requirements of their sport.

This programme will be operational from 1 September 2010 until 31 August 2012, i.e. the two years leading up to the London Olympic Games.

2009–2012 Budget : USD 19,000,000

Beijing 2008

1,088 Olympic scholarships awarded ;
591 Olympic scholarship holders
from 151 NOCs qualified ;
81 medals won.

Team Support Grants



Hamchetou Maiga of Mali (left) and Teresa Bodensteiner of New Zealand during a preliminary game at the Beijing Olympic Basketball Gymnasium
© Getty Images / Mark Dadswell



Australian Hope Munro and South African Vidette Ryan battle for possession of the ball – Games of the XXIX Olympiad in Beijing
© Getty Images / Stu Forster



Montenegro goalkeeper Zdravko Radicof during the semi-final against Hungary – Games of the XXIX Olympiad in Beijing
© Getty Images / Streeter Lecka

As in the previous plan, the Team Support Grants programme offers financial assistance to one national team per NOC to prepare and participate in regional, continental or world level competitions with a view to qualifying for the Olympic Games. These women's or men's teams must practise a sport in the Summer or Winter Olympic programme at a recognised international level.

Each NOC can submit a request for a grant for one team in a summer sport and another team in a winter sport. These teams may be assisted throughout the quadrennial by one or more projects. The NOCs can give priority to the competitions that they consider the most important according to their objectives. Each project, approved in advance by Olympic Solidarity, may be composed of various separate activities, such as the organisation of national or international training camps for a specific competition, appointment of coaches to manage the team, organisation of friendly preparation matches or participation in competitions where the costs are not covered by the relevant IFs.

2009–2012 Budget: USD 9,000,000

2005–2008 quadrennial plan

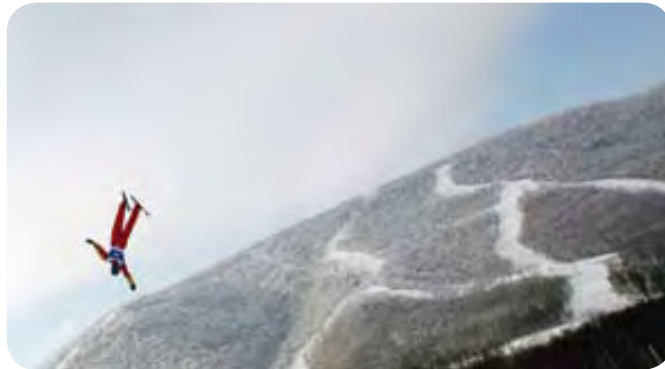
More than 110 grants awarded to team sports.

Continental and Regional Games Athlete Preparation

Wendy Cruz of the Dominican Republic crosses the finish line during the road cycling race of the XV Pan American Games in Rio de Janeiro, Brazil
© Getty Images / Harry How



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



A Chinese competitor practices ahead of the freestyle skiing event at the 6th Asian Winter Games in Changchun, China
© Getty Images / Guang Niu

For many NOCs, Continental and Regional Games are the most important competitions apart from the Olympic Games. This programme, which is dedicated to these Games, offers NOCs the necessary support for training their athletes for Continental and Regional Games, as well as for multi-sport community Games such as the Commonwealth or Francophone Games.

As well as practising a sport that forms part of the Summer or Winter Olympic programme, the athletes must be recognised as “continental elite” level with the potential to qualify for the Olympic Games in the near future, and should not have previously benefited from the Olympic Scholarships for Athletes “London 2012” or Youth Olympic Games – Athlete Preparation programmes.

The Games in which the NOC expects to participate, as well as the preparation projects envisaged for each, are to be planned over four years. Depending on their objectives, the NOCs determine the competitions for which they wish to prepare, while giving priority to preparation for Continental Games. The preparation projects for each proposed Games should be approved by Olympic Solidarity in accordance with the quadrennial plan previously adopted for each NOC. These projects may include several different activities, such as training camps in a given sport, multi-sport camps or athletes’ seminars.

2009–2012 Budget : USD 14,000,000

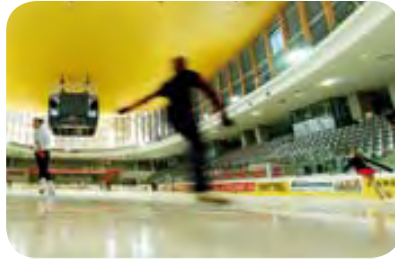
2005–2008 quadrennial plan

90% of NOCs participated in this programme and received assistance.

Youth Olympic Games Athlete Preparation



Education at the heart of the YOG
© SYOGOC



Olympiaworld in Innsbruck will host the skating and ice hockey events, as well as the Closing Ceremony
© Olympiaworld Innsbruck



Marina Bay Floating Stadium
© SYOGOC



Singapore Indoor Stadium
© SYOGOC

The aim of this NOC assistance programme is to identify, qualify and prepare a small number of young athletes with a view to their participation in the Summer and Winter Youth Olympic Games.

The eligible athletes must practise an individual sport that is included in the Summer or Winter Youth Olympic Games programme and show a potential to qualify for the 2010 in Singapore, 2012 in Innsbruck (Austria) and future editions by producing outstanding results at international or continental youth competitions.

The three separate options that make up this programme reflect the different phases leading up to the Youth Olympic Games. The identification option involves specific activities, such as the creation of a national talent identification structure, the continued development of existing programmes or the organisation of short-term camps for national or international talent identification. The qualification option offers financial assistance to cover some of the participation costs linked to qualification for the Youth Olympic Games. The preparation option offers individual training grants for qualified young athletes, which will allow them to finalise their preparation for the Youth Olympic Games.

2009–2012 Budget : USD 10,000,000

New programme

Identifying, supporting, training and helping tomorrow's Olympians.



LENDING A HAND







World Programmes Coaches

American coach Guy Baker with his team during the final against the Netherlands at the Games of the XXIX Olympiad in Beijing
© Getty Images / Adam Pretty



Better educated coaches, better performing athletes

The coach education programmes available to the NOCs are not substantially different from those of the previous quadrennial plan. They take a variety of different forms and are targeted at different levels in order to respond in the best way possible to current athlete training requirements. Olympic Solidarity also encourages the NOCs to maintain links between the different programmes and thereby increase the general level of coach education around the world.

Olympic Solidarity works together with NOCs and IFs in order to improve the quality of the basic training provided through technical courses. For the 2009-2012 quadrennial, NOCs will be requested to pay particular attention to different areas, in particular the technical and financial preparation of the courses and the selection and evaluation of candidates.

In relation to individual sports science scholarships, Olympic Solidarity will continue to collaborate closely with high-level training centres and also offer specific training opportunities, as clearly requested by NOCs. In both cases, it is important that coaches who benefit from a scholarship are able to pass on their newly acquired knowledge to their own NOC and country.

Finally, the Development of National Sports Structure programme is not aimed exclusively at coach education, but rather responds to a need to reinforce the whole national structure of a particular sport. With the help of an expert, the people appointed at national level are able to acquire sufficient knowledge to continue this project on a long-term basis. ●

Technical Courses for Coaches



Technical course for tennis coaches in the United Arab Emirates



Technical course for volleyball coaches in China



Technical work on the field during a course for women's football coaches in Chad

The main objective of the technical courses programme, which the NOCs have known about for a long time, is to provide basic training to coaches officially recognised as such in all Olympic sports by arranging a visit by an international expert appointed by the IFs. The programme applies mainly to the African, American and Asian NOCs.

Constant efforts are being made to standardise coach education as much as possible, and NOCs are requested to follow exactly the rules established by the IFs for this kind of training. Furthermore, emphasis will be placed on making sure that there is a certain continuity between courses organised in the past and those planned in the future.

Each NOC must submit course proposals on a year-by-year basis, with a maximum of four courses in the same year and a total of 10 for the whole 2009–2012 quadrennial plan. Olympic Solidarity nevertheless encourages the NOCs to plan their activities over the long term, with training objectives to be achieved by the end of the plan. In order to promote the role of women in sport, Olympic Solidarity hopes that women will represent a minimum of between 10% and 20% of the participants in each course. The level 2 or 3 regional courses are aimed at coaches who have already attended a course on the level below. In order to ensure a sufficient number of participants, these training courses may involve coaches from several NOCs and be organised at regional level.

2009–2012 budget : USD 13,000,000

2005–2008 quadrennial plan

Around 1,000 technical courses organised by more than 140 NOCs.

Olympic Scholarships for Coaches

Coach of the Great Britain hockey team Jason Lee with his team during a practice session ahead of the Games of the XXIX Olympiad in Beijing
© Getty Images/Jamie Squire



CISéL scholarship holders in front of the United Nations headquarters in Geneva, Switzerland



A swimmer from Croatia speaks to his coach at the National Aquatics Centre in Beijing
© Getty Images/Cameron Spencer



Olympic scholarship holders during a training course at the Semmelweis University in Budapest, Hungary

The Olympic scholarships programme offers coaches access to high-level further training and the chance to acquire experience and knowledge which they will then use to benefit their respective national sports structures. Olympic Solidarity is looking to maintain the training opportunities available previously while, at the same time, meeting the NOCs' needs even more closely. In order to promote the role of women in sport, it also hopes that NOCs will submit a number of female candidates during this quadrennial.

Candidates for an Olympic scholarship must belong to a federation of a sport on the Olympic programme and hold the rank of official national coach recognised in their country of origin and/or by their respective IFs. Active and able to prove that they have practical experience as coaches at national and/or international level, they must undertake to pass on their knowledge to their NOC and help to develop their sport in their country after receiving the training.

Two options are available to coaches : training in sports sciences, which enables them to obtain a high-level qualification, at university level in certain cases ; or the "à la carte" sport-specific training, which allows them to refresh their knowledge and increase their practical experience in a specific sport. IFs, universities, high-level centres and recognised sports clubs work with Olympic Solidarity to host these coaches.

2009–2012 budget : USD 8,000,000

2005–2008 quadrennial plan

More than 530 scholarships awarded to coaches from 150 NOCs.

Development of National Sports Structure



National sports structure development project in basketball in St Vincent and the Grenadines



Participants in an archery training session in Guinea



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

The development of sport in certain countries is often hindered by the fact that the national sport and coaching structure is disorganised or even non-existent. This programme is designed to allow NOCs to develop their national sports structure by implementing a medium- to long-term action plan (3 to 6 months) for a specific sport under the guidance of an international expert. Priority is given to NOCs which can demonstrate that their basic sports and coaching structures are weak but have clear potential for development.

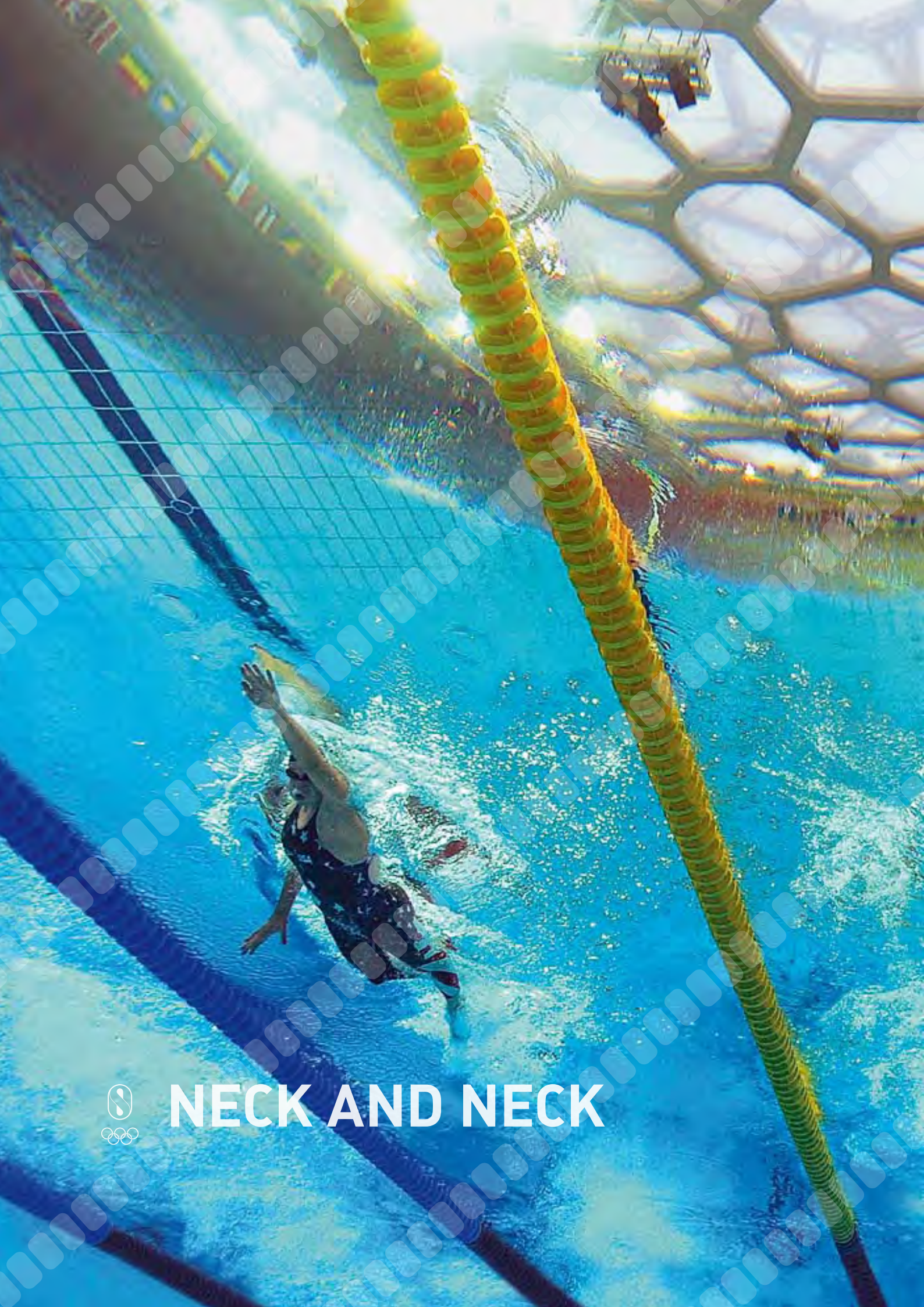
The action plan must show a coherent and realistic development model, which includes training for and giving a sense of responsibility to local coaches or people able to continue the work initiated by the expert once the project has ended, measures to improve the different training programmes for elite sport, as well as support for "Sport for All", school sport and talent identification. NOCs are strongly encouraged, when possible, to take advantage of projects carried out by Olympic Solidarity scholarship holders during their training abroad to launch their action plans.

Depending on the NOC's specific needs and the budget available, the stay of the foreign expert can be divided into several clearly defined periods. When the expert is absent, an individual such as a national coach, a former Olympic scholarship holder or a technical director will be appointed to manage the project.

2009–2012 budget : USD 5,000,000

2005–2008 quadrennial plan

More than 170 projects approved, around 100 participating NOCs.



NECK AND NECK



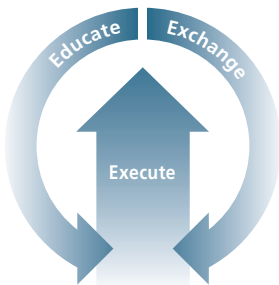


World Programmes NOC Management

A participant making a presentation during an advanced sports management course in Malaysia



Strengthening management structures



The objective of the NOC Management programmes is to help NOCs fulfil their mission in the best possible way by helping them to carry out their tasks. This is achieved through direct financial assistance and support for projects aimed at strengthening their management. The programmes also offer several training opportunities for sports administrators, as well as facilitating exchanges of information and experiences between NOCs.

Each year, the NOCs are eligible to receive an administrative subsidy to assist them with covering their running costs. They can also submit projects aimed at improving various aspects of their management. Furthermore, after IT in 2001–2004 and staff training in 2005–2008, the current plan focuses particularly on financial management, and encourages the NOCs to improve their skills in this area.

Several training options are also available to the members and staff of NOCs and their affiliates: Sports Administrators Courses, Advanced Sports Management Courses and scholarships for the Executive Masters in Sports Organisation Management (MEMOS).

Finally, NOC Exchange and Regional Forums enable NOCs to learn from each other in order to find solutions to the challenges they all face in their daily operations. As part of this, NOC interns can spend a period of time working at a Coach NOC in order to gain detailed knowledge about its activities and management methods. ●

NOC Administration Development



National Federations
in Costa Rica working on
the NOC's Strategic Plan



Marketing seminar
in Ghana



An NOC web site can be
developed through NOC
management initiatives

Polish NOC web site
www.pkol.pl

This programme is designed to support the NOCs' administrative structure by contributing towards their general running costs and to the improvement of specific aspects of their management, particularly financial management. Three options are available to the NOCs.

Firstly, the annual administrative subsidy of USD 30,000, a 20% increase compared to the previous plan, is meant to assist the NOCs with their running costs, such as staff salaries, office rent or purchase of office equipment.

The second option is aimed at NOCs wishing to improve a specific aspect of their management by engaging in initiatives designed to improve their structures and functioning. Projects as diverse as staff training, assistance from outside experts or the development of IT tools, among others, may be considered.

The third option concerns financial management and is designed to help NOCs improve their accounting and financial systems so that they are able to develop their activities on a sound operational footing. Help may be provided with software purchase and installation, further training for accounting and finance staff and assistance from external financial experts.

2009–2012 Budget : USD 26,000,000

National Training Courses for Sports Administrators

Sports administrators courses in Burkina Faso



Participants receive their diplomas at the end of the course for sports administrators in Ethiopia



Advanced sports management course in Guatemala

This programme enables the NOCs to organise courses for their management staff and that of their affiliated organisations. As well as sports management courses that are usually held over a short period, Olympic Solidarity has set up a new range of Advanced Sports Management Courses, which comprise several modules.

Under the direction of National Course Directors, Sports Administrators Courses enable the NOCs to spread knowledge of the Olympic Movement and to develop the professional skills of sports administrators. Participants, who should be involved in the local, regional or national sports movement, receive a copy of the "Sport Administration Manual", which covers all the main themes linked to the Olympic Movement and the management of sports organisations.

Advanced Sports Management Courses are aimed at executives and managers working for the NOCs and national federations in particular. They are based on the "Managing Olympic Sport Organisations" manual, which comprises six modules: the structure of a sports organisation, strategic management, human resources management, financial management, marketing and event organisation. NOCs wishing to participate in the programme appoint a Programme Director, who is responsible for running the advanced courses after attending an introductory training session organised by Olympic Solidarity with the help of sports management training experts.

2009–2012 Budget : USD 3,600,000

2005–2008 quadrennial plan

More than 450 courses organised,
around 100 participating NOCs.

International Executive Training Courses in Sports Management



MEMOS XI Marketing module at the Hermann-Neuberger-Sports School Olympic High-Competitive Centre in Saarbrücken, Germany



Working group at the 2nd edition of MEMOS in Spanish at the Centro de Alto Rendimiento (CAR), Barcelona



Participants in the MEMOS in French during the 2nd module hosted by the NOC of Tunisia

Through this programme, Olympic Solidarity awards scholarships to sports managers endorsed by their NOCs and selected to participate in the programme by the MEMOS Selection Committee in order to enable them to complete MEMOS (Executive Masters in Sports Organisation Management). This internationally recognised training programme is offered by a network of universities with which Olympic Solidarity works in partnership.

MEMOS consists of various modules, each focusing on a specific aspect of sports management. The key element for the participants, who are assisted by assigned tutors, is the development of a project aiming to improve an aspect of the management of their organisation. Thanks to a combination of residential modules and distance learning, MEMOS enables participants to study while continuing to work for their respective organisations. MEMOS is available in English, French and Spanish.

NOCs are encouraged to carefully select their MEMOS candidates, so as to maximise the benefit of the training for the NOC and national sports system. In return, the candidates agree to work with their NOC. For their part, it is important that the NOCs support their candidates in the implementation of their MEMOS project and take full advantage of their knowledge by involving them in various projects, including national training initiatives, particularly National Training Courses for Sports Administrators.

2009–2012 Budget : USD 2,400,000

2005–2008 quadrennial plan

Around 200 scholarships awarded across the five continents.

NOC Exchange and Regional Forums

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



Working group in the framework of the African Forum "Preparation of an Olympic delegation" in Nairobi, Kenya



Intern from the NOC of Ghana at the NOC of Malaysia



Somalian intern (middle) at the Zimbabwe NOC headquarters



The objective of the NOC Exchange and Regional Forums programme is to promote and facilitate the exchange of knowledge and experience between NOCs on an individual, regional and continental basis.

Olympic Solidarity aims to facilitate exchanges between NOCs requesting assistance in a given area ("Coachee NOCs") and those with the necessary experience in that area ("Coach NOCs"). Exchanges between NOCs generally involve the two NOCs meeting over a period of a few days, although they may also consist of sharing of information and documentation by phone or e-mail. The programme also helps NOCs to participate in workshops or seminars organised by Coach NOCs.

NOC internships, which last between 6 and 12 weeks, enable NOC staff members to work within the structures of a Coach NOC. Interns can learn about the management methods and programmes of the Coach NOC in order to gain practical experience and knowledge that they can take back to their own NOC.

The aim of the regional forums is to bring NOCs together to discuss themes of particular relevance to a continent or region. These themes are agreed between the Olympic Solidarity office in Lausanne and the corresponding Continental Association, which work together to plan and organise forums for each continent.

2009–2012 Budget : USD 4,000,000



Sports administrators' course in Saint Lucia



Workshop for sports administrators in American Samoa



Training of Programme Directors of Advanced Sports Management Courses at the IOC headquarters





ALL TOGETHER



World Programmes

Promotion of Olympic Values

Olympic Day Run in
Papua New Guinea



Access to sport, a universal right

Sport plays an important role within our daily lives. The NOCs' mission is therefore being increasingly recognised within modern society in terms of inclusion, health, social development, intergenerational relations and training.

In line with the IOC's general policies and the NOCs' mission to promote the fundamental principles and values of Olympism, Olympic Solidarity offers seven programmes to the NOCs. These programmes enable them to play an essential role within local communities by building on the educational and cultural aspect of sport and broadening their field of representation and action.

In order to promote this sport culture, recognise the intrinsic qualities of sport and support actions within communities, Olympic Solidarity encourages NOCs to run programmes that encourage access to sport for as many as possible at all levels, equal practice of sport between men and women, integration of sustainable development, Olympic values education for young people, protection of athletes' health and preservation of sport heritage.

Rather than ad hoc activities, Olympic Solidarity hopes that, within the 2009–2012 quadrennial plan, NOCs will present medium- to long-term strategic development plans and put in place appropriate structures or collaborate with other organisations with the capacity to deliver sustainable programmes. Every NOC can take advantage of one or several programmes, depending on their own situation, strategy and needs. ●

Sports Medicine



An athlete receives medical care during the wrestling competition – Games of the XXIX Olympiad in Beijing
© IOC / Juilliat



Sports medicine course in Haiti



A Japanese synchronised swimmer is tended to by medical staff after an incident during the Games of the XXIX Olympiad in Beijing
© Getty Images / Jamie Squire

Olympic Solidarity's Sport Medicine programme follows the general strategies adopted by the IOC Medical Commission aimed at developing and disseminating scientific knowledge and sports medicine techniques among NOCs, as well as reinforcing education programmes related to the protection of athletes' health.

Similar to that proposed in the 2005–2008 quadrennial plan, apart from minor changes to the education programme, this programme includes three areas of activities defined with the IOC Medical and Scientific Department. Firstly, the sports medicine courses conducted under the auspices of the IOC Medical and Scientific Department aim to educate doctors, physiotherapists, trainers and coaches through practical and scientific training in sport medicine. Secondly, the education programme, also conducted by the IOC Medical and Scientific Department, covers participation in congresses, scholarships, internships and NOCs' specific initiatives. Lastly, Olympic Solidarity covers the costs of the purchase and distribution of each new edition of the IOC Medical Commission publications, which are distributed to the NOCs (encyclopaedias and handbooks) in addition to the annual subscription to the Sportsmed publication, made available via the NOC Extranet.

2009–2012 budget : USD 2,800,000

2005–2008 quadrennial plan

Around 120 sports medicine courses organised across the five continents.

Sport and the Environment

Sport and environment initiative in Barbados



Activities in Armenia



Cleaning campaign in the Federated States of Micronesia



Protecting nature and the environment is an attitude which is inseparable from sport and culture. The Sport and Environment programme therefore encourages NOCs to include environmental considerations in their policies and activities and helps them to undertake specific actions in this field, using sport as a tool for sustainable development.

By contributing to the activities organised for the NOCs by the IOC Sport and Environment Commission via the IOC Department of International Cooperation and Development, this programme helps NOCs at different levels. It enables NOCs to send delegates to participate in the IOC World Conferences (2009 and 2011), as well as to the IOC Regional/Continental Seminars on Sport and the Environment, the principal aim of which is to help NOCs with the implementation of strategies and actions in this field.

This programme also enables NOCs to set up and carry out national initiatives linking sport and the environment. It encourages them to diversify their activities, maximise the impact of actions undertaken and integrate them into their policies. These initiatives may be national seminars, targeted awareness campaigns, specific sports events or clean-up campaigns aimed particularly at sports venues and infrastructures.

2009–2012 Budget : USD 1,400,000

The IOC World Conferences show the NOCs how to orientate the policies they apply at national level.

Women and Sport



Women and sport workshop in Burkina Faso



Speaker at the seminar on women's fight sports in Armenia



Speech by Queen Rania of Jordan at the 4th IOC World Conference on Women and Sport

Olympic Solidarity works in partnership with the IOC Women and Sport Commission to open sport up to even more women and increase female representation in the national and international sports movement. The Women and Sport programme encourages NOCs to develop and implement a series of actions in order to promote the role of women in sport, as well as gender equality at all levels in both the practice and management of sport.

By contributing to the activities initiated for the NOCs by the IOC Women and Sport Commission via the IOC Department of International Cooperation and Development, this programme supports the participation of NOC delegates in the IOC World Conference on Women and Sport in 2012 and the IOC Regional/Continental Seminars on Women and Sport. This cycle of seminars aims to help NOCs to implement the necessary strategies and actions in their own countries.

For NOCs wishing to set up and carry out individual initiatives in this field on a national basis - which cannot be covered by any other Olympic Solidarity programme – this programme might include the development of an action plan, the organisation of communication campaigns or national seminars, or the implementation of national research programmes.

2009–2012 Budget : USD 1,600,000

2005–2008 quadrennial plan

More than 110 individual initiatives from NOCs worldwide.

Sport for All

Refugees' programme
in New Zealand



Sport for All activities
in Bangladesh



Sport for All activities
in Latvia



Olympic Solidarity is continuing to support the growing number of Sport for All activities. The programme that it offers in this field aims to help NOCs set up a number of actions to promote sport in general and the practice of physical activities at all levels of society.

First of all, Olympic Solidarity contributes to the activities organised by the IOC Sport for All Commission. These include the Olympic Day celebration and the 2010 and 2012 IOC Sport for All Congresses, to which a number of NOCs selected by their respective Continental Associations are invited to send a representative active in this field.

NOCs wishing to develop individual initiatives are enabled, through this programme, to organise Sport for All activities on a national basis. These initiatives may be Sport for All festivals or events, awareness campaigns, programmes in schools or aimed at specific target groups, seminars or training.

2009–2012 Budget : USD 2,200,000

The "Olympic Day Run" is changing into "Olympic Day": a greater choice of activities in order to Move! Learn! Discover!

International Olympic Academy



IOA premises in Olympia
© IOC / Yo Nagaya



IOA facilities and gardens
© IOC



Ancient Olympia :
the palaestra
© IOC / Anne Chevalley

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

As well as spreading and teaching the educational and social principles of Olympism, the Olympic Solidarity programme, run in collaboration with the IOA, encourages the NOCs and the National Olympic Academies (NOAs) to send participants to these different sessions. Olympic Solidarity assists NOCs and NOAs by covering part of their participants' expenses. The conditions for benefiting from this assistance are outlined in the annual programme of the IOA's activities, which is sent to all NOCs at the end of each year. In addition, Olympic Solidarity covers the cost of simultaneous interpreting for a certain number of sessions and the live transmission of these sessions on the Internet.

2009–2012 Budget : USD 2,200,000

Culture and Education

Youth winter sports
camp in France



Culture and education initiative
of the Seychelles NOC



Culture and education school
programme in El Salvador



The Culture and Education programme encourages NOCs and their National Olympic Academies (NOAs) to be actively involved in the promotion of culture and Olympic education by helping them to develop specific activities linking sport and culture in all its forms as well as by implementing programmes in this field.

Complementary to but independent of the International Olympic Academy (IOA) programme, this programme contributes to the activities set up for the NOCs by the IOC Commission for Culture and Olympic Education via the IOC Department of International Cooperation and Development. These activities include the participation of a certain number of NOCs in the IOC World Forums on Education, Culture and Sport to be held in 2010 and 2012, as well as assistance to NOCs to cover the cost of organising IOC contests (literature, photography, art and singing) at national level.

The programme also helps NOCs which wish to develop individual initiatives in this field, such as support for the creation of NOAs, creation of Olympic education programmes in schools and institutes (including the Olympic Values Education Programme – OVEP) or any other cultural activities. In order to achieve its objectives, Olympic Solidarity can rely on the technical assistance of the IOC Olympic Studies Centre and the Olympic Museum.

2009–2012 Budget : USD 2,800,000

2005–2008 quadrennial plan

Around 150 initiatives for individual and collective development.

NOC Legacy



"Olympic Wall" extension
on the initiative of
the Mexican NOC



Opening of the Slovolympfíla
exhibition in Slovakia



Olympic Museum
in New Zealand

The NOC Legacy programme implemented by Olympic Solidarity encourages the NOCs to preserve and promote their national Olympic and sporting history and heritage, so that Olympic values survive through time.

NOCs can apply for assistance from Olympic Solidarity for specific activities. These are linked to the preservation and the promotion of their national Olympic and sporting heritage, as well as the importance of passing down to future generations their Olympic and sporting history related, inter alia, to athletes and sports events. Such activities may include document conservation, setting up or maintaining museums, information centres, libraries and archives, research projects, publications and staff training.

Depending on the nature of certain projects, Olympic Solidarity benefits from the technical assistance of the IOC Olympic Studies Centre and the Olympic Museum.

2009–2012 budget : USD 2,000,000

2005–2008 quadrennial plan

More than 110 individual initiatives
in all five continents.



TAKING FLIGHT





Continental Programmes



Boosting the Continental Associations

The Continental Programmes offer the NOCs access to technical, financial and administrative assistance which addresses their specific needs and priorities in that continent. These programmes, managed by the Olympic Solidarity office of each Continental Association in complete coordination with the Olympic Solidarity international office in Lausanne, complement those offered at world level. For the 2009–2012 quadrennial plan, the Continental Associations can choose which continental programmes to implement and how to distribute the relevant funds. However, certain basic elements should be covered, such as the running costs of the Association (if they are not covered by other sources); assistance towards the organisation of the Association's



ANOCA
Association of National Olympic Committees of Africa
President : Intendant General Lassana PALENFO
www.acnoa.info



PASO
Pan-American Sports Organisation
President : Mario Vázquez RAÑA
Secretary General : Felipe MUÑOZ KAPAMAS
www.odepapaso.org



OCA
Olympic Council of Asia
President : Sheikh Ahmad Al-Fahad AL-SABAH
Secretary General : Raja Randhir SINGH
www.ocasia.org



EOC
The Olympic European Committees
President : Patrick Joseph HICKEY
Secretary General : Raffaele PAGNOZZI
www.eurolympic.org



ONOC
Oceania National Olympic Committees
President : Robin E. MITCHELL
Secretary General : Ricardo BLAS
www.oceaniasport.com

statutory meetings and the payment of individual subsidies to NOCs for the development of their own programme of national activities. Each Continental Association is fully responsible for the technical and financial control of its programmes and must keep the Olympic Solidarity Commission informed at all times, via the international office in Lausanne, of the state of progress of the programmes and the use of the decentralised funds. This exchange of information is essential, firstly to have a global view of the results relating to the individual situation of each NOC recognised by the IOC at any given time, and secondly to provide a complete, unique audit of the total budget managed by Olympic Solidarity during the 2009–2012 period.



Continental Programmes

Association of National Olympic Committees of Africa

Olympic scholarship holder
Wania Monteiro of Cape Verde competes
the qualification round – Games of
the XXIX Olympiad in Beijing
© Getty Images / Bongarts / Vladimir Rys



New momentum for African sport



In order to continue its efforts to develop sport in the African continent, the Association of National Olympic Committees of Africa (ANOCA) has decided that its priorities for the 2009–2012 quadrennial plan should be to restructure its administration, recruit the staff it needs to function properly, develop its headquarters accordingly and ensure all the African NOCs are managed effectively.

It also hopes to launch an efficient, federative programme of activities. Drawn up in consultation with various African and international bodies, the main aspects of this programme reflect a desire to give new impetus to African sport through initiatives aimed at strengthening the social cohesion of African young people through sport.

Through this programme, ANOCA is pursuing three distinct objectives. Firstly, it wishes to lay the foundations of a solid sports policy by offering, in the framework of the ANOCA Games, organised training courses for technical and administrative managers, sport administrators, event organisers and experts in marketing, communication and new technologies, as well as by creating a database relating to the major sports events organised in the continent.

Secondly, ANOCA would like to provide young athletes with the best chances for success by launching an extensive young talent identification programme, creating regional training centres for talented youngsters and financially supporting young athletes participating in continental championships.

Finally, it hopes to support sporting initiatives such as innovative sports development projects, initiatives that foster women's involvement in sport and its governing bodies, projects for disabled athletes and programmes focusing on the reintegration of elite athletes at the end of their career.

ANOCA



Meeting of the ANOCA Executive Committee in Abuja, Nigeria, March 2008



Algerian Olympic scholarship holder Soraya Haddad (in white) gets one up on her opponent Sholpan Kaliyeva of Kazakhstan, Games of the XXIX Olympiad in Beijing
© Getty Images / Clive Rose



Participants in the International Sports Convention in Abuja, February 2008

ANOCA President (3rd from left) with the members of the Executive Committee and representatives of Olympic Solidarity

In order to achieve these objectives, it is vital to promote cooperation and mutual assistance between the African NOCs, as well as to plan and coordinate these NOCs' activities with a view to making better use of Olympic Solidarity funds. The budget allocated to ANOCA for the development of continental programmes during the 2009–2012 quadrennial plan is **USD 26,671,000**, which represents a 35% increase compared to the previous plan. This increase forms part of the general strategy adopted by the Olympic Solidarity Commission, which involves stepping up the decentralisation of funds and programmes towards the Continental Associations. The budget earmarked for the continental programmes is divided up as follows:

Administration

The budget allocated to this programme covers the running costs of the ANOCA headquarters, the organisation of extraordinary meetings of the Executive Committee and the General Assembly.

Meetings

Each year, ANOCA organises institutional meetings, i.e. the sessions of its Executive Committee and the meeting of the Secretaries General of the African NOCs. General Assemblies are held every two years.

ANOCA

Wrestler and scholarship holder Augusto Midana of Guinea-Bissau carries his country's flag during the Opening Ceremony of the Games of the XXIX Olympiad in Beijing
© Getty Images/Jeff Gross



Sports activities on the occasion of the opening of the Olympafrica centre in Kanyosha, Burundi, February 2009



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



Olympic scholarship holder Joao Luis Cardoso Matias of Angola competes in a 100m butterfly heat – Games of the XXIX Olympiad in Beijing
© Getty Images/Streeter Lecka



Missions

As part of its responsibility for serving the African Olympic Movement as a whole, the ANOCA President and Secretary General, as well as its Executive Committee members, carry out various missions, including visits to NOCs in difficulty or in situations of conflict, participation in meetings organised by the different parties involved in sports development at continental level (African Union, Conference of Youth and Sports Ministers, Union of African Sports Confederations), presentations and lectures at events linked to the promotion of sport in Africa.

Olympafrica

A programme of social development through sport, Olympafrica aims to promote the creation in African countries of small-scale sports and educational facilities that are sufficiently functional and attractive to assist, for example, the development of talented youngsters through local training programmes delivered in the Olympafrica centres, and to help restore hope to African young people by enabling them to participate in unconventional, self-managed education programmes. The Olympafrica programme offers a wide range of sporting and socio-educational activities. The Centres currently organise up to 250 regular activities.

The Olympafrica network was officially inaugurated in Dakar (Senegal) on 1 May 2007. It includes the Olympafrica Foundation and centres, the IOC Department of International Cooperation and Development, Olympic Solidarity, ANOCA, the Conference of Youth and Sports Ministers and various partners, such as the International Association of Athletics Federations and Daimler Chrysler.



Ethiopian Meselech Melkamu, Olympic scholarship holder, competes in the 5000m – IAAF Golden League meeting in Brussels, Belgium, September 2008
© Getty Images/Ian Walton

Refugees' camp in Kintele, Congo

Continental Games

Helping to promote the Olympic spirit, the All Africa Games are nowadays a major event for African athletes. These Games, which highlight the continent's sporting potential, represent an important stage in preparations for the Olympic Games. Athletes have therefore become increasingly keen to compete at the highest level at each edition of these Games.

Games of the Zones (African Youth Games)

Multi-disciplinary competitions for under-20s, the ANOCA Games of the Zones aim to raise young people's awareness of sport and to identify talented African youngsters with a view to preparing them for major international competitions. These Games are now known as the "African Youth Games".

Special projects

In order to implement its humanitarian action programme, ANOCA continues to work in partnership with the Office of the United Nations High Commissioner for Refugees (UNHCR). The UNHCR provides essential information about the different refugee camps in order that ANOCA can implement practical projects with a positive impact in these camps. ANOCA also hopes to improve its communication with its various partners through its website and different publications.

NOC activities

The purpose of this programme is to offer each NOC a fixed annual sum for the development of its priority activities. These activities must be aimed at the development of sport at national level through initiatives such as assistance for national federations with the organisation of competitions and national championships, and for the purchase of sports equipment; participation in forums, training courses, seminars or congresses; and the participation of national teams in various competitions. These funds may also be used to strengthen the role of the NOC and to promote the Olympic values by means of activities such as the organisation of sporting and cultural activities, assistance with the functioning of NOC Commissions, or the staging of strategic planning workshops in collaboration with national partners.



Continental Programmes

Pan-American Sports Organisation

Olympic scholarship holder
Augusto Castro of Colombia
during the Games of the
XXIX Olympiad in Beijing
© Getty Images / Harry How



PASO focuses resources on athletes



The continental programme that was approved by the Pan-American Sports Organisation (PASO) for the 2009–2012 quadrennial period marks the beginning of a new phase, characterised by improvements to the management of the Pan-American Olympic Solidarity office, and the definition of more ambitious objectives in serving the member NOCs and their athletes. PASO has therefore decided to concentrate all its efforts and resources, both human and financial, on the implementation of the new programmes that have been approved.

The new Pan-American Olympic Solidarity plan aims to strengthen cooperation between PASO and the member NOCs in order to exploit to the full, in the interests of all parties, the enormous potential of the experts, technicians and sports coaches whom it can call on at continental level, as well as the current infrastructure of member NOCs. The aim is to make each activity more effective as part of a programme in which careful, rational use of the available resources is a guiding principle.

The programmes rely on all possible forms of collaboration with the government body responsible for sport in each country, in order to combine efforts and resources and implement the activities linked to the programmes approved by PASO for this new phase.

Thanks to the efforts and participation of its 42 member NOCs and its close cooperation with the IFs, pan-American sports confederations, organising committees and government authorities in each country, PASO is confident that the world and continental programmes will be implemented effectively and that the objectives laid down will be achieved, resulting in greater benefits for athletes, NOCs and the Olympic Movement on the American continent.

PASO



Presentation during a synchronised swimming course in Rio de Janeiro, Brazil



Exchange of flags between the Governor of the State of Jalisco, Emilio Gonzalez, and PASO President, Mario Vázquez Raña, during the Closing Ceremony of the XV Pan-American Games in Rio de Janeiro
© Getty Images/Harry How



Continental course in handball in Mexico City

PASO XLVI General Assembly in Acapulco, Mexico, October 2008

The 2009–2012 quadrennial period represents a crucial, high-quality phase in the implementation of the Olympic Solidarity programmes for each of the PASO member NOCs. Olympic Solidarity's support is vital to the NOCs' activities, in protecting their autonomy and helping them to reach the objectives that have been set out in terms of the preparation and progress of their athletes and the promotion of the Olympic ideal in their respective countries.

The budget allocated to PASO for its continental programmes for the 2009–2012 quadrennial is **USD 21,228,000**, which represents a 35% increase compared to the previous plan in accordance with the general strategy adopted by the Olympic Solidarity Commission.

High-level technical courses and seminars

PASO will carry out a new programme of high-level technical courses and seminars with the primary aim of updating coaches' technical knowledge with the support of the IFs and pan-American sports confederations, to be jointly managed by government sports authorities and NOCs. This programme will therefore provide continuity in relation to the previous quadrennial period, with improvements to the general conception as well as the technical and organisational aspects of the courses. It will also involve greater financial rationality and more rigorous monitoring and evaluation of course results.

PASO

Bradley Ally of Barbados (right), Olympic scholarship holder and bronze medallist in the 200m individual medley – XV Pan-American Games
© Getty Images / Donald Miralle



Continental course in sailing in Uruguay



Continental course in tennis in Buenos Aires, Argentina

Colombian Olympic scholarship holder Juan Guillermo Uran competes in the platform semi-final – Games of the XXIX Olympiad in Beijing
© Getty Images / Shaun Botterill



Technical preparation of athletes

A special programme will be implemented to support the technical preparation of athletes of PASO's 42 member NOCs hoping to participate in the 1st Youth Olympic Games in Singapore in 2010, the 2011 Pan-American Games in Guadalajara (Mexico) and the Games of the XXX Olympiad in London in 2012. Thanks to this programme, athletes and coaches from the individual sports featuring in the programme of the 2011 Games in Guadalajara will be able to attend training and technical preparation camps in the different countries, subject to PASO's prior agreement.

This programme is intended to provide a practical response to the need of some NOCs – those where the development of sport is weakest, technical levels are low and infrastructure is limited – to prepare their athletes to participate in different championships and Continental and Olympic Games. American athletes performed better during the last quadrennial period than ever before. This new Pan-American Olympic Solidarity initiative will make it easier to fulfil existing potential.

Improving NOC management

PASO hopes to develop NOCs' management capabilities so that they are able to improve their implementation of the world programmes approved by the Olympic Solidarity Commission for the 2009–2012 quadrennial period – particularly those aimed at athletes and coaches – and, through appropriate planning, to ensure the optimal use and effective monitoring of the financial resources allocated to each activity that forms part of the Pan-American Olympic Solidarity programme.

PASO



Olympic scholarship holder Sixto Barrera (red) of Peru fights against Valdemaras Venckaitis of Lithuania – Games of the XXIX Olympiad in Beijing
© Getty Images / Clive Rose



James Grayman of Antigua and Barbuda, Olympic scholarship holder, during the high jump qualifying round, Games of the XXIX Olympiad in Beijing
© Getty Images / Mark Dadswell



Olympic scholarship holder Florenca Cerutti of Paraguay competes in the Laser Radial class race – Games of the XXIX Olympiad in Beijing
© Getty Images / Clive Mason

In order to improve efficiency in the use of the programmes, PASO is aware that NOCs must meet basic structural requirements and have strong management capabilities. On the American continent, this area of work has progressed well and will continue to do so during this quadrennial period, bearing in mind the need to make the best use of resources in a completely transparent way, while strengthening monitoring procedures as far as possible.

International training centres

High-level international training centres located in the different countries of the American continent will be made available to the PASO member NOCs. These centres will offer access to their facilities and will provide economic benefits in terms of the successful organisation of training camps used to prepare athletes and coaches, thus helping to raise technical standards and consequently improve competition results.

A great deal of effort will be made to ensure that the international training centres are able to provide better supervision for athletes and coaches. The centres will use the very latest technology and will ensure that they offer the technical facilities and equipment necessary to improve American athletes' results in regional, Pan-American and Olympic Games.



Continental Programmes Olympic Council of Asia

Chon Man Kim of Korea,
Olympic scholarship holder,
10m platform – Games of the
XXIX Olympiad in Beijing
© Getty Images/Mike Hewitt



Outstanding benefits for Asian youngsters



The main tasks for the Olympic Council of Asia (OCA) are to help young Asians become physically and mentally stronger by practising sport in a fair manner and to promote respect and friendship. To this end, the OCA, in conformity with the principles enshrined in the Olympic Charter, coordinates sports-related activities in Asian countries at regional and international levels and aims to spread the Olympic values across the continent. It also seeks to raise Asian people's general awareness of physical and sporting activities, to encourage the practice of sport and the construction of sports facilities, to improve the performance levels of athletes in a spirit of fair play and to organise the Asian Games every four years.

For the 2009–2012 quadrennial plan, the OCA hopes to focus its efforts on the implementation of the programmes available to the NOCs in order to ensure that they draw maximum benefit from them in terms of the development of sport and athletes in their respective countries. With this in mind, the OCA and Olympic Solidarity have held five regional forums in order to explain the new quadrennial plan to the NOCs. These forums are also designed to inform the NOCs about future editions of Regional, Continental and Olympic Games in collaboration with the relevant organising committees.

The budget allocated to the OCA for its continental programmes is **USD 22,257,000**, which represents a 35% increase compared to the previous plan. This increase forms part of the general strategy adopted by the Olympic Solidarity Commission, which particularly involves stepping up the decentralisation of funds and programmes towards the Continental Associations.

OCA



Mascot launch ceremony for the 16th Asian Games in Guangzhou in 2010, April 2008



27th OCA General Assembly, October 2008



OCA Regional Forum for South Asian NOCs in Kathmandu, Nepal



The OCA Women's Committee

NOC activities

Spearheading the various assistance programmes available at continental level, the "NOC activities" programme aims to provide direct financial support to the NOCs every year. The NOCs are therefore able to use the funds available in accordance with their own needs to develop their activities at national level. As a general rule, they use them to cover everyday running costs such as salaries and the purchase of office and sports equipment, to support their national Olympic sport federations or to organise technical training courses and seminars.

Asian youth development project

Through this programme, the OCA is able to organise annual sport-specific training camps to help young athletes in certain Olympic sports. Each NOC is invited to select two athletes and one coach to attend each camp, which is run by the IFs and national federations. The OCA pays for economy class air tickets and full-board accommodation for the three NOC members and the sports federation representatives.

OCA

Olympic scholarship holder Ronald Susilo of Singapore during the Games of the XXIX Olympiad in Beijing
© Getty Images/Michael Steele



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



Vladislav Polyakov of Kazakhstan, Olympic scholarship holder and bronze medallist in the 200m breaststroke – 15th Asian Games in Doha, Qatar
© Getty Images/Ian Walton



Nyamkhuu Damdinsuren of Mongolia, Olympic scholarship holder and gold medallist in judo –81kg category – 15th Asian Games
© Getty Images/ Win McNamee



Continental and Regional Games – participation grants

Each year, numerous Continental and Regional Games are held in Asia, which is why the NOCs need financial support in order to participate in them. This programme enables the OCA to offer the NOCs the assistance they require by paying their travel expenses related to these competitions.

Olympasia projects

The objective of this programme, which is backed by Olympic Solidarity, the OCA and Daimler Chrysler, is to help the NOCs to create suitable structures for the development of sport in their countries, in accordance with local regulations, in order to support and promote the Olympic Movement.

Asian Games Fun Run

The Asian Games Fun Run, an event with its own identity, is designed to spread the message of the Games throughout Asia. The OCA aims to involve the general population of the host country, and young people in particular, in order to create more awareness of the values and objectives of the Asian Games, which are linked not only to the competitions themselves, but also to exchanges between different Asian cultures and societies.



Fun Run of the 16th Asian Games in Kyrgyzstan, September 2007



Olympic scholarship holder Hong Un Jong of North Korea, Games of the XXIX Olympiad in Beijing
© Getty Images/Harry How

Special projects

These funds are used to meet the specific needs of NOCs which require urgent financial assistance in relation to a humanitarian cause, crisis or national disaster.

OCA meetings and Standing Committee activities

The funds allocated to this programme cover the travel expenses of the President and Secretaries General of each NOC who attend the OCA General Assembly and meeting for Secretaries General, as well as the costs linked to the meetings of the Standing Committees, Chefs de Mission, etc.

Administration

This programme, whose budget is the only one not having been increased, primarily covers the day-to-day running costs of the OCA headquarters, particularly expenses related to communication and transport, as well as the cost of managing the continental programmes.



Continental Programmes

The European Olympic Committees

Austrian Nikolaus Resch (left), Olympic scholarship holder, and Nico Luca Marc Delle Karth during the 49er class race – Games of the XXIX Olympiad in Beijing
© Getty Images/Clive Mason



Reducing the gap between large and small NOCs



The mission of the European Olympic Committees (EOC) is to develop and protect the Olympic Movement in Europe in accordance with the Olympic Charter. Olympic Solidarity, whose resources are invested for this purpose, ensures that the NOCs' investment projects are aimed at promoting the Olympic values and achieving increasing success at Olympic and Continental Games.

Generally speaking, the EOC would like the European Olympic Movement to grow, although they are aware of the disparities between the large, well structured and professionally managed NOCs and the small NOCs, which have fewer resources but are full of enthusiasm and drive. The EOC intends to reduce this gap by focusing the major part of its efforts on the smaller NOCs so that they continue to develop.

In order to respect the IOC's priorities in this area, the EOC intends to continue to monitor closely how the NOCs invest the resources received, ensuring that they do so with transparency and accountability, yet avoiding any form of complex bureaucracy. The impact of EU sports policy on the Olympic and Sports Movement needs to be monitored closely and the EOC is committed to fervently defending the related interests of the NOCs.

The EOC continental programme has five different components, each a part of an overall mechanism designed to cater for a specific area of need. For the 2009–2012 quadrennial plan, the budget allocated to EOC for its continental programmes is **USD 25,089,000**, which represents a 35% increase compared to the previous plan in accordance with the general strategy adopted by the Olympic Solidarity Commission.

EOC



Meeting of the EOC Executive Committee in Paris, France, September 2008



Meeting of the EOC Executive Committee in Lausanne, Switzerland, February 2009

37th EOC General Assembly in Istanbul, Turkey, November 2008

Administration

The EOC Secretariat handles all aspects of the association's organisation and administration, keeping pace with technological developments in communication and office management. The administrative budget is used primarily to cover the running costs of the EOC office and the Secretary General's office, staff salaries, the costs of the President's office and the purchase of promotional and office supplies.

Meetings

The EOC organises two institutional events: the annual General Assembly, the statutory meeting at which all major policy decisions are taken, and the EOC Seminar, an interactive meeting aimed at NOCs sending teams to Olympic Games and European Youth Olympic Festivals (EYOFs).

EOC

Opening Ceremony of the Summer EYOF in Belgrade, Republic of Serbia, July 2007



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



Olympic scholarship holder Natalya Davydova of Ukraine – Games of the XXIX Olympiad in Beijing
© Getty Images/Clive Brunskill



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)



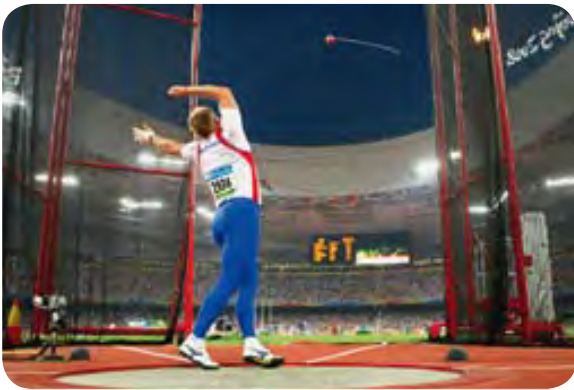
Continental activities

The EOC Executive Committee manages the association's affairs and delegates some of its tasks in specific areas to commissions or working groups, which meet at least once a year to discuss their current activities. The EOC European Union office in Brussels closely follows EU activities concerning sport.

Finally, the EOC communicates with its members through its regularly updated website and a monthly newsletter published internally by the EOC staff, which is mailed out and posted on the website. These effective communication tools help the EOC to achieve its objectives.

Continental and Regional Games

The EYOFs are multi-sport games (summer and winter) for European young people and are held every two years. They represent an important contribution to the identification of future champions. The Games of the Small States of Europe are also multi-sport games and bring together NOCs with populations of less than 1 million. Through this programme, the EOC gives financial support to the organising committees of these events as well as to some NOCs for their participation.



Libor Charfreitag of Slovakia, Olympic scholarship holder, during the hammer final – Games of the XXIX Olympiad in Beijing
© Getty Images / Bongarts / A. Hassenstein



Olympic scholarship holder Montserrat Garcia Riberaygua of Andorra during the canoe slalom event – Games of the XXIX Olympiad in Beijing
© Getty Images / Jed Jacobsohn



Winter EYOF Opening Ceremony in Slask Beskidy, Poland, February 2009

NOC activities

The major part of the budget represents direct financial support to the NOCs for improvements in their operational effectiveness. Most of the time, the funds are used to cover ongoing costs such as rent and salaries, visits to Organising Committees of the Olympic Games or updating IT equipment.

A special activities fund enables NOCs to implement specific projects. These may be directly or indirectly linked to the Olympic Games (e.g. organisation of national training courses for high-level athletes, coaches and sport administrators, participation of high-level athletes in training camps abroad, anti-doping measures, visits to Olympic venues, medical consultations and aptitude tests, sports and technical equipment) or aimed at strengthening the role of the NOCs (e.g. organisation of specific seminars, training courses for management and administrative staff, technical and audiovisual equipment).



Continental Programmes

Oceania National Olympic Committees



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

Increasingly flexible programmes



At the beginning of each Olympiad, the Oceania National Olympic Committees (ONOC) publishes guidelines on the use of Olympic Solidarity funding for NOCs for its members. These guidelines describe the continental programmes available for the quadrennial period and provide the Oceanian NOCs with detailed information and instructions in order to help them to establish their internal development policy and to plan and implement their courses. They also inform them of the deadlines and the technical and financial administrative procedures they must follow for each programme.

The diversity of ways in which sports development funds are used demonstrates the increasing flexibility of the programmes available to the NOCs. This flexibility reflects the importance placed on athlete development and the growing role played by several IFs in coaching and technical development programmes.

The general strategy adopted by the Olympic Solidarity Commission, which includes strengthening the decentralisation of funds and programmes towards the Continental Associations, is reflected in an overall 35% increase in the budget allocated to ONOC for the continental programmes, which stands at **USD 14,198,000** for the 2009–2012 quadrennial plan.

Following the approval of this budget by the Olympic Solidarity Commission in October 2008 and in accordance with the policy of Olympic Solidarity decentralisation, the ONOC Secretariat devised the content, objectives and budgets of the continental programmes that will be offered to the Oceanian NOCs during the quadrennial. The continental quadrennial plan (programmes, objectives, options within the programmes, annual and programme budgets) was presented to, and duly approved by, the ONOC

ONOC



Opening Ceremony of the 2009 Australian Youth Olympic Festival in Sydney



ONOC Regional Forum in Suva, Fiji, October 2008



Course for hockey umpires in Lautoka, Fiji

Executive Board in December 2008 and then sent to the Olympic Solidarity office in Lausanne. However, the administration of the Oceania continental programmes will depend upon the administrative capabilities of the ONOC office to provide the required services to the member NOCs.

The ONOC office also manages certain world programmes (Regional Forums, NOC Administration Development) and will be closely involved in the implementation of the Olympic Scholarships for Athletes "London 2012" programme. There will be greater responsibility on the Oceanian NOCs to plan, implement effectively and report on their programmes. The members of the ONOC Secretariat are available to help the NOCs with these tasks. With proper planning and early establishment of a viable management system, experience shows that the workload can be dramatically reduced.

ONOC administration, meetings and assemblies

The funds allocated to this programme are earmarked for the general running and maintenance of the ONOC headquarters and for the costs of organising Annual General Assemblies, Secretaries General meetings, Executive Committee meetings and other meetings considered necessary for the proper administration of ONOC.

Olympoceania

The purpose of this programme is to help the NOCs to obtain permanent headquarters and to establish appropriate sports development structures.

ONOC

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



Participants in the Oceania sports education programme in Tuvalu



2008 Olympic Day Run in Vanuatu



OSEP trainers course in Suva, Fiji



Oceania Sports Information Centre (OSIC)

Based at the University of the South Pacific in Suva since 1997, the Oceania Sports Information Centre essentially acts as an information and archive centre for the South Pacific Games. The funds allocated to it through this programme are for the development and running of its operations.

Athletes' and Women in Sport Commissions

The projects submitted by the NOCs and endorsed by the ONOC Athletes' and Women in Sport Commissions, as well as the meetings and activities of these Commissions, receive financial support through this programme.

Regional projects

This programme covers several areas:

- Regional training centres: the collaboration programme that ONOC has developed with members of the Olympic Sports Federations of Oceania is continuing and includes operational support to the regional training centres.
- Oceania Sports Education Programme (OSEP): support includes the implementation of specific administration projects by NOCs.
- Sporting Pulse: the funds allocated are designed to help update the information technology programme in the region.
- Expert expenses: this programme covers the reimbursement of airfares and per diems for IF approved experts involved in the delivery of programmes in NOCs as part of their national activities.



Olympic scholarship holder
Glenn Kable of Fiji during the Trap
event – 18th Commonwealth Games
in Melbourne, Australia
© Getty Images/Robert Cianflone

Olympic scholarship holder
Loa Dika Toua of Papua New Guinea
competes in the 53kg category,
18th Commonwealth Games
© Getty Images/Ross Land

Continental, Regional, Sub-Regional and National Games

For the 2009–2012 quadrennial plan, the NOCs will receive USD 40,000 for the organisation of multi-sport National Games. The Organising Committees of the 2009 Pacific Mini Games in the Cook Islands, the 2010 Micronesian Games in Palau and the 2011 Pacific Games in Noumea (New Caledonia) will also receive financial support.

NOC National Activities Programmes

Each NOC in Oceania can apply for an annual grant of USD 65,000 in order to develop their own priority and specific activities, particularly technical courses for coaches and athletes. Subject to ONOC approval, NOCs can use this money in a number of ways, such as “traditional” coach education courses, long-term courses using local experts, “matching grant” courses run in conjunction with Oceanian International Federations, pre-tournament training programmes at competition venues for targeted athletes, national courses held overseas, junior sports programmes or the recruitment of sports development officers with the approval of ONOC (see also Regional development – specific projects, below). The ONOC Secretariat will liaise directly with the NOCs to finalise their respective national activities programmes and to organise financial management of these programmes.

Regional development – Specific projects

This programme is designed to help NOCs to recruit development and administration officers, pay sports equipment grants, employ sub-regional development officers and to assist with specific projects at the request of the NOCs.



Olympic Games Subsidies

Beijing Mayor Guo Jinlong waves the Olympic flag during the Closing Ceremony of the Games of the XXIX Olympiad in Beijing
© Getty Images / Paul Gilham



Inspiring others with the universal spirit of the Olympic Games

The Olympic Games Subsidies programme is intended to help the NOCs to participate in the Games of the Olympiad and the Olympic Winter 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 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.



Closing Ceremony of the Games of the XXIX Olympiad in Beijing
© IOC / Kishimoto



Lord Sebastian Coe, Chairman of the London 2012 Organising Committee, London's Mayor Boris Johnson and Mario Vázquez Raña prior to the Closing Ceremony of the Games of the XXIX Olympiad in Beijing (right to left)
© Getty Images / Lynne Sladky/Pool



The Olympic Oval in Richmond will host all the speed skating events of the XXI Olympic Winter Games in Vancouver
© Getty Images / Kim Stallknecht



Listening to you!

The Mon-Repos Villa
© IOC / Locatelli



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