

COMMON GROUND

2009 ANNUAL REPORT



OLYMPIC
SOLIDARITY

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Message by
Mr Mario VÁZQUEZ RAÑA



Optimising our activities in total transparency

In line with tradition, each year Olympic Solidarity makes available to the members of the Olympic Movement its Annual Report on the activities undertaken by both the Lausanne office and the five continental offices in applying the World and Continental Programmes approved for the period.

In 2009, the first year of the present quadrennium, the fundamental characteristic was the start of a new stage in which financial assistance to the National Olympic Committees (NOCs) was increased, and the options for helping athletes were extended. At the end of the year, we can confirm, with satisfaction, that all the decisions and agreements adopted by the Olympic Solidarity Commission for the implementation of the four-year plan were put into practice, and all the World and Continental Programmes are operational and available to the 205 NOCs.

A significant fact to point out is the development of the Olympic Solidarity Continental Forums, from which the representatives of NOCs benefited, putting themselves in the appropriate position to access and make maximum use of the multiple and varied options offered.

The work of the NOCs and the support provided to the athletes have been a constant focus for Olympic Solidarity, as illustrated by the implementation of a specific programme for identifying talent and preparing young athletes with a view to their participation in the first Summer Youth Olympic Games, Singapore 2010, and the first Winter Youth Olympic Games, Innsbruck 2012.

I think it is important to point out that, although we are in the midst of a global economic crisis affecting the majority of countries, thanks to the increase in the funds received from television rights and the prudent and efficient financial management applied by the Olympic Solidarity Commission, a global increase of 27 per cent has been planned, with a significant increase in the budget assigned to the Continental Programmes, of approximately 35 per cent. These figures provide the security needed for Olympic Solidarity to maintain its full support for the NOCs and athletes in the 2009–2012 period.

Olympic Solidarity's great challenge is to guarantee, as it has done to date, that the funds assigned to each activity are used efficiently, seeking better performance which translates into increased participation by the NOCs and their athletes in the Olympic Games, as well as promoting the Olympic values and the legacy that must remain for present and future generations of athletes in every country.



Technical course
for equestrian coaches
in Yemen

The year 2010, and the other years in this present quadrennium, require from all of us more effective management, total transparency in the use of funds and stronger measures to audit and control the use of the resources destined for each of the activities planned in the framework of the World and Continental Programmes. We are aware that, in these Programmes, there is a large reserve which must be used as much as possible.

In the next period, we will continue to provide our full support and collaboration. In 2010, in each of the five continents, Olympic Solidarity Forums will be organised, addressing, among other important issues, autonomy, good governance and mediation and arbitration. The Association of National Olympic Committees (ANOC), Olympic Solidarity and the Court of Arbitration for Sport will place the greatest emphasis on ensuring the success of these forums, whose central theme is closely linked to the optimisation and transparency of the activities undertaken by the NOCs.

The report which is submitted for your consideration summarises, with very instructive and stimulating figures, the main results of the World and Continental Programmes in this first year of the quadrennium. I invite you to analyse, in a critical way, each theme, and to draw the conclusions that will allow you to enhance your management and improve the results in 2010.

I take this opportunity, on behalf of the Olympic Solidarity Commission, to thank the continental offices for their great support and collaboration, and to wish you every success in 2010. I am especially grateful to the Olympic Solidarity office in Lausanne for the outstanding work done in 2009.

We will make the effort that is needed for Olympic Solidarity to continue to be the main bulwark of the work of the NOCs, and a key ally in preparing their athletes.

Best regards,
Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

Greater synergy in our joint work

Technical course for
football coaches in
the DPR Korea



ANOCA Regional
Forum in Addis Ababa,
Ethiopia



During the first year of the 2009–2012 quadrennial plan, the 19 Olympic Solidarity World Programmes were made available to all the NOCs. These programmes are in keeping with those offered during the previous plan, but with increased support for athletes and an improved service for NOCs. The main innovations are the possibility for athletes to benefit from individual scholarships for the Olympic Winter Games, and for NOCs to obtain technical and financial assistance to identify, qualify and prepare their young athletes for the Youth Olympic Games. All of these programmes are described in the 2009–2012 quadrennial plan brochure, “Where the action is”, which was published at the start of the plan and is also available on the IOC website and the NOCs’ Extranet.

During 2009, the international office in Lausanne concentrated its efforts on three important tasks:

- Sending to all NOCs at the start of the year the binder and CD-ROM containing the new guidelines for participating in the 2009–2012 Olympic Solidarity programmes and the corresponding application forms. In order to help the NOCs understand and implement them, the procedures for submitting applications and reports were simplified compared to the previous plan. This documentation also describes the financial procedures that the NOCs have to follow when submitting their reports to Olympic Solidarity at the end of each project. In order to guarantee transparency in the financial management of all activities, an example financial report was provided. Details about the organisation of regional forums in the five continents, in coordination with the continental offices, were also included in this pack of information on the Olympic Solidarity programmes, which was also published on the NOCs’ Extranet.



Sports administrators course in Zanzibar, Tanzania

- Implementing the World Programmes, with the immediate launch of the Olympic Scholarships for Athletes programme for Vancouver and the equivalent programme for Youth Olympic Games participants.
- Coordinating with the continental offices, particularly in order to strengthen the information exchange system and set up a new technical and financial control mechanism, which was piloted for 26 NOCs. A new tool developed on the NOCs' Extranet enables the NOCs to monitor the status of their activities on a daily basis, by means of two reports (Partner Summary and Payments by Recipients) published on each NOC's personal information page. The Continental Associations can also access these reports, as well as a general report outlining the activities and funding of all the NOCs (NOC/ Programme Status Report) on their respective continents.

In order to ensure that the objectives laid down by the Commission are achieved, efforts to strengthen coordination between the Olympic Solidarity offices will continue throughout the plan, firstly to improve synergies and secondly to consolidate the joint working procedures already in place.

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 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



Sports administrators
course in Namibia

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 working closely with the IOC Executive Board and President and keeping 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 31 December 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
Khaled ZEIN EL DIN

The advantages of programmes for NOCs

5000m final – Games of the XXIX Olympiad in Beijing
© Getty Images/Julian Finney



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 autonomy between the World and Continental Programmes, but with complementary objectives and complete coordination in their management and implementation.



Greater autonomy for everyone



Sport for All activities organised by the NOC of the Former Yugoslav Republic of Macedonia

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.

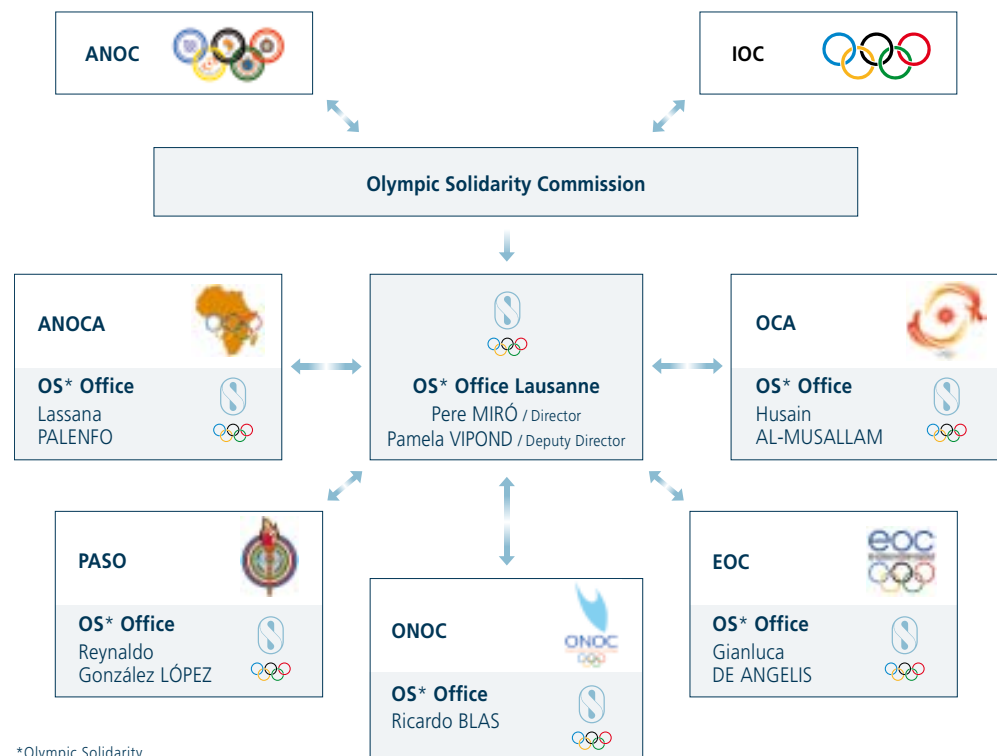
Olympic Solidarity Structure and Organisation

Advanced sports management course in Brazil



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 has 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

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 Mélanie PILLER
- Accountant Florian CHAPALAY
- Accountant (80%) Silvia MORARD

At 31 December 2009

Increased global budget

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.

The budget for 2009 was USD 95,870,250, an amount which was approved by the members of the Olympic Solidarity Commission at their meeting on 8 October 2008. This sum represents 31 % of the total budget.

Breakdown of the 2009 budget

• World Programmes	USD 32,435,000
• Continental Programmes	USD 29,845,250
• Olympic Games Subsidies and Forums	USD 30,300,000
• Administration / Communication	USD 3,290,000
	<u>USD 95,870,250</u>

Breakdown of the "World Programmes" budget

• Athletes	USD 14,250,000
• Coaches	USD 6,500,000
• NOC Management	USD 8,025,000
• Promotion of Olympic Values	USD 3,660,000
	<u>USD 32,435,000</u>

Breakdown of the "Continental Programmes" budget

• ANOCA (Africa) – 53 NOCs	USD 5,845,250
• PASO (America) – 42 NOCs	USD 5,307,000
• OCA (Asia) – 44 NOCs	USD 5,669,250
• EOC (Europe) – 49 NOCs	USD 6,335,000
• ONOC (Oceania) – 17 NOCs	USD 3,549,500
• ANOC	USD 3,139,250
	<u>USD 29,845,250</u>

Partners working in synergy



Sport for All activities
in Grenada



A participant receives
his diploma at the end of the
technical course for athletics
coaches in Mauritius



Technical course for cycling
coaches in Vietnam

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 International Federations (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.



TEAM



STRATEGY



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"
(start of the programme on 01.09.2010)
- 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



Nordic combined
cross-country event – EYOF,
Slask Beskidy, Poland
© Slask Beskidy Organizing Committee

Aiming for excellence at every level



The programmes for athletes made available under the 2009–2012 quadrennial plan immediately achieved the expected level of success among the NOCs, even in the first year of implementation. They offer the NOCs tailor-made assistance depending on their athletes and the type of competitions for which they are preparing. In order to carry out these programmes, Olympic Solidarity can count on the support not only of the Continental Associations, NOCs and IFs, but also of other partners, such as training centres, coaches and high-level experts.

Launched in November 2008, the new Olympic Scholarships for Athletes “Vancouver 2010” programme grabbed the attention of the NOCs concerned and benefited 60 NOCs. Also in connection with the Olympic Winter Games in Vancouver, subsidies were granted to curling and ice hockey teams in order to assist them with the final phase of their preparations in 2010.

As the Team Support Grants programme retained the same format as in the previous plan, the NOCs were quick to register the needs of their national teams, including those participating in winter sports. A total of 55 grants were awarded during this first year of the programme.



The Mali basketball team – Games of the XXIX Olympiad in Beijing
© Getty Images/Mark Dadswell



Athlete training
© IOC/Huet

The programme that helps NOCs to prepare for their respective Continental and Regional Games also recorded a high number of requests, particularly in Europe, where several major competitions were held. Since the other continents are staging their main events in 2010 and 2011, and 84 NOCs have already been granted funds for the preparation of their athletes, Olympic Solidarity expects to receive a large number of applications in the next few months.

The newest of the athletes' programmes, which is designed to help NOCs identify, qualify and prepare young athletes for the 2010 Youth Olympic Games (YOG) in Singapore, has generated a high level of interest, with 140 activities aimed at young athletes from 74 NOCs currently being conducted across the world.

The Olympic Scholarships for Athletes "London 2012" programme will commence on 1 September 2010. The candidature, analysis and approval phases will begin on 1 January 2010.

2009 Key Figures

- 325 "Vancouver 2010" Olympic Scholarships awarded
- 55 Team Support Grants awarded
- 140 activities organised to prepare athletes for the YOG
- 84 NOCs receiving a grant to prepare their athletes for Continental and Regional Games

Olympic Scholarships for Athletes “Vancouver 2010”

Jamaican scholarship holder
Errol Keer (left) competes in a ski
cross qualification race – XXI Olympic
Winter Games in Vancouver
© Getty Images/Cameron Spencer



Olympic scholarship holder
Olena Pidhrushna of Ukraine in the
biathlon 15 km individual event – XXI
Olympic Winter Games in Vancouver
© Getty Images/Bongarts/Alexander Hassenstein



XXI Olympic Winter Games: en route for success

Objective: to offer the NOCs a programme that provides scholarships to athletes preparing and attempting to qualify for the XXI Olympic Winter Games in Vancouver in 2010 in order to improve the competitiveness of the Olympic Winter Games rather than to expand artificially the universality of these Games.

2009 Budget: USD 6,500,000

With its main objective being to improve the competitiveness of the Olympic Winter Games, this programme is primarily aimed at NOCs with a strong winter sports tradition and offers them the support they need to attempt to qualify and prepare their athletes for Vancouver 2010. Two types of assistance are available to the NOCs: individual scholarships for NOCs that had 10 or fewer athletes at the 2006 Olympic Games in Turin and so-called “à la carte” general grants to NOCs who had more than 10 athletes at the Turin Games. Five sports are covered by this programme: bobsleigh, biathlon, luge, ice skating and skiing.

Athlete feedback – Aoife HOEY, Ireland: “The Olympic Solidarity support enables us to travel and compete around the world and also to practise, as Ireland doesn’t have a bobsleigh track... It is very costly just to fly the bob over, which illustrates the expenses involved in the event – it’s almost like the Formula One of winter sports – and the Olympic Solidarity support makes a big difference...”

Michelle STEELE, Australia, skeleton: “For me to benefit from an Olympic Solidarity scholarship means a huge weight lifted off my shoulders. Because of full-time training and the amount of time we spend overseas, it is very hard to hold down a job. While I still have to work, this takes off a lot of the pressure, which means I can focus on my training in the off-season as well as when I compete.”

Distribution of Olympic scholarships (as at 31.12.2009)

Continent	Individual scholarships granted				“A la carte” assistance NOCs that benefited
	NOCs that benefited	Men	Women	Total	
Africa	6	8	–	8	–
America	7	21	10	31	1
Asia	10	21	13	34	1
Europe	35	134	98	232	6
Oceania	2	9	11	20	–
Total	60	193	132	325	8



Team Support Grants



Belarus ice hockey team – XXI Olympic Winter Games in Vancouver
© Getty Images/Bruce Bennett



New Zealand hockey team (in black) before taking on Germany – Games of the XXIX Olympiad in Beijing
© Getty Images/Streeter Lecka

Increasingly appreciated support

The NOCs are now very familiar with this programme, which immediately generated a high degree of interest. Each NOC can apply for a grant for one team in a summer sport and a second in a winter sport, with both teams eligible to receive support from one or more projects throughout the quadrennial period. It should be noted that 11 of the 55 grants awarded were for winter sports, particularly for the qualification and participation of curling and ice hockey teams in the XXI Olympic Winter Games in Vancouver in February 2010.

Feedback from the Polish NOC: “For the first time ever, the Polish men’s volleyball team became European champions in 2009. This fantastic result achieved by our volleyball players is proof of how the support grant provided by Olympic Solidarity was well used and assisted our athletes.”

Objective: to offer financial assistance to one national team per NOC to prepare for and participate in regional, continental or world level competitions with a view to attempting to qualify for the Olympic Games.

2009 Budget: USD 2,250,000

NOCs that benefited

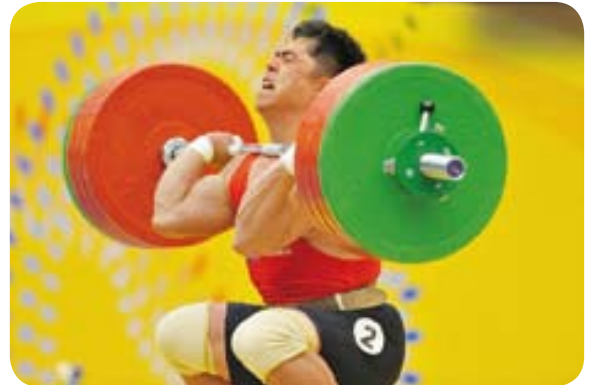
Continent	NOCs
Africa	5
America	14
Asia	2
Europe	26
Oceania	3
Total	50

Distribution of participating teams by sport

Sport	Participating teams
Basketball	11
Curling	4
Handball	10
Hockey	5
Ice hockey	7
Volleyball	14
Water polo	4
Total	55

Continental and Regional Games Athlete Preparation

Weightlifting event,
5th East Asian Games
© OCA



Algerian athlete Mohamed Amir
Hacib during the pommel
horse final – XIV Mediterranean
Games in Pescara, Italy
© Getty Images



Intermediate preparation is of great importance

With Europe providing the greatest number of approved requests due to the continental competitions held there in 2009, this programme is expected to be used more and more over the coming years, enabling as many NOCs as possible to prepare their athletes for major continental competitions. The main Games concerned in each continent are:

Objective: to offer financial assistance to NOCs for their athletes' preparations for multisport Games (Olympic, Continental and Regional Games).

2009 Budget: USD 2,500,000

- Africa: XVI Mediterranean Games (2009), Francophone Games (2009), Commonwealth Games (2010) and All Africa Games (2011)
- America: Panamerican Games (2011)
- Asia: Regional Games (2009-2011) and Asian Games (2010)
- Europe: European Youth Olympic Festival (summer and winter editions, 2009 and 2011), Games of the Small States of Europe (2009 and 2011)
- Oceania: Mini-Games (2009), Commonwealth Games (2010) and Pacific Games (2011)

NOC that benefited

Continent	NOCs
Africa	21
America	21
Asia	12
Europe	24
Oceania	6
Total	84

Youth Olympic Games Athlete Preparation



1st Asian Youth Games
in Singapore
© OCA



800 m event
© OCA

Three-step assistance for a world premiere

In order to help the NOCs to prepare as well as they can for the 1st Youth Olympic Games in Singapore, the programme offers them three different options:

Option 1 – identification: designed to support the identification and training of athletes with a view to their qualification for and participation in the YOG. National talent identification or training camps, participation in non-qualifying competitions or activities organised by IFs are among the possibilities available under this option.

Option 2 – qualification: designed to cover the costs (transport, accommodation, entry fees or costs linked to the participation of athletes and members of their entourage) related to participation in qualification competitions for the YOG only.

Option 3 – preparation: applies only to athletes who have already qualified or been offered a universality place at the YOG and designed to help their final preparations for these Games. Applications are assessed on a case-by-case basis.

Objective: to offer NOCs technical and financial assistance to identify, qualify and prepare young athletes with a view to their selection to participate in the Summer and Winter Youth Olympic Games.

2009 Budget: USD 3,000,000

Activities by option

Continent	NOCs that benefited	Activities			Total
		Option 1	Option 2	Option 3	
Africa	17	25	6	4	35
America	24	25	24	2	51
Asia	12	15	4	–	19
Europe	15	14	11	–	25
Oceania	6	6	4	–	10
Total	74	85	49	6	140



World Programmes Coaches

Technical course for tennis coaches in Yemen



A key role in sports development



Thanks to better trained coaches, athletes are able to improve their performances. Olympic Solidarity's programmes for coaches aim to raise general coaching standards across the world in order to meet the demands and constraints linked to modern-day athlete supervision in an effective way.

The Technical Courses for Coaches programme has been running for many years and remains very popular among the NOCs. Olympic Solidarity is working with the NOCs and IFs in order to improve the quality of these basic training courses. A year after the programme of technical courses for the 2009–2012 period was launched, the number of requests is close to the annual average of 250 to 300 courses. This is a positive result, bearing in mind the different steps that NOCs have to take (inform their national federations and select the sports that should benefit from a course) before submitting their applications to Olympic Solidarity.

Under the Olympic Scholarships for Coaches programme, the NOCs are able to propose one candidate for either of the two available options (training in sports sciences and sport-specific training). In the first year of the quadrennial plan, the NOCs showed a high level of interest in this programme and Olympic Solidarity awarded no fewer than 123 Olympic scholarships.



Technical course
for rowing coaches
in Uganda



The coach celebrated
by his team
© Getty Images

The Development of the National Sports Structure programme is not aimed solely at coach education, but also meets the need to strengthen all existing aspects of a specific sport in a particular country. The idea is that, with the help of an expert, the people involved in sports development at national level should acquire sufficient knowledge to be able to continue the process in the long term. In 2009, the projects carried out as part of the Development of National Sports Structure programme were relatively evenly spread among the NOCs. With 14 of the 42 projects, Africa once again led the way, followed by America.

2009 Key Figures

- 207 technical courses planned for 94 NOCs
- 123 Olympic scholarships awarded to 91 NOCs
- 42 national sports structure development projects.

Technical Courses for Coaches

Technical course for fencing coaches in Bahrain



Armenian coaches at the end of their tennis course



Basic training is crucial to success

A total of 207 courses were organised in 2009. The most popular sports among the NOCs were tennis, judo, athletics and taekwondo. Olympic Solidarity also continued to collaborate with the IFs, particularly those of tennis (ITF) and rowing (FISA), to organise regional courses for coaches from several neighbouring countries.

Objective: to provide basic training to coaches through courses led by an expert from another country, nominated by the respective IF.

2009 Budget: USD 3,250,000

Participating NOCs

Continent	NOCs	
Africa	35	BDI, BEN, BUR, CAF, CHA, CIV, CMR, COD, COM, ETH, GAM, GUI, KEN, LBA, LBR, LES, MAD, MAW, MLI, MOZ, MRI, MTN, NIG, RSA, RWA, SEN, SEY, SLE, SOM, SUD, TAN, TOG, TUN, UGA, ZAM
America	21	AHO, ANT, ARG, BAR, BIZ, BRA, CHI, COL, CRC, CUB, ECU, ESA, GUA, HAI, JAM, NCA, PAN, PAR, PER, SKN, SUR
Asia	26	BAN, BHU, INA, IND, IRI, KGZ, LAO, LIB, MAS, MDV, MGL, MYA, NEP, OMA, PAK, PHI, PRK, QAT, SRI, SYR, THA, TJK, TKM, UZB, VIE, YEM
Europe	12	ARM, AZE, BLR, EST, ISR, MDA, MKD, NED, RUS, SRB, TUR, UKR
Oceania	–	*
Total	94	

* Programme managed directly by ONOC

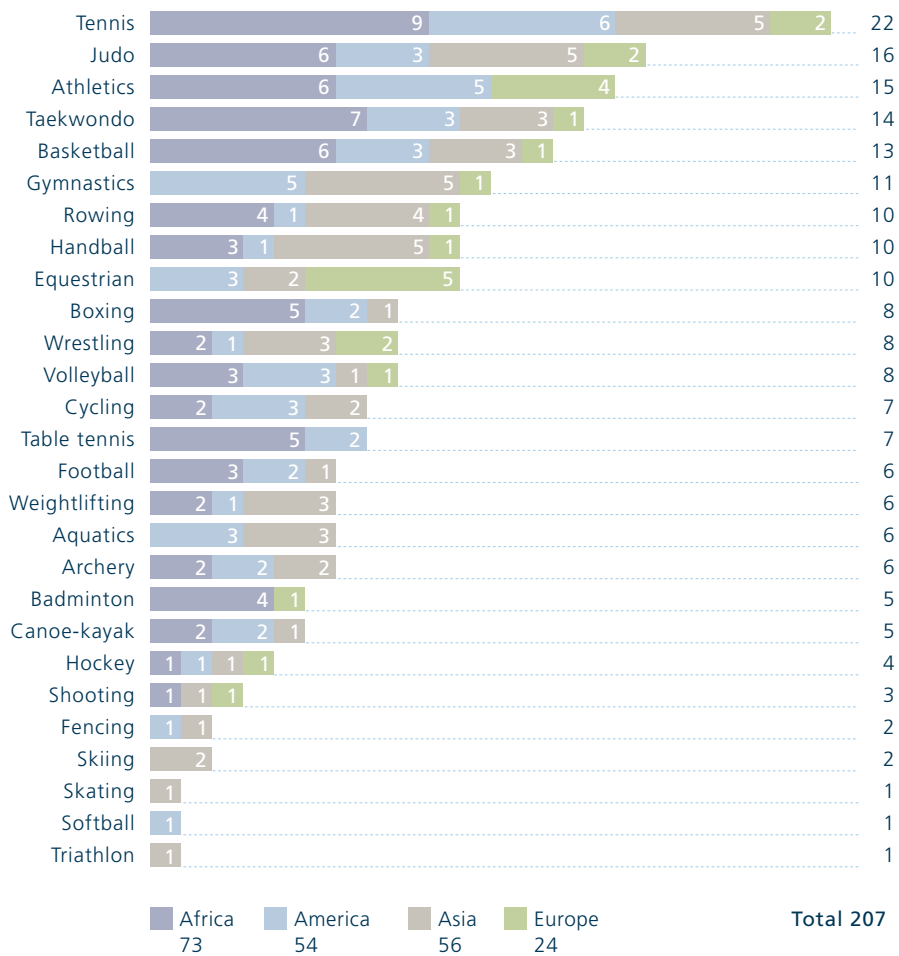


Technical course for weightlifting coaches in Costa Rica



Technical course for gymnastics coaches in Estonia

Distribution of technical courses



Olympic Scholarships for Coaches

CISéL scholarship holders in front of The Olympic Museum in Lausanne, Switzerland



International Tennis Federation (ITF) training in Valencia, Spain



Study programmes to match different sporting contexts

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

2009 Budget: USD 2,000,000

It is interesting to note that the training centres involved in this programme are seeing the general standard of candidates improve from year to year thanks to an increasingly rigorous selection process among NOCs. For its part, Olympic Solidarity automatically informs the NOCs and IFs of the results achieved by scholarship-holders, whom it encourages to carry out initiatives such as the organisation of development programmes or management of technical courses. It also encourages the NOCs to include more women in the training programmes in order to increase their level of involvement, which remains too low (less than 20%). In order to continue improving this programme, talks have been continuing with the different centres and universities concerned.

Feedback from scholarship holder Mamadou Diallo, canoe-kayak, Senegal: “At the end of this spring 2009 3E session at the CISéL (Centre international du sport d’élite de Lausanne), I have a much broader and clearer vision of my task, which will enable me to organise and manage projects better.”

NOCs that benefited from the scholarships for coaches

Continent	NOCs	
Africa	34	ALG, BDI, BEN, BOT, BUR, CGO, CHA, COD, EGY, ERI, ETH, GAM, GEQ, GHA, GUI, KEN, LBA, LBR, MAD, MAR, MAW, MRI, NAM, NGR, NIG, RSA, SEN, SEY, SLE, SWZ, TOG, UGA, ZAM, ZIM
America	26	AHO, ARG, ARU, BAR, BRA, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GRN, GUA, GUY, HAI, LCA, MEX, NCA, PAN, PAR, PER, PUR, SKN, TRI
Asia	17	BAN, BHU, INA, IND, IRI, KGZ, MAS, MDV, MGL, OMA, PAK, PHI, SYR, THA, TJK, TPE, YEM
Europe	7	CYP, EST, GRE, MKD, MLT, POR, SRB
Oceania	7	ASA, FIJ, GUM, KIR, NRU, SOL, VAN
Total	91	

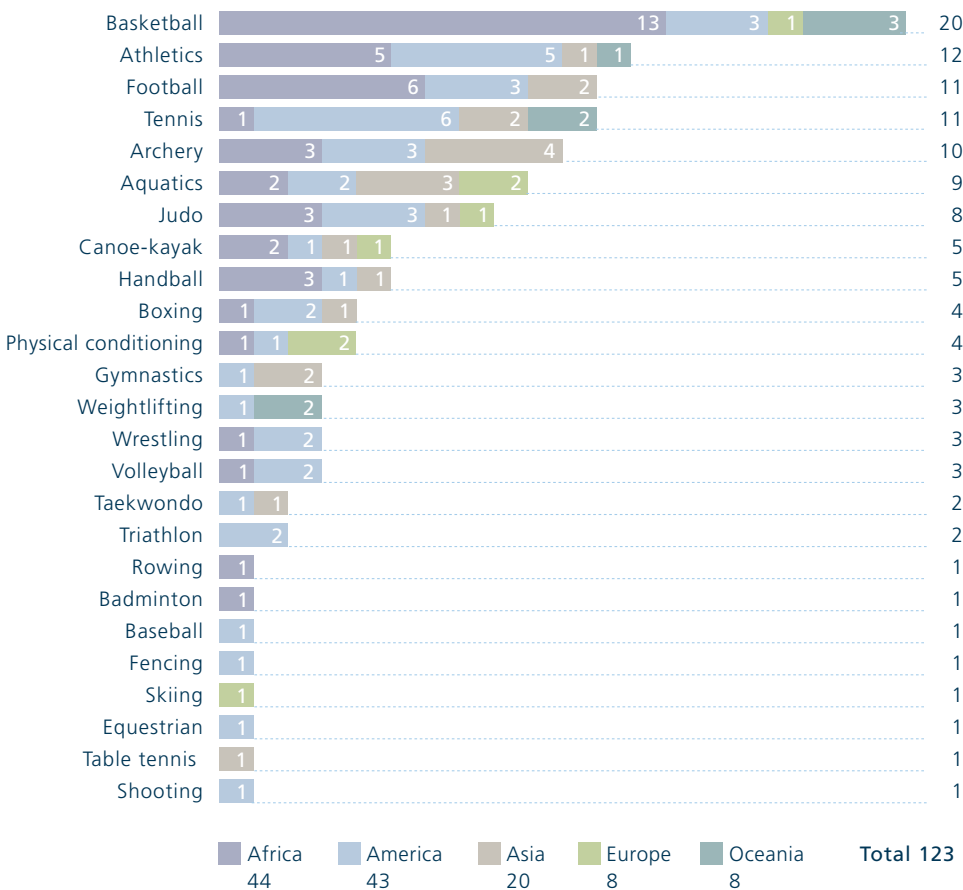


Participants during the training session at Semmelweis University in Budapest, Hungary

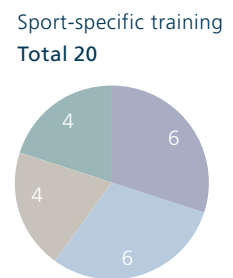
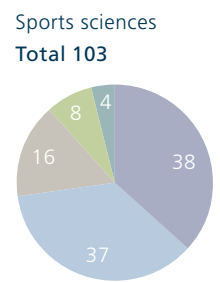


Participants during the spring session of the CISÉL

Distribution of Olympic scholarships



Scholarships by option



● Africa
● America
● Asia
● Europe
● Oceania

Development of National Sports Structure

Project conducted by the NOC of the Federated States of Micronesia



Building solid sports structures for the future

Objective: To allow NOCs to develop their national sports structure by implementing a medium- to long-term action (3 to 6 months) plan for a specific sport.

2009 Budget: USD 1,250,000

The decision to increase the total contribution to USD 30,000 per project was well received by the NOCs, since it helps them to cover the cost of the experts' accommodation and indemnities. Similarly, the NOCs seem happy with the option of spreading the international experts' visits over several shorter periods and of integrating local experts. This makes it easier for them to finalise projects which would probably not have got off the ground if they had been forced to find an expert who was available for a long period.

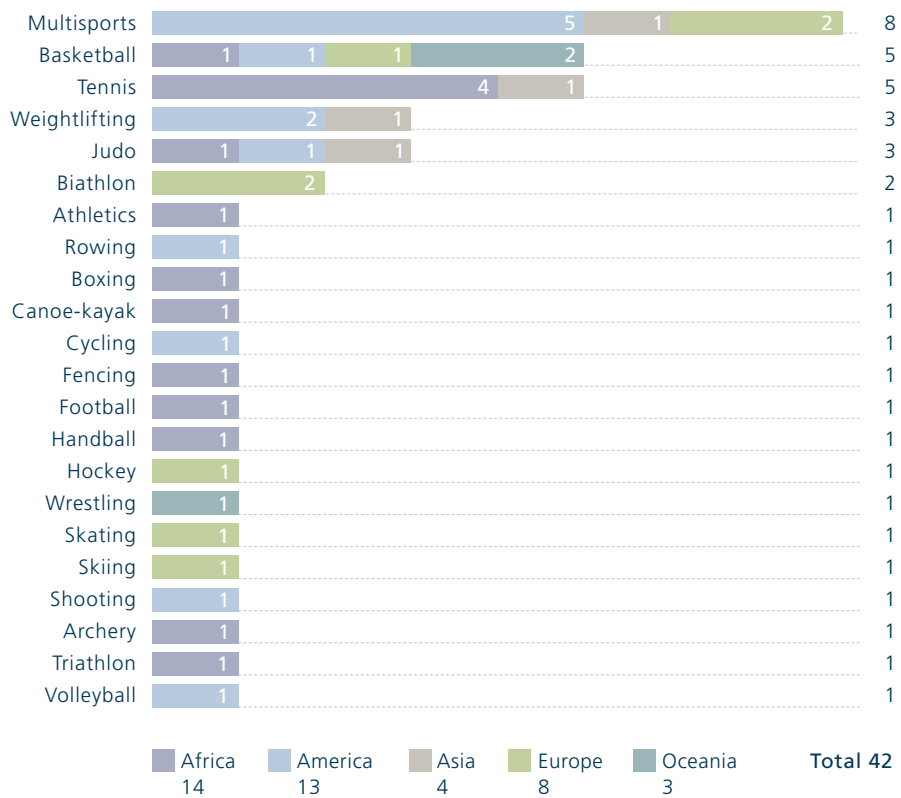
Projects accepted

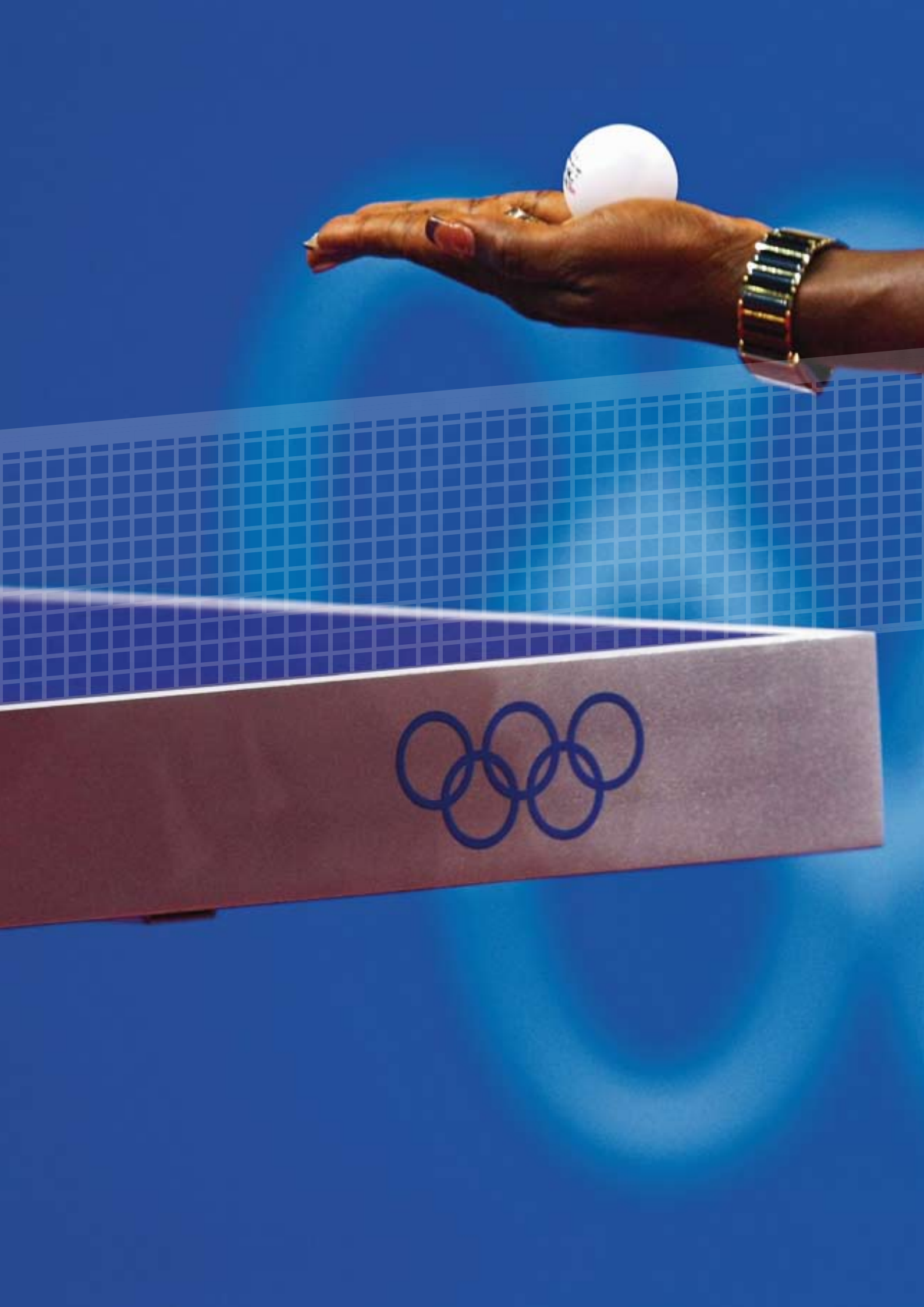
Continent	NOCs	
Africa	14	BDI, BUR, CHA, COD, CPV, GBS, MAW, MLI, MRI (2), NIG, RSA, SLE, TOG
America	13	ARG, ARU, BAR, CHI, CUB, ECU, GRN, GUA, HON, PAN, PER, PUR, URU
Asia	4	INA, IND, PAK, TJK
Europe	8	BLR, EST, MDA, POL, ROM, SRB, SUI, UKR
Oceania	3	FSM, PLW, TGA
Total	42	



Participants in the project run by the NOC of Togo

Distribution of projects







MAINTAINING THE COORDINATION



World Programmes NOC Management

Sports administrators course
in Quito, Ecuador



Strengthening sports management competences



The NOC management programmes are designed to help the NOCs to fulfil their mission in the best possible way by supporting them directly with the management of their activities through direct financial assistance, help with the training of sports administrators and measures to facilitate exchanges of information between NOCs.

At the beginning of the quadrennial plan, Olympic Solidarity paid an annual administrative subsidy of USD 30,000 to each NOC. In addition to the administrative subsidy, the NOC Administration Development programme includes the possibility for the NOCs to present individual management initiatives and request help with the improvement of their financial procedures and accounting systems.

A great deal of effort is dedicated to the training of sports managers. Olympic Solidarity continues to help the NOCs to set up training programmes for their members and staff, as well as those of their affiliated organisations. For example, an increasing number of Advanced Sports Management Courses have been held. Since launching the programme at the end of 2007, Olympic Solidarity has organised five introductory training sessions for Programme Directors, who are responsible for running the advanced courses on behalf of their NOC. Consequently, 37 courses have been or are currently being organised. Scheduled over several sessions with a total length of between 8 and 12 months, these courses are designed to improve participants' sports management skills. They are based on the "Managing Olympic Sport Organisations" manual. Much effort has also been put into the revision of the "Sport Administration Manual", which serves as a basis for the Sports Administrators Courses (basic level). The new version will be sent to all the NOCs in 2010.



Participants at the training session in French for ASMC Programme Directors in front of the IOC headquarters



Sports administrators course in Lahore, Pakistan

Also with training programmes in mind, Olympic Solidarity has continued its partnership with the network of MEMOS universities (Executive Masters in Sports Organisation Management) and awarded scholarships for two MEMOS editions (in English and Spanish) in 2009.

Finally, regional forums organised in all the continents have made a huge contribution to the dissemination of information about the Olympic Solidarity 2009–2012 quadrennial plan to the NOCs. Twelve forums were organised in collaboration with the five continental offices, during which the NOC representatives were able to share their experiences on the use of the programmes and learn about the new opportunities available for this quadrennial period.

2009 Key Figures

- 201 NOCs received administrative subsidies
- 32 management and 18 financial management initiatives
- 84 Sports Administrators Courses
 - 3 training sessions for ASMC Programme Directors – participation of 50 Programme Directors
- 20 Advanced Sports Management Courses
- 53 MEMOS scholarships
- 15 NOC exchanges and internships
- 12 regional forums.

NOC Administration Development

The NOC of Bangladesh works with an expert to reinforce its marketing programme



National Forum organised by the NOC of Chad



Supporting NOC financial management

Objective: To support the administrative structure of NOCs by contributing towards their general running costs and supporting NOCs' initiatives to improve specific aspects of their management, with special emphasis placed on financial management.

2009 Budget: USD 6,500,000

Most NOCs are equipped with a computerised accounting system, which can be used to monitor their accounting operations and produce financial statements. The financial management programme launched in 2009 particularly enables NOCs without computerised systems to acquire accounting software appropriate to their needs, and to train their staff to use it. Through this programme, Olympic Solidarity also hopes to encourage the NOCs to strengthen and enhance their accounting and financial management procedures.

IT systems represent another key element of NOC management. This is why, as part of their management initiatives, the NOCs submitted numerous projects aimed at developing or updating their electronic communication systems, whether internal (networks, databases, management of information flows) or external (websites).

NOCs also used management initiatives to develop their strategic plans, strengthen their marketing programmes, organise national forums, disseminate information on Olympic Solidarity programmes to their affiliated federations, organise training seminars, obtain expert legal advice, etc.

NOC Administration Development

Continent	Administrative subsidy	Management initiatives	Financial management
Africa	52	12	6
America	42	5	4
Asia	41	6	1
Europe	49	7	5
Oceania	17	2	2
Total	201	32	18

National Training Courses for Sports Administrators



Sports administrators course in Uruguay



Advanced sports management course in Malaysia

Learning community growing steadily

In 2009, Olympic Solidarity organised at the IOC headquarters three introductory training sessions (in English, French and Spanish) for Programme Directors appointed by their NOC, who are responsible for running Advanced Sports Management Courses in their respective countries. These sessions are used to present the basic aspects of the advanced courses to the future Programme Directors and to discuss issues such as the analysis of training needs, course planning, teaching methods, the use of case studies and ways of encouraging course participants to exchange knowledge. The latter aspect is aimed at establishing a sustainable “learning community” comprising the different sports organisations within their national sports system.

Excerpts from NOC course reports: “A large number of e-mails were exchanged between the course participants, which represents a good basis for a fruitful learning community. All the participants have an e-mail address, which is a significant improvement since the first course.”

“Most participants admitted that there is a large gap between what they have learnt and what really happens in their organisation. They promised to work hard to close these gaps.”

“The participants put a lot of effort into presenting their case studies. The presentations and discussions that took place, with practical examples, were a great help in teaching them about management.”

Objective: To offer NOCs the possibility of training the sports administrators of their NOC and its constituents by organising courses on a national level. Sports Administrators Courses provide basic training over a short period. Advanced Sports Management Courses (ASMC) comprise several modules, with emphasis on the acquisition of the skills necessary for sports management.

2009 Budget: USD 925,000

Sports Administrators Courses and Advanced Sports Management Courses

Continent	NOCs	Sports Administrators Courses held in 2009	Advanced Sports Management Courses	
			Programme directors	Courses
Africa	25	22	27	4
America	25	38	19	9
Asia	15	20	1	6
Europe	5	4	3	1
Oceania*	–	–	–	–
Total	70	84	50	20

*Courses organised through ONOC’s “Sports administration programme” (Continental Programme)

International Executive Training Courses in Sports Management

A MEMOS in French participant receives his diploma after presenting his project at the IOC headquarters



MEMOS XIII participants at the IOC headquarters



MEMOS continues to train sports managers

Objective: To provide sports managers with access to masters-level training courses of international significance and contribute towards improvement in the management of their Olympic sports organisations.

2009 Budget: USD 600,000

In 2009, while 41 scholarship-holders received diplomas for MEMOS XII in English and MEMOS in French, 53 scholarships were awarded for MEMOS XIII and MEMOS in Spanish. This masters-level training course in sports management is particularly suitable for sports managers from NOCs on account of its international accessibility, its structure combining residential modules and distance learning, and its relevance to the participants' own interests and activities.

Djordje Visacki, Secretary General, Serbian NOC: "My participation in MEMOS XI and interaction with fellow sport managers from all over the world prepared me for the position of NOC Secretary General that I currently hold. I would have had a completely different outlook on this function had I been elected before taking part in MEMOS."

International Executive Training Courses in Sports Management

Continent	NOCs	MEMOS XIII	MEMOS in Spanish (3rd edition)
Africa	7	6	2
America	19	7	19
Asia	6	6	1
Europe	8	7	1
Oceania	4	4	–
Total	44	30	23



Working group during the MEMOS in Spanish at the Centro de Alto Rendimiento (CAR), Barcelona



MEMOS in French at the IOC headquarters

Projects developed by participants benefiting from Olympic Solidarity scholarships

NOC MEMOS projects in French

- ALG Zehour Ghidouche – Draft development strategy of the Algerian Olympic Committee for women's participation in sport 2009–2012. Women's access to management roles as a key factor of development.
- BEN Fernando Hessou – Communication and sponsorship of sport in Benin: the role of the Benin National Olympic and Sports Committee (CNOSB).
- BRA Edgar A. Hubner – Plan for the development of the School Games (12–14 year olds) in the 27 provinces of Brazil (2009–2012).
- BUR Djibril Zeba – Development strategy for elite judo in Burkina Faso. How to create conditions that foster the optimal preparation of athletes for high-level performance?
- CMR Alvine Diane Mabou Massah – Event strategy of the Cameroon National Olympic and Sports Committee (CNOSC): How to develop an attractive offer for our current and potential partners?
- COL Paula Douat Corredor – Development strategy of the Colombian Sailing Federation: How to build the future around a priority action plan?
- FRA Gilles Johannet – Major sports events – Proposed support measures from the France National Olympic and Sports Committee (CNOSF).
- HAI Carline Choute – Development strategy for handball in Haiti.
- IRI Hossein Kohandani – Volunteers at the 2nd Islamic Solidarity Games. Analysis and proposals for the participation of volunteers in major sports events – comparative approach.
- MDA Lucia Juravischi – Moldovan NOC's support policy for Olympic National Federations: Creation of a tool to improve their management skills.
- MLI Ibrahima Traore – Introduction of Olympic education in schools in Mali.
- RWA Thierry Ntwali Gafiligi – Professionalisation and organisation of the Rwandan National Olympic and Sports Committee (CNOSR): What perspectives?
- SEN Lamine Faty – Development of athletics in African schools.
- TUN Salma Abid – Towards a new CNOT financial strategy to benefit Tunisian sport.

MEMOS XII projects

- ALG Selmi Sid Ahmed – Strategy for Hosting Sports Events in Algeria.
- BIZ Yolanda I. Fonseca – Developing Good Management Practices for Olympic Sports Organisations in Belize.
- BRA Renata Leuzinger – Proposal of a New Action Plan for the Brazilian NOC International Relations Division.
- COL Alejandra Marquez Mejia – Evaluation of a Physical Activity Programme in an Antioquia Community, Colombia.
- COL Carlos E. Villegas – Sport as the Domain for Social Responsibility Programmes.
- CRO Zoran Stefec – The Effectiveness of the Development Programme of the Croatian Olympic Committee.
- ECU Sidney Drouet – Empowering the Ecuadorian High Performance Olympic Centre.

MEMOS in French participants
in front of the IOC headquarters



MEMOS in Spanish at
the CAR, Barcelona



MEMOS XII projects (cont.)

- EGY Ezz El Din Mohamed Ali – A Strategic Plan to Enhance the Performance of the Egyptian Olympic Academy for Sports Leaders.
- ESA Dinora Elizabeth Acevedo Maravilla – Diagnosis of Human Resource Management Practices in Salvadorian Sports Federations.
- GUA Annica de Valls – Elite Women's Sports Performance in Guatemala.
- INA Tubagus Lukman Djajadikusuma – The Promotion of Taekwondo in Indonesia.
- IRI Homeira Asadi Kavan – A Strategic Approach to Help the Professional Football League of Iran to Fulfil the AFC 2012 Criteria.
- ISR Oded Jacob – Shaping the High Performance Environment of Tennis Player Development.
- ITA Salvatore Caruso – Feasibility of a CONI (Comitato Olimpico Nazionale Italiano) TV Channel.
- JOR Rana Gouckahsaw – Spreading Olympism and Olympic Values Through Sports Events.
- JOR Narin Ahmad HajTass – The Importance of a Professional Approach for the Advancement of Sport in Jordan.
- KEN Anthony E. Kariuki – Financial Partnership Through Accountability of Sports Organisation in Kenya.
- KOR Seihwa Bonnie Kim – Enhancing Successful Career Transition for Elite Athletes in Korea.
- LAT Ieva Zunda – The Case for the Latvian Olympic Committee to Improve Track and Field Facilities in Riga.
- MAW Oscar Kanjala – Maximizing Stakeholder Contribution Towards Sports in Malawi.
- MDV Abdul Razak Ibrahim – Strategic Plan for Training and Development for the Youth and Sports Development Centre.
- NAM Diehl Heiko – Revolutionising the Southern African Competition System. Feasibility Study on a Multinational Volleyball Competition for Southern Africa.
- OMA Fahad Abdullah Moosa Al Raisi – Strategy Process Guidelines for Sport Clubs in Oman, Muscat Region.
- POL Dorota Idzi – Evaluating Gender Equity Legislation in Polish Sport.
- POR Joao Querido Manha – Minor Sports in Emerging Media: Strategy to Enhance Minor Sports Exposure in Portugal.
- QAT Lolwa Hussain Al-Marri – Qatar Women's Sports Committee: Vision and Goals for the Olympic Quadrennial 2009–2012.
- SVK Elena Malikova – Strategic Plan for the Management of Olympic Education in Slovakia – Challenges, Opportunities, Solutions.
- TRI Mushtaque Mohammed – Challenges in Marketing of Minor Sports in a Competitive Environment.
- YEM Naseem Ahmed AL Maliki – Strategic Planning in the National Federations.
- ZIM Eugenia Chidhakwa – In What Ways Might Tertiary Institutions Contribute to the Development of Female Potential Elite Athletes in Zimbabwe.
- OCA Haider Abbas H. Farman – Development of a Coaching Structure for the Olympic Council of Asia.
- ONOC Brian Minikin – A Comprehensive Review and Assessment of the Evolution of Sports Organisations and the Current Status of the NOCs of Oceania.

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

NOC Exchange and Regional Forums



Sports protocol seminar organised in Quito by the Ecuadorian NOC in the framework of NOC exchanges



OCA Regional Forum for South Asian NOCs in Kathmandu, Nepal

Focussing on NOC interaction at forums

The objective of the forums organised in 2009 was to present the Olympic Solidarity strategy and programmes for the new 2009–2012 quadrennial plan to the NOCs on the five continents in cooperation with the respective Continental Associations.

The NOC delegates were invited to share their experiences on how their NOCs were already using the programmes. Several delegates described projects that had been carried out by their NOC and all participated in the group discussions which followed. These activities enabled them to analyse different aspects, such as the criteria for selecting programme participants, the means to strengthen athlete support, the training needs identified by the NOCs and methods of communication between Olympic Solidarity and the NOCs.

The forums also included a session on the NOCs' preparation for the YOG to be held in Singapore in August 2010. Representatives of the Organising Committee of these Games were able to answer questions from the NOCs about their delegations' preparations, and to describe the main aspects of this new IOC project that the NOCs must take into account.

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

2009 Budget: USD 1,000,000

NOC Exchange and Regional Forums

Continent	Exchanges and internships	Continental/Regional Forums
Africa	2	4
America	5	1
Asia	–	5
Europe	4	1
Oceania	4	1
Total	15	12



World Programmes

Promotion of Olympic Values

"Youth Olympic Camp"
organised by
the French NOC



From international to local – spreading the Olympic values



The educational aspect of Olympism and the Olympic values form the basis of the unique character of the Olympic Movement, as well as the key to its success. During the 2009–2012 quadrennial period, the programmes available will enable the NOCs to play a fundamental role in sport and, more broadly, in their respective countries by organising targeted activities in the seven specific areas linked to the Olympic values. Each NOC can therefore choose to concentrate its efforts in one or several fields, depending on its needs, context and strategic priorities. Local sports development, for example, is a way of reaching out to a multitude of different communities all over the world and bringing Olympism closer to everyday life.

During the first year of the 2009–2012 quadrennial plan, the NOCs showed a healthy level of interest in all of these programmes, with 200 individual initiatives accepted at national level. Olympic Solidarity continued to encourage the NOCs to adopt a more strategic long-term approach and to create appropriate structures and a suitable framework with a view to increasing the efficiency and impact of the activities carried out. This support took the form, for example, of grants allocated to certain NOCs on a quadrennial basis.



Olympic Day Run
in the British Virgin Islands



Working group at
the Women and Sport
Seminar in Mexico

At the same time, these programmes enabled the NOCs to participate in major events, offering them opportunities to learn more about the IOC's policies, to develop their knowledge and to share good practices. In 2009, Olympic Solidarity helped to finance transport for NOC delegates to several events, such as the 8th World Conference on Sport and the Environment, which was attended by hundreds of participants in Vancouver (Canada) from 29 to 31 March, less than a year before the start of the Winter Games. Meanwhile, the IOC's two thematic regional seminars were devoted to the dissemination of knowledge about the environment and the training of women within the Oceanian NOCs.

Finally, the new concept for Olympic Day was presented by the IOC. Based on the motto "Move, learn, discover!", it forms a natural progression from the Olympic Day Run. Olympic Solidarity continues to grant subsidies to the NOCs for this event, which is held by the majority of NOCs and remains one of the most high-profile events of the Olympic Movement.

2009 Key Figures

- 200 individual NOC initiatives, distributed across six different programmes
- 38 NOCs received assistance to participate in the 8th World Conference on Sport and the Environment
- 17 Oceanian NOCs attended the IOC Continental Seminar on Women and Sport and 14 attended the IOC Continental Seminar on Sport and the Environment
- 133 NOCs received grants towards the organisation of Olympic Day activities.

Sports Medicine

Sports medicine course
in the Lao PDR



Sports medicine course
in Zimbabwe



Medical monitoring for optimal athlete protection

Objective: To develop and disseminate scientific knowledge and techniques in sports medicine among NOCs and to reinforce education programmes related to the protection of the health of the athletes.

2009 Budget: USD 700,000

For this programme, which involved just over 20% of the world's NOCs in 2009, Olympic Solidarity works closely with the IOC Medical and Scientific Department. This subject is particularly important in the year prior to the Olympic Games, since medical supervision is an essential part of optimal athlete preparation. Some NOCs therefore took the initiative of organising sports medicine courses at national, regional and continental levels. At the same time, the educational element of the programme enabled several doctors selected by the NOCs to improve their technical knowledge by attending special conferences and courses, particularly in the American continent in 2009. Following the evaluation of the 2005–2008 plan, this educational programme was given greater flexibility, with NOCs also able to organise events at national level.

Courses and initiatives by continent

Continent	Participating NOCs		Sports medicine courses	Education programmes/ NOC initiatives
Africa	8	CIV, ERI, GBS, MAD, MLI, SEY, TOG, ZIM	7	1
America	15	ARU, BAR, BIZ, BRA, CRC, CUB*, DOM, ESA,	5	12
		GRN, GUY, HAI, MEX, PER, SKN, USA		
Asia	7	BRU, CAM, CHN, HKG, LAO, MDV, VIE	5	2
Europe	11	CRO, CYP, DEN, ESP, EST, GEO, IRL, ISL, MKD, ROM, TUR	9	3
Oceania	3	FIJ, FSM, MHL	2	2
Total	44		28	20

*Project transferred from 2005–2008 plan

Sport and the Environment



Clean-up campaign in Armenia



Sport and environment activities in Paraguay

Sharing ideas on sustainable development

Olympic Solidarity helped 38 NOCs (of the 45 that were invited) to participate in the 8th World Conference on Sport and the Environment. The delegates were given expert advice on how to integrate sustainability into the organisation of sports events and on building and maintaining sports infrastructures using as an example the huge amount of work put into the Olympic venues in Vancouver and Whistler. Some NOCs already active in the sport and environment field shared their experiences and improved their knowledge of the environmental, social and economic aspects of sustainable development by means of case studies presented by different organisations. For other NOCs with little or no experience of these matters the conference served as an initial introduction and awareness-raising tool, which subsequently triggered local activities (in Bhutan for example).

Objective: To encourage NOCs to implement environmental considerations into their policies as well as their wider activities and to assist them to undertake specific actions in this field, using sport as a tool for sustainable development.

2009 Budget: USD 410,000

Karma Wangchuk, Secretary General of the Bhutan NOC said: "Here are some of the activities that I intend to implement immediately, even though they are not very much: use less paper, reuse paper in the office and recycle it; use the internet to communicate with national federations; limit the use of office vehicles in order to cut down on CO₂ emissions and fuel consumption."

Furthermore, 14 Oceanian NOCs took part in a seminar on sport and the environment, organised by the IOC in partnership with ONOC and the Samoan NOC, on 24 and 25 July 2009. The Pacific islands face unique environmental challenges, which also concern and affect the world of sport.

Individual NOC initiatives

Continent	Accepted	
Africa	3	BDI, LBR, MAW
America	7	BAR, BIZ, CHI, CRC*, PAR, PER, VIN
Asia	1	BAN
Europe	8	ARM, EST*, FIN, IRL, LAT (2), LTU*, MKD
Oceania	3	COK, FSM, PNG**
Total	22	

* Budget allocated over several years as part of the 2009–2012 plan

** Project started during the 2005–2008 plan



Women and Sport

Women and sport activities in Estonia



Women and sport seminar in Guam



The sports world – for women too!

Objective: To assist NOCs with the development and implementation of a specific action plan and/or initiatives aimed at promoting awareness of women in sport as well as gender equality at all levels including sport practice, management/administration and leadership positions

2009 Budget: USD 370,000

One of the current priorities of this programme is to provide women with the knowledge and tools they need to become more actively involved and take up leadership roles within sports structures. Some NOCs, for example, have begun to organise targeted training courses specifically for women on particular themes such as negotiation and leadership.

This general strategy is also reflected in the cycle of IOC continental seminars that began in Africa in 2006 and continued in Oceania from 21 to 24 July 2009 with the collaboration of the Guam NOC, ONOC and its Women and Sport Commission. Olympic Solidarity helped 17 NOCs, scattered widely across the region, to take part by paying for one delegate from each to attend this management and leadership training seminar. The delegates were able to improve their knowledge, share their problems and discuss the planning and management of the projects that they would subsequently carry out in their respective countries, while feeling part of a network.

Example from the Vanuatu NOC: VASANOC and its commission were inspired by the seminar in Guam to organise specific training during the national Games, with the help of the ONOC Women and Sport Commission. Working in a group, the 25 participants were able to identify current needs and think about the development of specific projects for each province. They returned home with greater confidence in their abilities and more detailed technical knowledge in terms of project management.

Individual NOC initiatives

Continent	Accepted	
Africa	7	CHA, ERI, GAM, MAW, TOG, TUN, ZIM
America	7	BIZ, CHI, CRC, MEX, PAR, PER, VIN
Asia	–	
Europe	6	ARM, EST, GEO, MDA, MKD, POL
Oceania	2	VAN, NZL*
Total	22	

*Budget allocated over several years as part of the 2009–2012 plan

Sport for All



Olympic Day in the Federated States of Micronesia



Olympic Day in Eritrea

Physical education – a healthy school of life

The NOCs which organised activities to promote sport for all included some from countries in which diseases linked to an unhealthy lifestyle are on the increase, and some that play a fundamental role in physical education in schools and extracurricular sports programmes. Projects carried out in 2009 involved several sports. Running remains one of the most popular activities throughout the world but, at the same time, it is becoming increasingly associated with other sports activities, the discovery of traditional and less popular sports, and Olympic values. This is the case with Olympic Day, and the following feedback illustrates how two very different countries have interpreted the new concept of “Move, learn, discover!”.

Somalian NOC: “The success of Olympic Day in Somalia shows that, despite the difficulties currently facing the Somalian people, they haven’t forgotten 23 June. Some 650 participants took part in the 2km run and/or the handball competition held in the Banadir region. Primary school pupils learnt more about the Olympic values through a dedicated session, which also looked at how sport can be a means for peace-building. Finally, many Olympians and athletes also joined in the celebrations.”

NOC of Bosnia and Herzegovina, which held Olympic Day in Sarajevo on 16 June 2009 with a total of 980 participants: “Olympic Day is one of the best opportunities to promote Olympic values and sport in general. It is an excellent opportunity for interaction between people from different backgrounds and for socialising. It can help raise up new Olympians through activities designed for children, and mass participation can attract partners and sponsors to the NOC and IOC.”

Objective: To assist NOCs with the promotion of sport in general and the practice of physical activities throughout all levels of society.

2009 Budget: USD 490,000

Individual NOC activities and Olympic Day by continent

Continent	Individual initiatives accepted		Olympic Day (number of NOCs ^{**})
Africa	1	LBR	34
America	7	BAH, CRC, ECU, GRN, HAI, PER (2)	29
Asia	2	BAN*, INA	27
Europe	4	EST*, MKD (2), POL	36
Oceania	2	FSM*, PLW	7
Total	16		133

* Budget allocated over several years as part of the 2009–2012 plan

** Provisional figures



International Olympic Academy

National Olympic Academy in Sri Lanka

IOA facilities and gardens
© IOC



Constructive debate on an international scale

Objectives: To enable NOCs and National Olympic Academies (NOA) to send participants to some International Olympic Academy (IOA) Sessions aimed at disseminating and teaching the educational and social principles of Olympism.

2009 Budget: USD 550,000

For the 2009–2012 period, Olympic Solidarity is continuing its long-standing partnership with the IOA. In particular, it contributed to the participation of NOC/NOA delegates in two key sessions in 2009: the 10th International Session for NOA Directors (6 to 13 May) and the 49th International Session for Young Participants (10 to 24 June). These sessions focused especially on the Olympic Games as a celebration, particularly Beijing and Vancouver, and the first YOG in Singapore in 2010.

Olympic Solidarity reimbursed the airfare of one participant per NOC in the 10th Session, as well as half the travel costs and the full registration fee for one male and/or one female delegate to attend the young participants' session. It also contributed to the translation/interpretation costs and to the cost of transmitting the sessions on the internet.

IOA Annual Sessions

Continent	10th International Session for NOA Directors NOCs which benefited from Olympic Solidarity support	49th International Session for Young Participants
Africa	16	15
America	14	22
Asia	9	22
Europe	12	32
Oceania	1	1
Total	52	92

Culture and Education



Olympic Sports and Literature Competition in Thimphu, Bhutan



The winner of the 13-18 year-olds category of the Sports and Literature Contest in Trinidad and Tobago

Schools play their role in Olympic education

From the very beginning of the 2009–2012 quadrennial plan, the NOCs have organised educational activities, especially through partnerships with schools and education ministries in their respective countries. In some cases, Olympic values were even included on the school curriculum. Some NOCs, for example, began to carry out projects to promote the 2010 YOG and mobilise young people accordingly. In terms of NOC initiatives, around 20 NOCs also requested Olympic Solidarity assistance to launch the national phase of the IOC's Olympic Sport and Literature Competition. Now in its third edition, this competition proved particularly popular among the NOCs and enabled several young people to share their ideas on the Olympic values of friendship, excellence and respect, and on the Olympic spirit.

Objective: To encourage NOCs and their National Olympic Academies (NOAs) with the promotion of culture and Olympic education by assisting them to develop specific activities linking sport and culture in all its forms as well as by implementing Olympic education programmes.

2009 Budget: USD 640,000

Feedback from a schoolboy from Trinidad & Tobago: "The Games gave us the chance to celebrate our passion and commitment to sport, and the aim of the competitors should be to express this Olympic spirit by performing fairly and to the best of our natural ability. This Olympic spirit can be seen in all who compete in the Olympic Games, not just those who receive medals. It can be seen in athletes from poorer parts of the world, who have little chance to develop their skills and gain experience, but who do the best they can with limited resources and represent their country with pride and dignity. In the spirit of the Olympic Games, the most important thing is to have taken part fairly and to have done one's best."

Individual NOC initiatives

Continent	Accepted	
Africa	14	CHA (2), CMR, EGY, LBR, LES (2), MLI, MRI (2**), NGR, RWA, UGA, ZIM
America	12	BIZ, CRC, ESA (2**), GRN, PAR, PER (2), TRI, URU, VEN, VIN
Asia	9	BHU, CHN, HKG, IND, KGZ, KOR, MGL, SRI, TPE
Europe	17	ARM, CZE (2), EST, FRA*, GEO, GER, GRE, LAT, LTU*, MKD, MNE (2*), POL, ROM, SVK (2)
Oceania	5	AUS*, COK, FIJ, FSM, NZL*
Total	57	

* Budget allocated over several years as part of the 2009–2012 plan

** Project started during the 2005–2008 plan

NOC Legacy

Olympic Museum and Sports Library in Zimbabwe



Development action plan for the Ram Ruhee Museum in Mauritius



Celebrating the athletes – today's heroes!

Objective: To assist NOCs with the preservation and promotion of their national Olympic and sporting history and heritage.

2009 Budget: USD 500,000

The NOCs used this programme to finance various projects linked to Olympic heritage, in particular to the development and maintenance of museums, libraries and archives. This type of project develops steadily over a long period and can become a major undertaking. Therefore, in some cases, Olympic Solidarity contributions have been negotiated over several years for some NOCs.

Publications and films have also been produced, often focusing on great athletes and Olympians. In 2009, a number of projects were conducted to gather information, photos and official statistics concerning the participation of national delegations in the 2008 Beijing Games and to celebrate the athletes' successes. These activities will ensure that their magnificent performances will not be forgotten and make the feats of today's heroes accessible for future generations.

Individual NOC initiatives

Continent	Accepted	
Africa	3	BDI, MRI, ZIM*
America	9	BAR*, BIZ, CRC*, ECU, GUA, IVB**, PER, URU, VIN
Asia	3	CHN, KGZ, MAS*
Europe	14	ARM, BLR, CZE, EST, FIN, FRA (2**), GEO*, GRE, IRL (2*), LTU*, POL, SRB*
Oceania	6	AUS (2**), FSM, NZL*, PLW, SAM
Total	35	

* Budget allocated over several years as part of the 2009–2012 plan

** Project started during the 2005–2008 plan



Sport and environment activities in Latvia



Olympic history book published by the NOC of Kyrgyzstan in the framework of the culture and education programme



Women and Sport seminar in Costa Rica



MEETING GROUND





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
Secretary General : Khaled ZEIN EL DIN
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

The Tunisian handball team celebrates its victory over Turkey after the final for the bronze medal – XIV Mediterranean Games in Pescara, Italy
© Getty Images



Increasing the African NOCs' participation in competitions



At the beginning of the 2009–2012 quadrennial period, ANOCA set itself several objectives in the four fields of sports development. With regard to athletes, ANOCA aims primarily to ensure a broad African representation in the main competitions that will be held during this period and is working with the various organising committees and African NOCs to take the measures necessary to maximise athlete participation. Furthermore, ANOCA is planning to draw up a list of the various African training centres, according to their respective capacities. These centres, the African NOCs and governing bodies will be consulted in order to examine how African teams can draw maximum benefit from them. As far as coaches are concerned, ANOCA enjoys good relations with the large NOCs (Germany, China, United States, Italy, France, Japan, etc.) and calls on them to help with Olympic scholarships for coaches and the provision of experts for training camps. Improving NOC management is also a high priority for ANOCA, which cooperates with Olympic Solidarity to improve the performance of NOCs in this area, establish a network for the sharing of experiences among NOCs and help the NOCs to find sponsors by organising courses aimed at enabling them to improve their marketing skills. ANOCA supports the participation of women in sport, both in competitions and in governing bodies, by organising seminars, workshops, courses and forums in collaboration with Olympic Solidarity and the IOC.

Turning to the continental programmes, the 2009–2012 quadrennial plan started well and is being run along the same lines as the previous plan, albeit with a 35% budgetary increase. The 2009 budget was **USD 5,845,250**. Each NOC will receive USD 65,000 per year as part of the "NOC activities" programme (compared to USD 50,000 previously). They will also receive a subsidy for their participation in the Youth Olympic Games.

ANOCA



The ANOCA Executive Committee meets in Abuja, Nigeria



ANOCA Secretaries General Seminar in Ouagadougou, Burkina Faso

Administration – 2009 Budget: USD 688,450

Following the relocation of the ANOCA headquarters to Abuja (Nigeria) and the necessary period of installation and adjustment, the administration is now up and running with the support of the new Secretary General elected at its General Assembly in July 2009. ANOCA structures are being overhauled and streamlined accordingly. This is no easy task, as the office needs to be fully staffed within a relatively short period of time and the city of Abuja is one of the most expensive in the world, according to a study carried out by the African Union and the United Nations. However, ANOCA is determined to rise to these challenges and to come up with viable and long-lasting administrative solutions.

Also, in furtherance to the agreement recently signed between ANOCA and the Olympic Solidarity Commission in respect of the management of Olympic Solidarity funds, the need for sound management will continue to take priority for the ANOCA administration, i.e. transparency, accountability, probity and best practices. The new Executive Committee is adamant about the need to abide by the operating clauses of the said agreement. The budget allocated to administration in 2009 covers the running costs of the headquarters.

Meetings – 2009 Budget: USD 1,100,000

In the lead-up to the elective General Assembly held in Abuja on 6 and 7 July 2009, the Executive Committee met twice, in January and April 2009. The January meeting followed the surprise departure of the former Secretary General from his position. The Executive Committee had to meet to appoint an interim committee to run the organisation's affairs until the election of a new Secretary General. Following its election at the General Assembly, the new Executive Committee held its inaugural meeting in September, with the new Secretary General at the helm of the administration.

Subsequent meetings were all regular statutory meetings that were primarily designed to restore normality to the administration after a brief period of turbulence. The annual seminar for Secretaries General was held in Ouagadougou (Burkina Faso) from 15 to 16 December 2009.

ANOCA

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



Opening of the Olympafrica centre in Burkina Faso



Olympafrica – 2009 Budget: USD 375,000

During the quadrennial, ANOCA will continue to make available to Olympafrica the same amount of funding as in the previous plan for the running of its services and programmes. It should, however, be stressed that other partners in this programme also contribute generously to the funding of Olympafrica activities. The Olympafrica Executive Bureau and General Assembly meetings, chaired by the ANOCA President, were held in Ouagadougou in mid-December.

Missions – 2009 Budget: USD 112,800

The budget for missions has been sharply reduced in order to limit the amount of travelling and make more funds available to other programmes of general interest. This step demonstrates that ANOCA's principles have followed the recommendation of the President of the Olympic Solidarity Commission. Only missions of proven importance are authorised by the competent authorities.

Special projects – 2009 Budget: USD 124,000

As for the previous quadrennial, these projects enable ANOCA to intervene in cases as and when deemed necessary. However, they are mostly targeted at economically disadvantaged groups.

NOC activities – 2009 Budget: USD 3,445,000

The programme which is the centrepiece of the continental programme is exclusively reserved for ANOCA's member NOCs. An allocation of USD 65,000 is made available to each NOC per year over the four-year period starting in 2009.

In early 2009, NOCs received specific guidelines on how to use this grant. In principle, funds are used to develop sport and reinforce the role of NOCs at national level. According to the agreement made between ANOCA and Olympic Solidarity, the Lausanne office managed this programme directly with the 53 member NOCs in 2009.

ANOCA



First stones of the ANOCA headquarters laid in Abuja in the presence of the IOC President



Olympic Day at the Olympiafrica centre in Boane, Mozambique

NOC Type of activities carried out

- ALG Budget not yet requested.
- ANG Budget not yet requested.
- BDI Assistance to national federations and athletes who do not receive scholarships from Olympic Solidarity; participation in forums, seminars and courses organised abroad; programmes for peace, sport and development, as well as HIV/AIDS awareness, poverty, anti-doping, etc.; equipment for various programmes.
- BEN Organisation of an Olympic week; renovation of the NOC museum and library; assistance to national federations for the purchase of equipment and the running of their offices.
- BOT Budget not yet requested.
- BUR Assistance to national federations (sports equipment and financial support); publication of the NOC's "Olymp-Info" magazine; purchase of air tickets.
- CAF Secretary General's participation in the Olympic Solidarity Forum in Gabon; organisation of the Elective General Assembly of the NOC; participation in the IOC International Forum on Sport, Peace and Development, the ANOCA General Assembly, the IOC Olympic Congress and the ANOCA Secretaries General meeting in Burkina Faso; organisation of an Olympic walk; Olympic Day; participation in IOA sessions; assistance to national federations, the CAS and the Olympiafrica centre in Tougoufara; IT equipment and creation of a website; repairs to the NOC headquarters.
- CGO Budget not yet requested.
- CHA Course for volleyball leaders; identification of talented young basketball, handball and volleyball players (follow-up to 2006 programme).
- CIV Assistance for preparation of athletes for the Francophone Games and Islamic Solidarity Games; assistance for the House of the Federations and for the activities of the federations and NOC commissions.
- CMR National forum for Olympic clubs; assistance to national federations; trips of NOC officials; audiovisual equipment; seminar for sports journalists.
- COD Organisation of the NOC's Ordinary General Assembly and a seminar; information about world and continental programmes 2009–2012; organisation of seminar and workshop about the NOA, National Museum and "Tribunal Congolais du Sport"; Youth Camp; Forum on the organisation of 2010 National Games, YOG and 2012 Olympic Games preparation.
- COM Assistance to national federations; Olympiafrica centre and renovation of the NOC headquarters; participation in forums and seminars; contribution to the participation of Paralympic athletes in the 7th Indian Ocean Cup in Mauritius; assistance towards the NOC website and newsletter; organisation of national conferences and forums to promote the Olympic values; General Assembly.
- CPV Budget not yet requested.
- DJI Organisation of tournaments; Olympic Day; course for judges and referees; assistance to national federations; organisation of Women's Day; purchase of equipment for the meeting room of national federations, computers for national federations and sports equipment.
- EGY Budget not yet requested.
- ERI Budget not yet requested.
- ETH Budget not yet requested.

ANOCA

Eritrea Tour in the framework
of NOC activities



Sports activities for the opening
of the Olympafrica centre in
Kanyosha, Burundi



NOC Type of activities carried out (cont.)

- GAB Budget not yet requested.
- GAM Support to national federations; NOC activities - mass sports, sport and the environment and publicity; legacy and national sports awards; meetings and conferences; grassroots sports development, working with schools and women's groups/clubs/regional sports committees; IT equipment and training; infrastructure development.
- GBS Subscription fees to ANOCA and ACOLOP (Association of Portuguese-Speaking Olympic Committees); participation in the Lusophony Games; assistance to national federations for purchase of equipment.
- GEQ Budget not yet requested.
- GHA Budget not yet requested.
- GUI NOA assistance; swimming schools competition in Conakry; activities of the Women and Sport Commission; completion of the works on the NOA building.
- KEN Budget not yet requested.
- LBA Budget not yet requested.
- LBR Olympic education in disabled institutions and for young people in technical and vocational institutions; national high school championships in athletics and girls' soccer; anti-doping awareness campaign; national sports jamboree for former Olympians/elite athletes.
- LES Organisation of a sport for all festival; additional costs for world programme activities (technical courses, sports administration, etc); travelling and development; Olympic Day Run; sports equipment; audit fees; General Assembly.
- MAD Seminars to promote the fundamental principles of Olympism in all regions of Madagascar; assistance to national federations for participation in international competitions and for national programmes; assistance to judges and referees to take part in national or international training sessions.
- MAR Purchase of sports equipment.
- MAW General Assembly, Executive Board and commission meetings; national sports competitions; purchase of sports equipment; administrative subsidy to affiliates; Executive Board meeting with stakeholders and commissions.
- MLI Assistance to the national federations (material and equipment), decentralisation of the NOC, development of sport and promotion of Olympic values (schools and universities), NOC commissions' publications and maintenance of sports infrastructures; organisation of a national meeting (peace & sport).
- MOZ Olympafrica centre in Boane.
- MRI Subsidies to Olympic sports federations to assist them in the promotion of their respective sports; grant in support of promising young athletes who formerly benefited from the world programme "2012 – Training grants for young athletes"; organisation of seminars; NOC branding (pins, etc.); Olympic Day; logistical support for participation of national teams in continental and regional games.
- MTN Olympic Day; purchase of sports equipment; subsidies and participation; cultural and sporting activities.
- NAM Budget not yet requested.
- NGR Olympic Day; camp and training for athletes in view of the 2010 YOG.

ANOCA



Activities organised in N'Djamena by the Chadian NOC for talented young athletes



Olympic scholarship holder Kwame Nkrumah-Acheampong of Ghana after the slalom event – XXI Olympic Winter Games in Vancouver
© Getty Images / Doug Pensinger

NOC Type of activities carried out (cont.)

- NIG Subsidies for boxing and taekwondo national federations; NOC President's participation in the General Assembly of the Islamic Solidarity Sports Federation.
- RSA Budget not yet requested.
- RWA Assistance to national federations (athletics, boxing, cycling, cricket, sport for all) and general assistance for the preparation of the YOG; statutory meetings of the NOC; Olympic Day organisation.
- SEN Preparation of athletes for participation in the YOG; preparation for the Francophone Games; support to national federations; various training sessions.
- SEY Development of athletes and equipment for national federations; NOA activities; NOC activities to assist needy federations.
- SLE Purchase of sports equipment; rehabilitation of the NOC.
- SOM Purchase of equipment; General Assembly; grants to national federations; regional sports promotion; national sport press seminar; school sports teachers' training; participation in international and continental meetings and competitions.
- STP Day-to-day functioning and activities of the NOA; support to national federations for the preparation of athletes and participation in competitions; participation in the Lusophony Games; General Assembly.
- SUD Budget not yet requested.
- SWZ Meetings and events; Executive Board support; women's sports day and disability sports day; national sports education curriculum development; international sports management; conferences/sport for all congress; ANOC General Assembly.
- TAN Karate sports festival; General Assembly; Athletes Commission; Olympia participation.
- TOG Activities around Afangnan and Dapaong/Cinkassé focused on Olympism in schools, sport and culture, sport and maintaining fitness levels, sport and peace and bike rides (using ordinary bicycles and tricycles).
- TUN Organisation of seminars; assistance to national federations and sports associations; purchase of sports equipment.
- UGA Assistance to national federations (activities for participation in various competitions, including the 2nd Islamic Solidarity Games); NOC statutory meetings and forums.
- ZAM Equipment and assistance to national federations; organisation of General Assembly and Executive Board meetings; assistance to athletes in preparation for 2010 and 2012 Olympic Games; IT requirements; participation in the ANOCA General Assembly; audit/accountant fees; administrative expenses.
- ZIM General Assembly and Executive Board meetings; NOC forum; Bulawayo stakeholders' meeting; commission expenses; organisation of the Greatest Race on Earth; Olympic Day Run; IOC and NOA activities; Olympic sports centre expenses; national federation capacity development.

Report by Intendant
General Lassana Palenfo,
President



Continental Programmes Pan-American Sports Organisation



Handball technical
course in Mexico City
© PASO

Strong coaching base to serve the athletes



Building on the experience acquired in the previous four years and the decisions adopted by the Olympic Solidarity Commission, the PASO General Assembly held in Acapulco, Mexico, in October 2008 approved the Pan-American Olympic Solidarity Strategic Plan for 2009–2012, on which the continental programmes are based.

A special programme has been put in place to support the technical preparation of the athletes from the 42 PASO-member NOCs ahead of their participation in the XV Pan-American Games in Guadalajara in 2011, and the Games of the XXX Olympiad in London in 2012. PASO recently decided to allocate USD 100,000 to each of its member NOCs for this purpose.

PASO is sure that, in line with the programme approved and thanks to the support that the Olympic Solidarity Commission decisions represent, the present quadrennial period will be even more fruitful, as the results for 2009 already indicate.

In 2009, PASO managed the Olympic Solidarity continental programmes for America, with a total budget of **USD 5,307,000**.

PASO



Olympic scholarship holder Macarena Simari Birkner of Argentina competes in the super combined downhill – XXI Olympic Winter Games in Vancouver
© Getty Images / Doug Pensinger

Mario Vázquez Raña (centre) chairs the General Assembly in Guadalajara
© PASO

Administration – 2009 Budget: USD 300,000

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

Continental meetings – 2009 Budget: USD 400,000

This programme served as a basis for the organisation and smooth running of the various PASO meetings in 2009 (General Assembly and Executive Committee meetings). The XLVII General Assembly was held in Guadalajara (Mexico) in November.

Continental activities – 2009 Budget: USD 1,877,000

The programme of high-level technical courses and seminars aims at improving the knowledge of coaches, and the key element is to bring the technical competences of coaches up to date, relying on the active participation of the IFs and the Pan-American Sports Confederations in order to do this. This programme forms the basis of a new stage in which the general design and technical aspects of the course organisation have been improved, with a view to achieving greater financial rationality with stricter control and evaluation of results.

April 2009 saw the start of implementation of this programme approved by the PASO Executive Committee at its meeting in March. Nine NOCs responded positively to the PASO announcement, and offered to host courses which, in line with the Acapulco Declaration, are financed jointly by PASO and the course or seminar host. The focus has been on training human resources.

Based on the experience acquired so far, the programme can be regarded as an important step in implementing the strategy postulated by the Acapulco Agreement, which provides for increased collaboration and coordination of joint actions between the NOCs and the corresponding governmental sports authorities. Organising courses on the basis of funding shared by the NOCs and governments has been a positive experience.

PASO

Olympic scholarship holder Leandro Ribela of Brazil in the cross-country 15 km free event – XXI Olympic Winter Games in Vancouver
© Getty Images/Alexander Hassenstein



Cycling technical course in Mexico City
© PASO



Another very important point in the implementation of the new programme is that all the IFs of the sports on the programme of the Pan-American Games in Guadalajara in 2011 have responded positively to the call by the PASO President, and look after all the technical aspects of the courses corresponding to their sports. This coordinated action by PASO, the IFs and the NOCs will certainly enable the objectives of the programme to be achieved with optimum quality and efficiency.

In 2009, 41 courses covering 32 sports and six seminars were held, with 2,023 students and 291 instructors, making a total of 2,314 participants. The technical level of the courses and the quality of the speakers, as recognised by the participants, were considerably higher than in the past, which enabled the sport-specific technical content to be brought up to date. The NOCs hosting the courses and seminars provided optimum organisational and logistical conditions, allowing the set objectives to be achieved and the planned activities to be successfully carried out. In the majority of cases, NOC participation was satisfactory compared with the level of development and sporting possibilities on the continent. All the PASO members had access to the options offered in the programme.

The programme was greatly appreciated by the participants. More than 90 per cent of them felt that it had met their expectations, with almost 95 per cent rating the speakers as excellent and almost 85 per cent asking for this type of course to be continued. Overall, they felt that they had received adequate training to enable them to strengthen their work with the athletes.

In addition, the company Samsung gave PASO 126 external hard disks containing all the information in English and Spanish from the technical courses and seminars held in 2009.

PASO



Women and Sport Continental Seminar in Guayaquil, Ecuador
© PASO



Badminton technical course in Boca del Rio, Mexico
© PASO

To sum up, the number of coaches trained in 2009, added to that from the 2002–2006 period, means that the American NOCs now have almost 8,500 coaches who have received new or refresher training in their respective disciplines. They can thus work better with the athletes they coach, and hope for better results at the 2011 Pan-American Games and the Olympic Games in 2012.

NOC activities – 2009 Budget: USD 2,730,000

This programme, aimed at supporting each of the NOCs' own activities depending on their specific needs, was run in accordance with the rules established by PASO. The funds, USD 65,000 per NOC, were distributed twice, half-yearly, and each NOC gave an account of its activities through its reports on its use of the finances allocated by this programme, which serve as a basis for granting the corresponding financial resources.

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





PLANNING YOUR TRAJECTORY



Continental Programmes

Olympic Council of Asia

Singapore's 4x100m freestyle swimming team – 1st Asian Youth Games in Singapore
© OCA



The OCA's efforts well rewarded



2009 was one of the busiest years on record for the OCA. As well as holding a fantastic inauguration ceremony for its new headquarters, "Olympia", the OCA welcomed the sports world to Kuwait City for a three-day Sport Congress in March. The VIPs were led by the IOC President Jacques Rogge, who praised the OCA for its strong leadership, its vision and the solidarity between its 44 member NOCs.

Between 10 February and 9 March, the OCA, in collaboration with Olympic Solidarity, organised five regional forums in East Asia (Taipei, Chinese Taipei, 10 and 11 February), South Asia (Kathmandu, Nepal, 16 and 17 February), South East Asia (Singapore, 13 and 14 February), Central Asia (Dushanbe, Tajikistan, 6 and 7 March) and West Asia (Muscat, Oman, 2 and 3 March). Details of the 2009–2012 quadrennial World and Continental Programmes topped the agenda of these forums. In addition, the organising committees of the 1st Asian Youth Games, 1st Youth Olympic Games, 1st Asian Martial Arts Games, 3rd Asian Indoor Games and 16th Asian Games updated the OCA on the preparations for their respective Games. Each NOC sent two representatives to these various forums.

The OCA managed and funded all the Olympic Solidarity continental programmes with a budget of USD 5,669,250.



Olympasia project construction in Nepal
© OCA



Opening Ceremony of the 3rd Indoor Asian Games in Hanoi
© OCA

OCA administration – 2009 Budget: USD 540,000

The funds allocated to this programme were used to meet some of the running costs of the OCA, such as staff salaries, communication expenses, office equipment, car maintenance, etc.

NOC activities – 2009 Budget: USD 2,860,000

The OCA granted USD 65,000 to each member NOC in two equal instalments, paid in January and July. The NOCs used the funds to purchase office and sports equipment, to attend various competitions and meetings, to pay salaries, rent, etc.

Asian youth development project – 2009 Budget: USD 100,000

In cooperation with the Asian and Thai shooting federations, the OCA organised a 14-day camp for young shooting athletes and coaches from all over Asia, led by expert Belak Anton (Slovakia). One male and one female athlete, as well as one national coach from each of 20 different NOCs participated in this groundbreaking project.

Olympasia projects – 2009 Budget: USD 400,000

The NOCs of Lao PDR, Bhutan, DPR Korea and Malaysia were chosen to benefit from this project in 2009:

- Lao PDR: renovate/construct various sports facilities to host the 25th South East Asian Games. In addition to USD 100,000 from the Olympic Solidarity/Daimler Chrysler budget, the OCA provided USD 277,000.
- Bhutan: installation of a synthetic athletics track at a secondary school in Yangchenphu. Project in progress.
- DPR Korea: renovation and refurbishment of six sports facilities (gymnastics hall, aquatics centre, basketball, weightlifting, judo and handball halls). Project completed.
- Malaysia: renovation of NOC headquarters (awaiting documentation).

OCA

Judo event during the
1st Asian Martial Arts
Games in Bangkok
© OCA



110 m hurdles competitors
during the 5th East Asian
Games in Hong Kong
© OCA



Continental and Regional Games – 2009 Budget: USD 970,000

The OCA organised three multi-sport events in 2009: the 1st Asian Youth Games, the 1st Asian Martial Arts Games and the 3rd Asian Indoor Games. Not only did these events give the opportunity for NOCs and cities to host a multi-sport event and promote their country through sport, they also provided the opportunity for many young athletes to gather together as members of the Olympic Movement, and share their experiences and ambitions. The wide variety of sports on offer, from the combative martial arts to e-sport and dance sport, enabled many small countries, such as Bhutan, Brunei, Myanmar and Yemen, to take home medals.

In addition to the above events, two Regional Games were held in December: the 5th East Asian Games and the 25th South East Asian Games. The Chefs de Mission seminar for the 16th Asian Games in Guangzhou in 2010 was held from 12 to 14 October.

Games organised in 2009

Games	Venue	Date	Participants		Programme	
			NOCs	Athletes	Sports	Events
1st Asian Youth Games	Singapore	29.06-07.07	43	1,321	9	90
1st Asian Martial Arts Games	Bangkok, Thailand	01-09.08	40	810	9	109
3rd Asian Indoor Games	Hanoi, Vietnam	30.10-08.11	43	2,396	15	242
5th East Asian Games	Hong Kong, China	05-13.12	8	n.a	22	262
25th South East Asian Games	Vientiane, Laos	09-18.12	11	n.a	25	370



Cocachin Boat crew
© OCA



Run organised in the framework of the Road of Asia project
© OCA

Asian Games Fun Run – 2009 Budget: USD 99,625

The philosophy of the Asian Games Fun Run is to spread the message of the Asian Games throughout Asia. The OCA aims to involve the general population, and young people in particular, in the runs in order to increase 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.

Cocachin and Road of Asia: for the first time in the history of the Asian Games, a new concept was adopted for the Guangzhou Asian Games. The aim is to increase awareness and the popularity of the Asian Games. Two projects are being carried out in parallel to cover most of the Asian continent.

- Cocachin boat – boat offering several cultural activities on arrival in different Asian ports.
- Road of Asia – spreading and raising awareness of the Games on the roads of different Asian cities (following the route of the Silk Road).

OCA special projects – 2009 Budget: USD 99,625

The OCA provided USD 50,000 to the Bangladeshi NOC for the organisation of its national football tournament and USD 50,000 to the Lao PDR NOC for the organisation of the 25th South East Asian Games in December.

OCA

Sports centre
in Bangladesh
© Olympic Solidarity



Chefs de Mission meeting
for the 1st Asian Youth Games
in Singapore
© OCA



OCA meetings and Standing Committee activities – 2009 Budget: USD 600,000

In 2009, the OCA organised/participated in the following meetings/events:

Type of meetings (number)	Place
OCA General Assembly (1)	Singapore
OCA Executive Board (2)	Singapore – Hanoi
OCA Standing Committee (16)	Bangkok – Singapore – Guangzhou
Meeting with Games Organising Committees (6)	Bangkok – Singapore – Hanoi
Joint meeting of IOC/OCA/NOC (3)	Palestine – Iraq – Bahrain
Chefs de Mission seminar (4)	Singapore – Bangkok – Guangzhou
1st OCA Sport Congress (1)	Kuwait
Inauguration of new OCA headquarters (1)	Kuwait
Asian Shooting Youth Camp (1)	Bangkok
Visit to different NOCs (15)	Amman – Tel Aviv – Damascus – Tehran – Ashgabat – Bishkek – Dushanbe – Tashkent – Kabul – Delhi – Thimbu – Beijing – Hanoi – Vientiane – Phnom Penh
International Forum "For a Better Asian Games in Incheon in 2014" (1)	Incheon
RADO Conference (1)	Kuwait
NOC audit visit (Olympic Solidarity/OCA) (2)	Cambodia – Bangladesh

The themes covered at the 1st OCA Sport Congress included sports science, sports governance, sports marketing, women's sport, and sport and the environment. The following resolutions were adopted at this Congress:

- The Congress recommends that all Asian NOCs implement a "Green Legacy" for future generations in accordance with the IOC guidelines.
- The Congress encourages the whole Asian Olympic Movement to promote greater participation of women in sports competitions and their appointment as sports administrators.
- Grassroots sport should be promoted in order to ensure the participation of young Asians, who are the future of the Asian Olympic Movement.
- The concept of "one sport-one Game, one Game-one year" should be implemented in order to minimise the NOCs' workload.



"For Better 2014
Incheon Asian Games"
International Forum
© OCA



1st OCA Sports Congress
© OCA

- The Congress fully supports close collaboration with the World Anti-Doping Agency to combat doping in sport through education.
- The results of the systematic survey on NOCs' sports science capacity, carried out among all Asian NOCs, should be used to narrow the gap between the NOCs.
- Marketing and new media are generally considered as the main means of generating Games revenues. Despite the rather difficult current economic situation, the Congress calls upon the Asian Olympic families to create core values in sport, such as dignity, fair play and the spirit of competition, in order to attract sponsors by proposing, in particular, an innovative and realistic marketing strategy in order to generate funds for Asian sport.
- The Congress strongly encourages good governance in all Asian NOCs' administrations and the establishment of good relations between governmental authorities in order that they can be involved in the staging of major sports events in their respective countries.

Report by
Husain Al Musallam,
Director General



Continental Programmes

The European Olympic Committees



Snowcross event during the EYOF in Slask Beskidy
© Slask Beskidy Organizing Committee

The EOC intent on defending the interests of the NOCs



“The mission of the EOC is to develop and protect the Olympic Movement in Europe in accordance with the Olympic Charter”. Olympic Solidarity resources are invested for this purpose, ensuring that the NOCs’ investment projects are aimed at accomplishing their mission to promote the Olympic values and the achievement of greater success at the Olympic Games and Continental Games.

Given the good results achieved in the previous quadrennial, there was no major change in the basic strategy in 2009, apart from fine-tuning of existing policy. The EOC wants to see the European Olympic Movement grow as a whole, yet it is aware of the disparity between the large, well established and professionally managed NOCs and their small and disadvantaged counterparts. It aims to redress this imbalance. The investment of time and money is required to help these smaller NOCs to continue the process of their development, without neglecting the other members of the association. These smaller NOCs work with great enthusiasm and drive, and it is the EOC’s intention to continue to exploit this energy by focusing the major part of its attention on them.

Regarding the use of the budget allocated to the continental programmes, the EOC’s policy is to ensure that the funds are distributed across the four-year period in such a way as to cater for inflation, which is a topical issue because of the current financial crisis, and to keep a reserve for contingencies. Another important aspect of the policy in this area is the fact that the EOC carefully analyses the needs of the NOCs so as to draw up programmes that fit their requirements.

EOC



EYOF Closing Ceremony
in Tampere

© Finnish Olympic Committee/Pirjo Puskala



Olympic scholarship holders
Tatiana Volosozhar and Stanislav
Morozov of Ukraine in their short
programme – XXI Olympic Winter
Games in Vancouver

© Getty Images/Matthew Stockman

An analysis of the EOC's strategy for 2009/10 shows clearly how costs have been compressed by keeping the budgetary provisions in areas such as administration and institutional meetings at the same level or by increasing them as little as possible. Support for the NOCs has been increased through the NOC activities programme, which is proving to be a very effective tool and represents a large portion of the EOC's budget.

The impact of European Union (EU) sports policy on the Olympic and Sports Movement needs to be monitored closely and the EOC is determined to defend the interests of the NOCs at European level. The EOC/EU office, inaugurated at the beginning of 2009, is the result of these efforts and is of particular strategic importance to all the EOC's members and not just the 27 EU member states, since developments at EU level have a considerable impact on the whole of Europe. Indeed, when the proposal to open the office was put forward by the General Assembly, the vote in favour was unanimous. With the Lisbon Treaty now ratified, sport has acquired a legal basis within EU legislation. This has a number of consequences, not least of which is the fact that the EU can now fund sports projects directly. But more importantly still, it puts the issue of the autonomy of sport on a new footing which, together with the specific nature of sport, will be at the heart of negotiations with the EU in future.

As in the past, an important tool at the EOC's disposal is the NOC activities programme, which represents a large portion of the budget. Information technology in particular is developing fast and the EOC wishes to exploit all the opportunities that this can offer in terms of improved management and reduction of costs.

The EOC managed all the continental programmes and the related funds, with a budget of **USD 6,335,000**.

EOC

30th EOC Seminar
in Dubrovnik, Croatia
© EOC



EOC General Assembly
in Lisbon, Portugal
© EOC



Administration – 2009 Budget: USD 902,000

The administrative budget is used to cover the running expenses of the EOC office in Rome and part of those of the office in Brussels. The EOC's secretariat in Rome handles organisation and administration, keeping pace with technological developments in communication and office management. In particular, the EOC has begun and is continuing to upgrade its IT facilities. For example, it has bought a new and more powerful server that can handle larger quantities of data more efficiently, replacing the current server, whose value has depreciated significantly after repeated upgrades over the years. The EOC has also reorganised its network infrastructure in order to increase speed and versatility; with this upgrade, it is now able to make use of the storage facilities offered by the internet in order to share information quickly and efficiently with all its correspondents. This represents a major improvement compared to e-mail. Another innovation of which the EOC is proud is its "mobile office", which travels in a suitcase and allows it to set up a fully operational extension of the Rome office anywhere in the world in half an hour. In a nutshell, all these initiatives have created far greater efficiency at remarkably low costs.

The EOC also has a manual for "Financial Guidelines and Administrative Procedures", which is proving to be an excellent working tool that is regularly updated and is therefore a dynamic instrument that embraces all aspects of the association's management, from daily routine to specific areas such as event contracts.

Meetings – 2009 Budget: USD 420,000

The EOC organised its two institutional meetings in 2009. Firstly, the annual General Assembly, a statutory meeting at which all major policy decisions are taken, was held in Lisbon (Portugal) and was of particular importance as it included elections. Secondly, the EOC Seminar, a highly interactive meeting aimed at NOCs sending teams to the Olympic Games, European Youth Olympic Festivals (EYOFs) and now also the YOG, was held in Dubrovnik (Croatia) in May. Run in close cooperation with the Rome and Lausanne offices, it included a session on the Olympic Solidarity programmes at world and continental levels.

EOC



Athletes' Commission members
© EOC



Opening of the EOC/EU office in Brussels, Belgium
© EOC

Continental activities – 2009 Budget: USD 778,000

This area covers all the EOC's management meetings. The Executive Committee manages the association's affairs, at times delegating the management of certain areas to commissions or working groups. The EOC/EU office in Brussels closely monitors EU activities concerning sport. Furthermore, the European Athletes' Assembly, at which the athletes elected their new continental commission, was successfully held in Moscow on 11 and 12 September 2009.

The EOC organised the following institutional events in 2009:

Four Executive Committee meetings: 6 February, Lausanne (Switzerland); 14 May, Dubrovnik (Croatia); 17 September, Sofia (Bulgaria); 26 November, Lisbon (Portugal).

Meetings of the EOC commissions and working groups:

- EOC Seminar Working Group – 30 January, Rome (Italy)
- Technical Cooperation and Sport Development Commission – 31 January, Rome (Italy)
- Preparation of the Olympic Games Commission – 18 April, Helsinki (Finland)
- Medical and Scientific Commission – 28 May, Vienna (Austria)
- European Union Commission – 30 June, Brussels (Belgium)
- Athletes' Commission – 10 September, Moscow (Russia)
- EYOF Commission – 16 October, Brussels (Belgium).

The EOC/EU office opened at the beginning of 2009 and, as well as the institutional activities mentioned above, its Executive Board held two meetings: the first on 8 June and the second on 10 November. The EOC took part in the fifth meeting of the six Olympic Solidarity offices in Lausanne on 4 and 5 December 2009. The EOC office was represented by Gianluca De Angelis, manager of the Olympic Solidarity continental programme in Europe. Three auditors' meetings were also held in order to maintain strict control on the EOC's financial policy. Regarding communications, the EOC website is constantly updated. This year, the EOC began work on a major overhaul of this website so as to bring it into line with state-of-the-art web technology. The results will be seen in 2010. The "EOC Newsletter", produced in-house by the EOC staff, is issued monthly and mailed out as well as posted on the website. These are effective tools for improving communication and supporting the EOC's goals. In addition, the EOC's leaders continue in their policy of reaching out to the European NOCs by carrying out numerous visits, particularly lending their support to the newer and smaller member NOCs. As part of this policy, they also carried out two joint visits with Olympic Solidarity to Montenegro and Azerbaijan. Once again, this shows how important and useful it is to visit NOCs, both to collect information and give help. These visits have also demonstrated the effectiveness of the system whereby the NOCs report to Olympic Solidarity.

EOC

EYOF Closing
Ceremony in Slask Beskidy
© Slask Beskidy Organizing Committee



Biathlon – EYOF in Slask Beskidy
© Slask Beskidy Organizing Committee



Continental and Regional Games – 2009 Budget: USD 1,050,000

2009 was the year of the European Youth Olympic Festival (EYOF), multi-sport games for the young athletes of Europe, staged every two years and aimed at talented future champions. The winter edition took place in Slask-Beskidy (Poland) from 15 to 20 February and the summer edition in Tampere (Finland) from 18 to 25 July. The 13th edition of the Games of the Small States of Europe (GSSE), multi-sport games for NOCs with populations of less than 1 million, was held in Nicosia (Cyprus) from 1 to 6 June. A standardised accreditation system for the EYOFs and GSSE, entirely financed by the EOC, has been implemented in order to ease the workload of each organising committee. Once again, the 2009 EYOFs were as successful as previous editions and young athletes are already looking forward to 2011, when the winter event will be held in Liberec (Czech Republic) and the summer one in Trabzon (Turkey). Eurosport continues to support the EYOFs with extensive TV coverage, ensuring a high level of visibility and success for these European competitions. The EOC supported the EYOFs with a financial contribution to the organising committees and some NOCs, with grants based on the number of participants (athletes and officials). The eight countries that participate in the GSSE are Andorra, Cyprus, Iceland, Liechtenstein, Luxembourg, Malta, Monaco and San Marino. The NOC of Montenegro was formally accepted as a member and will participate in these Games as of 2011. The EOC supported the GSSE with a financial contribution to the organising committees and the participating NOCs.

NOC activities – 2009 Budget: USD 3,185,000

The major part of the annual budget was spent in direct financial support to the NOCs for improvements in their operational effectiveness. The NOC activities programme was funded with a lump sum for each NOC, which has been raised to USD 50,000 per year for the 2009–2012 quadrennial. Furthermore, the EOC has maintained the special fund, which enables the NOCs to implement specific projects. The programme is highly successful thanks in particular to its flexibility, which allowed NOCs to use it in order to complement the Olympic Solidarity world programme. A measure of its success is that 34 out of 49 NOCs benefited from the programme in 2009.

In conformity with the EOC's good governance policy, the NOCs are required to submit detailed financial reports on how the funds have been spent, otherwise they no longer have access to the continental funding programmes. EOC management improvement is persistent: reports are now being submitted well before the deadline.



Handball match – EYOF in Tampere
© Finnish Olympic Committee/Mika Kanerva



Swimming medal
presentation – EYOF in Tampere
© Finnish Olympic Committee/Susanna Lyly

NOC Type of special activities carried out

- ALB Teaching of Olympic values through art, culture and knowledge.
- ARM Upgrade of NOC's IT equipment (projector, screens, computers, copiers).
- AZE Visit to Olympic venues (YOG); national courses; anti-doping seminar; training camps; purchase of technical and sports equipment.
- BIH Renovation of Olympic museum in Sarajevo; renovation of NOC headquarters; IT equipment.
- BEL Multi-sport training camp for the Belgian junior team, Mulhouse/Vittel.
- BUL Youth Olympic Festival in Albena 2009.
- CYP Technological resources; digital signage for GSSE.
- ESP Technical course for basketball referees.
- EST Estonian Athlete of the Year 2008 award ceremony.
- FIN Selection camp for young athletes.
- GBR Relocation and preservation of memorabilia, library and archives.
- GEO Sports uniform for Olympic team members; technical audiovisual equipment for NOC headquarters.
- IRL Multi-sport training camp for potential London 2012 athletes: development of a biological monitoring and education programme for the prevention of fatigue.
- ISL Support for preparations for and participation in the 2009 GSSE.
- ISR Olympic museum; sports and office equipment.
- ITA International Technical Scientific Conference.
- LAT New NOC websites and databases in connection with the Vancouver Olympic Games.
- LIE E-learning project: Doping – any questions?
- LTU Publication on Lithuania's Olympic Movement; aptitude test and anti-doping programme; upgrade of NOC's technology infrastructure.
- MDA Support for five National Federations: purchase of sports and technical equipment.
- MKD Preparation for European basketball, boxing and kayak championships, Winter and Summer EYOFs, European senior basketball championship; equipment for seminars.
- MLT Refurbishment of NOC office; preparation seminar.
- MNE Support for sports activities (National Federations).
- NOR Research project on elite athletes.
- POL Publication about the NOC's history 1919–2009.
- POR 2nd Lusophony Games 10-19 July 2009.
- ROM Educational project: "The Olympic Games in Children's Imagination".
- SLO Visit to Olympic venues in Vancouver; organisation of seminars.
- SMR Purchase of sailing equipment; sailing school; YOG.
- SRB NOC's IT system – upgrading of the OKSIS, instalment of E-smart system.
- SVK Olympic Festival for Children and Youth of Slovakia.
- SWE Coach preparation programme, Vancouver.
- TUR Free sports schools; Eurasian competition; Aphrodisias international youth festival.
- UKR Support for National Sports Federations.

Report by
Patrick J. Hickey,
President



Continental Programmes Oceania National Olympic Committees



Olympic scholarship holder
Ben Sandford of New Zealand – XXI
Olympic Winter Games in Vancouver
© Getty Images/ Clive Mason

All stakeholders committed to succeeding together



ONOC's overall aims for the 2009–2012 period are to maintain the general direction of the previous plan and focus on programmes, to promote Olympic values by trying to assist NOCs and their athletes in the pursuit of excellence in the Olympic Games, and to strengthen the infrastructure of the Oceanian NOCs by developing sport, education and competitions in cooperation with all ONOC stakeholders.

The first year of the new quadrennial plan went well. Most NOCs in the region showed a good understanding of the opportunities offered through the continental and world programmes. This is reflected by the wide distribution of information on the 2009–2012 Olympic Solidarity programmes in the final quarter of 2008 and the implementation of the Regional Forum on Olympic Solidarity held in Queenstown (New Zealand) in March 2009. The fact that the programmes being offered in Oceania during this quadrennial are quite similar to those contained in the previous plan has also made it easier for NOCs to benefit from more of the opportunities available. Nonetheless, there is always room for improvement, particularly in those NOCs which have recently appointed new directors and/or staff. ONOC is attempting to address this challenge by offering regular training courses.

The ONOC office manages all the continental programmes and the related funds with a budget of **USD 3,549,500**, as well as some world programmes (Regional Forums and NOC Administration Development). ONOC is also closely involved in the implementation of the Olympic Scholarships for Athletes "London 2012" world programme. There is greater responsibility on the Oceanian NOCs to plan, implement effectively and report on their programmes.

ONOC



ONOC General Assembly
in Queenstown, New Zealand
© ONOC



Opening Ceremony of
the Australian Youth Olympic
Festival in Sydney

ONOC administration, meetings and assemblies – 2009 Budget: USD 600,000

The funds allocated to this programme are earmarked for the general running and maintenance of the ONOC headquarters in Guam and the general secretariat in Suva (Fiji) as well as the cost of organising annual general assemblies, Secretaries General meetings, Executive Committee meetings and other meetings considered necessary for the proper administration of ONOC. The 2009 annual General Assembly was held in Queenstown in March. Executive Board meetings were also held in Queenstown in March and in Guam in July.

Oceania Sports Information Centre (OSIC) – 2009 Budget: USD 70,000

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 used for the development and running of its operations.

Olympoceania – 2009 Budget: USD 300,000

The purpose of this programme is to help the NOCs to obtain permanent headquarters and to establish appropriate sports development structures. Payments were made from the 2009 budget to the NOCs of Cook Islands, New Zealand and Tonga.

Athletes' Commission – 2009 Budget: USD 30,000

Projects submitted by NOCs and endorsed by the ONOC Athletes' Commission, as well as the meetings and activities of the Commission, received financial support through this programme. In 2009, the Commission organised a meeting in Vanuatu and implementation of anti-doping and athlete education programmes during the VIII Pacific Mini-Games, which were held in Rarotonga (Cook Islands) from 21 September to 2 October.

Women in Sport Commission – 2009 Budget: USD 30,000

Projects submitted by NOCs and endorsed by the ONOC Women in Sport Commission, as well as the meetings and activities of the Commission, received financial support through this programme. In 2009, projects in the Cook Islands, Federated States of Micronesia, Fiji, Guam, Palau and Vanuatu received support. The Commission also supported the IOC Regional Women in Sport Seminar held in Guam in July.

ONOC

National Games in
Papua New Guinea
© ONOC



National sports structure
development project in basketball
in American Samoa
© ONOC



Regional projects – 2009 Budget: USD 780,000

Collaboration with regional sports federations: the collaboration programme that ONOC has developed with members of the Olympic Sports Federations of Oceania is continuing and includes operational support for regional training centres. ONOC collaborated with the athletics, archery, badminton, baseball, basketball, softball, tennis, table tennis and weightlifting federations in 2009.

Oceania Sports Education Programme (OSEP): support for the Oceania Sports Education Programme includes the implementation of specific administrative projects by NOCs.

Sporting Pulse: the funds allocated are designed to help maintain the information technology programme in the region.

IF 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.

Continental, Regional, Sub-regional and National Games – 2009 Budget: USD 325,000

For the 2009–2012 quadrennial plan, NOCs are eligible to 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. In 2009, the NOCs of American Samoa, Australia, Nauru, New Zealand, Palau, Papua New Guinea, Tonga and Vanuatu received funding through this programme.

NOC national activity programmes – 2009 Budget: USD 1,105,000

Each NOC in Oceania can apply for an annual grant of USD 65,000 in order to develop its own priority projects and specific activities, particularly technical courses for coaches and athletes. Subject to ONOC guidelines and approval, NOCs can use this money in a number of ways. The ONOC secretariat liaises directly with the NOCs in order to finalise their respective activity programmes and to organise the financial management of these programmes.

By 31 December, the 17 NOCs in Oceania had either scheduled or completed a total of 136 projects through their activity programmes.

ONOC



Olympic scholarship holder
Paula Mitchell of New Zealand
© Getty Images/Streeter Lecka

Medal award ceremony
during the Pacific Mini-Games
in the Cook Islands
© ONOC

NOC Type of activities carried out

- ASA Pacific Mini Games preparation in athletics, boxing and weightlifting.
AUS Technical courses (athletics, canoe, football and swimming); Australian Grand Slam Coaches Conference.
COK Pacific Mini Games preparation in athletics, table tennis, tennis, triathlon and sailing; boxing technical programme.
FIJ Pacific Mini Games; athletes at Oceania Weightlifting Institute (OWI); judo training camp in Samoa; courses for coaches (baseball and volleyball); swimming and table tennis programmes.
FSM Pacific Mini Games; regional tennis tournaments; basketball course; athletics programme; Oceania wrestling championships in Samoa; FINA World Swimming Championships; FINA World Coaches Conference; NOC sports development officers (SDO).
GUM Various activities.
KIR Programmes in basketball, boxing, table tennis, volleyball and weightlifting; badminton course for coaches; Elite weightlifters support; participation in Commonwealth weightlifting championships; Pacific Mini Games per diems; weightlifters' participation in Arafura Games; SDO in basketball, boxing, table tennis, tennis and volleyball.
MHL Athletics and basketball programmes; FIBA level 2 referees' workshop.
NRU World Boxing Championships; Pacific Mini Games (boxing); weightlifters' participation in Arafura Games, in Pacific Mini Games, in Commonwealth championships and in World Championships; elite weightlifting athlete support.
NZL Coaches' development in archery, canoe slalom, ice skating and wrestling; table tennis training camps.
PLW Programmes in archery, athletics, baseball, basketball, football, softball, swimming, table tennis, tennis, triathlon, volleyball, weightlifting and wrestling; subsidy to national federations; SDO in athletics and basketball.
PNG FINA World Swimming Championships in Italy; Oceania Archery Confederation conference in New Zealand; athletics national squad camp in Lae and judo in Goroka; basketball junior development camp; participation in Kings Cup Challenge (boxing); hockey development seminar; softball national championships in Madang; Pacific Mini Games (table tennis); tennis junior Pacific qualifying tournament in Fiji; volleyball programme; ORADO (Oceania Regional Anti-Doping Officer) contribution.
SAM Pacific Mini Games; athlete's participation in IWF World Championships; basketball programme.
SOL Volleyball technical course; technical programmes in wrestling and tennis; junior programmes; sports medicine course expert per diem and materials; SDO in tennis and volleyball.
TGA Archery, athletics, boxing, table tennis, tennis, volleyball and weightlifting programmes.
TUV National team travel and transit costs; weightlifters' training at OWI; weightlifters' travel expenses for Pacific Mini Games; Pacific Mini Games allowance for national team; Commonwealth weightlifting championships.
VAN NOC management adviser; basketball and table tennis programmes.

Regional development – specific projects – 2009 Budget: USD 309,500

This programme is designed to help NOCs to recruit development and administrative officers, pay sports equipment grants, employ sub-regional development officers and assist with specific projects at the request of the NOCs. Payments to date have been made for NOC development and administrative officers and for sports equipment grants.

Report by
Dennis Miller,
Executive Director



SHARING THE ENERGY





Olympic Games Subsidies



Vancouver during
the Olympic Games
© Getty Images / Jamie Squire

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 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.

XXI Olympic Winter Games in Vancouver



Chefs de Mission meeting
in Vancouver
© COVAN



Women's freestyle aerials
event – XXI Olympic Winter
Games in Vancouver
© Getty Images / Jamie Squire

Chefs de Mission in Vancouver, the NOCs' spokespersons

The Chefs de Mission meeting for XXI Olympic Winter Games in Vancouver was held in Vancouver from 18 to 21 February 2009. Olympic Solidarity covered the economy class airfare for the Chef de Mission of each NOC participating in the meeting.

In November 2009, the NOCs whose delegation had been confirmed to attend the 2010 Vancouver Games received a financial assistance of USD 28,000. This subsidy represents a contribution towards transport and accommodation costs for the NOC's President and Secretary General (USD 8,000 each) as well as towards logistical expenses (USD 12,000). Upon receipt of NOCs' requests, Olympic Solidarity will start to reimburse the costs of air transport in economy class for a maximum of three athletes and one official per NOC. The final athletes' participation figures will be published in the 2010 annual report.

Finally, each NOC taking part in the Olympic Winter Games will receive a subsidy for their contribution to the success of the Games. This subsidy will be calculated on the basis of USD 1,700 per athlete having participated in the competitions according to the official figures provided by VANOC (Vancouver Organising Committee for the 2010 Olympic Winter Games).

Chefs de Mission meeting in Vancouver

Continent	NOCs having requested airfare reimbursement	
Africa	1	SEN
America	4	ARG, BRA, ISV, MEX
Asia	10	CHN, HKG, IND, KAZ, KGZ, KOR, MGL, PRK, TPE, UZB
Europe	33	ALB, AND, BEL, BIH, BLR, BUL, CRO, CZE, DEN, ESP, EST, FIN, FRA, GEO, GER, ISL, ITA LAT, LIE, LTU, MDA, MKD, MNE, MON, NED, NOR, POL, SLO, SRB, SUI, SVK, SWE, TUR
Oceania	2	AUS, NZL
Total	50	

Abbreviations

NOC Associations

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

International Federations

Sports on the programme of the XXI Olympic Winter Games in Vancouver in 2010

Biathlon	IBU	International Biathlon Union
Bobsleigh	FIBT	Fédération Internationale de Bobsleigh et de Tobogganing
Curling	WCF	World Curling Federation
Ice Hockey	IIHF	International Ice Hockey Federation
Luge	FIL	International Luge Federation
Skating	ISU	International Skating Union
Skiing	FIS	International Ski Federation

Sports on the programme of the Games of the XXX Olympiad in London in 2012

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

Abbreviations

National Olympic Committees

Africa (53 NOCs)

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

America (42 NOCs)

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

Asia (44 NOCs)

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

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

Europe (49 NOCs)

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

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

Oceania (17 NOCs)

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

205 National Olympic Committees are recognised by the IOC



Listening to you!

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