



OLYMPIC
SOLIDARITY

2013 ANNUAL REPORT

A DIRECT LINE!

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IMPROVING THE OLYMPIC GAMES – SUPPORTING ATHLETES FROM ALL NOCs

Thomas Bach, President of the International Olympic Committee

By bringing together the best athletes from every region on earth, the Olympic Games offer a level of global participation unmatched by any other sporting event.

Olympic Solidarity helps make that happen.

Olympic Solidarity has played a vital role in the long term development of sport for more than 50 years. It helps level the playing field between rich and poor, and frees athletes to pursue their dreams, regardless of their financial circumstances.

In addition to contributing to the universality of the Olympic Games, Olympic Solidarity also improves the competitiveness of the Olympic Summer and Winter Games by supporting athletes from all the National Olympic Committees (NOCs).

Funding for Olympic Solidarity comes from a dedicated share of revenue provided by Olympic broadcast rights holders. The development and assistance budget for the 2013–2016 quadrennial plan (USD 438 million) has increased of nearly 40% compared to the previous plan. As this annual report shows, Olympic Solidarity redistributes the income worldwide, working in close collaboration with Continental Associations and NOCs. It supports athletes; offers training for coaches and sports administrators; and promotes Olympic values in a variety of ways.

The impact of Olympic Solidarity was very apparent at the London 2012 Olympic Games and Sochi 2014 Olympic Winter Games.

The 657 competitors supported by Olympic Solidarity in London achieved many national records and personal bests. Some of them gave their country its first Olympic medal ever or the opportunity to appear for the first time in the Games in a particular sport. Finally, the Olympic scholarship holders won a total of 76 medals (23 gold, 23 silver and 30 bronze). For Sochi, 382 athletes and 15 teams received help from Olympic Solidarity.

On behalf of the International Olympic Committee, I offer congratulations and thanks to the Olympic Solidarity Commission, and especially its Chair, Sheikh Ahmad Al-Fahad Al-Sabah, for their great leadership.

Olympic Solidarity is right on track and making a difference. I look forward to seeing more Olympic Solidarity scholarship holders competing and achieving excellent results at the 2016 Rio Games and the 2018 Olympic Winter Games in PyeongChang.

“By bringing together the best athletes from every region on earth, the Olympic Games offer a level of global participation unmatched by any other sporting event. Olympic Solidarity helps make that happen.”



© Getty Images / Yeom-Je Jung - Pool

ALL UNITED AND OFF TO A GOOD START

Sheikh Ahmad Al-Fahad Al-Sabah,
Chair of the Olympic Solidarity Commission

The time has come to present to you the results of the Olympic Solidarity programmes for the first year of the 2013–2016 quadrennial plan. As you can see, the Olympic Solidarity annual report has a new look and is now only published digitally. It retains the same general structure as far as content is concerned, but has a new layout as well as offering the possibility of navigating to more detailed information via the different links provided.

In 2013, the level of financial support granted to the NOCs was higher than in 2012. This is because the new development budget approved by the Olympic Solidarity Commission for the 2013–2016 period is increased by 40% compared with the previous quadrennial. This larger budget means that more assistance can be given to the NOCs, particularly to help their athletes, and that more projects can be supported across all the programmes.

The launch and initial implementation of the various programmes is a crucial part of the early stages of the quadrennial plan. The Olympic Solidarity office in Lausanne devoted considerable effort to ensuring that all NOCs received full, detailed guidelines so they could benefit from the available programmes as quickly as possible. Continental forums organised in collaboration with the different continental associations also helped to disseminate this information effectively. The 2013 results show that the work carried out by Olympic Solidarity, in collaboration with its various partners, was very successful.

In 2013, the main events in the NOCs' sights were, of course, the preparation of their athletes for the XXII Olympic Winter Games in Sochi and for the Youth Olympic Games (YOG) in Nanjing in 2014. A total of 382 "Sochi 2014" scholarships were awarded, while 176 activities were organised in preparation for the forthcoming YOG. In parallel, the NOCs carried out numerous projects to help their coaches and launched a higher number of management initiatives and projects for the promotion of Olympic values. As well as offering constant support, the continental associations again helped to produce this report in the framework of the continental programmes. These programmes, which complement the world programmes, take into account the specific needs of the continents and their NOCs, in particular the "NOC activities" programme, under which the NOCs can develop their own programme of national activities.

On behalf of the Olympic Solidarity Commission, which I am honoured to chair, I would like to thank the NOCs, the six Olympic Solidarity offices in Lausanne and within the continental associations, ANOC and all the partners who endeavour to ensure that the programmes run smoothly, for the work they have completed throughout the year and for their unwavering commitment to the Olympic Movement.

“The Olympic Solidarity annual report has a new look and is now only published digitally. In addition, it offers the possibility of navigating to more detailed information via the different links provided.”



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THE YEAR 2013: THE PROGRAMMES FOR THE NOCs ARE OPERATIONAL

The year 2013 was essentially devoted to the launch and initial implementation of the programmes available to the NOCs. Following on from the previous plans, Olympic Solidarity concentrated on assisting athletes, reinforcing NOC structures and developing their management capacities, as well as supporting coach education and promoting the Olympic values.

The 2013–2016 quadrennial brochure, *A direct line*, published at the start of 2013, presents the guidelines and objectives set by Olympic Solidarity, together with all the programmes available as part of the new plan. More general information is also provided, including details of the history, structure and financing of Olympic Solidarity. This brochure is available on the IOC website and NOCnet.

At the start of 2013, the NOCs already had all the information they needed to benefit from the new Olympic Solidarity programmes thanks to the programme guide sent to them in December 2012. This publication contains guidelines, as well as financial forms and procedures to be followed, in order that the NOCs can submit their reports to Olympic Solidarity at the end of their projects and thus guarantee transparent financial management of all the activities carried out. The programme information is also published in the Olympic Solidarity section of NOCnet.

In parallel, and in order to help the NOCs to implement the programmes, Olympic Solidarity organised 10 regional forums in the five continents during the first half of 2013 in coordination with the continental offices. These forums were well received by the NOCs that benefited from them.

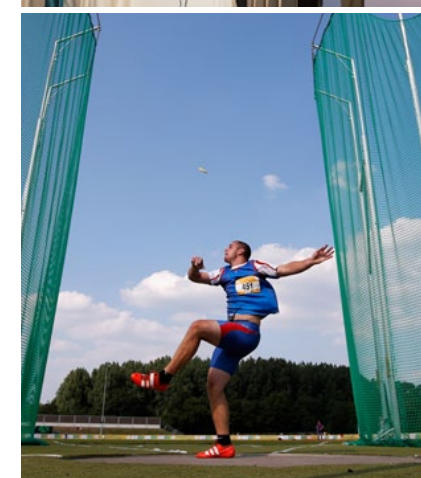
As usual, Olympic Solidarity participated in various events in 2013, which enabled it to further strengthen its links with the beneficiaries of its programmes, as well as its numerous partners. These events included the regional and continental meetings of NOCs, Regional Games, different modules of MEMOS (Executive Masters in Sports Organisation Management), coach training courses and other meetings related to the promotion of Olympic values, such as the IOC World Conferences. Olympic Solidarity also continued to visit the NOCs in order to learn more about their needs, improve the level of assistance and ensure that they were meeting their obligations towards the Olympic Movement. Five NOCs (Belize, Kyrgyzstan, United Arab Emirates, Albania and Portugal) from three continents were evaluated in this way in 2013.

“Olympic Solidarity organised 10 regional forums in the five continents during the first half of 2013 in coordination with the continental offices.”

Publications available

- 📄 2013–2016 Quadrennial Plan Brochure “A Direct Line!”
- 📄 2009–2012 Final Report “Ground of Achievements”

LINKS



Regional Forums in San Marino and in Sri Lanka / Discus throw – EYOF in Utrecht

© EOC

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THE OLYMPIC SOLIDARITY COMMISSION: AT THE HEART OF THE ACTION, AT THE SERVICE OF ALL

Chaired by Sheikh Ahmad Al-Fahad Al-Sabah, the Olympic Solidarity Commission met twice in 2013. The first meeting was held in Sydney (Australia) on 5 March and the second at the IOC headquarters in Lausanne (Switzerland) on 9 December, when the agenda included the presentation of the results and main activities carried out during the first year of the 2013–2016 quadrennial plan, as well as the objectives for 2014.

COMPOSITION OF THE OLYMPIC SOLIDARITY COMMISSION AS AT 31 DECEMBER 2013

Chair: Sheikh Ahmad Al-Fahad AL-SABAH
Members: Husain AL-MUSALLAM
Ricardo BLAS
Richard Kevan GOSPER
Patrick Joseph HICKEY
Gunilla LINDBERG
The Grand Duke of LUXEMBOURG
Julio César MAGLIONE
Robin E. MITCHELL
Raffaele PAGNOZZI
Intendant General Lassana PALENFO
Richard PETERKIN
Yumilka RUIZ LUACES
Jimena SALDAÑA
Khaled ZEIN EL DIN

Olympic scholarship holder Shane Dobbin from New Zealand during the 10,000m – Olympic Winter Games in Sochi

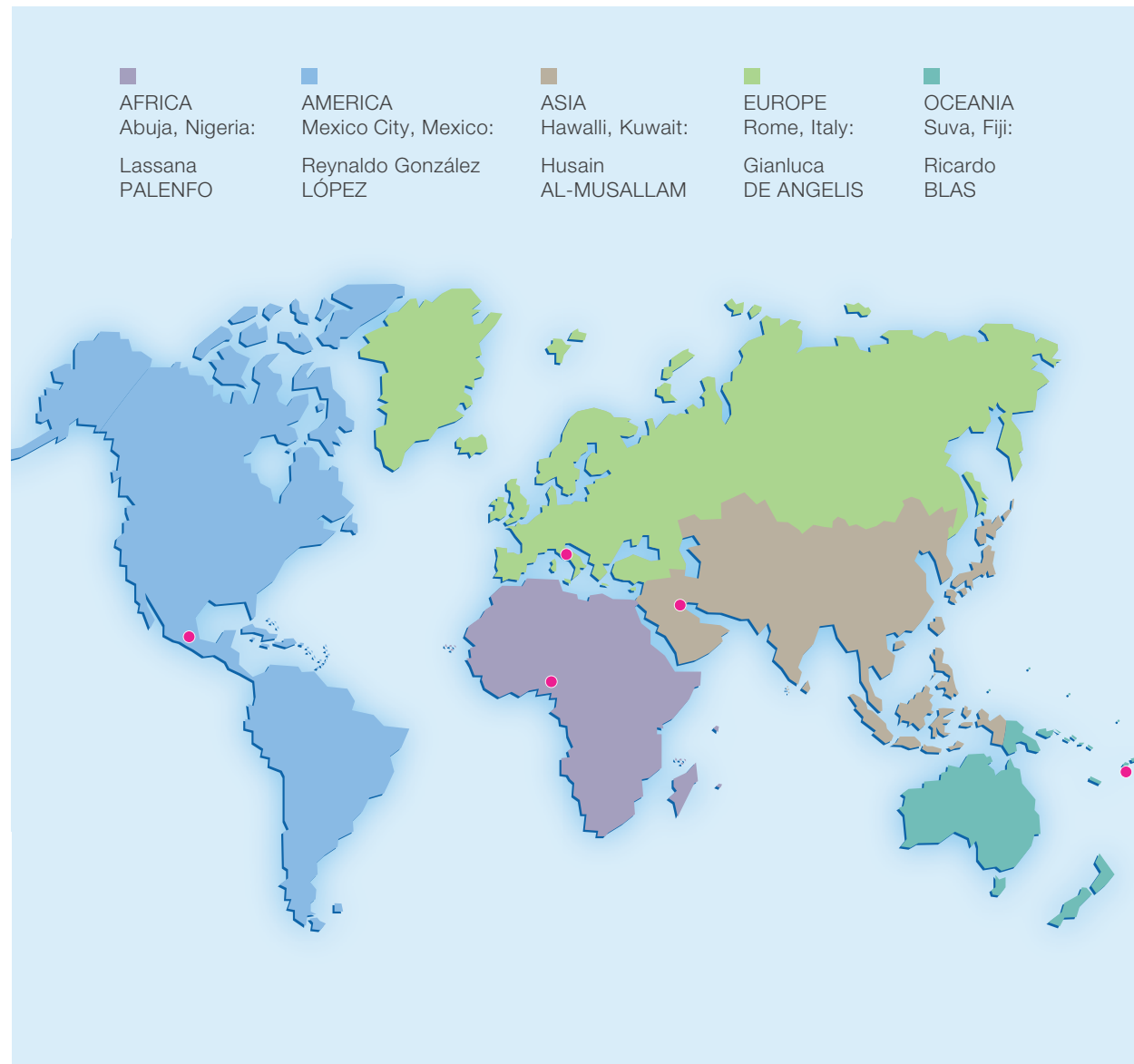


THE OLYMPIC SOLIDARITY OFFICES WORKING IN TOTAL SYNERGY

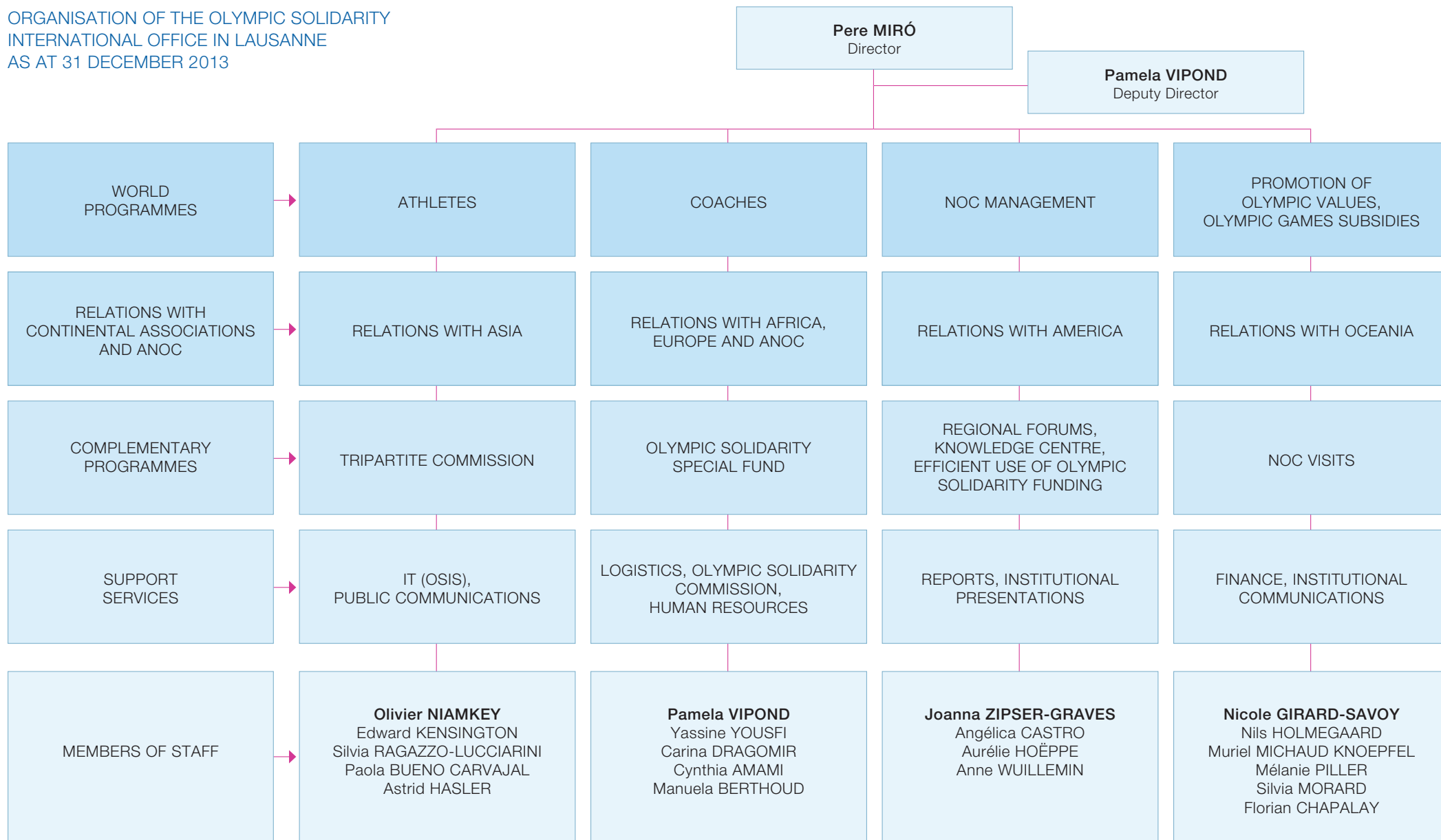
The Olympic Solidarity international office is responsible for all operational aspects of the implementation of the 2013–2016 quadrennial plan. In order to achieve this, it cooperates with the five continental associations of NOCs, in particular their respective Olympic Solidarity continental offices, and with ANOC.

The six Olympic Solidarity offices met in Sydney on 4 March 2013. The main items discussed were the general strategy, programmes and internal organisation of the 2013–2016 quadrennial plan, and joint projects such as the audit procedures for Olympic Solidarity funds, sharing of technical, financial and strategic information between the offices, continental and regional forums, and visits to NOCs.

ORGANISATION OF THE OLYMPIC SOLIDARITY CONTINENTAL OFFICES AS AT 31 DECEMBER 2013



ORGANISATION OF THE OLYMPIC SOLIDARITY
INTERNATIONAL OFFICE IN LAUSANNE
AS AT 31 DECEMBER 2013

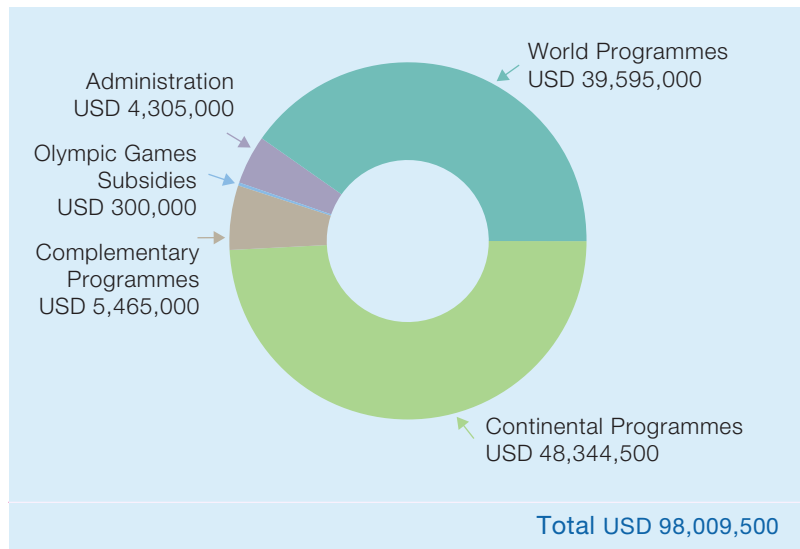


A BUDGET OF OVER 98 MILLION FOR DEVELOPMENT AND ASSISTANCE

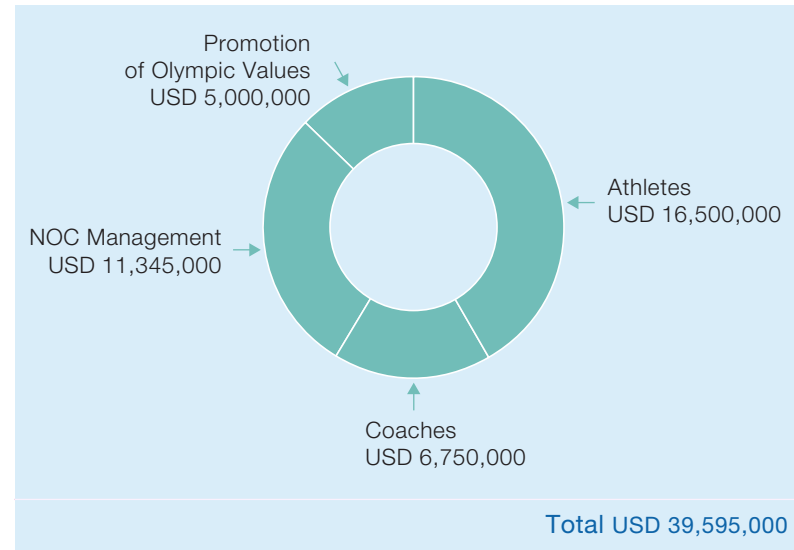
The development and assistance budget approved by the Olympic Solidarity Commission for the 2013–2016 quadrennial plan is USD 438 million. It is based on income from the sale of broadcast rights from the Games of the XXX Olympiad in London and the estimated revenue from the XXII Olympic Winter Games in Sochi, plus interest from future investments.

The 2013 budget of USD 98,009,500, approved by the members of the Olympic Solidarity Commission at their meeting on 9 November 2012, represents 22% of the total quadrennial budget.

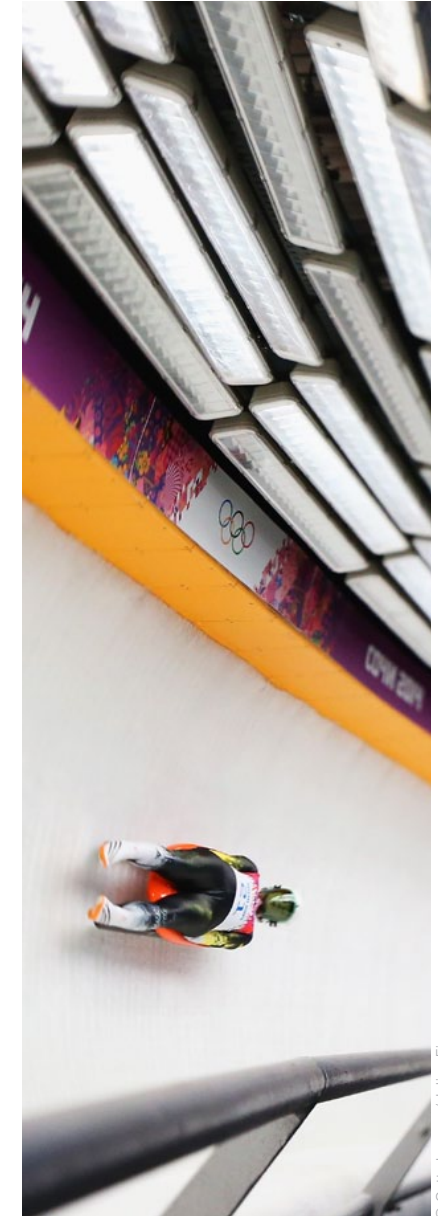
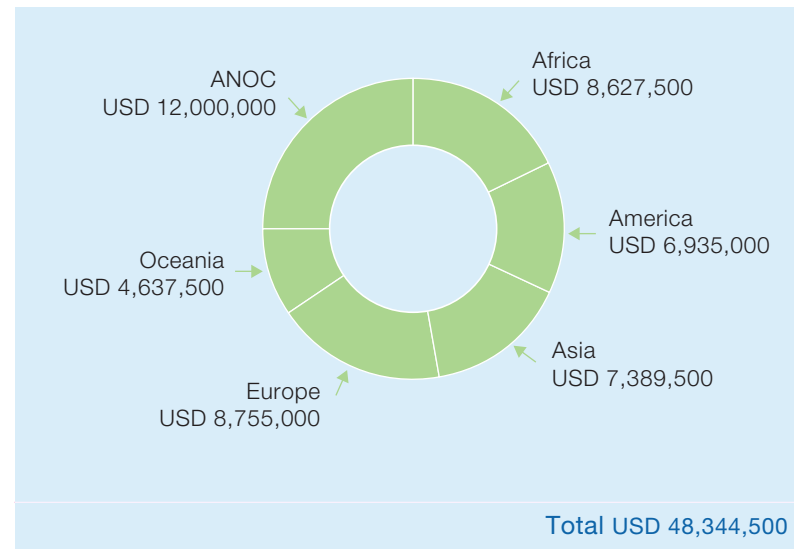
2013 GLOBAL BUDGET



“WORLD PROGRAMMES” BUDGET



“CONTINENTAL PROGRAMMES” BUDGET



© Getty Images/Julian Finney

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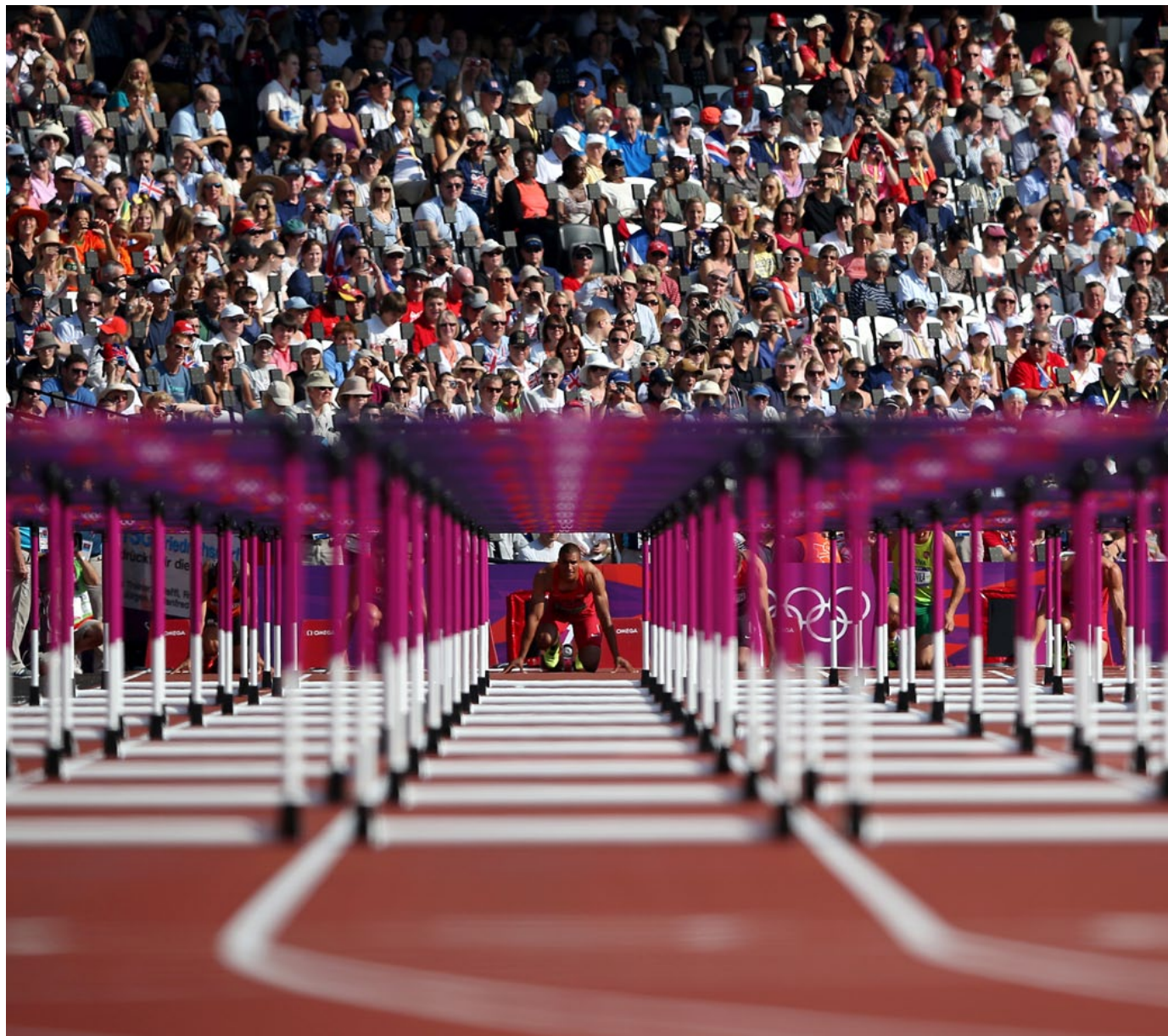
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WORLD PROGRAMMES: COMPLETE SOLIDARITY TO BENEFIT SPORT

The world programmes provide the NOCs with access to technical, financial and administrative assistance, with the organisation of specific activities linked to the development of sport. For the 2013–2016 quadrennial plan, Olympic Solidarity is offering **17 world programmes split into four separate sections** (athletes, coaches, NOC management and promotion of Olympic values) considered essential for the NOCs to accomplish the mission entrusted to them under the Olympic Charter. These programmes are fully in-keeping with the previous plan, even though some of them have been slightly modified or even combined. Their main aims are to increase global assistance to the athletes, to optimise the management of NOCs and to simplify administrative procedures so that they can be adapted to the NOCs' requirements and needs.

Olympic Solidarity's international office in Lausanne manages the various world programmes. Where necessary, it can call on the assistance of the continental offices in order to better coordinate each continent's activities. Olympic Solidarity also works closely with the International Federations (IFs) whose sports are on the Olympic programme, the IOC Commissions and several other Olympic Movement partners in order to develop and offer high-quality programmes to all NOCs. However, in line with Olympic Solidarity's mission, the budget allocations granted in the framework of these programmes are provided to the NOCs which have the greatest need, as a priority.

PROGRAMMES AVAILABLE TO THE NOCs

ATHLETES

- Olympic Scholarships for Athletes "Sochi 2014"
- Olympic Scholarships for Athletes "Rio 2016"
(start of the programme on 1 September 2014)
- Team Support Grant
- Continental Athlete Support Grant
- Youth Olympic Games – Athlete Support

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 Exchanges

PROMOTION OF OLYMPIC VALUES

- Sports Medicine
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- Women and Sport
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(incl. International Olympic Academy)

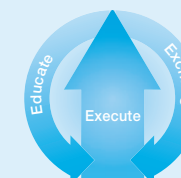
"In line with Olympic Solidarity's mission, the budget allocations granted in the framework of these programmes are provided to the NOCs which have the greatest need, as a priority."



Athletes: striving for excellence at all levels



Qualified coaches: training strategy



Strengthening management structures



Commitment values



Olympic scholarship holder Teja Gregorin from Slovenia practising – Olympic Winter Games in Sochi

ATHLETES AT THE FOREFRONT: HELPING THEM TO SUCCEED

Objective: to offer the NOCs assistance adapted to the age and level of their athletes as well as to the type of competitions for which they are preparing, and give them technical and financial assistance that meets their needs more closely while respecting their athletes' different stages of development.

2013 budget: USD 16,500,000

As soon as they were implemented, the programmes for athletes that form part of the 2013–2016 quadrennial plan generated interest among the NOCs. The flagship programme in 2013 was the Olympic Scholarships for Athletes “Sochi 2014” programme. Launched in November 2012, the second edition of this programme – following Vancouver 2010 – attracted the attention of the NOCs concerned, 76 of which requested assistance. As far as team sports are concerned, the support programme’s format remains unchanged, and the NOCs quickly began submitting applications on behalf of their national teams. For the XXII Olympic Winter Games in Sochi, curling and ice hockey teams benefited from this support.

The programme designed to help NOCs prepare for their respective Continental and Regional Games again received a high number of applications. A total of 106 NOCs already receive funding for their athletes’ preparation, particularly in Europe, where several major competitions were held in 2013.

As far as young athletes are concerned, the main focus was on preparations for the forthcoming Youth Olympic Games (YOG) to be held in Nanjing in 2014 (summer edition) and Lillehammer in 2016 (winter edition). To date, 176 activities aimed at young athletes from 96 NOCs are under way across the world. Finally, the Olympic Scholarships for Athletes “Rio 2016” programme will begin on 1 September 2014. The NOCs have been offered the chance to obtain interim scholarships before that date (see Continental Athlete Support Grant programme).

2013 KEY FIGURES:

382 “SOCHI 2014” OLYMPIC SCHOLARSHIPS

70 TEAM SUPPORT GRANTS AWARDED

176 ACTIVITIES ORGANISED TO PREPARE ATHLETES FOR THE YOG

106 NOCs RECEIVED A GRANT TO PREPARE THEIR ATHLETES FOR CONTINENTAL AND REGIONAL GAMES

98 INTERIM SCHOLARSHIPS

PROGRAMMES AVAILABLE TO THE NOCs

- Olympic Scholarships for Athletes “Sochi 2014”
- Olympic Scholarships for Athletes “Rio 2016” (start of the programme on 1 September 2014)
- Team Support Grant
- Continental Athlete Support Grant
- Youth Olympic Games – Athlete Support



Olivier
NIAMKEY
Head of Section



Edward
KENSINGTON
Senior Project Manager



Silvia
RAGAZZO-LUCCIARINI
Project Manager (60%)



Paola
BUENO CARVAJAL
Coordinator



Astrid
HASLER
Coordinator



YOUR OS CONTACTS

OLYMPIC SCHOLARSHIPS FOR ATHLETES “SOCHI 2014”



Objective: to offer the NOCs a programme that provides Olympic scholarships to athletes preparing and attempting to qualify for the XXII Olympic Winter Games in Sochi 2014 in order to improve the competitiveness of the Olympic Winter Games rather than to expand their universality artificially.

2013 Budget: USD 7,000,000

The NOCs were able to benefit from a tailor-made programme based on the number of athletes that participated in the Vancouver Games, generally in the form of individual scholarships or, for NOCs with more than 60 athletes in Vancouver, in the form of à la carte subsidies. Five winter sports in the Olympic programme were eligible for these grants, i.e. bobsleigh, biathlon, luge, skating and skiing.

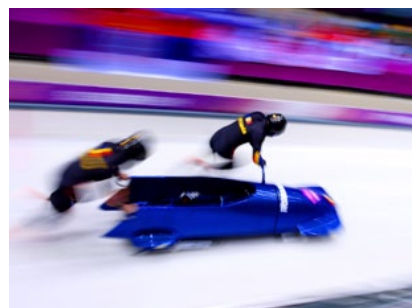
Like numerous Olympic scholarship-holders, New Zealand snowboarder Christy Prior believes the scholarship gave her an exceptional opportunity to compete on the world scene. Relieved of financial worries, she was able to concentrate on her training and Olympic qualification.

Breakdown of scholarships/subsidies (as at 31.12.2013)

Continent	NOCs	Individual scholarships awarded		Total	“A la carte” subsidies NOCs
		Men	Women		
Africa	4	4	2	6	–
America	7	17	12	29	1
Asia	13	34	12	46	2
Europe	38	172	107	279	8
Oceania	3	12	10	22	–
Total	65	239	143	382	11

“Olympic Solidarity allocated 382 individual Olympic scholarships for athletes for the Olympic Winter Games in Sochi. For the Vancouver Games, 325 scholarships were allocated. In Sochi, 65 NOCs benefited against 60 in Vancouver.”

Nicolae Istrate and Florin Craciun from Romania / Christy Prior from New Zealand / Denis Kuzin from Kazakhstan



© Getty Images/Pascal Le Segretain



© Getty Images/Cameron Spencer



© Getty Images/Quinn Rooney

Interview with eight “Sochi 2014” Olympic scholarship holders

- 📌 The Olympic Review gives the floor to eight scholarship holders who received support from Olympic Solidarity. Articles published in numbers 86, 87 and 88.

LINKS

TEAM SUPPORT GRANT

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

2013 Budget: USD 2,000,000

During this first year of the plan, 15 teams (12 ice hockey and three curling teams) received support for their preparations for the Olympic Winter Games in Sochi in 2014. Thanks to these grants, the teams concerned were able to optimise the last phase of their preparations during the 2013/14 season.

It should particularly be noted that rugby sevens will be included in the Olympic programme for the first time at the 2016 Games in Rio. In 2013, nine grants were awarded to rugby sevens teams.

“It should particularly be noted that rugby sevens will be included in the Olympic programme for the first time at the 2016 Games in Rio.”

NOCs that benefited

Continent	NOC
Africa	14
America	18
Asia	6
Europe	25
Oceania	4
Total	67

Breakdown of participating teams by sport

Sport	Teams
Basketball	14
Curling	3
Handball	13
Hockey	5
Ice hockey	12
Rugby sevens	9
Volleyball	13
Water polo	1
Total	70



© Getty Images / Stanley Chou

The Indonesian basketball team (in white above), Swiss women's ice-hockey team (in red) and Fijian rugby team (in white) benefited from Olympic Solidarity assistance.



© Getty Images / Bruce Bennett



© Getty Images / Michael Steele

CONTINENTAL ATHLETE SUPPORT GRANT

Objective: to offer financial and technical assistance to NOCs to prepare their athletes for multi-sport Games.

2013 Budget: USD 4,000,000

The winter and summer editions of the European Youth Olympic Festival (EYOF) were held in 2013 in Brasov (Romania) and Utrecht (Netherlands) respectively, which explains the high number of activities in Europe. Aware that the key events in the other continents are scheduled for 2014 and 2015, Olympic Solidarity expects to receive a large number of applications in those years.

In order to fill the gap between the London and Rio scholarships programmes, the Olympic Solidarity Commission decided in March 2013 to offer the NOCs the opportunity to submit a request for an interim grant for highly promising athletes. This programme also therefore includes this specific support for athletes.

The Olympic scholarships for athletes “Rio 2016” programme will start on 1 September 2014.

Activities and interim grants

Continent	NOCs	Activities	Interim grants
Africa	28	17	42
America	23	17	20
Asia	13	10	5
Europe	36	46	24
Oceania	6	3	7
Total	106	93	98

“The Olympic Solidarity Commission decided in March 2013 to offer the NOCs the opportunity to submit a request for an interim grant for highly promising athletes.”



© FISA



© FISA

Above: Interim Olympic scholarship holder Micheen Thornycroft from Zimbabwe during the Rowing World Championships in Chungju, Rep. of Korea / Interim scholarship holder Mike Voerman from South Africa during a FISA camp in Lesotho
Below: Handball match – EYOF in Utrecht / Biathlon – EYOF in Brasov



© Getty Images/Dean Mouhtaropoulos



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YOUTH OLYMPIC GAMES – ATHLETE SUPPORT

Objective: to help NOCs to identify, qualify and prepare young athletes with a view to their participation in the Summer and Winter YOG.
2013 Budget: USD 3,500,000

This programme offers the NOCs three separate options in order to respond to the initial phases of preparation for the YOG in Nanjing in 2014, Lillehammer in 2016 and Buenos Aires in 2018. At the start of 2013, the NOCs mainly concentrated on training their young athletes by requesting option 1 assistance, whereas at the end of the year they tended to apply for option 2, as they started planning qualification competitions for Nanjing. When universality places for Nanjing were offered to the NOCs in May, requests under option 3 began to be submitted.

DEFINITION OF THE THREE OPTIONS

Option 1 (identification) is designed to support the identification and training of athletes with a view to their qualification for and participation in the YOG. It enables athletes to take part in national talent identification or training camps, and to participate in non-qualifying competitions or activities organised by IFs.

Option 2 (qualification) covers the costs (transport, accommodation, entry fees or costs linked to the participation of athletes and members of their entourage) of participating 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 is designed to help their final preparation for these Games. Applications are assessed on a case-by-case basis.

Activities by option

Continent	NOCs	Activities			Total
		Option 1	Option 2	Option 3	
Africa	24	32	3	23	58
America	25	32	1	14	47
Asia	17	16	1	8	25
Europe	22	19	5	7	31
Oceania	8	5	1	9	15
Total	96	104	11	61	176

“At the start of 2013, the NOCs concentrated on training their young athletes by requesting option 1 assistance, whereas at the end of the year they tended to apply for option 2, as they started planning qualification competitions for Nanjing. When universality places for Nanjing were offered in May, requests under option 3 began to be submitted.”

Nanjing Sports Centre stadium / YOG in Singapore in 2010 / YOG in Innsbruck in 2012



© CIO / Yang Xi



© Getty Images / Julian Finney



© Getty Images / Shaun Botterill

All you need to know about the next Youth Olympic Games

[🔗 YOG Nanjing 2014](#) [🔗 YOG Lillehammer 2016](#)

LINKS



Coach Miguel Oca-Gaia speaks to his players during the semi-final between Spain and Hungary – Games of the XXX Olympiad in London

WELL-TRAINED COACHES FOR OPTIMAL ATHLETE TRAINING

Objective: to offer NOCs everything they need to improve their coaches' knowledge and enable them to respond to the latest athlete training requirements.

2013 budget: USD 6,750,000

As a general rule, the first year of the quadrennial plan requires a certain amount of time for NOCs to familiarise themselves with the programmes, draw up a strategic plan and send their requests to Olympic Solidarity. However, most of the NOCs were already ready at the start of 2013 to submit projects and nominations as part of the coaches' programmes, whether for technical courses, individual scholarships or national sports structure development projects.

Since the coaches' programmes cover only sports on the Olympic programme, Olympic Solidarity has begun to work with the two new sports on the programme, rugby sevens and golf, during this quadrennial plan in order to respond to the NOCs' demands concerning coach education at different levels in these sports.

2013 KEY FIGURES:

190 TECHNICAL COURSES PLANNED
FOR 90 NOCs

149 OLYMPIC SCHOLARSHIPS FOR COACHES
AWARDED TO 97 NOCs

46 NATIONAL SPORTS STRUCTURE
DEVELOPMENT PROJECTS

PROGRAMMES AVAILABLE TO THE NOCs

- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- Development of National Sports Structure



Pamela
VIPOND
Head of Section



Yassine
YOUSFI
Senior Project Manager



Carina
DRAGOMIR
Project Manager



Cynthia
AMAMI
Coordinator



YOUR OS CONTACTS

TECHNICAL COURSES FOR COACHES

Objective: to provide basic training to active, officially recognised coaches through courses led by an expert approved by the IF concerned.

2013 Budget: USD 3,000,000

This first year of the quadrennial plan was marked by the addition of golf and rugby sevens to the Olympic programme. The NOCs therefore did not hesitate to submit requests to organise training courses in these sports. Olympic Solidarity contacted the IFs concerned in order to agree, inter alia, on the respective procedures to be followed, the appointment of experts, the organisation of course content and course evaluation. In 2013, only rugby courses were finalised.

The NOC of Benin requested a rugby course, which was led by expert Charles N'guessan Yapo from Côte d'Ivoire from 9 to 13 December 2013. This course was attended by 14 coaches and a PE teacher, who followed the six level-1 modules of the International Rugby Board (IRB). The content was essentially based on the fundamental principles and techniques of rugby, the organisation of training, educational theory and safety. The combination of theoretical and practical exercises gave the participants the tools they needed to design and lead fun, progressive training sessions. For their evaluation, the coaches had to prepare and run a 20-minute small-group practical session.

NOCs that benefited

Continent		NOCs
Africa	32	ALG, BDI, BEN, BOT, BUR, CHA, COD, COM, DJI, ERI, ETH, GAM, GHA, GUI, KEN, LBA, MAD, MAW, MLI, MRI, NIG, RSA, RWA, SEY, SLE, STP, SUD, TAN, TOG, UGA, ZAM, ZIM
America	22	ANT, ARG, ARU, BAR, BOL, CAY, CHI, COL, CRC, CUB, DOM, ESA, ISV, IVB, LCA, NCA, PAR, PER, PUR, SKN, TTO, VIN
Asia	17	BAN, CAM, HKG, IRI, KGZ, LAO, LIB, MDV, OMA, PRK, SIN, SRI, THA, TJK, TKM, UZB, VIE
Europe	18	ARM, AUT, BIH, BLR, BUL, CYP, CZE, EST, FIN, GEO, IRL, LAT, LTU, MDA, MKD, POL, SRB, TUR
Oceania	1	COK
Total	90	

“This course was very well organised by the Benin NOC and the national federation. The participants were very enthusiastic and active, both in the classroom and on the pitch.”

Charles N'guessan Yapo, training director and expert, Côte d'Ivoire

Technical courses in athletics in Saint Kitts and Nevis, in sailing in Hong Kong (China) and in triathlon in Trinidad and Tobago

Rugby technical course in Benin

📄 Photo gallery

LINKS



© NOC of Saint Kitts and Nevis

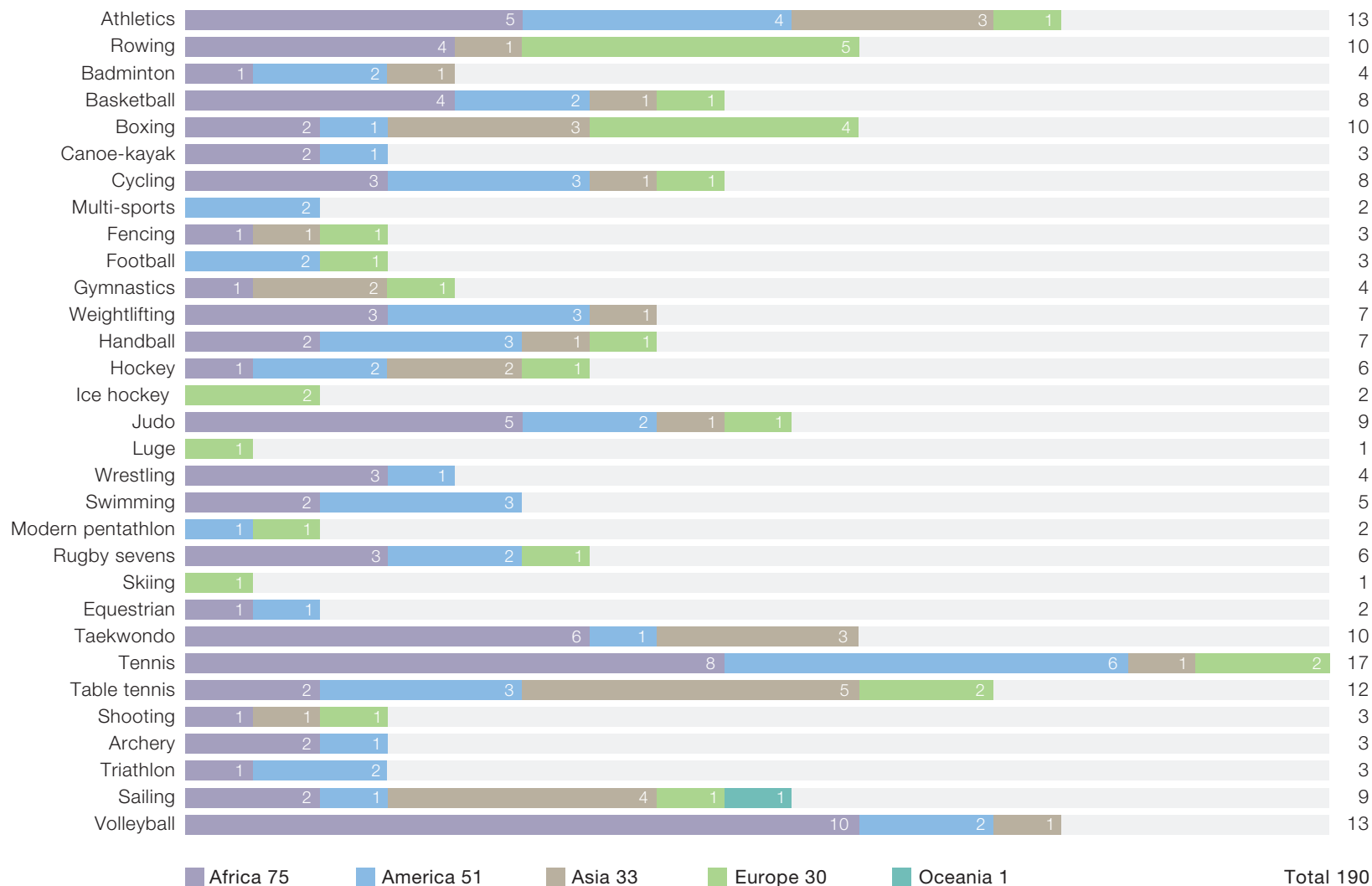


© NOC of Hong Kong (China)



© NOC of Trinidad and Tobago

Breakdown of technical courses



© NOC of Tajikistan



© NOC of Burundi



© NOC of Kyrgyzstan

Technical courses in hockey in Tajikistan and in wrestling in Burundi / Athletics course in Kyrgyzstan – Sheikh Al-Fahad Al-Sabah presents diplomas

OLYMPIC SCHOLARSHIPS FOR COACHES

Objective: to offer coaches, who are officially recognised as such and active in their respective sports, access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

2013 Budget: USD 2,250,000

As well as sports science training, for which there remains heavy demand among NOCs wishing to provide such training for their coaches, sport-specific training is becoming increasingly popular.

For example, the International Cycling Union (UCI) organised a specific training course exclusively aimed at female cycling coaches for the first time in 2013. Nine participants from Azerbaijan, Croatia, El Salvador, Finland, Hong Kong, Iran, Japan, South Africa and Uganda attended this month-long programme at the World Cycling Centre in Aigle (Switzerland) thanks to Olympic Solidarity support.

The training was led by former world mountain bike champion Belinda Tarling from British Cycling, who was named UK Coach Educator of the Year in 2012.

NOCs that benefited

Continent	NOCs	
Africa	37	BEN, BOT, BUR, CGO, CHA, CMR, COD, COM, EGY, ETH, GAM, GHA, GUI, KEN, LBR, LES, MAD, MAW, MLI, MRI, MTN, NAM, NIG, RSA, RWA, SEN, SEY, SLE, STP, SUD, SWZ, TAN, TOG, TUN, UGA, ZAM, ZIM
America	24	ARG, BAR, BOL, BRA, CHI, COL, CRC, DOM, ESA, GRN, GUA, GUY, HON, JAM, LCA, NCA, PAN, PAR, PER, PUR, SKN, URU, VEN, VIN
Asia	15	BAN, BHU, HKG, IRI, JOR, JPN, KSA, OMA, PAK, PHI, PLE, SIN, TPE, UAE, UZB
Europe	14	AUT, AZE, BEL, CRO, EST, FIN, GEO, GRE, ISL, LAT, MKD, SLO, SRB, TUR
Oceania	7	COK, FIJ, FSM, NZL, PLW, PNG, SOL
Total	97	

Scholarships by option

Continent	Scholarships						
	Sports sciences			Sport-specific training			Total
	M	W	Total	M	W	Total	
Africa	39	6	45	5	3	8	53
America	28	10	38	3	3	6	44
Asia	15	6	21	3	3	6	27
Europe	5	–	5	10	3	13	18
Oceania	1	1	2	3	2	5	7
Total	88	23	111	24	14	38	149

Autumn sessions of the CAR in Barcelona and PAISAC in Montreal / CISéL scholarship holders in front of the IOC headquarters

UCI specific training course for female coaches at the World Cycling Centre

- 📄 Report from Marina Boduljak, coach, Croatia
- 📄 UCI News of 8 August 2013
- 📄 UCI News of 2 September 2013

LINKS



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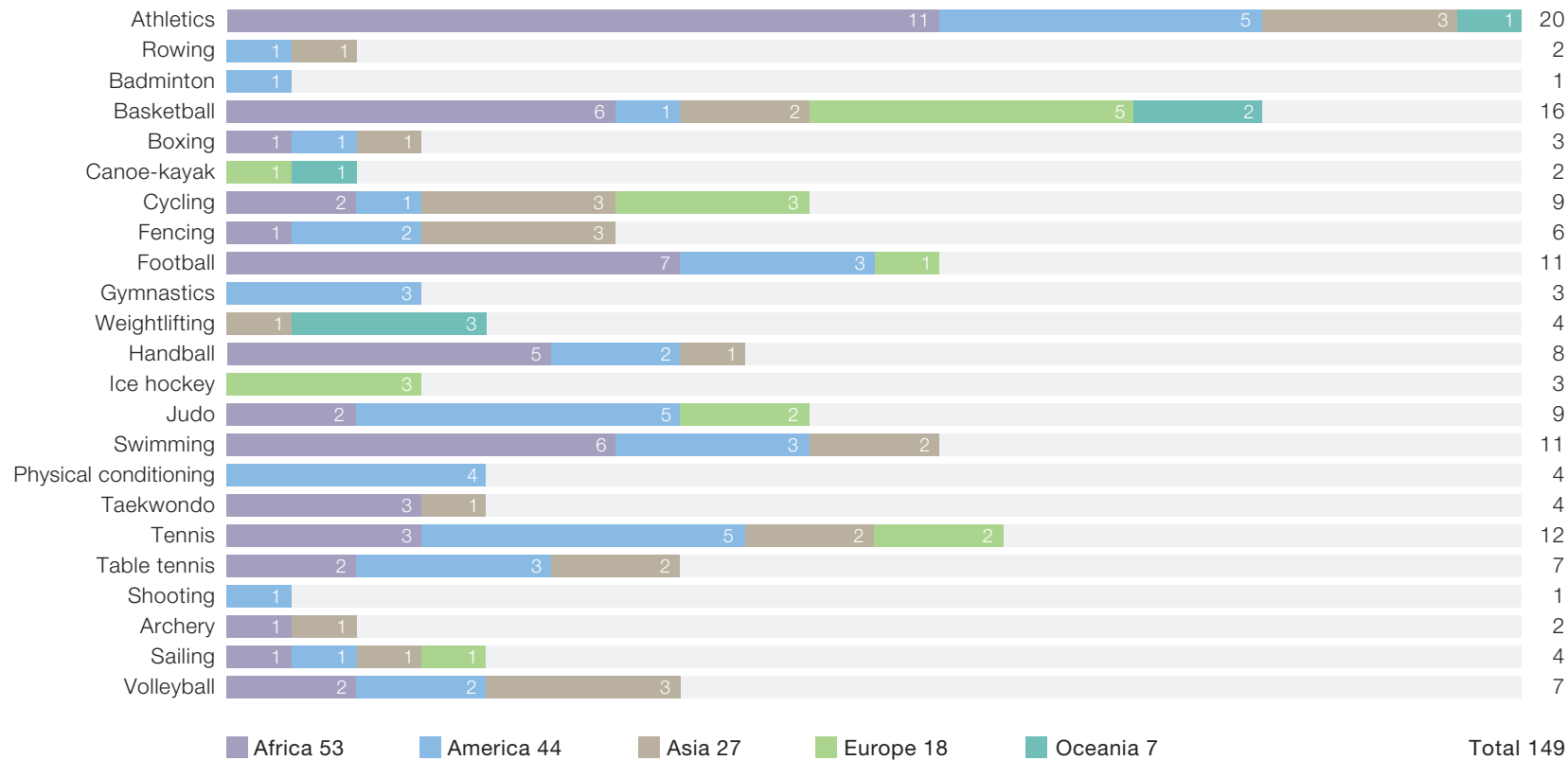


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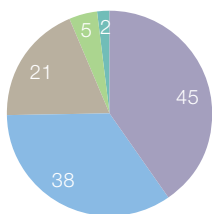
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Breakdown of scholarships

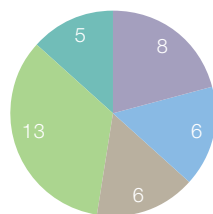


Scholarships by option

Sports sciences: Total 111



Sport-specific training: Total 38



Training at the Rockley International ISAF Centre in Great Britain / Participants in the USOC/University of Delaware ICECP training course

DEVELOPMENT OF NATIONAL SPORTS STRUCTURE

Objective: to allow NOCs to develop and strengthen their national sports and coaching structure by implementing a medium- to long-term action plan for a specific sport on the Olympic programme.

2013 Budget: USD 1,500,000

The impact of the Development of National Sports Structure programme is clear for all to see. The results obtained can be impressive, particularly if the action plan is based on analysis of the current situation and the definition of clear objectives, among other things. This is why each project is unique and specific to a particular situation (environment, level of sports development, human and financial resources available, etc.).

At the start of the quadrennial plan, many NOCs were already in a position to implement projects – some of them highly ambitious – and to submit them to Olympic Solidarity.

The results have long-term significance, especially if the initial project is supported by an external expert who pays brief visits to the country concerned, supervising and giving responsibility to local technicians, coaches and sports administrators.

Projects accepted by NOC

Continent	Projects	
Africa	8	BUR, CHA, COM, MAW, MLI, NIG, SEY, SLE
America	13	ARG, BAR, BOL, BRA, CHI, DOM, GUA, HON, PAR, PER, PUR, URU, VIN
Asia	5	CAM, INA, LAO, SRI, TJK
Europe	16	ARM, DEN, EST, FIN, ISR, LAT, LUX, MDA, MKD, MLT, NOR, POL, ROU, SLO, TUR, UKR
Oceania	4	FIJ, FSM, KIR, NZL
Total	46	

Projects accepted by sport

Continent	Projects	
Africa	8	Basketball, fencing (2), swimming, table tennis, taekwondo, volleyball, wrestling
America	13	Archery, basketball, cycling, handball, hockey, multi-sports (2), physical conditioning (3), rugby sevens, tennis, wrestling
Asia	5	Archery, hockey, physical conditioning, rowing, wrestling
Europe	16	Archery, badminton, biathlon, curling, fencing (2), handball, judo, multi-sports (3), physical conditioning, rugby sevens, shooting, swimming, triathlon
Oceania	4	Archery, badminton, swimming, weightlifting
Total	46	

Projects run by the Benin NOC in tennis, by the Estonian NOC in fencing and by the PDR Lao NOC in archery



© NOC of Benin



© NOC of Estonia



© NOC of PDR Lao



Advanced Sports Management Course in Albania

NOC MANAGEMENT: A BROADER RANGE OF POSSIBILITIES

Objective: to help NOCs fulfil their mission in the best possible way by directly helping them to execute their tasks (through the improvement of various aspects of their management and the provision of direct subsidies), by offering educational opportunities to their staff and executives and by facilitating exchanges of information and experience among NOCs in order to improve their knowledge.

2013 budget: USD 11,345,000

The first year of the quadrennial plan saw the implementation of programme modifications introduced for the 2013–2016 quadrennial. Thanks to the significant rise in the Olympic Solidarity quadrennial budget, it was possible to increase the individual programme budgets and the subsidies available to the NOCs for the implementation of their projects.

The annual administrative subsidy therefore grew from USD 30,000 to USD 40,000, which is a third more than in the previous quadrennial. The standard contribution towards the cost of organising Advanced Sports Management Courses (ASMC) rose from USD 10,000 to USD 12,000 per course (a 20% increase). Two training sessions for ASMC programme directors were held instead of the usual one. Finally, the scope of the MEMOS scholarships was extended to cover the cost of travel to all modules in all MEMOS editions and to provide a partial contribution towards the cost of accommodation during those modules, as well as the tuition fees that were already covered in the previous quadrennial.

Furthermore, higher programme budgets meant that more NOC management initiatives could be supported and higher contributions made towards the implementation of these initiatives than in the past.

2013 KEY FIGURES:

188 NOCs RECEIVED THE ANNUAL ADMINISTRATIVE SUBSIDY

54 NOC MANAGEMENT INITIATIVES

42 SPORTS ADMINISTRATORS COURSES

26 ADVANCED SPORTS MANAGEMENT COURSES

36 ASMC PROGRAMME DIRECTORS TRAINED

58 MEMOS SCHOLARSHIPS

44 NOCs INVOLVED IN NOC EXCHANGES

PROGRAMMES AVAILABLE TO THE NOCs

- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchanges



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YOUR OS CONTACTS

NOC ADMINISTRATION DEVELOPMENT

Objective: to improve the administrative structures of NOCs by contributing towards their general administrative costs and supporting NOCs’ initiatives to improve specific aspects of their management, with special emphasis on better governance.

2013 Budget: USD 8,875,000

The new application procedure for administrative subsidies combines the actual application with a financial report on the use of funds received in the preceding year. This enabled NOCs applying for the 2013 administrative subsidy to practise the new financial reporting procedures introduced in the 2013–2016 quadrennial.

A total of USD 531,900 was invested in supporting NOC management initiatives. Most of the NOCs’ priorities for the first year of the quadrennial involved information technology, specifically purchasing or upgrading equipment and software. Other NOC management initiatives included training, mostly language training, improvements to accounting and financial management, and the development or upgrading of existing websites.

NOC Administration Development

Continent	Administrative subsidy NOCs	Management initiatives	
		NOCs	Projects
Africa	50	11	14
America	38	10	11
Asia	36	5	5
Europe	47	17	18
Oceania	17	5	6
Total	188	48	54

“Most of the NOCs’ priorities for the first year of the quadrennial involved information technology, specifically purchasing or upgrading equipment and software.”

The NOC of the Federated States of Micronesia organised a “Marketing and Games Management” seminar and updated the IT equipment for its training centre



© NOC of the Federated States of Micronesia

NATIONAL TRAINING COURSES FOR SPORTS ADMINISTRATORS

Objective: to offer NOCs the possibility of training the sports administrators of the NOC and its constituents by organising courses on a national level.

2013 Budget: USD 1,195,000

In 2013, 61 NOCs submitted their quadrennial application for the Sports Administrators Courses and/or Advanced Sports Management Courses, which they planned to hold between 2013 and 2016. Olympic Solidarity also began updating the *Sport Administration Manual*.

Two training sessions for ASMC programme directors were organised in Lausanne: in March for English- and Spanish-speakers, and in November for English- and French-speakers. A revised *ASMC Programme Directors' Guide* was issued, and learner guides were made available as an optional tool for ASMC participants.

Olympic Solidarity supported the translation of the *Sport Administration Manual* and *Managing Olympic Sport Organisations* manual into three languages.

Sports Administrators Courses and Advanced Sports Management Courses

Continent	NOCs	Sports Administrators Courses (reports received)*	Advanced Sports Management Courses	
			Programme directors trained	Courses approved
Africa	17	14	12	10
America	17	11	14	10
Asia	11	13	5	4
Europe	7	4	5	2
Oceania**	–	–	–	–
Total	52	42	36	26

* Figures are provisional as NOCs are still sending reports for the year 2013.

** Courses organised through ONOC's continental programme.

What was best and most useful in the ASMC programme directors training? Participants' view:

“I found the whole process excellent and didactic, without forgetting the will to teach us to plan, organise and evaluate courses that we give.”

“I liked everything, but if I should choose a specific aspect, I would say the sharing of experiences among participants from different countries.”

“Networking to stay in contact with this key community.”

Sports Administration Courses in Brazil and in Ghana / Advanced Sports Management Course in Ecuador



© NOC of Brazil



© NOC of Ghana



© NOC of Ecuador

INTERNATIONAL EXECUTIVE TRAINING COURSES IN SPORTS MANAGEMENT

Objective: to provide sports managers with access to training courses of a higher education level and international significance, and to contribute towards improvement in the management of their Olympic sports organisations.

2013 Budget: USD 850,000

In 2013, 31 MEMOS scholarship holders graduated from MEMOS XVI in English and 19 from MEMOS V in French. During the MEMOS XVI graduation ceremony, Mehdi Ghadami, a MEMOS XVI graduate, received the Alberto Madella prize for the best project of a MEMOS edition, for his thesis on “Developing a Model for Evaluating the Governance of Iran National Federations”. The prize for MEMOS V in French went to Sahir Edoo for his project on “Elite sport performance management of the Mauritius Badminton Association”.

MEMOS XVII started in Lausanne in September 2013 with a strategic management and event management module. Subsequent modules would take place in Guatemala (marketing and financial management) and Finland (human resources and media management), concluding with the projects’ defence and public presentation in Lausanne in September 2014.

MEMOS V in Spanish started in Barcelona in October 2013 with three modules (strategic management, human resources I and financial management I), which will be followed by three modules in Puerto Rico (marketing I, event management and human resources II), four modules in Madrid (human resources III, marketing II, financial management II and media management) and project presentations in Lausanne in November 2014.

International Executive Training Courses in Sports Management

Continent	NOCs	MEMOS in English (XVII)	MEMOS in Spanish (V)
Africa	9	8	1
America	20	7	19
Asia	7	7	–
Europe	13	8	6
Oceania	2	2	–
Total	51	32	26

“The Alberto Madella prize for MEMOS V in French went to Sahir Edoo.”

Projects presented by Olympic Solidarity scholarship holders

- 📌 MEMOS XVI in English
- 📌 MEMOS V in French
- MEMOS XVI closing in Lausanne**
- 📌 Mehdi Ghadami receives the Alberto Madella prize

LINKS



MEMOS XVI in English (above) / MEMOS V in French and MEMOS V in Spanish (below)



NOC EXCHANGES

Objective: to promote and facilitate the exchange of knowledge and experience between NOCs.

2013 Budget: USD 425,000

Olympic Solidarity continued to support individual exchanges between NOCs on topics such as office administration and programme organisation. Furthermore, projects in which groups of NOCs exchanged their experiences on a selected theme included the following:

- Brazil's School Games observer programme
- Regional marketing cooperation among the NOCs of Central and South-East Europe
- Capacity Support Programme implemented in cooperation with the Commonwealth Games Federation and Commonwealth Games Canada
- Sharing of experiences by the NOCs of the former Soviet republics
- International forum on elite sport, hosted by the NOC of Brazil.

NOC exchanges

Continent	NOCs	Exchanges and internships
Africa	9	9
America	12	13
Asia	5	5
Europe	16	17
Oceania	–	–
Total	42	44

“Olympic Solidarity continued to support individual exchanges between NOCs on topics such as office administration and programme organisation.”

Forum on elite sport in Brazil / Activities in the framework of the School Games observer programme





Olympic Day in Colombia

PROMOTION OF OLYMPIC VALUES: OUR KEY MISSION

Objective: to give NOCs different opportunities to promote the Olympic values in their country and thus play a key role in their respective communities by focusing their efforts on one or more areas, in accordance with their strategy, structure and needs.

2013 Budget: USD 5,000,000

Olympic Solidarity had already received new requests for 2013 before the end of the previous quadrennial plan. On the whole, the NOCs therefore adapted well to the small number of changes made to the Promotion of Olympic Values programmes. They also responded positively to the merging of the Culture and Education, International Olympic Academy and NOC Legacy programmes.

Working on the basis of quadrennial funding allocations with certain NOCs that already have well-structured long-term programmes in one or more fields linked to the Olympic values helps to achieve a degree of flexibility and maximum efficiency. In parallel, Olympic Solidarity continued to offer ad hoc, annual or multi-annual grants.

Among the “other opportunities” available, NOCs were able to access five training courses in 2013: two Olympic studies masters courses, an online sports medicine diploma course, an advanced course for sports doctors/physiotherapists and, for the Oceanian NOCs only, a continental leadership seminar for women, organised by the IOC.

Two IOC World Conferences were held in 2013: a World Conference on Sport for All in Lima (Peru) in April and a World Conference on Sport and the Environment in Sochi (Russian Federation) at the end of October.

2013 KEY FIGURES:

130 NOC INITIATIVES AND SPORTS
MEDICINE COURSES

115 NOCs RECEIVED GRANTS FOR THEIR
ORGANISATION OF OLYMPIC DAY ACTIVITIES

30 NOCs BENEFITED FROM OLYMPIC STUDIES
AND SPORTS MEDICINE TRAINING

74 NOCs RECEIVED ASSISTANCE TO PARTICIPATE
IN THE IOC WORLD CONFERENCES

81 NOCs RECEIVED FUNDING TO ATTEND THE IOA
SESSION FOR YOUNG PARTICIPANTS

46 NOCs RECEIVED FUNDING TO ATTEND THE IOA
SESSION FOR NOA DIRECTORS

PROGRAMMES AVAILABLE TO THE NOCs

- Sports Medicine
- Environmental Sustainability in Sport
- Women and Sport
- Sport for All
- Olympic Education, Culture and Legacy
(incl. International Olympic Academy)



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YOUR OS CONTACTS

SPORTS MEDICINE

Objective: to help NOCs to disseminate knowledge as well as organise educational activities at national level in the field of sports medicine, particularly with regard to the protection of athletes' health and prevention of injury and illness in sport.

2013 Budget: USD 760,000

A new online sports medicine training course has been created by the IOC. This advanced training is designed to provide in-depth knowledge in the field of athlete health protection, and is particularly aimed at team doctors. After analysis of the applications received, seven grants were awarded for the two-year course that began in October 2013. Another advanced course for team doctors and physiotherapists was held in Sweden from 22 to 24 May 2013. Fourteen grants were awarded for this course.

During 2013, in agreement with the IOC Medical and Scientific Department, Olympic Solidarity created the option for NOCs to launch their own anti-doping education programmes.

The Norwegian NOC launched a two-year training programme composed of a theoretical part and a practical element with national teams, aimed at 15 young physiotherapists. The programme is designed to prepare these youngsters for subsequent employment by sports federations and to provide a high-quality service for athletes and teams.

Initiatives, courses and other opportunities

Continent	Initiatives accepted		Sports medicine courses		Other opportunities	
Africa	–	–	1	UGA	7	BOT, EGY*, SEY, STP, UGA*, ZIM* (2)
America	–	–	1	PER	3	BRA, CRC* (2)
Asia	2	MDV, TPE*	3	HKG, INA, SRI	3	INA, MDV, SIN*
Europe	3	FIN, IRL*, NOR*	5	GEO, GRE, LTU, LUX, MKD	7	BLR, ISL, LTU (2), MDA, NOR* (2)
Oceania	–	–	–	–	1	NZL
Total	5		10		21	

* Budget allocated over several years as part of the 2013–2016 plan

“A new online sports medicine training course has been created by the IOC. This advanced training is designed to provide in-depth knowledge in the field of athlete health protection, and is particularly aimed at team doctors.”

Sports medicine courses in Greece and in Hong Kong (China)



© NOC of Greece



© NOC of Hong Kong (China)

ENVIRONMENTAL SUSTAINABILITY IN SPORT

Objective: to help NOCs to integrate environmental sustainability principles into their wider policies and activities at national level, notably with regard to sports events, management of sports facilities and educational initiatives.

2013 Budget: USD 580,000

The 10th IOC World Conference on Sport and the Environment took place in Sochi from 30 October to 1 November 2013 with the theme “Changing Today for a Better Tomorrow”. Olympic Solidarity contributed to the participation fees of 35 delegates for whom the NOCs had submitted preliminary applications.

Some NOCs used the programme to mark World Environment Day, combining awareness campaigns, site clean-ups and workshops.

The NOC of Montenegro conducted an environmental audit of three sports facilities, particularly with a view to reducing energy costs. At the same time, a national awareness campaign was launched with the help of athletes. A total of 550 clubs and 43 schools were visited. Brochures and posters were also produced.

NOC initiatives

Continent	Initiatives accepted	
Africa	3	MAW, TAN, UGA
America	3	BRA*, DOM, PER
Asia	2	CAM, MDV
Europe	5	ARM, DEN, LTU*, MNE*, SRB*
Oceania	2	FSM, PNG
Total	15	

* Budget allocated over several years as part of the 2013–2016 plan

“The NOC of Montenegro conducted an environmental audit of three sports facilities, particularly with a view to reducing energy costs. At the same time, a national awareness campaign was launched with the help of athletes.”



© NOC of Armenia



© NOC of Serbia

Above: Environment seminar in Armenia / EcOlympics activity in Serbia

Below: Activities in the framework of an awareness campaign in Montenegro / Environment day in Tanzania



© NOC of Montenegro



© NOC of Tanzania

WOMEN AND SPORT

Objective: to help NOCs to develop and implement national action plans and/or programmes aimed at raising awareness of gender equality and/or involving women in leadership positions.

2013 Budget: USD 560,000

Since 2013, this programme has mainly focused on training, mentoring and the creation of policies designed to increase the number of women in sports governing bodies. As a result, all activities aimed at encouraging girls and women to practise sport are now included in the Sport for All programme.

In 2013, the IOC concluded its series of continental seminars launched four years ago in Oceania, in Tonga to be precise. Representatives of 17 NOCs from the region attended three days of leadership training led by professional trainers.

The NOC of Zimbabwe organised a two-day workshop attended by 30 women. The aim of this event was to create a network, build confidence, promote sports management training and prepare election manifestos. The governance theme was very popular. Personal development and mentoring follow-up activities are planned. A communication platform was also set up.

NOC initiatives and other opportunities

Continent	Initiatives accepted		Other opportunities	
Africa	4	CGO, MAW, UGA, ZIM	–	–
America	5	BAH, BER, PAR, PER, VIN	–	–
Asia	1	TJK	–	–
Europe	2	IRL*, MDA	–	–
Oceania	4	AUS, FIJ, FSM*, NZL*	17	All Oceanian NOCs (seminar in Tonga)
Total	16		17	

* Budget allocated over several years as part of the 2013–2016 plan

“The NOC of Zimbabwe organised a two-day workshop attended by 30 women. The aim of this event was to create a network, build confidence, promote sports management training and prepare election manifestos.”

National Seminar in the Federated States of Micronesia / Women and sport workshop in Zimbabwe / Women and sport seminar in Paraguay



© NOC of the Federated States of Micronesia



© NOC of Zimbabwe



© NOC of Paraguay

SPORT FOR ALL

Objective: to help NOCs to promote, at national level, the practice of sport and physical activity throughout all levels of society, particularly as a means to foster social inclusion and health awareness.

2013 Budget: USD 680,000

The 15th IOC World Conference on Sport for All was organised in Lima from 24 to 27 April 2013. Since its creation, this Conference has endeavoured to promote the large-scale practice of sport for well-being and health. It serves as a platform for the sharing of experiences and models used by the different components of the Olympic family, sports organisations and academic institutions. The main themes tackled were benefits for society, sports facilities/public spaces and partnerships between the public and private sectors. A total of 39 NOC delegates requested and received assistance to participate.

Among the individual initiatives, the NOCs proposed a number of activities including aspects such as social integration through the practice of sport, and peace and development through sport. Finally, numerous NOCs organised Olympic Day activities, which continue to receive financial support from Olympic Solidarity during this quadrennial plan.

The NOC of Argentina organised a 5km run in which 15,000 women took part. This event, which encouraged participants to practise physical activity regularly, also included an information stand and the distribution of brochures on the Olympic values.

NOC initiatives and Olympic Day

Continent	Initiatives accepted		Olympic Day 2013 (reports received)**
Africa	3	BDI, ETH, MRI	28
America	9	ARG, CHI, CUB, GUA, IVB*, PAR, PER, TTO, VIN	23
Asia	4	CAM, LAO, PRK*, TJK	24
Europe	11	AND, ARM, EST*, GEO, GER, LAT*, LIE*, LTU*, POL, SRB*, SVK	33
Oceania	2	FIJ, FSM	7
Total	29		115

* Budget allocated over several years as part of the 2013–2016 plan.

** Provisional figures, since NOCs are still sending in their reports for the year.

“The NOC of Argentina organised a 5km run in which 15,000 women took part. This event encouraged participants to practise physical activity regularly and the promotion of the Olympic values.”

World Conference in Lima / Olympic Day in Vanuatu / Sport for All activity in Slovakia



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© NOC of Vanuatu



© NOC of Slovakia

OLYMPIC EDUCATION, CULTURE AND LEGACY (INCL. IOA)

Objective: to help NOCs to implement Olympic education programmes, disseminate and gain knowledge on Olympism and Olympic values, as well as preserve Olympic and sporting heritage at national level.

2013 Budget: USD 2,420,000

For the first time, nine Olympic studies grants were awarded for either the *Olympic studies* masters course run by the German Sports University in Cologne in cooperation with four European universities or the *Olympic studies, Olympic education, organisation and management of Olympic events* masters course offered by the IOA in collaboration with the University of the Peloponnese.

This programme, in its new form, was very popular with the NOCs, many of which were keen, with teachers' help, to set up educational programmes in schools for children in different age groups.

The IOA ran several sessions as part of its 2013 annual programme. The 12th International Session for Directors of NOAs, held from 12 to 19 May, and the 53rd International Session for Young Participants from 11 to 25 June benefited from Olympic Solidarity funding.

The NOC of Rwanda organised a six-day seminar for 30 journalists on Olympic values and education, as well as a seminar for teachers. Sports competitions known as Mini Olympic Days were held in 10 schools.

NOC initiatives and other opportunities

Continent	Initiatives accepted		Other opportunities	
Africa	10	BDI, CHA, CMR*, GUI, MRI, RWA, SLE*, TOG, UGA, ZAM	3	BOT*, EGY*, GUI*
America	10	BAR*, BRA*, CHI, COL, CRC, GRN, LCA, PER, PUR, TTO	–	–
Asia	6	CAM*, HKG*, KSA, LAO, PRK*, TJK	2	INA*, THA*
Europe	25	ARM, BIH, BUL, CRO*, CZE*, ESP, EST*, FIN, GEO*, IRL*, ITA, LAT*, LTU*(2), MDA*, MKD*, MNE, NOR, POL (2), ROU, RUS, SLO, SRB*, SVK	4	ESP*, GBR*, GRE*, ITA*
Oceania	4	AUS*, FSM*, NZL*, PLW	–	–
Total	55		9	

* Budget allocated over several years as part of the 2013–2016 plan

IOA Annual Sessions

Continent	NOCs that received financial support	
	International Session for Directors of NOAs	International Session for Young Participants
Africa	14	8
America	7	18
Asia	11	16
Europe	12	35
Oceania	2	4
Total	46	81

National painting contest “Olympic Games in children’s imagination” in Romania / Youth Olympic camp in Kara, Togo



© NOC of Romania



© NOC of Togo

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REPORTS OF THE CONTINENTAL ASSOCIATIONS

- Association of National Olympic Committees of Africa (ANOCA) 42
- Pan-American Sports Organisation (PASO) 45
- Olympic Council of Asia (OCA) 48
- The European Olympic Committees (EOC) 52
- Oceania National Olympic Committees (ONOC) 55



CONTINENTAL PROGRAMMES: MORE FLEXIBILITY TO RESPOND TO SPECIFIC NEEDS

The continental programmes offer the NOCs access to technical, financial and administrative assistance which addresses the specific needs and priorities of the NOCs in each continent. These programmes complement those offered at world level.

Based on criteria laid down by the Olympic Solidarity Commission and after the 2013–2016 quadrennial plan budget had been approved, each continental association drew up a detailed plan for its use of the funds available through the continental programmes, in accordance with the specific needs of its continent (thereby strengthening the policy of flexibility). This action plan, approved by the continental association's decision-making body and then by the Chairman of the Olympic Solidarity Commission, takes into account the continent's needs and fulfils a number of conditions. For example, the funds must be allocated as a priority to NOCs for the development of their own national activity programme. The NOCs can thus improve their operational efficiency by selecting activities that take into account the current local context and the reality on the ground.

The standard programmes for each continental association must also cover, in principle, the following basic elements: administration and running costs, and the organisation of statutory meetings. In parallel, the continental associations can set aside some of the funds to develop specific programmes in accordance with the particular needs and situation of their continent.

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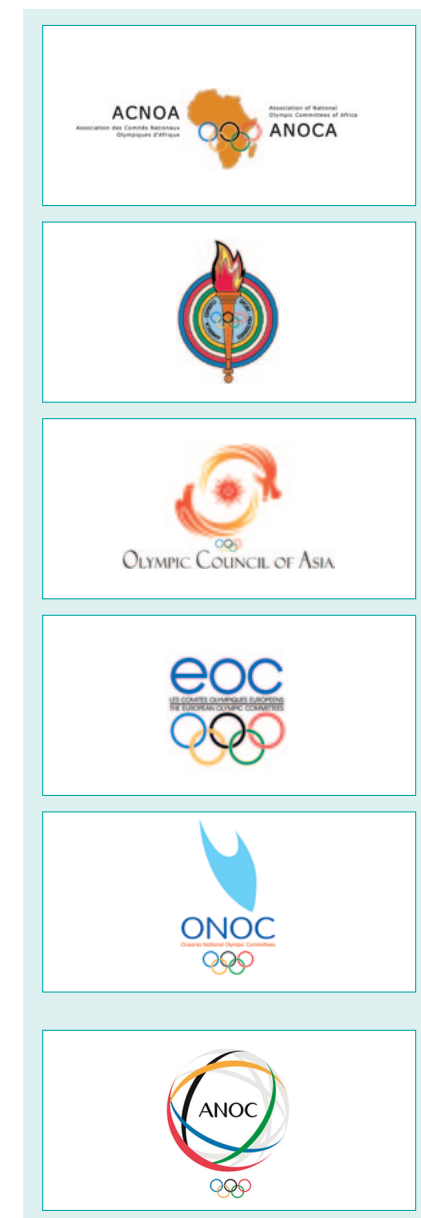
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ANOCA ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES OF AFRICA

The year 2013 saw ANOCA and many African NOCs holding their elections. ANOCA held its elective General Assembly in Abidjan (Côte d'Ivoire) in July, when a small number of changes were made to the composition of the Executive Committee. Almost all the African NOCs have now completed their elections which, generally speaking, went very smoothly.

The NOCs have already started accessing the funds earmarked for their activities and preparations for the Rio 2016 Olympic Games. At the start of 2013, at a special meeting in Abidjan, discussions focused on how Africa could best prepare for these Games. All the available resources were examined, especially the Olympic Solidarity world programmes and ANOCA's internal resources. The numerous recommendations adopted at the end of the meeting were sent to all the NOCs and should help to increase Africa's level of participation. A number of countries already have adequate training facilities, and some IFs, such as the IAAF and AIBA, have established training facilities in Africa. The Olympic Youth Development Centre (OYDC) in Zambia could also be used.

ANOCA is looking into using its resources for the long-term preparation of its talented young athletes, since many of them do not receive any support, either from Olympic Solidarity or from other training programmes. Starting in early 2014, ANOCA will compile an inventory of existing sports facilities across the continent and create a programme to identify and train talented youngsters. The Olympafrica network and facilities such as the OYDC in Zambia will form the basis of this programme.

Olympafrica activities



ANOCA and the OCA, in collaboration with the IOC, organised a joint forum for their Women and Sport Commissions in Kuwait, and discussed ways to deal with their common problems and to develop programmes that benefit women and girls. The Athletes' Commission met in Dakar (Senegal) in early 2013, and will meet again at the beginning of 2014. ANOCA will shortly set up other commissions, taking into account the financial resources available and the contribution that these commissions will make to the association's good governance.

2013 Total Budget: USD 8,627,500

NOC ACTIVITIES

Objective: to provide financial support to NOCs for promoting the development of sport and strengthening the NOCs at national level.

2013 Budget: USD 4,505,000

So far, 43 of the 53 African NOCs have accessed the budget set aside for their activities for 2013. These funds have enabled them to develop their management capacity, function more efficiently, purchase modern equipment and prepare for the 2016 Olympic Games in Rio.

📌 [African NOC activities carried out in 2013](#)

ADMINISTRATION

Objective: to cover the day-to-day running costs of the ANOCA headquarters, as well as general administrative expenses to ensure organisational effectiveness.

2013 Budget: USD 1,571,800

A team comprising four Executive Committee members is responsible for the restructuring of the ANOCA administration in order to improve the quality of the services it provides to its member NOCs, partner continental associations and ANOC. The team will meet in March 2014 and present its recommendations to the Executive Committee.

MEETINGS

Objective: to cover some of the costs linked to ANOCA statutory meetings and seminars and to assist NOCs to participate in these activities.

2013 Budget: USD 1,285,000

ANOCA's main meeting this year was its elective General Assembly in Abidjan in July 2013, which was attended by Sheikh Ahmad Al-Fahad Al-Sabah, Jacques Rogge and Thomas Bach. This was preceded by the out-going Executive Committee's final meeting. The newly constituted Executive Committee met for the first time in Kigali (Rwanda) alongside the annual meeting of the Secretaries General.

OLYMPAFRICA

Objective: to equip NOCs with low-cost local sports facilities and to promote social development and the empowerment of young people in disadvantaged communities.

2013 Budget: USD 500,000

The Olympafrica Foundation has some new partners. Audi, which has replaced DaimlerChrysler, has already begun to sponsor competitions in the centres. These are being expanded as more funds are made available. At the beginning of December 2013, Olympafrica signed a Memorandum of Understanding with the Barcelona FC Foundation, which will finance equipment for use in the Olympafrica centres. Olympafrica is also in negotiations with other prospective partners, including the World Bank, with a view to acquiring further assistance. The negotiations with the World Bank are particularly looking promising. The IOC Youth Strategy will also be implemented through the centres. ANOCA and the IOC continue to provide the essential resources. The Olympafrica Foundation took the opportunity of the meetings in Kigali to hold its Executive Committee meeting and General Assembly in order to report on the progress made.

📌 [List of the Olympafrica Centres](#)



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Olympafrica activities /
Athletes' Commission meeting in Dakar /
Seminar of the Secretaries General
in Kigali

MISSIONS

Objective: to cover the expenses of ANOCA delegates representing the organisation at various events held in Africa and elsewhere.

2013 Budget: USD 200,000

ANOCA was represented at various forums by its President, Vice-Presidents, Secretary General and Treasurer. It was represented by its Fourth Vice-President at the World Anti-Doping Agency elective General Assembly in Johannesburg (South Africa); by its President, Secretary General and Treasurer at the first ever Afro-Asian Women and Sport Forum in Kuwait; and by its First and Second Vice Presidents at the All-Africa Games Organising Committee meeting in Brazzaville (Congo).

CONTINENTAL GAMES

Objective: to help with the preparation and organisation of African Continental Games.

2013 Budget: 0

Discussions about the positioning, ownership and organisation of the All-Africa Games have been continuing for almost a decade. Finally, at a meeting of African sports ministers, it was agreed to dissolve the Supreme Council for Sport in Africa. The ministers, however, decided to transfer ownership of the Games to the African Union, a political organisation. ANOCA and UCSA will organise the Games. Although the measures taken will remain in force for the 2015 Games in Brazzaville, further discussions regarding the future of these government-controlled Continental Games, owned entirely by the regional political organisation, continue.

AFRICAN YOUTH GAMES

Objective: to help with the preparation and organisation of the African Youth Games.

2013 Budget: 0

The second edition of these Games will be held in Gaborone (Botswana) from 22 to 31 May 2014. It will serve two purposes: to prepare young people for the Youth Olympic Games in Nanjing and to help NOCs to identify and train talented youngsters for the Olympic Games in Rio and Tokyo. The Organising Committee of these Games has already received an advance of USD 2 million from the total 2014 budget of USD 3 million earmarked by ANOCA. An ANOCA delegation headed by its President travelled to Botswana in mid-December to evaluate preparations for the Games, to meet the organisers and government officials and to talk to the chefs de mission who attended a two-day seminar. They also toured the various sports venues and facilities in Gaborone.

SPECIAL PROJECTS

Objective: to help ANOCA to meet its social obligations and responsibilities, mainly through humanitarian aid (e.g. to alleviate poverty and hunger or mitigate the effects of natural disasters in Africa).

2013 Budget: USD 565,700

In 2013, these funds were used to finance activities such as the organisation of the General Assembly of the NOAs, the Africa International Sports Convention (CISA) in Dakar (Senegal) and an Olympic education programme.

Summary of the report by Intendant General Lassana Palenfo, President



© NOC of Chad



© ANOCA



© ANOCA

Activities in the framework of the multisports schools in the Olympafrica centre of Ndjamena / USOC-Olympafrica partnership / This young swimmer from Zimbabwe, supported by the NOC activities programme, won gold at the 10th African swimming junior championships in Lusaka, Zambia

PASO PAN-AMERICAN SPORTS ORGANISATION

At its meeting on 27 and 28 November 2012, the PASO Executive Board decided that the full budget assigned by the Olympic Solidarity Commission for the development of continental programmes in America would be distributed among America's 41 NOCs. Further to this decision and its ratification by the Olympic Solidarity Commission, the total quadrennial budget of USD 27,740,000 became available to the NOCs for the development of their activities administered by the Olympic Solidarity office in Lausanne during the 2013–2016 quadrennial period.

2013 Total Budget: USD 27,740,000



Brazil's Queiroz Dos Santos after winning the final –
Australian Youth Olympic Festival in Sydney

NOC ACTIVITIES

Objective: to provide financial support to NOCs for the development of their own national activity programme.

2013 Budget: USD 6,935,000

The NOC activities programme aims to help NOCs to achieve their strategic objectives by offering financial support to be used to implement the goals set by each NOC and approved by its executive body. These funds should be directed at NOC priorities that are not covered by other Olympic Solidarity programmes or to complement assistance granted through other programmes. Each NOC has an annual budget of USD 169,146 for the implementation of its activities. Unused funds can be carried over to subsequent years of the quadrennial by the NOC concerned. Proposals from 28 NOCs were approved for the use of the 2013 NOC activities budget.

📌 American NOC activities carried out in 2013

In addition, PASO developed other projects using its own funds, generated by the marketing of the Pan-American Games. The 51st General Assembly was held in Toronto (Canada) in October 2013 and evaluated the implementation of the Pan-American Olympic Solidarity programmes approved for 2013, which had the following results:

HIGH-LEVEL TECHNICAL COURSES

This Continental High-Level Technical Courses programme was revised, updated and offered to all the NOCs. PASO and the host NOCs worked together to organise the various courses, to coordinate the selection of speakers and coaches, as well as to define the technical aspects with the Pan-American Sports Confederations and IFs concerned.

The programme was sent to all PASO-member NOCs, including 35 sports and 52 courses in 12 host countries, with the expected participation of a total of 2,703 coaches. Invitations were sent for courses in canoeing in Canada; BMX, synchronised swimming and weightlifting in the United States; and basketball, fencing (sabre), handball, equestrian (eventing and jumping), mountain biking, rowing and tennis in Mexico. At 31 December 2013, nine continental courses had been held, with the participation of more than 300 coaches from 37 NOCs. Feedback from the host NOCs was very positive, and the objectives were achieved. The general evaluation from the participants has been satisfactory.

CONTINENTAL SCHOLARSHIPS FOR ATHLETES

The general guidelines and rules for the application of this programme were sent to the NOCs. It is the first time such a programme has been launched in America. The programme, which will begin in January 2014, is available to all the NOCs and aimed at athletes of individual sports included in the programme of the next Pan-American Games in Toronto in 2015. The organisational and technical details were finalised with the selected High-Level Training Centres.

PAN-AMERICAN OLYMPIC FESTIVAL

Invitations to this Festival were favourably received by the NOCs, national federations, athletes, Pan-American Sports Confederations and IFs. The festival will be held between the months of July and September 2014 at different venues in 10 states of Mexico, including the capital, and will have an impact on the process for the preparation of athletes for the next Pan-American Games in Toronto and the Rio Olympic Games. It will comprise 23 individual sports, around 3,600 athletes and 1,400 officials.



Executive Committee meeting in Toronto /
Equestrian course in Mexico /
Olympic Solidarity Forum in Saint Lucia

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SPECIAL PROGRAMME FOR THE SUPPORT OF ATHLETE PREPARATION

This programme was launched in the second half of 2013 with the aim of providing additional financial support for the preparation of American athletes participating in the Pan-American Games in Toronto and the Olympic Games in Rio. In order to receive the annual payment of USD 100,000, during the four years of the quadrennial, each NOC will have to present a request and a detailed activities plan per sport, as well as naming the athletes who will benefit. At the end of each year, the NOCs will submit a financial report on the use of the funds received and the results obtained in the corresponding year.

Summary of the report by Jimena Saldaña, Secretary General



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Olympic Solidarity Forum in Costa Rica / Athletics and diving courses in Mexico

51st General Assembly in Toronto



© PASO

OCA OLYMPIC COUNCIL OF ASIA

In 2013, the Olympic Council of Asia organised two major multi-sport games, two Olympic Solidarity regional forums, the annual youth camp (taekwondo) and numerous other meetings and activities. The year was also spent preparing for the 17th Asian Games, which will take place in Incheon (Republic of Korea) in September 2014 and bring together 13,000 athletes and officials from all the Asian NOCs.

At the regional forums, the NOCs from Central, South and West Asia met in Colombo (Sri Lanka) on 22 and 23 March, while those from East and South-East Asia gathered in Siem Reap (Cambodia) on 26 and 27 March. The theme of the forums was the Olympic Solidarity programmes for the new 2013–2016 quadrennial. In November 2013, the OCA headquarters hosted the first Afro-Asian Women and Sport Forum, jointly organised by the IOC, OCA and ANOCA, and attended by more than 150 delegates.

The Olympic Movement in Asia is in good health, and the OCA will continue to use all its resources to maintain the interest and passion that it generates.

2013 Total Budget: USD 7,389,500



Young participants in Ulanbataar, Mongolia (Fun Run)

NOC ACTIVITIES

Objective: to provide financial support to NOCs for the development of their own national activity programme.

2013 Budget: USD 3,740,000

The OCA granted USD 85,000 to each member NOC in a single instalment, subject to approval of the NOC's activities for the previous year. NOCs used the funds to conduct national sports activities, purchase office and sports equipment, attend various competitions and meetings, pay salaries, etc.

ADMINISTRATION

Objective: to cover some of the OCA's running costs.

2013 Budget: USD 950,000

The sum allocated to administration was used, inter alia, to cover the running costs of the OCA headquarters in Kuwait, such as staff salaries, communication expenses, office supplies, transport and vehicle maintenance, and OCA website and Internet costs.

MEETINGS AND STANDING COMMITTEE ACTIVITIES

Objective: to cover some of the costs linked to OCA meetings, including the Executive Committee, General Assembly and Chefs de Mission seminars.

2013 Budget: USD 892,500

In 2013, the OCA organised and/or participated in numerous events, such as the Chefs de Mission seminar for the 2nd Asian Youth Games, which was held in Nanjing (China) on 17 and 18 January 2013. Beginning with a tour of the Athletes' Village and Nanjing Olympic Sports Centre, the seminar continued with presentations by various departments of the Organising Committee, NAYGOC, question and answer sessions and one-to-one meetings between NOC delegates and department representatives. It was a wonderful opportunity for the Chefs de Mission to prepare their delegations for the Games. Chaired by Wei Jizhong, OCA Honorary Life Vice-President, the 6th

Coordination Committee meeting was held in Incheon (Republic of Korea) on 14 April 2013. The OCA and Incheon Asian Games Organising Committee (IAGOC) discussed the progress of preparations for the 4th Asian Indoor and Martial Arts Games (AIMAG) from 29 June to 6 July 2013 and for the 17th Asian Games from 19 September to 4 October 2014. It should be noted that the 32nd OCA General Assembly, due to be held on Boracay Island in the Philippines at the end of November, had to be postponed until mid-January 2014 in Manila due to the deadly typhoon that affected millions of people in the region.

📌 2013 events organised by OCA or in which it participated

OLYMPASIA PROJECTS

Objective: to offer NOCs the possibility to create simple, economical, functional sports facilities or renovate existing ones in rural or underprivileged areas.

2013 Budget: USD 400,000

In 2013, four NOCs benefited from Olympasia funds: Islamic Republic of Iran, Nepal, Sri Lanka and Uzbekistan. At two OCA Fun Run & Learn events in October 2013, visitors could see the project results for themselves. In Dushanbe (Tajikistan), the 2008 and 2012 projects were used for the prize presentation and closing ceremony, while in Phnom Penh (Cambodia), the NOC inaugurated its sports science and medicine centre.

CONTINENTAL GAMES – PARTICIPATION SUBSIDIES

Objective: to provide NOCs with funding towards their participation in the different editions of multi-sport Continental Games in Asia.

2013 Budget: USD 660,000

The Asian Indoor Games and Asian Martial Arts Games merged to form a test event for the 17th Asian Games. This 4th edition of the AIMAG was held in Incheon from 29 June to 6 July 2013 and brought together 1,720 athletes from all the NOCs except that of the Democratic People's Republic of Korea. Each NOC received USD 5,000 for participating.



Chefs de Mission seminar in Nanjing / Asian Youth Games in Nanjing

The 2nd Asian Youth Games were held in Nanjing (China) from 16 to 24 August 2013. A total of 2,413 athletes aged between 14 and 17 took part in 122 events in 16 sports. They also participated in the culture and education programme that was organised for them. Each NOC also received USD 5,000 for participating.

ASIAN GAMES FUN RUN

Objective: to help the NOCs to promote the Asian Games among their population.

2013 Budget: USD 200,000

In 2012, the OCA added an Asian Games Fun Learn quiz and a Youth Reporter Project to the traditional Fun Run to promote the 17th Asian Games in Incheon. In 2013, five NOCs organised these activities:

NOC	City	Dates	Number of participants
Maldives	Male	9-10 February	700
Bhutan	Thimbu	21-23 February	100
Vietnam	Hanoi	21 July	200
Tajikistan	Dushanbe	10-11 October	650
Cambodia	Phnom Penh	21-22 October	1,500

The Youth Reporter Project involves a 90-minute seminar on a typical working day for a sports reporter at a major multi-sport event such as the Asian Games. This includes a press conference exercise during which the students can put questions to an Olympic athlete. The NOCs supported this initiative by inviting top-class athletes, such as the London Olympic bronze medal-winning boxer from Tajikistan, Mazvuna Chorjeva. The seminar is followed by a one-hour written test on subjects discussed during the seminar and press conference. A panel of judges from OCA and the NOC selects one winner, who will be invited to join the OCA media team at the Asian Games in Incheon. Young winners from Malaysia and Macau attended the 4th AIMAG

in Incheon, while those from Bhutan, Mongolia, Oman, Sri Lanka, Uzbekistan and the Maldives attended the 2nd Asian Youth Games in Nanjing for a familiarisation exercise. Their articles were published on the OCA website during the Games, and a selection appeared in the OCA newsletter, "Sporting Asia".

📌 Youth reporter news published on the OCA website

📌 Extract of the newsletter "Sporting Asia"

ASIAN YOUTH DEVELOPMENT PROJECT

Objective: to help NOCs to send their young athletes to a camp organised by the OCA in an Olympic sport.

2013 Budget: USD 250,000

A total of 86 athletes and coaches from 26 NOCs participated in the taekwondo youth camp held in Bangkok (Thailand) from 27 July to 9 August 2013. This camp also featured seminars on OVEP and WADA and several guest appearances, including China's double Olympic gold medallist Wu Jingyu. This camp benefited from the support and cooperation of the NOC of Thailand, the Taekwondo Association of Thailand and the World Taekwondo Federation. OCA youth camps focus on Olympic sports in which Asia excels in order to maintain a supply line of future Olympic champions.

SPECIAL PROJECTS

Objective: to provide additional financial support to the NOCs for specific projects or to help them deal with exceptional situations linked to unexpected events.

2013 Budget: USD 147,000

In coordination with the IOC and Olympic Solidarity, the OCA decided to contribute USD 150,000 to the Philippines NOC to help rebuild sports facilities and replace sports equipment damaged by the devastating Typhoon Haiyan that hit the country in early November 2013.



Asian Indoor and Martial Arts Games (AIMAG) / Group of young reporters

NOC SOCIAL DEVELOPMENT THROUGH OLYMPISM

Objective: to help the NOCs to integrate and develop the Olympic values as part of their social and educational activities.

2013 Budget: USD 150,000

For the 2013–2016 quadrennial plan, this new programme has several objectives, including to integrate respect for others in social activities and education, encourage society to stand against all forms of discrimination (social, religious, ethnic or racial), build a better society through Olympic values, implement the principles of Olympism and provide educational activities in order to encourage young people to build a healthier society.

Summary of the report by Sheikh Ahmad Al-Fahad Al-Sabah, President



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Asian Youth Games in Nanjing / Fun Run in Chinese Taipei / ANOCA-OCA joint meeting in Kuwait

63rd Executive Committee meeting



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EOC THE EUROPEAN OLYMPIC COMMITTEES

In this first year of the 2013–2016 quadrennial plan, the main priority for the EOC was to maximise direct support to NOCs, and carefully manage their expenditure with the aim of improving their efficiency. The funds allocated to administration and meetings represent 14% of the total budget set aside for the European continental programmes (Olympic Solidarity guidelines recommend a maximum of 30%). The minimum annual lump sum requirement of USD 85,000 paid to each NOC for its respective activity programme was also met.

The EOC was also keen to ensure the success of the European Youth Olympic Festival (EYOF), one of its main activities.

The first edition of the European Games will take place in Baku (Azerbaijan) in 2015. However, the Games are financed separately and no Olympic Solidarity funds will be used.

2013 Total Budget: USD 8,755,000



France's Louise Vanhille on the uneven bars – EYOF in Utrecht

NOC ACTIVITIES

Objective: to provide financial support to NOCs for the development of their own national activity programme.

2013 Budget: USD 5,315,000

In 2013, the NOC activities programme was funded with a lump sum of USD 85,000 for each NOC, an increase of USD 10,000 compared to 2012. As for special activities funding, the EOC supported 40 NOCs with a total budget of USD 1,025,600. The European NOCs particularly appreciated the flexible and varied nature of the special activities programme, which allowed them to meet needs that cannot be covered by other programmes. An important spin-off of the ongoing close collaboration with Olympic Solidarity's Lausanne office is the additional support available to the NOCs through the special activities programme for investments not covered by the world programme.

📌 European NOC special activities carried out in 2013

ADMINISTRATION

Objective: to cover the day-to-day running costs of the EOC headquarters in Rome (Italy) and part of those of the President's office in Dublin (Ireland).

2013 Budget: USD 870,000

The EOC secretariat in Rome handles organisation and administration. The EOC continues to increase its reliance on modern technology in order to contain costs and improve efficiency, not least with an eye on the environment. Within this context, considerable effort is constantly devoted to IT upgrades. For example, the Executive Committee uses tablet computers to handle all EOC documents, which has the added bonus of eliminating the need for paper and ink.

MEETINGS

Objective: to cover some of the costs linked to EOC statutory meetings.
2013 Budget: USD 390,000

The EOC seminar and Olympic Solidarity regional forum took place in San Marino from 16 to 18 May 2013, while the annual General Assembly, at which elections were held, took place in Rome on 22 and 23 November. Since the 2013 Assembly included elections and the first BEGOC (Baku European Games Organising Committee) report on preparations for these inaugural European Games in 2015, it attracted a particularly large number of participants. At the end of the event, the European Olympic family was received by Pope Francis at a private audience in the Vatican.

CONTINENTAL AND REGIONAL GAMES

Objective: to help with the preparation and organisation of the European Youth Olympic Festival (EYOF) and Games of the Small States of Europe (GSSE).

2013 Budget: USD 1,395,000

The 2013 Winter EYOF took place in Brasov (Romania), the Summer EYOF in Utrecht (Netherlands) and the GSSE in Luxembourg. In view of the growth of the EYOF, the team in charge of the event is now composed of a full-time EYOF manager, who works in close cooperation with the EYOF Commission and the Coordination Commissions, all of which are composed of motivated and enthusiastic volunteers. The EOC made financial contributions to the host NOCs (USD 150,000 to Romania, USD 250,000 to the Netherlands and USD 240,000 to Luxembourg), as well as to all participating NOCs, totalling USD 160,000 for the winter EYOF, USD 280,000 for the summer EYOF and USD 240,000 for the GSSE.



© EOC



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EOC Seminar and Olympic Solidarity Forum in San Marino / EYOF in Utrecht

CONTINENTAL ACTIVITIES

Objective: to cover all EOC meetings (Executive Committee, commissions, EOC/EU office in Brussels and other meetings), communications and publications.

2013 Budget: USD 785,000

All the planned 2013 meetings took place, including a European athletes' assembly and forum in Poreč (Croatia) on 4 and 5 October, organised in cooperation with the NOC of Croatia, when a new Athletes' Commission was elected for this quadrennial. The commissions are working well and producing impressive results, each in its own field: EYOF, EU, culture and Olympic education, medical and anti-doping, international relations, 2009 Olympic Congress, youth and Sport for All. It should be noted that there is now an EOC Women and Equality in Sport Commission.

The EOC European Union office, which is partly financed by the EOC, performs the important task of monitoring EU activities and keeping the EOC and its members duly informed about EU policy and decisions that impact European sport.

An important aspect under this heading is communication, where some important improvements have been achieved in the streamlining of communications with the NOCs thanks to recent IT developments. These new improvements, based on the latest state-of-the-art website technology, have been incorporated into a completely redesigned website that includes a new intranet facility, a new event accreditation system and new improved "look & feel" graphics, with a greater focus on news and social networks.

Summary of the report by Patrick J. Hickey, President



EYOF in Utrecht and in Brasov / The Olympic Museum at the Ireland NOC headquarters

European athletes Assembly and Forum in Poreč



ONOC OCEANIA NATIONAL OLYMPIC COMMITTEES

ONOC's new quadrennial budget is substantially higher than in the previous plan, which is why it is important for ONOC to continue to monitor closely and report on the use of Olympic Solidarity funds, both by ONOC on its programmes and activities, and by the NOCs. The budgetary allocations for 2013 were based on an evaluation of previous quadrennial programmes. Sports education and NOC support remain at the heart of ONOC's activities.

The 9th Pacific Mini Games brought together 20 Pacific nations and territories from 2 to 12 September 2013 in Wallis and Futuna. It was the first time that Wallis and Futuna had hosted an event of such magnitude.

The Regional Forum, which presented the Olympic Solidarity programmes for the 2013–2016 quadrennial, was held in Nadi (Fiji) prior to the ONOC General Assembly.

2013 Total Budget: USD 4,637,500



Final between Australia and China –
Australian Youth Olympic Festival in Sydney

NOC ACTIVITIES

Objective: to provide financial support to NOCs to develop their own priority areas and implement specific activities, including technical courses for coaches and athletes.

2013 Budget: USD 1,445,000

Each NOC is eligible for an annual grant of USD 85,000 for these activities. In 2013, all Oceania NOCs used this budget to organise a total of 148 activities.

📌 Oceania NOC activities carried out in 2013

ADMINISTRATION

Objective: to cover the general running and maintenance costs of the ONOC offices in Guam and Fiji, as well as the cost of organising ONOC statutory meetings.

2013 Budget: USD 900,000

The Annual General Assembly and associated meetings and workshops were held from 14 to 21 April 2013 in Nadi, and the Executive Committee met in Honiara (Solomon Islands) on 10 August.

OLYMPICEANIA

Objective: to help the NOCs to obtain permanent headquarters and establish income-generating programmes that enable them to implement appropriate sports development structures.

2013 Budget: USD 290,000

The NOCs of Australia, the Cook Islands and New Zealand received financial assistance to build or renovate their headquarters in 2013.

REGIONAL AND NATIONAL GAMES

Objective: to support financially the Oceanian NOCs and the organising committees involved in organising Regional and National Multi-sport Games.

2013 Budget: USD 275,000

Subsidies were paid to the NOCs of Fiji, Kiribati, Marshall Islands, Federated States of Micronesia, Palau and Solomon Islands to assist with the organisation of their National Games. The Australian NOC received financial support for the Australian Youth Olympic Festival held from 16 to 20 January 2013. The event saw 1,700 athletes from 30 countries competing in 17 sports. The NOC of New Zealand also received financial assistance for its Winter Games, which attracted 900 athletes from 15 to 25 August 2013.

REGIONAL DEVELOPMENT FUND

Objective: to help NOCs to recruit and employ sports development officers, pay equipment grants and subsidise some specific projects at the request of the NOCs.

2013 Budget: USD 675,000

In 2013, the budget also supported the Samsung/Oceania Foundation USA Junior Scholarships Programme, which is now in its third year. Funds were also used as part of ONOC's ongoing arrangement with SportingPulse Melbourne for website maintenance for member NOCs, and IT support.



Opening ceremonies of the Pacific Mini-Games (top) and Australian Youth Olympic Festival / The new sports complex and headquarters of the Federated States of Micronesia NOC supported by the Olympoceanica programme

OCEANIA SPORTS INFORMATION CENTRE (OSIC)

Objective: to cover the Oceania Sports Information Centre's development and running costs.

2013 Budget: USD 72,500

The annual support grant for the OSIC, which is still based at the University of the South Pacific in Suva (Fiji), was increased for the new quadrennial. These funds were used for the Centre's development, staff training and operations.

ATHLETES' COMMISSION AND WOMEN IN SPORT COMMISSION

Objective: to offer financial support for projects submitted by the NOCs and endorsed by the ONOC Athletes' Commission or Women in Sport Commission, as well as for meetings and activities of these Commissions.

2013 Budget: USD 80,000

In 2013, the "Voices of the Athletes" programme, staged jointly by the ONOC Athletes' Commission, the Oceania Regional Anti-Doping Organisation (ORADO) and the "Stop HIV" programme, benefited from this support at multisport events and IF championships held in the region.

The Athletes' Commission also organised a regional meeting of Oceanian NOC Athletes' Commissions following the ONOC General Assembly held in Nadi in April. The Women in Sport Commission helped organise an IOC regional women in sport workshop in Tonga in October.

ORGANISATION OF SPORTS FEDERATIONS IN OCEANIA (OSFO)

Objective: to support OSFO members through grants to assist with their development activities in the region and the running of regional training centres.

2013 Budget: USD 300,000

In 2013, funding was provided to the federations of badminton, baseball, basketball, hockey, rugby, table tennis, tennis and weightlifting. Following a review of athletes' performances at the London Olympic Games and previous Olympic Games, ONOC adopted a new approach to the way Olympic Solidarity assistance is given to Oceanian continental associations whose sports are on the Olympic Games programme. This new approach takes into consideration a number of factors, including the level of funding received by each federation from its own IF, the current level of membership in the region, and involvement in the Oceania Sports Education Programme. The new programme will commence in 2014.

SPORT AND DEVELOPMENT – HEALTHY LIFESTYLES

Objective: to help improve public health through sport and awareness campaigns.

2013 Budget: USD 200,000

ONOC plans to widen its sports development activities to include the fight against non-communicable diseases (NCDs), in addition to its previous work in HIV prevention. It is currently cooperating with its Medical Commission in order to determine how to plan and implement programmes in this area.



Course for table tennis coaches in Papua New Guinea / Cathy Wong from Fiji receives the 2013 IOC Women and Sport Trophy for Oceania / Andrew Lepani (left), Chair of the Papua New Guinea Athletes' Commission, receives the 2013 IOC Sport and Environment Trophy

OCEANIA SPORTS EDUCATION PROGRAMME (OSEP)

Objective: to help improve the level of sports administration and community sports education in Oceania.

2013 Budget: USD 400,000

A key part of ONOC's strategy overseen by its Education Commission, the programme continued to offer and coordinate various training activities. During 2013, the following targets were achieved: two OSEP Community Educators' Training Courses and Oceania MOSO III were successfully delivered, and the national delivery of OSEP Programmes accelerated via national sports education networks.

Summary of the report by Dennis Miller, Executive Director



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Guam versus Great Britain – Australian Youth Olympic Festival / Participants in Advanced Sports Management Course (MOSO III) / Participants in the activities alongside the ONOC athletes' forum

ONOC General Assembly in Fiji



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5 OLYMPIC GAMES SUBSIDIES

INTRODUCTION

- XXII Olympic Winter Games in Sochi

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SUMMER AND WINTER OLYMPIC GAMES SUBSIDIES: SUPPORT FOR THE DELEGATIONS

The Olympic Games Subsidies programme aims to help the NOCs to participate in the Olympic Games (Summer and Winter) in order to achieve two different but complementary wider goals: to help foster the universal spirit of the Games by guaranteeing the participation of all NOCs, as well as to provide a financial contribution to the NOCs, which play a key role in ensuring the success of the Games.

These subsidies are managed by the Olympic Solidarity office in Lausanne in coordination with the Organising Committees of the respective Olympic Games, and are given in three phases. Before the Games, they cover the 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, they contribute to travel expenses for a number of athletes and officials, logistical expenses and the transport and accommodation of NOC presidents and secretaries general. After the Games, they are paid to the NOCs for their participation in and contribution to the success of the Games.

For the 2013–2016 period, the assistance covers the XXII Olympic Winter Games in Sochi in 2014 and the Games of the XXXI Olympiad in Rio in 2016.

2013 Budget: USD 300,000



XXII OLYMPIC WINTER GAMES IN SOCHI

In 2011, following approval of the budgets earmarked for this programme by the Olympic Solidarity Commission, Olympic Solidarity had informed the NOCs of the details of the subsidies to be allocated to them for the Olympic Winter Games in Sochi.

Before the Games, on presentation of financial reports, the NOCs were reimbursed the travel expenses for one person to attend the meeting between the Chefs de Mission and the OCOG from 6 to 8 February 2013. Since the OCOG was not covering the accommodation costs, Olympic Solidarity decided also to pay for the accommodation of one delegate per NOC.

At the end of 2013, Olympic Solidarity also paid subsidies relating to logistical expenses and the transport and accommodation costs of their presidents and secretaries general to the NOCs whose delegations' participation had been confirmed. The figures will be published in the 2014 annual report.

Chefs de Mission seminar

Continent	NOCs that requested reimbursement of travel expenses	
Africa	2	MAD, RSA
America	9	ARG, CAY, COL, HAI, ISV, IVB, JAM, MEX, USA
Asia	7	HKG, JPN, KOR, MGL, PRK, TJK, UZB
Europe	30	ALB, BIH, BUL, CRO, CZE, ESP, EST, FIN, GBR, GEO, GER, GRE, HUN, IRL, ISL, LAT, LIE, LTU, MNE, MON, NED, NOR, POL, SLO, SMR, SRB, SUI, SVK, TUR, UKR
Oceania	1	AUS
Total	49	



The Olympic Park for Rio 2016 /
Closing Ceremony of the Sochi Games

6 COMPLEMENTARY PROGRAMMES

INTRODUCTION

- 2013 Activities

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COMPLEMENTARY PROGRAMMES: MORE OPPORTUNITIES FOR TARGETED ACTION

The five complementary programmes aim to offer the NOCs additional, targeted services that, in various ways, complement the world and continental programmes. In most cases, these programmes do not follow the usual process of NOCs applying for support, but individual activities are initiated and managed by the Olympic Solidarity office in Lausanne, in cooperation with the continental offices, and offered to the NOCs concerned. The two programmes “Olympic Solidarity Knowledge Centre” and “Support towards efficient use of Olympic Solidarity Funding for NOCs with greatest need” were in a development phase.

2013 ACTIVITIES:

REGIONAL FORUMS

Objective: to promote concepts and ideas to groups of NOCs and to facilitate the process of exchanging knowledge and experience among them.

2013 Budget: USD 890,000

The 10 forums organised in 2013 in all five continents were devoted to the presentation of the 2013–2016 Olympic Solidarity quadrennial plan. They were attended by 197 NOCs. The forum programme included a presentation of the World and Continental Programmes, an introduction to the new financial control policy, examples of programme implementation by NOCs and one-on-one meetings between Olympic Solidarity and NOC staff.

2013 Regional Forums

Continent	Dates	Place	Participating NOCs
Africa	11-12 March	Dakar (Senegal)	12
	14-15 March	Dakar	14
	3-4 June	Windhoek (Namibia)	11
	6-7 June	Windhoek	13
America	23-24 May	San José (Costa Rica)	19
	27-28 May	Gros Islet (Saint Lucia)	21
Asia	22-23 March	Colombo (Sri Lanka)	24
	26-27 March	Siem Reap (Cambodia)	18
Europe	17 May	San Marino (San Marino)	49
Oceania	17-19 April	Nadi (Fiji)	16

NOC VISITS

Objective: to obtain in-depth knowledge of selected NOCs worldwide in order to provide them with better assistance and targeted advice, and ensure that NOCs fulfil their duties towards the Olympic Movement and use the programmes and funds allocated in a transparent and efficient manner.

2013 Budget: USD 125,000

Aware of the benefits of personalised visits to NOCs, in December 2012 the Olympic Solidarity Commission approved the continuation of this programme for the 2013-2016 quadrennial period. For 2013, 10 visits were scheduled. However, owing to elections being held by almost 100 NOCs and the implementation of the new quadrennial plan, with the holding of continental forums, only five visits actually took place, with the five others having to be postponed until 2014.

2013 NOC visits

America (BIZ), Asia (KGZ, UAE) and Europe (ALB, POR).



Olympic Solidarity Forum in Fiji (above) /
Visit to the NOC of Belize

OLYMPIC SOLIDARITY SPECIAL FUND

Objective: to respond in priority to special requests from NOCs as a result of extraordinary or unexpected circumstances.

2013 Budget: USD 2,500,000

As well as specific requests, this programme can also respond to “typical” requests and/or projects submitted by the NOCs which cannot be considered in the framework of the other Olympic Solidarity programmes. In 2013, the programme provided support to the following:

Olympic Solidarity Special Fund

Continent	Type of support	Amount (USD)
ANOCA	2013 ANOCA Elective General Assembly	160,000
AUS	Australian Youth Olympic Festival and new NOC headquarters	100,000
ODECABE	Assistance for running costs	75,000
CANOC	Paralympic workshop	20,000
EOC	2012 EOC General Assembly: compensation for additional charges linked to changing the venue for the Assembly at the last minute	300,000
CYP*	Assistance to the NOC to cope with the economic crisis in the country	200,000
FRA	“Sentez-vous Sport” event	100,000
ODESUR	Assistance for organising the South American Games	50,000
SOM	New NOC headquarters	100,000

*Not yet paid to the NOC



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Visit to the NOC of Portugal / Visit to the NOC of Kyrgyzstan (right)

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 XXII Olympic Winter Games in Sochi in 2014

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	Fédération Internationale de Luge de Course
Skating	ISU	International Skating Union
Skiing	FIS	Fédération Internationale de Ski

Sports on the programme of the Games of the XXXI Olympiad in Rio in 2016

Aquatics	FINA	Fédération Internationale de Natation
Archery	WA	World Archery Federation
Athletics	IAAF	International Association of Athletics Federations
Badminton	BWF	Badminton World Federation
Basketball	FIBA	Fédération Internationale de Basketball
Boxing	AIBA	International Boxing Association
Canoeing	ICF	International Canoe Federation
Cycling	UCI	Union Cycliste Internationale
Equestrian	FEI	Fédération Équestre Internationale
Fencing	FIE	Fédération Internationale d'Escrime
Football	FIFA	Fédération Internationale de Football Association
Golf	IGF	International Golf Federation
Gymnastics	FIG	Fédération Internationale de Gymnastique
Handball	IHF	International Handball Federation
Hockey	FIH	Fédération Internationale de Hockey
Judo	IJF	International Judo Federation
Modern Pentathlon	UIPM	Union Internationale de Pentathlon Moderne
Rowing	FISA	Fédération Internationale des Sociétés d'Aviron
Rugby	IRB	International Rugby Board
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	Fédération Internationale de Volleyball
Weightlifting	IWF	International Weightlifting Federation
Wrestling	FILA	Fédération Internationale des Luttes Associées

National Olympic Committees 204 NOCs are recognised by the IOC (at 31 December 2013)

Africa (53 NOCs)

RSA South Africa
 ALG Algeria
 ANG Angola
 BEN Benin
 BOT Botswana
 BUR Burkina Faso
 BDI Burundi
 CMR Cameroon
 CPV Cape Verde
 CAF Central African Republic
 COM Comoros
 CGO Congo
 COD Democratic Republic of the Congo
 CIV Côte d'Ivoire
 DJI Djibouti
 EGY Egypt
 ERI Eritrea
 ETH Ethiopia
 GAB Gabon
 GAM Gambia
 GHA Ghana
 GUI Guinea
 GBS Guinea-Bissau
 GEQ Equatorial Guinea
 KEN Kenya
 LES Lesotho
 LBR Liberia
 LBA Libya
 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 (41 NOCs)

ANT Antigua and Barbuda
 ARG Argentina
 ARU Aruba
 BAH Bahamas
 BAR Barbados
 BIZ Belize
 BER Bermuda
 BOL Bolivia
 BRA Brazil
 CAY Cayman Islands
 CAN Canada
 CHI Chile
 COL Colombia
 CRC Costa Rica
 CUB Cuba
 DOM Dominican Republic
 DMA Dominica
 ESA El Salvador

ECU Ecuador
 USA United States of America
 GRN Grenada
 GUA Guatemala
 GUY Guyana
 HAI Haiti
 HON Honduras
 JAM Jamaica
 MEX Mexico
 NCA Nicaragua
 PAN Panama
 PAR Paraguay
 PER Peru
 PUR Puerto Rico
 SKN Saint Kitts and Nevis
 LCA Saint Lucia
 VIN Saint Vincent and the Grenadines
 SUR Suriname
 TTO 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 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 Montenegro
 NOR Norway

NED Netherlands
 POL Poland
 POR Portugal
 ROU Romania
 RUS Russian Federation
 SMR San Marino
 SRB Serbia
 SVK Slovakia
 SLO Slovenia
 SWE Sweden
 SUI Switzerland
 CZE Czech Republic
 TUR Turkey
 UKR Ukraine

Oceania (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




HELP PAGE

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