



OLYMPIC
SOLIDARITY

2014 ANNUAL REPORT

A DIRECT LINE!

1 FOREWORDS

- President of the International Olympic Committee 4
- Chair of the Olympic Solidarity Commission 5

2 GENERAL INTRODUCTION

- Analysis of the year 2014 7
- Olympic Solidarity Commission 8
- Olympic Solidarity continental offices organisation 9
- Organisation of the Olympic Solidarity international office in Lausanne 10
- 2014 Budget 11

3 WORLD PROGRAMMES

INTRODUCTION 13

ATHLETES

- Introduction 15
- Olympic Scholarships for Athletes “Sochi 2014” 16
- Olympic Scholarships for Athletes “Rio 2016” 17
- Team Support Grant 18
- Continental Athlete Support Grant 19
- Youth Olympic Games – Athlete Support 20

COACHES

- Introduction 22
- Technical Courses for Coaches 23
- Olympic Scholarships for Coaches 25
- Development of the National Sports Structure 27

NOC MANAGEMENT

- Introduction 29
- NOC Administration Development 30
- National Training Courses for Sports Administrators 31
- International Executive Training Courses in Sports Management 32
- NOC Exchanges 33

PROMOTION OF OLYMPIC VALUES

- Introduction 35
- Sports Medicine 36
- Environmental Sustainability in Sport 37
- Women and Sport 38
- Sport for All 39
- Olympic Education, Culture and Legacy (incl. International Olympic Academy) 40

4 CONTINENTAL PROGRAMMES

INTRODUCTION 42

REPORTS OF THE CONTINENTAL ASSOCIATIONS

- Association of National Olympic Committees of Africa (ANOCA) 43
- Pan-American Sports Organisation (PASO) 47
- Olympic Council of Asia (OCA) 51
- The European Olympic Committees (EOC) 55
- Oceania National Olympic Committees (ONOC) 58

5 OLYMPIC GAMES SUBSIDIES

INTRODUCTION 63

- XXII Olympic Winter Games in Sochi 63

6 COMPLEMENTARY PROGRAMMES

INTRODUCTION 65

- 2014 Activities 65

ABBREVIATIONS 67

CONTACT 69

HELP PAGE 70

1 FOREWORDS

- President of the International Olympic Committee 4
- Chair of the Olympic Solidarity Commission 5



OUR SOLIDARITY, THE CEMENT OF THE OLYMPIC MOVEMENT

Thomas Bach, President of the International Olympic Committee

Solidarity is a fundamental part of the language of the Olympics. The unity of the Olympic Movement would be meaningless without solidarity. The universality of the Olympic Games would be meaningless without solidarity.

Over the last 50 years, the IOC has striven to put this solidarity into practice through programmes intended for each of the 205 National Olympic Committees. All Olympic Solidarity's programmes are aimed at developing and promoting sport worldwide, and encouraging athletes' participation in the Olympic Games.

This assistance – mainly financial – comes from the NOC share of the broadcast rights from the Olympic Games. The Olympic Solidarity budget for the 2013–2016 quadrennial plan (USD 438 million) has increased by nearly 40 per cent compared to the previous plan. All this money is distributed to the NOCs through programmes run by Olympic Solidarity, in close cooperation with the Association of the National Olympic Committees, the Continental Associations and the NOCs themselves.

The Annual Report provides a clear illustration of what was undertaken and accomplished in 2014 in the programmes which focused on athletes, coaches, NOC management and promotion of the Olympic values.

The support and hard work of Olympic Solidarity paid off. For the Olympic Winter Games Sochi 2014, 440 individual Olympic scholarships were allocated, 273 Olympic scholarship holders qualified, 77 NOCs benefited from the programme and 17 medals awarded, in some cases the country's first-ever Olympic Winter Games medal.

Olympic Solidarity is not just for today's champions, but also for those of tomorrow. For the Youth Olympic Games in Nanjing, Olympic Solidarity's programme made 361 preparation grants available to promising qualified young athletes, enabling them not only to qualify and compete, but also to win medals!

For Rio 2016, the scholarship programme has already been launched, and should once again be successful.

On behalf of the IOC, I would like to thank all the members of the Olympic Solidarity Commission for their excellent work under the leadership of Sheikh Ahmad Al-Fahad Al-Sabah. I would like also to pay tribute to our late friend Mario Vázquez Raña, who served with great commitment during 11 years as Chairman of the Commission.

The results obtained by Olympic Solidarity over the years are proof that this support is crucial in identifying talented athletes across the world and giving them an equal chance of succeeding in their Olympic dream.

“Solidarity is a fundamental part of the language of the Olympics. The unity of the Olympic Movement would be meaningless without solidarity. The universality of the Olympic Games would be meaningless without solidarity.”



EFFICIENCY AND TEAM SPIRIT, GUARANTEES OF OUR SUCCESSES

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

Another year of intense work and activity has ended for Olympic Solidarity. This report reflects the main results of this. The Olympic Solidarity office in Lausanne has continued its efforts to ensure that all the National Olympic Committees make optimum use of the various world and continental programmes, which are now fully operational, whilst carefully monitoring how they are used.

This second year of the 2013–2016 quadrennial plan was marked by the XXII Olympic Winter Games in Sochi, the 2nd Summer Youth Olympic Games in Nanjing and the launch of the “Rio 2016” Olympic scholarships programme. So priority was given to the programmes aimed at the athletes, particularly the “Sochi 2014” programme, which was used by 77 NOCs. Of the 440 athletes who benefited from this programme, 273, or 62 per cent, qualified for the Games and won a total of 17 medals and 51 diplomas. The YOG programme allowed 116 NOCs to identify talented young athletes and 108 NOCs to prepare them for qualification. Olympic Solidarity thus allocated 361 preparation grants to promising young athletes who qualified.

Parallel to this, the NOCs were very active in various areas, including coaching. The big increase in the number of technical courses organised and national sports structure development programmes shows the NOCs’ growing willingness to adopt effective strategic plans. Where the management programmes are concerned, the NOCs undertook numerous exchanges, which bears witness to better cooperation between them and a constantly growing need to share their knowledge. They also launched a larger number of initiatives aimed at promoting the Olympic values.

Once again, the continental associations have helped to prepare this report in the framework of the continental programmes. They also worked with Olympic Solidarity on organising various continental forums on the theme of compliance with the basic principles of good governance, which is an integral part of the Olympic Agenda 2020 recommendations. Several of these recommendations have a direct impact to a greater or lesser degree on the projects and work of Olympic Solidarity. As a result, Olympic Solidarity will do its utmost over the coming months to comply with these new requirements.

Before concluding, I wish to pay tribute to an emblematic figure of the Olympic Movement, who made his mark on Olympic Solidarity. For 11 years, the late Mario Vázquez Raña led our Commission with dynamism and determination. He guided it along the path of modernity and enabled it to become what it is today.

Lastly, on behalf of the Olympic Solidarity Commission, I would like to express my warmest thanks to each of the 205 NOCs; to the six Olympic Solidarity offices, in Lausanne and within the continental associations; to ANOC; and to all the partners who play an important role in ensuring that the programmes run properly, for their efficiency and team spirit. Without them, it would not have been possible to achieve the excellent results presented in this report.

“With the holding of the Olympic Winter Games in Sochi and the YOG in Nanjing, and with an eye to the future editions of these Games, priority was given in 2014 to the programmes for athletes.”



2 GENERAL INTRODUCTION

- Analysis of the year 2014 7
- Olympic Solidarity Commission 8
- Olympic Solidarity continental offices organisation 9
- Organisation of the Olympic Solidarity international office in Lausanne 10
- 2014 Budget 11



THE NOCs HAVE EVERYTHING TO GAIN FROM GOOD GOVERNANCE OF THEIR STRUCTURES

The NOCs, both participants in and the main beneficiaries of the projects and programmes made available by Olympic Solidarity, showed their initiative by setting up numerous activities in their territories. The task was an arduous one, with a busy schedule, owing mainly to the staging of the Olympic Winter Games in Sochi in February, the YOG in Nanjing in August and, of course, continental and regional games.

The list of the activities undertaken by Olympic Solidarity in 2014 is a long one. We can, however, cite the main aspects, namely the continued implementation of the world and continental programmes, the support given to the NOCs in view of their participation in various games, the start of granting athlete scholarships and the preparation of teams for the Olympic Games in Rio.

Olympic Solidarity continued its work to keep the NOCs informed throughout the year. Besides its ongoing advisory service, it organised eight forums on the five continents in close collaboration with the continental associations. These served to continue the discussion on the good governance of the NOCs, a theme presented by the IOC NOC Relations Department with Olympic Solidarity's support. Olympic Solidarity also took part in various events that often serve as unique places to exchange and strengthen links, with not only the NOCs, but also their many partners.

These events included the ANOC General Assembly in November in Bangkok; NOC regional and continental meetings; regional and continental games, such as the African Youth Games in Gaborone (Botswana) and the Asian Games in Incheon (Republic of Korea); various MEMOS (Executive Masters in Sports Organisation Management) modules; training for coaches at approved centres or universities; and other events related to the promotion of the Olympic values, such as the IOC World Conference on Sports Medicine in Monaco. Olympic Solidarity continued its visits to the NOCs with the aim of acquiring a better understanding of their needs, improving the level of assistance and ensuring that they fulfil their obligations to the Olympic Movement. Eight NOCs representing the five continents were thus assessed in 2014.

By adopting this information policy, Olympic Solidarity thus ensures that the NOCs have properly assimilated the various aspects of programmes and benefit considerably from them. In 2014, Olympic Solidarity dealt with over 4,400 individual files.

The Olympic Solidarity pages on the IOC's web site contain a multitude of information that will complement this report. The NOCs also have access to other more specific information on NOCnet.

“Olympic Solidarity organised eight forums on the five continents in close collaboration with the continental associations. These served to continue the discussion on the good governance of the NOCs.”



© NOC of Puerto Rico / Quique Aparicio



© NOC of Tajikistan



© NOC of Bosnia and Herzegovina

Women's Olympic Festival in Puerto Rico /
Technical course in football in Tajikistan / Advanced sports
management course in Bosnia and Herzegovina

LINKS

- 🔗 Olympic Solidarity on www.olympic.org
- 🔗 All Olympic Solidarity publications

OLYMPIC SOLIDARITY COMMISSION: THE DRIVING FORCE BEHIND THE SUCCESS OF OUR MISSIONS

Chaired by Sheikh Ahmad Al-Fahad Al-Sabah, the Olympic Solidarity Commission met twice in 2014. The first meeting was held in Kuwait on 31 March, which looked at among other items, the results of the Olympic Solidarity scholarship holders at the Olympic Winter Games in Sochi. The second was held in Bangkok (Thailand) on 5 November, when the agenda included the launch of the scholarship programme for athletes “Rio 2016”, the main activities carried out in 2014 and the approval of the 2015 budget.

COMPOSITION OF THE OLYMPIC SOLIDARITY COMMISSION AT 31 DECEMBER 2014:

Chair: **Sheikh Ahmad Al-Fahad AL-SABAH**

Members: **Kirsty COVENTRY**
Tony ESTANGUET
Richard Kevan GOSPER
Patrick Joseph HICKEY
Lingwei LI
Gunilla LINDBERG
The Grand Duke of LUXEMBOURG
Julio César MAGLIONE
Robin E. MITCHELL
Intendant General Lassana PALENFO
Bernard RAJZMAN
Juan Antonio SAMARANCH

Experts: **Husain AL-MUSALLAM**
Ricardo BLAS
Raffaele PAGNOZZI
Jimena SALDAÑA
Tomas Amos Ganda SITHOLE

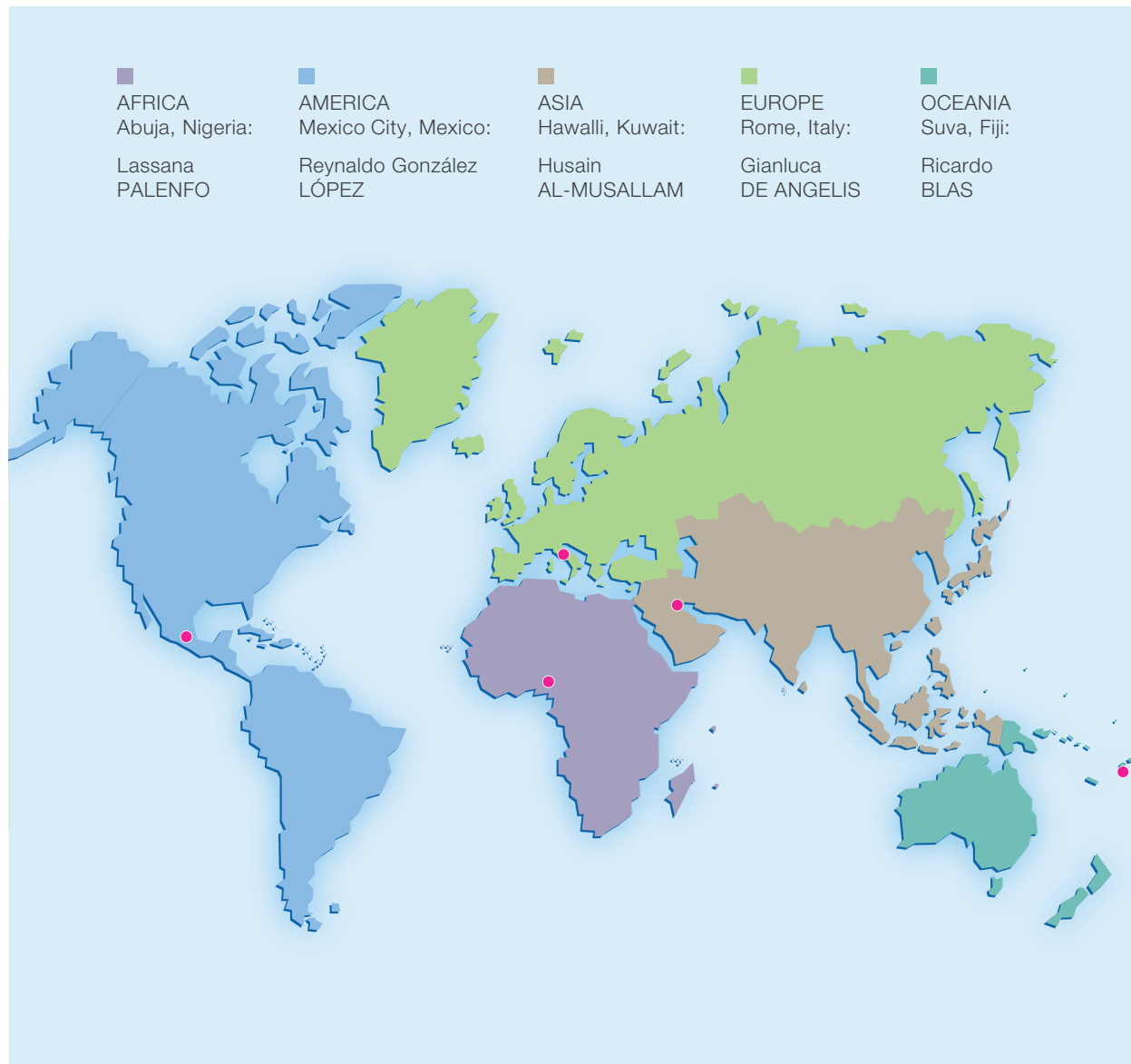


YOG Opening Ceremony

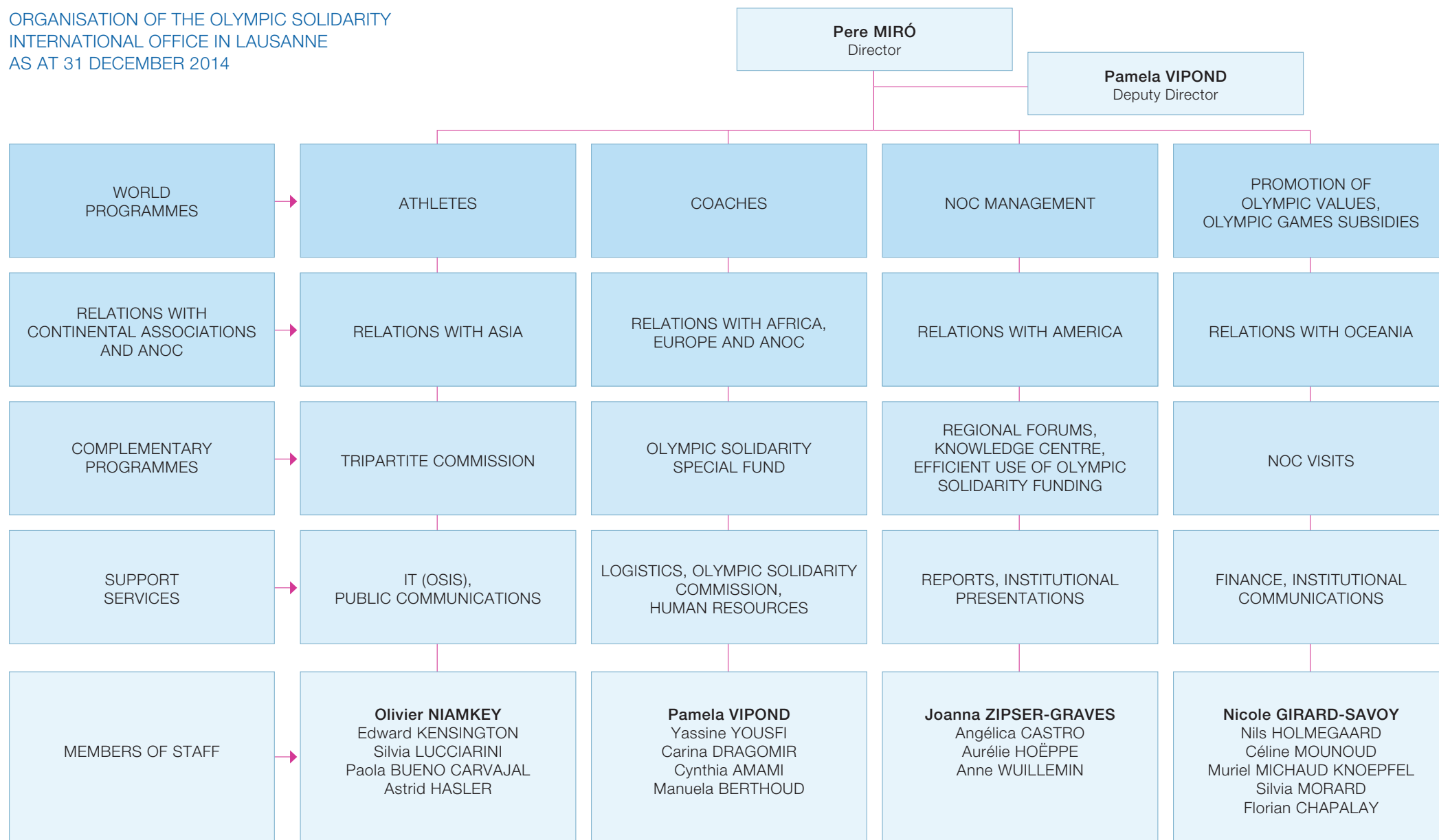
OLYMPIC SOLIDARITY'S OFFICES: SUPERVISING A GLOBAL NETWORK OF COOPERATION AND ACTIONS

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.

ORGANISATION OF THE OLYMPIC SOLIDARITY CONTINENTAL OFFICES AS AT 31 DECEMBER 2014



ORGANISATION OF THE OLYMPIC SOLIDARITY
INTERNATIONAL OFFICE IN LAUSANNE
AS AT 31 DECEMBER 2014

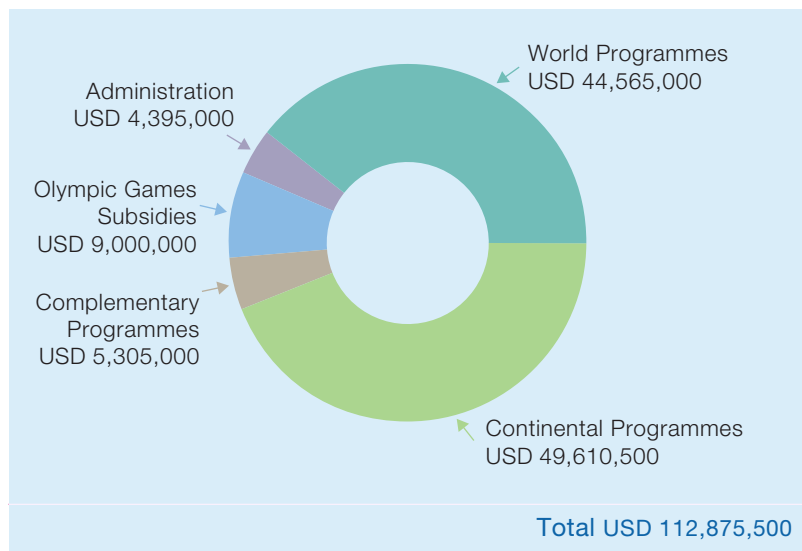


A BUDGET OF OVER 110 MILLION FOR DEVELOPMENT AND ASSISTANCE

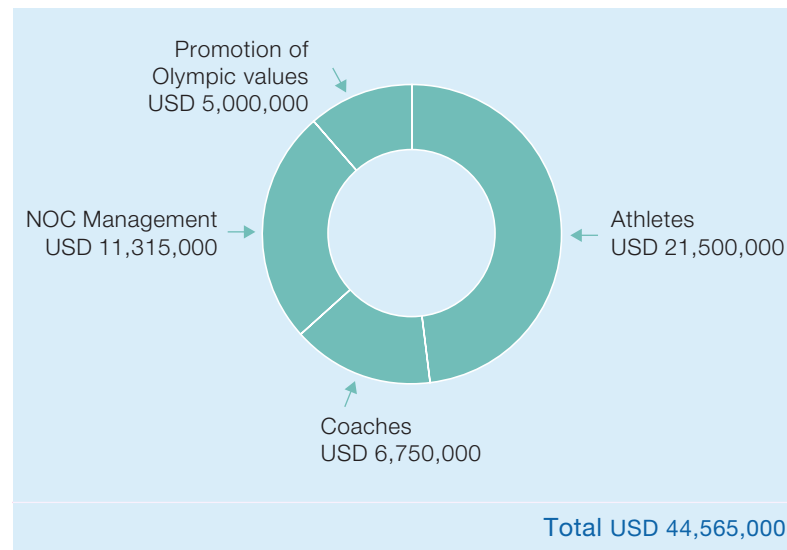
The development and assistance budget approved by the Olympic Solidarity Commission for the 2013–2016 quadrennial plan is USD 438 million. It is based on income from the sale of broadcast rights from the Games of the XXX Olympiad in London and the estimated revenue from the XXII Olympic Winter Games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

The 2014 budget of USD 112,875,500, approved by the members of the Olympic Solidarity Commission at their meeting on 9 December 2013, represents 26% of the total quadrennial budget.

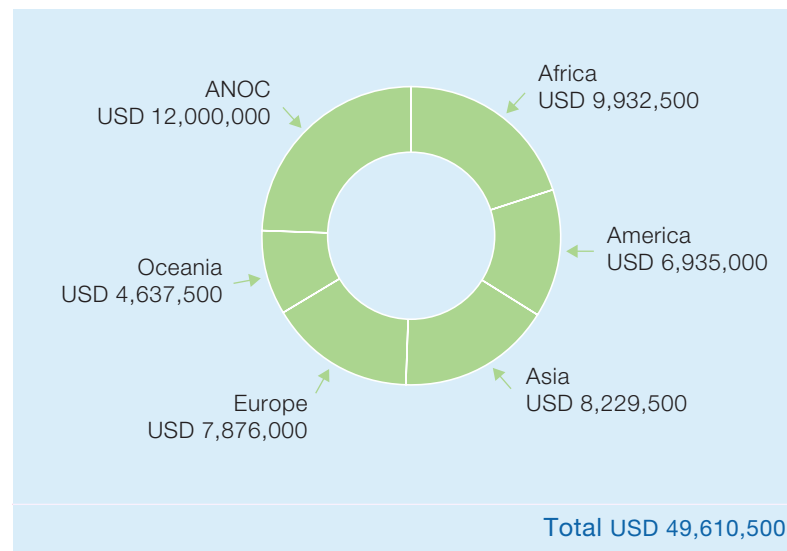
2014 GLOBAL BUDGET



“WORLD PROGRAMMES” BUDGET



“CONTINENTAL PROGRAMMES” BUDGET



3 WORLD PROGRAMMES

INTRODUCTION 13

ATHLETES

- Introduction 15
- Olympic Scholarships for Athletes “Sochi 2014” 16
- Olympic Scholarships for Athletes “Rio 2016” 17
- Team Support Grant 18
- Continental Athlete Support Grant 19
- Youth Olympic Games – Athlete Support 20

COACHES

- Introduction 22
- Technical Courses for Coaches 23
- Olympic Scholarships for Coaches 25
- Development of the National Sports Structure 27

NOC MANAGEMENT

- Introduction 29
- NOC Administration Development 30
- National Training Courses for Sports Administrators 31
- International Executive Training Courses in Sports Management 32
- NOC Exchanges 33

PROMOTION OF OLYMPIC VALUES

- Introduction 35
- Sports Medicine 36
- Environmental Sustainability in Sport 37
- Women and Sport 38
- Sport for All 39
- Olympic Education, Culture and Legacy (incl. International Olympic Academy) 40



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

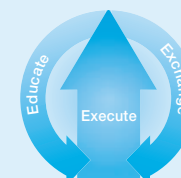
"In line with Olympic Solidarity's mission, the budget allocations granted in the framework of these programmes are provided to the NOCs which have the greatest need, as a priority."



Athletes: striving for excellence at all levels



Qualified coaches: training strategy



Strengthening management structures



Commitment values



Scholarship holder Vladislav Bykanov from Israel during the 500m event (3rd from the left) – Olympic Winter Games in Sochi

ATHLETES: A YEAR RICH IN RESULTS FOR ALL THE PROGRAMMES

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.

2014 Budget: USD 21,500,000

The year 2014 was very successful in terms of both results and requests for the athletes' programmes. The Olympic Winter Games in Sochi got the ball rolling with 273 of 440 Olympic scholarship holders qualifying. These athletes, from 66 NOCs, won a total of 17 medals and 51 diplomas. This scholarship programme came to an end with the Games in February 2014.

The NOCs' enthusiasm for the Olympic Scholarships for Athletes "Rio 2016" programme was immediately obvious, with more than 150 NOCs submitting no fewer than 1,700 applications in the space of just a few months. After individual analysis of each application in collaboration with the IFs concerned, the first Olympic scholarships were officially launched on 1 September 2014.

The programmes aimed at team sports and continental-level athletes continued to attract the interest of the NOCs, with Regional and Continental Games due to take place in 2015.

The Youth Olympic Games (YOG) in Nanjing marked the culmination of the programme aimed at the youngest athletes. In addition to support with identification and qualification, Olympic Solidarity offered assistance to athletes who had qualified or obtained a universality place in the form of individual grants for their final preparations.

2014 KEY FIGURES:

440 "SOCHI 2014" OLYMPIC SCHOLARSHIPS

891 "RIO 2016" OLYMPIC SCHOLARSHIPS

115 TEAM SUPPORT GRANTS AWARDED

761 ACTIVITIES ORGANISED TO PREPARE ATHLETES FOR THE YOG

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

PROGRAMMES AVAILABLE TO THE NOCs

- Olympic Scholarships for Athletes "Sochi 2014"
- Olympic Scholarships for Athletes "Rio 2016"
- Team Support Grant
- Continental Athlete Support Grant
- Youth Olympic Games – Athlete Support



Olivier
NIAMKEY
Head of Section



Edward
KENSINGTON
Senior Project Manager



Silvia
LUCCIARINI
Project Manager (60%)



Paola
BUENO CARVAJAL
Coordinator



Astrid
HASLER
Coordinator



Frank
MICHELLOD
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.

2014 Budget: USD 3,000,000

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. The programme, which came to an end at the Sochi Olympic Games, provided a total of 440 individual scholarships and four à la carte subsidies to 77 NOCs.

A brochure entirely devoted to the results of this programme is available online on the IOC website and on NOCnet.

Breakdown of scholarships/subsidies

| | | Scholarships and grants allocated | | | | Scholarship holders qualified | | | | Medals and diplomas | | | |
|------------------|-------------------------|-----------------------------------|------------|------------|-----------|-------------------------------|------------|------------|-----------|---------------------|----------|----------|-----------|
| | | M | W | Total | NOCs | M | W | Total | NOCs | Gold | Silver | Bronze | Diplomas |
| Categories A + B | Individual scholarships | 239 | 143 | 382 | 66 | 144 | 87 | 231 | 59 | 4 | 4 | 5 | 39 |
| Category C | Individual scholarships | 26 | 32 | 58 | 7 | 19 | 23 | 42 | 7 | 3 | 1 | – | 12 |
| | Tailor-made grants | – | – | – | 4 | – | – | – | 4 | – | – | – | – |
| Total | | 265 | 175 | 440 | 77 | 163 | 110 | 273 | 70 | 7 | 5 | 5 | 51 |

“The large number of scholarship applications and the results obtained by the scholarship holders at the 2014 Olympic Winter Games in Sochi are a good illustration of the scale of this new programme and its positive impact on the work of the NOCs.”

LINKS

- 📄 Sochi 2014 results brochure
- 🔗 Olympic Winter Games in Sochi / VIDEO
- Chasing a dream:
- 📄 OLYMPIC REVIEW ISSUE 93 🔗 IOC NEWS 10/03/2015



Michael Christian Martinez from the Philippines / James Machon from Great Britain / Noelle Barahona Neder from Chile

OLYMPIC SCHOLARSHIPS FOR ATHLETES “RIO 2016”



Objective: to offer the NOCs the possibility to obtain financial and technical assistance for a limited number of elite athletes who are training and attempting to qualify for the Games of the XXXI Olympiad in Rio in 2016, with a particular focus on athletes and NOCs with the greatest needs.

2014 Budget: USD 4,000,000

After closely examining and analysing more than 1,700 applications in collaboration with the IFs concerned, Olympic Solidarity has already awarded 891 scholarships to athletes from 111 NOCs who are preparing for the Games of the XXXI Olympiad in Rio. These scholarships took effect in September 2014 and will enable the athletes to enjoy high-quality training in preparation for the forthcoming Olympic qualification events.

Breakdown of Olympic scholarships (as at 31.12.2014)

| Sport | Africa | America | Asia | Europe | Oceania | Total |
|-----------------------|----------------|-----------------|----------------|------------------|----------------|------------------|
| Athletics | 50 | 52 | 9 | 51 | 9 | 171 |
| Rowing | 7 | 6 | 2 | 27 | 4 | 46 |
| Badminton | 1 | 2 | 6 | 9 | – | 18 |
| Boxing | 11 | 6 | 15 | 11 | 3 | 46 |
| Canoe-kayak | 3 | 2 | 5 | 20 | 1 | 31 |
| Cycling | 4 | 5 | 2 | 15 | 2 | 28 |
| Golf | – | 2 | 2 | 2 | – | 6 |
| Gymnastics | 1 | 5 | 3 | 21 | – | 30 |
| Weightlifting | 7 | 9 | 15 | 8 | 12 | 51 |
| Equestrian | – | 3 | 1 | 1 | – | 5 |
| Fencing | 4 | 4 | 2 | 8 | – | 18 |
| Judo | 14 | 7 | 13 | 26 | 2 | 62 |
| Wrestling | 3 | 11 | 20 | 34 | 1 | 69 |
| Modern pentathlon | 1 | 3 | – | 6 | 1 | 11 |
| Aquatics (Swimming) | 13 | 31 | 8 | 31 | 2 | 85 |
| Taekwondo | 9 | 13 | 11 | 17 | 1 | 51 |
| Tennis | 3 | 4 | – | 7 | – | 14 |
| Table tennis | 1 | 4 | 5 | 6 | – | 16 |
| Shooting | 1 | 6 | 16 | 34 | – | 57 |
| Archery | 4 | 1 | 7 | 6 | 1 | 19 |
| Triathlon | 2 | 5 | 1 | 6 | – | 14 |
| Sailing | 4 | 7 | 1 | 25 | 6 | 43 |
| Total athletes | 143 | 188 | 144 | 371 | 45 | 891 |
| Men/Women | 87 / 56 | 111 / 77 | 93 / 51 | 226 / 145 | 27 / 18 | 544 / 347 |
| Total NOCs | 21 | 25 | 15 | 39 | 11 | 111 |

🔗 The Olympic scholarship holder Kirsty Coventry from Zimbabwe talks about her experience / VIDEO

Chasing a dream:

📄 OLYMPIC REVIEW ISSUE 93 🔗 IOC NEWS 10/03/2015

LINKS



Scholarship holders Angel Fournier Rodriguez from Cuba and Jangy Addy from Liberia / João Havelange Olympic Stadium in Rio

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.

2014 Budget: USD 3,000,000

This programme gives each NOC a chance to request one subsidy for a team in a summer Olympic sport and one in a winter Olympic sport. No fewer than 15 winter sports teams received assistance, and 10 of them started the year by participating in the Olympic Games in Sochi.

Subsidies have been awarded to 100 summer sports teams to help them prepare for major continental or world-level competitions taking place in 2015 and 2016.

“15 winter sports teams received assistance, and 10 of them started the year by participating in the Olympic Games in Sochi.”

NOCs that benefited

| Continent | NOCs |
|--------------|------------|
| Africa | 21 |
| America | 24 |
| Asia | 14 |
| Europe | 34 |
| Oceania | 12 |
| Total | 105 |

Breakdown of participating teams by sport

| Sport | Teams |
|--------------|------------|
| Basketball | 33 |
| Curling | 3 |
| Football | 1 |
| Handball | 19 |
| Hockey | 7 |
| Ice hockey | 12 |
| Rugby sevens | 15 |
| Volleyball | 22 |
| Water polo | 3 |
| Total | 115 |



The Turkish players competing against the Australians at the FIBA Championships



© IOC/John Hueit



© Cook Islands Rugby Union



© NOC of Croatia

The Norwegian curling team, the Cook Islands rugby sevens team and the Croatian handball team

CONTINENTAL ATHLETE SUPPORT GRANT

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

2014 Budget: USD 6,500,000

This programme continued to attract the NOCs' interest during 2014, helping them to prepare their athletes for the main continental sports events due to take place in 2015.

The Olympic Solidarity Commission decided to extend to winter sports athletes the offer of interim grants made in 2013 to fill the gap between the London and Rio scholarship programmes. A number of promising athletes who are preparing for the Olympic Winter Games in PyeongChang in 2018 are already benefiting from this funding.

“The Olympic Solidarity Commission decided to extend to winter sports athletes the offer of interim grants made in 2013 to fill the gap between the London and Rio scholarship programmes.”

Activities

| Continent | NOCs | Activities |
|--------------|------------|------------|
| Africa | 37 | 29 |
| America | 34 | 30 |
| Asia | 22 | 23 |
| Europe | 44 | 55 |
| Oceania | 10 | 12 |
| Total | 147 | 149 |

Interim grants

| Continent | Interim grants (Summer Games) | Interim grants (Winter Games) |
|--------------|----------------------------------|----------------------------------|
| Africa | 58 | – |
| America | 30 | 2 |
| Asia | 6 | 3 |
| Europe | 27 | 35 |
| Oceania | 7 | 4 |
| Total | 128 | 44 |



© Getty Images / Robert Prezzoso

Interim scholarship holder from Papua New Guinea Toea Wisil



© Reporters Academy



© ANDREA ABBATE/REUTERS



© Getty Images / Clive Rose

Commonwealth Games in Glasgow / African Youth Games in Gaborone / Interim Olympic scholarship holder Edit Miklos from Hungary

YOUTH OLYMPIC GAMES – ATHLETE SUPPORT

Objective: to help NOCs to identify, qualify and prepare young athletes, with a view to their qualification for and participation in the Summer and Winter YOG.

2014 Budget: USD 5,000,000

2014 was the year of the YOG in Nanjing and, as expected, most of the requests from NOCs concerned option 3 of the programme, which offered individual subsidies to young athletes who had qualified or been offered a universality place for these Games. More than 380 young athletes received assistance under this option.

The end of the year was devoted to closing the files linked to the Nanjing YOG and analysing the support to be offered to the NOCs for the forthcoming editions of the Winter YOG in Lillehammer in 2016 and the Summer YOG in Buenos Aires in 2018.

Activities by option

| Continent | NOCs | Activities | | | Total |
|--------------|------------|------------|-----------|------------|------------|
| | | Option 1 | Option 2 | Option 3 | |
| Africa | 47 | 101 | 19 | 89 | 209 |
| America | 32 | 71 | 16 | 95 | 182 |
| Asia | 39 | 54 | 11 | 63 | 128 |
| Europe | 46 | 63 | 22 | 103 | 188 |
| Oceania | 15 | 10 | 6 | 38 | 54 |
| Total | 179 | 299 | 74 | 388 | 761 |

THREE SEPARATE 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.

LINKS

Two benefiting athletes tell their story / OLYMPIC REVIEW ISSUE 92

Chasing a dream:

OLYMPIC REVIEW ISSUE 93 IOC NEWS 10/03/2015

YOG success / IOC NEWS 5/9/2014

YOG Lillehammer 2016



Identification programme in Somalia / Mongolian wrestler Bolormaa Dulguun (left) benefited from the preparation option / YOG in Nanjing



Japanese women's hockey team training during the Olympic Winter Games in Sochi

HIGH-LEVEL COACHES: REQUESTS FROM NOCs FLOODING IN

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

2014 Budget: USD 6,750,000

With the programmes already well established in this second year of the 2013–2016 quadrennial plan, the NOCs took advantage of this period of time to consult their national federations, draw up their strategic plans and clearly define their objectives in terms of coach education. The priority for these training programmes is to raise coaches' qualification levels in accordance with their initial expertise. The format of the programmes is designed to create opportunities for the coaches and experts or trainers to share their experiences, both theoretical and practical.

Cooperation and contact with the IFs were also given priority in 2014. The IFs are Olympic Solidarity's principal partners in the organisation of course content, technical analysis of projects and appointment of suitable experts to lead courses or longer-term action plans.

2014 KEY FIGURES:

254 TECHNICAL COURSES PLANNED
FOR 116 NOCS

146 OLYMPIC SCHOLARSHIPS FOR COACHES
AWARDED TO 102 NOCS

59 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.

2014 Budget: USD 3,000,000

Compared with 2013, the number of technical courses for coaches organised worldwide rose by 33%. The fact that NOCs had drawn up a strategic plan and defined their priorities in terms of coach education led to this increase in demand. Indeed, it can sometimes take a while for information to be passed from the NOCs to the national federations, and then for requests to be collated and analysed by the NOCs.

Although they are still in the minority, winter sports are also supported by the NOCs. For example, an alpine skiing course was held in Sigulda (Latvia) from 26 January to 1 February 2014. The NOC was visited by Austrian expert Werner Margreiter, who led a level 2 training course for 25 participants, including eight women. Coaches from Lithuania and Estonia were also invited to participate in this course. The course content mainly focused on technical aspects of skiing and included giant slalom and special slalom exercises. The theoretical element, which was integrated into the practical sessions, was based on video analysis and the coaching of young athletes. The national team held a number of training sessions during the course, which enabled the participants to analyse the types of training that skiers require.

Courses and NOCs that benefited

| Continent | Courses | NOCs that benefited |
|--------------|------------|---|
| Africa | 88 | ALG, BDI, BEN, BOT, BUR, CGO, CHA, CIV, CMR, COD, DJI, EGY, ERI, ETH, GAB, GAM, GBS, GEQ, GHA, GUI, KEN, MAD, MAR, MAW, MLI, MOZ, MRI, NGR, NIG, RSA, RWA, SEY, SLE, SUD, SWZ, TAN, TUN, ZAM, ZIM |
| America | 57 | ARG, BAR, BER, BOL, BRA, CHI, COL, CRC, CUB, DOM, ECU, ESA, GRN, GUA, ISV, LCA, NCA, PAN, PAR, PER, PUR, SKN, URU, VEN, VIN |
| Asia | 60 | BAN, BHU, CAM, CHN, INA, IND, IRI, KSA, LAO, LIB, MAS, MDV, MGL, MYA, NEP, OMA, PRK, QAT, SIN, SRI, THA, TJK, TKM, TLS, UZB, VIE, YEM |
| Europe | 48 | ALB, ARM, AUT, BIH, BLR, BUL, CYP, CZE, DEN, ESP, EST, FRA, GEO, HUN, IRL, ISR, LAT, LTU, MDA, MKD, POR, ROU, SRB, TUR |
| Oceania | 1 | FIJ |
| Total | 254 | 116 |

“The fact that NOCs had drawn up a strategic plan and defined their priorities in terms of coach education led to a 33% increase in the number of courses in 2014.”

📍 Technical course in skiing in Latvia

LINKS



© NOC of Tanzania



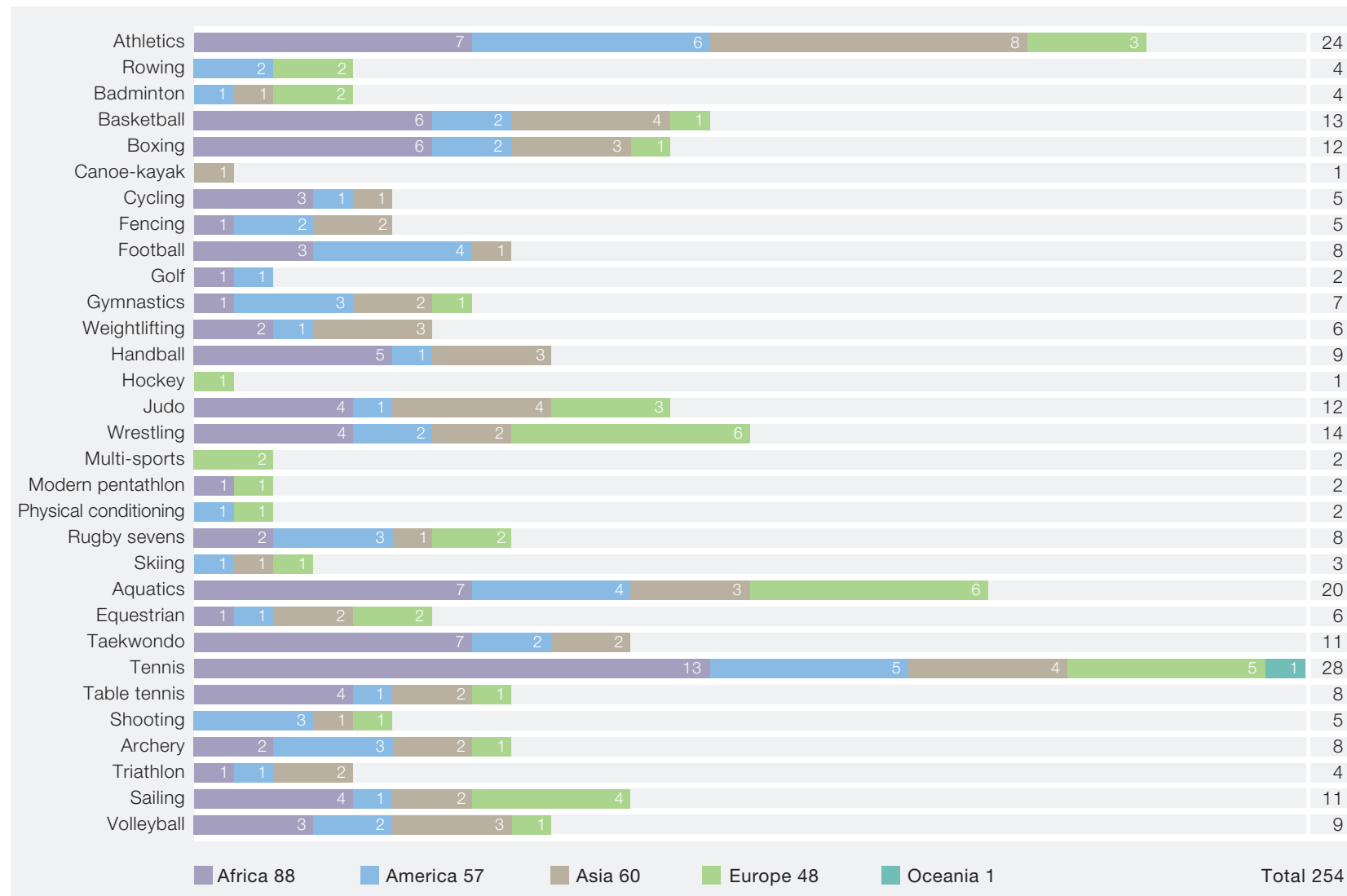
© NOC of Chile



© NOC of Viet Nam

Technical courses in taekwondo in Tanzania, in shooting in Chile, and in archery in Vietnam

Breakdown of technical courses



© NCC of Botswana



© NCC of Lithuania



© NCC of Qatar

Technical courses in basketball in Botswana, in canoeing in Lithuania and in wrestling in Qatar

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.

2014 Budget: USD 2,250,000

The total number of scholarship holders was virtually the same as in 2013, with a slight increase in sports science training.

One of Olympic Solidarity's annual objectives is to visit the different centres (universities or high-level centres) with which it cooperates. In October 2014, a visit was paid to the sailing centre in Portsmouth, where the International Sailing Federation (ISAF) organises specific training courses for coaches. Olympic Solidarity representatives were able to see the facilities and observe part of a windsurfing theory lesson before presenting the work of Olympic Solidarity to scholarship-holding coaches from six countries: Elena Papazoglou (Cyprus), Ming-Chi Hsu (Chinese Taipei), Anastasia Chernova (Russian Federation), Krishan Janaka (Sri Lanka), Zaklina Litauniece (Latvia) and Hiroshi Hosaka (Japan). The eight-week programme comprised theoretical and practical sessions on different types of boats, and tackled a wide range of subjects specifically linked to sailing.

Scholarships and NOCs that benefited

| Continent | Scholarships | NOCs that benefited |
|--------------|--------------|--|
| Africa | 39 | ALG, BDI, BEN, BOT, BUR, CAF, CGO, CIV, CMR, CPV, DJI, EGY, ETH, GAB, GBS, GEQ, GUI, MAR, MLI, MOZ, MRI, NGR, NIG, RSA, SWZ, TAN, TOG, TUN, UGA, ZAM |
| America | 43 | ANT, ARG, ARU, BOL, BRA, CAY, CHI, COL, CRC, DOM, ECU, ESA, GRN, GUA, HAI, HON, MEX, PAR, PER, PUR, SKN, SUR, TTO, VEN, VIN |
| Asia | 32 | BAN, BRN, CAM, CHN, HKG, INA, IND, IRI, JOR, KSA, MAS, MDV, OMA, PAK, PRK, QAT, SIN, SRI, SYR, TJK, TLS, TPE |
| Europe | 25 | AUT, AZE, BIH, CYP, CZE, DEN, ESP, EST, FIN, ISL, ISR, LAT, LTU, LUX, MKD, NOR, RUS, SLO, SRB |
| Oceania | 7 | ASA, COK, FIJ, KIR, NZL, TUV |
| Total | 146 | 102 |

Scholarships by option

| Continent | Scholarships | | | | | | |
|--------------|-----------------|-----------|------------|-------------------------|-----------|-----------|------------|
| | Sports sciences | | | Sport-specific training | | | Total |
| | M | W | Total | M | W | Total | |
| Africa | 29 | 8 | 37 | 1 | 1 | 2 | 39 |
| America | 27 | 11 | 38 | 4 | 1 | 5 | 43 |
| Asia | 21 | 5 | 26 | 5 | 1 | 6 | 32 |
| Europe | 8 | – | 8 | 9 | 8 | 17 | 25 |
| Oceania | 2 | 2 | 4 | 2 | 1 | 3 | 7 |
| Total | 87 | 26 | 113 | 21 | 12 | 33 | 146 |

LINKS

Lausanne Sports Studies Centre, the IOC President visits young champions and coaches:

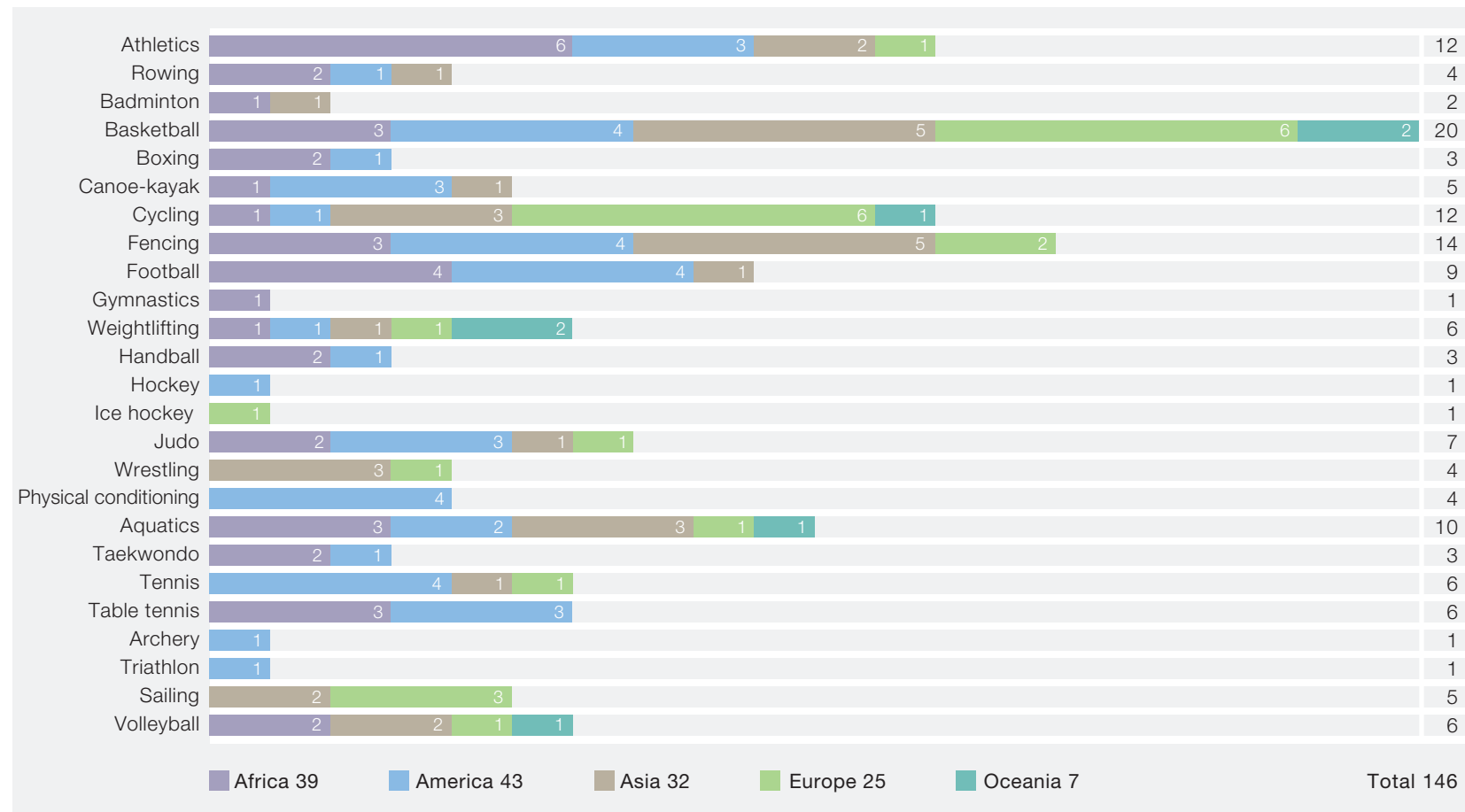
🔗 IOC NEWS 12/11/2014 📷 PHOTO GALLERY

📌 ISAF specific training

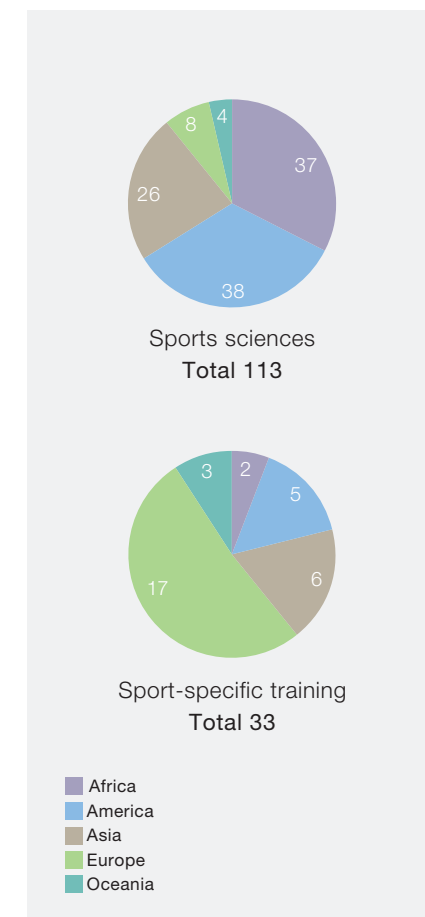


ISAF training in Portsmouth / Participants in the USOC/University of Delaware ICECP training course / The scholarship holders at the CSEL

Breakdown of scholarships



Scholarships by option



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.

2014 Budget: USD 1,500,000

The number of Development of National Sports Structure projects rose by 28% compared with 2013 for the same reasons as the Technical Courses for Coaches programme: the NOCs had taken the time to put their projects in place in consultation with their respective national federations. Furthermore, the IFs, now very familiar with this type of project, are very responsive, and offer their support to their national federations, to ensure that the proposed action plans are coherent and deliver the best possible results in the long term.

In its desire to develop distance learning, Olympic Solidarity supported a project submitted by the Maltese NOC for the creation of a national sports coach qualification system. Run in conjunction with the Semmelweis University in Budapest (Hungary), the project enables participants to complete all the theoretical and academic elements of the different courses online. At the end of their online training, the coaches who have reached a 60% success level are invited to take a theory exam containing a series of questions selected at random from the different modules in order to verify their knowledge. A practical exam is also organised before the candidate is awarded level 1 or 2 instructor certification.

This project was very successful, according to the Maltese NOC, and it will probably be repeated or adapted in order to offer broader access to the course content for coaches across the world.

Projects accepted by NOC

| Continent | Projects | |
|--------------|-----------|---|
| Africa | 10 | BDI, BUR, CHA, EGY, GHA, MAW, MLI, RWA, TUN, ZAM |
| America | 17 | ARU, BAR, BOL, BRA, CHI, COL, CUB, DOM, ESA, GRN, ISV, PAR, PER, PUR, SKN, URU, VIN |
| Asia | 10 | BRN, CAM, MGL, OMA, PRK, SRI, TJK, TKM, TLS, YEM |
| Europe | 15 | BUL, CZE, DEN, EST, GBR, IRL, LAT, MDA, MKD, MLT, NED, POL, SLO, SRB, TUR |
| Oceania | 7 | ASA, COK, FSM, MHL, NZL, PLW, TUV |
| Total | 59 | |

Projects accepted by sport

| Continent | Projects | |
|--------------|-----------|---|
| Africa | 10 | Archery, athletics, basketball, cycling, judo (3), rugby sevens, volleyball, weightlifting |
| America | 17 | Aquatics, football, gymnastics, hockey (2), judo, multi-sports, physical conditioning (3), rugby sevens (2), table tennis, taekwondo, volleyball (2), wrestling |
| Asia | 10 | Aquatics (2), basketball, boxing (2), hockey, sailing, skating, tennis, weightlifting |
| Europe | 15 | Aquatics, badminton, equestrian (2), handball, ice hockey, multi-sports (2), physical conditioning, rugby sevens (2), sailing, volleyball, wrestling (2) |
| Oceania | 7 | Aquatics, cycling, physical conditioning, table tennis (2), wrestling (2) |
| Total | 59 | |



© NOC of Togo



© NOC of Virgin Islands



© NOC of the Republic of Moldova

Projects run by the NOCs of Togo in handball, the Virgin Islands in football and the Republic of Moldova in canoeing



The Main Operations Centre (MOC) at the Olympic Winter Games in Sochi

MANAGING NOCs: SUCCESSFUL TRAINING COURSES FOR LEADERS AND STAFF

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.

2014 Budget: USD 11,315,000

The second year of the quadrennial plan was marked by a steady uptake of all NOC Management programmes, with NOCs now familiar and comfortable with the new features and changes introduced for the 2013-2016 quadrennial.

The NOC administrative subsidy assisted NOCs with the running costs of their organisations, while NOC management initiatives, the other component of the NOC Administration Development programme, gave them an opportunity to implement a project related to the development of a specific aspect of management that topped their priority list for 2014. The training courses allowed NOCs to offer professional development opportunities to staff and elected officials through courses organised locally and at global level, through MEMOS. Finally, NOC exchanges afforded many NOCs a chance to learn about the activities of other NOCs, so that they can choose and adapt the aspects relevant to their circumstances.

The following pages offer a more detailed insight into the nature of projects developed by NOCs in cooperation with Olympic Solidarity in the area of management.

2014 KEY FIGURES:

183 NOCs RECEIVED THE ANNUAL ADMINISTRATIVE SUBSIDY

60 NOC MANAGEMENT INITIATIVES

87 SPORTS ADMINISTRATORS COURSES

29 ADVANCED SPORTS MANAGEMENT COURSES

18 ASMC PROGRAMME DIRECTORS TRAINED

54 MEMOS SCHOLARSHIPS

74 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



Joanna
ZIPSER-GRAVES
Head of Section



Angélica
CASTRO
Project Manager



Aurélie
HOËPPE
Project Manager



Anne
WUILLEMIN
Coordinator



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.

2014 Budget: USD 8,875,000

The main areas of development through NOC management initiatives were varied in 2014.

A high number of NOCs continued to focus on upgrading their IT equipment and software or launching ICT projects.

Human resources development remained an important area with numerous training sessions organised by NOCs to improve language or computer skills, or to develop specific professional skills.

Several projects aimed to respond to the NOCs' specific needs, such as the development of a strategic plan, market research, organisational restructuring, accounting procedures or team-building activities.

NOC Administration Development

| Continent | Administrative subsidy NOCs | Management initiatives | |
|--------------|--------------------------------|------------------------|-----------|
| | | NOCs | Projects |
| Africa | 45 | 21 | 26 |
| America | 39 | 6 | 9 |
| Asia | 36 | 4 | 4 |
| Europe | 46 | 12 | 17 |
| Oceania | 17 | 4 | 4 |
| Total | 183 | 47 | 60 |

“The aim of our website is to provide information to the public, including news, stories, achievements, media information and live streaming. It also showcases and promotes all national sports and associations, and related events.”

Feedback from the NOC of Bahrain



Team-building in Lesotho / Sports management conference in Ireland / “Paths to success IV” seminar in Germany

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.

2014 Budget: USD 1,090,000

All NOCs received a revised 2014 edition of the *Sport Administration Manual* in English, French or Spanish. NOCs wishing to update their translation of the *Sport Administration Manual* received instructions identifying the modified sections, as well as an offer of financial support towards the cost of this additional translation. NOCs that have not translated the manual yet, but would like to do so now, are encouraged to contact Olympic Solidarity in order to find out about the conditions and possibility of financial assistance.

The 10th training session for Advanced Sports Management Course programme directors was organised. Eighteen new programme directors received instruction in English, French and Spanish from experienced programme directors.

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 | 22 | 31 | 5 | 12 |
| America | 15 | 20 | 7 | 8 |
| Asia | 11 | 27 | 3 | 5 |
| Europe | 5 | 9 | 1 | 3 |
| Oceania** | 2 | – | 2 | 1 |
| Total | 55 | 87 | 18 | 29 |

* Figures are provisional as NOCs are still sending reports for 2014.

** Courses organised through ONOC's continental programme.

“Sports administrators should benefit from these courses in their day-to-day tasks in order to increase the effectiveness of their work.”

Feedback from the Lithuanian NOC, which organised its first sports administration course

“These courses are a great opportunity to bring all administrators from the different sports institutions and organisations together to share their experiences.”

Feedback from the Ugandan NOC



© NOC of Islamic Republic of Iran



© NOC of Trinidad and Tobago



© NOC of Namibia

Sports administrators' course in the Islamic Republic of Iran and in Trinidad and Tobago / Advanced sports management course in Namibia

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.

2014 Budget: USD 850,000

In 2014, 30 MEMOS scholarship holders graduated from MEMOS XVII in English, which concluded in September, and 26 graduated from MEMOS V in Spanish, which finished in November 2014. The MEMOS XVII participants received their diplomas from the IOC President, Thomas Bach.

Alberto Madella prizes for the best projects of a MEMOS edition were awarded to Michelle Brown (USA) for her project “Decoding the Black Box: Decision Strategies for Resource Allocation in Elite Sport” (MEMOS XVII), Damaris Young Aranda (Panama) for her project “Strategic planning for the Panama Olympic Committee in terms of organisation”, and Cristian Roldan (Argentina) for his project “Information and communications management development programme for national federations using new technologies” (MEMOS V ex-aequo award in Spanish).

The first MEMOS XVIII session took place in Lausanne (Switzerland) in September 2014. It will be followed by sessions in Beijing (People’s Republic of China) and Riga (Latvia) before concluding in Lausanne in September 2015.

MEMOS VI in French started in Brussels (Belgium) in October 2014, with subsequent sessions to take place in Kigali (Rwanda), Paris (France) and, finally, Lausanne in July 2015.

International Executive Training Courses in Sports Management – MEMOS scholarships awarded in 2014

| Continent | NOCs | MEMOS in English (XVIII) | MEMOS in French (VI) |
|--------------|-----------|--------------------------|----------------------|
| Africa | 18 | 6 | 12 |
| America | 8 | 6 | 4 |
| Asia | 12 | 11 | 2 |
| Europe | 10 | 10 | 1 |
| Oceania | 2 | 2 | – |
| Total | 50 | 35 | 19 |



© IOC/Arnaud Meylan



© All rights reserved

MEMOS V in Spanish in Lausanne and Puerto Rico

- Projects presented by Olympic Solidarity scholarship holders:
- 📄 MEMOS XVII in English
 - 📄 MEMOS V in Spanish
 - 📄 Closing of the MEMOS XVII in Lausanne

LINKS



© All rights reserved



© IOC/Arnaud Meylan

MEMOS VI in French in Brussels / MEMOS XVII in English in Lausanne

NOC EXCHANGES

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

2014 Budget: USD 500,000

In addition to bilateral NOC exchanges, a number of group exchanges were supported in 2014:

- Capacity support programme organised in cooperation with the Commonwealth Games Federation and Commonwealth Games Canada
- School Youth Games Exchange and Cooperation Programme hosted by the NOC of Brazil
- 2nd America’s Best Practices Symposium hosted by the NOC of the United States
- Sports Science Congress organised by the NOC of Colombia
- Seminar for the NOCs of the Commonwealth of Independent States and Baltic states, hosted by Georgia
- 4th Regional Marketing Seminar of the NOCs of Central and South-East Europe, hosted by the NOC of Croatia.

NOC exchanges

| Continent | NOCs | Exchanges and internships |
|--------------|-----------|---------------------------|
| Africa | 9 | 10 |
| America | 40 | 54 |
| Asia | 6 | 6 |
| Europe | 17 | 18 |
| Oceania | 2 | 2 |
| Total | 74 | 90 |

“This exchange enabled our NOC to ensure that our Regional Games management database was professionally managed by trained sports management interns and that database management skills were transferred to lower-level users.”

NOC of the Federated States of Micronesia, which received support from the NOC of Palau with training on the Games management database.



© NOC of Croatia



© NOC of Albania



© NOC of Uganda

4th Regional Marketing Seminar in Croatia / Working group in Albania / NOC Exchange between the NOCs of Uganda and South Africa



Women's 4 x 6km biathlon relay – Olympic Winter Games in Sochi

PROMOTING THE OLYMPIC VALUES: 1,000 ACTIVITIES CARRIED OUT IN 2013 AND 2014

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.

2014 Budget: USD 5,000,000

At the half-way stage of the 2013–2016 quadrennial plan, the overall level of interest in these programmes is very encouraging. The key figures for 2014, combined with those from 2013 presented in the previous report, show that over 1,000 activities have been conducted across the different programmes. In terms of individual NOC initiatives alone, there was a 45% increase compared with 2013.

An IOC World Conference on Prevention of Injury and Illness in Sport was held in 2014, followed by an advanced team physician course. The NOCs received funding to enable their doctors and physiotherapists to participate.

In partnership with the Olympic Studies Centre, Olympic Solidarity also offered the NOCs, via its Olympic Education, Culture and Legacy programme, a new series of scholarships for doctoral students working in fields relevant to the NOCs.

Finally, Olympic Solidarity followed the IOC's discussions on Olympic Agenda 2020 so that it could improve the advice it offers to the NOCs in relation to the sustainable functioning of the Olympic Movement and the dissemination of education and culture based on the Olympic values. The overall objective remains the same: to raise awareness, hold dialogue and increase the impact of the programmes.

2014 KEY FIGURES:

189 NOC INITIATIVES AND SPORTS
MEDICINE COURSES

147 NOCs RECEIVED GRANTS FOR THEIR
ORGANISATION OF OLYMPIC DAY ACTIVITIES

23 NOCs BENEFITED FROM OLYMPIC STUDIES
AND SPORTS MEDICINE TRAINING

31 NOCs RECEIVED ASSISTANCE TO PARTICIPATE
IN THE IOC WORLD CONFERENCES

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

50 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)



Nicole
GIRARD-SAVOY
Head of Section



Nils
HOLMEGAARD
Project Manager



Céline
MOUNOUD
Coordinator



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.

2014 Budget: USD 920,000

In April 2014, Olympic Solidarity helped 31 NOCs send their medical directors to the IOC World Conference on Prevention of Injury and Illness in Sport in Monaco. With more than 120 international experts in attendance and based on a multidisciplinary approach, the Conference provided an opportunity to share scientific knowledge on strategies for the prevention of injury and illness, with the aim of minimising risk factors linked to sport and optimising the safety of athletes, whether elite or amateur.

These young sports medicine experts or physiotherapists were also able to attend an advanced team physician course held in Mandelieu (France) alongside the World Conference.

Since the new online sports medicine training was launched, those who were awarded grants for the first edition (2013–15) continued their training, while eight new grants were awarded for the 2014–16 edition.

In October 2014, Olympic Solidarity published on NOCnet a message to the NOCs concerning the next advanced team physician course to be held in Doha, Qatar in May 2015, for which the NOCs will again be eligible for financial assistance.

Initiatives, courses and other opportunities

| Continent | Initiatives accepted | | Sports medicine courses | | Other opportunities | |
|--------------|----------------------|--|-------------------------|---------------|---------------------|-------------------------|
| Africa | 5 | BOT, CMR (2), GHA, TUN | 3 | ALG, TUN, UGA | 3 | EGY, UGA, ZIM |
| America | 5 | CUB (2), GUA, MEX, VEN | 3 | CHI, CUB, ESA | 2 | GUA, PER |
| Asia | 5 | CAM, IRI, MDV, TJK, TPE* | 1 | INA | 3 | MAS, OMA, SIN |
| Europe | 10 | EST, GEO, GER, IRL*, ISL (3), MKD, MNE, NOR* | 1 | NED | 5 | AUT, BIH, LTU, MDA, NOR |
| Oceania | 1 | COK | – | – | – | – |
| Total | 26 | | 8 | | 13 | |

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

“Since the new online sports medicine training was launched, those who were awarded grants for the first edition (2013–15) continued their training, while eight new grants were awarded for the 2014–16 edition.”

Pictures, from left to right:

IOC Medical and Scientific Department Director Richard Budgett during the World Conference / NOC President Rita Subowo (centre), with members of the Indonesian Sports Association, opened the sports medicine course / Annual Congress of the European College of Sport Science (ECSS)



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.

2014 Budget: USD 420,000

For this quadrennial plan, five initiatives were approved for a period of several years in order to enable the NOCs to leave a greater legacy and have more of a long-term impact, taking local contexts into account.

For example, the Brazilian NOC launched a project on waste management during sports events. In 2013, it organised youth games in two regions, giving almost 10,000 participants a chance to test out and understand the principles of sustainability in sport. This programme was extended to other regions of the country in 2014.

The Serbian NOC, meanwhile, launched the “Ecolympics” project in several cities in 2013, a project that continued in 2014 under the slogan “growing up in harmony with nature”. Aimed at children and with a strong emphasis on fun, this project includes sports activities and creative workshops designed to reach a large number of young people in several Serbian cities.

One of the Olympic Agenda 2020 recommendations is to include sustainability within the Olympic Movement’s daily operations. It will therefore be important to raise stakeholders’ awareness of these principles and help them to incorporate sustainability in their own organisation and functioning, including through existing channels. Olympic Solidarity will continue to help the NOCs to launch an increasing number of initiatives.

NOC initiatives

| Continent | Initiatives accepted | |
|--------------|----------------------|---|
| Africa | 5 | BUR, MRI, SEY, SOM, TUN |
| America | 5 | BAR, BRA*, CUB, DOM, ESA |
| Asia | – | – |
| Europe | 8 | ARM, BIH, CRO, LTU*, MKD, MNE*, SLO, SRB* |
| Oceania | 3 | COK, FIJ, FSM* |
| Total | 21 | |

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

“One of the Olympic Agenda 2020 recommendations is to include sustainability within the Olympic Movement’s daily operations. It will therefore be important to raise stakeholders’ awareness of these principles.”



EcoOlympics activity in Serbia

© NOC of Serbia



© NOC of the Former Yugoslav Rep. of Macedonia



© NOC of Bosnia and Herzegovina



© IOC / John Huett

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.

2014 Budget: USD 560,000

Since it was launched, 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. Taking both these programmes into account, the NOCs have launched a total of 31 initiatives specifically devoted to women.

Olympic Solidarity asked the expert who usually leads IOC training seminars on women in leadership to run a training course in Equatorial Guinea. The course was attended by 57 women with different skills and ages, who hold a variety of functions within sports organisations, clubs or associations. Three main areas for action were identified at the end of the course: analysis and training of candidates for future positions of responsibility, development of activities for the promotion of sport among women and media coverage of women's sports events and female athletes in the country.

The NOC of Burundi is continuing its project on the training of primary and secondary school teachers on the development of women's sport in different provinces.

NOC initiatives

| Continent | Initiatives accepted | |
|--------------|----------------------|---------------------------------------|
| Africa | 8 | BUR, ETH, GEQ, MRI (2), SLE, TOG, TUN |
| America | 7 | CRC (2), CUB, DOM, GUA, PER, PUR |
| Asia | 1 | TJK |
| Europe | 1 | IRL* |
| Oceania | 4 | AUS*, FIJ, FSM*, NZL* |
| Total | 21 | |

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

“Olympic Solidarity asked the expert who usually leads IOC training seminars on women in leadership to run a training course in Equatorial Guinea.”



© NOC of Sierra Leone



© NOC of Sierra Leone

Seminar in Sierra Leone



© NOC of Costa Rica



© NOC of Tunisia



© NOC of Tajikistan

Seminars in Costa Rica, in Tunisia and in Tajikistan

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.

2014 Budget: USD 520,000

As far as activities carried out by the NOCs at continental level are concerned, the European NOCs have shown the greatest level of interest. At the same time, as part of the strategy devised by Olympic Solidarity to encourage a longer-term approach in this field, several NOCs received grants covering the whole quadrennial period or a number of years.

For example, thanks to Olympic Solidarity support, the Polish NOC organises a Sport for All festival every year. In 2014, the 15th edition brought together almost 30,000 participants despite heavy rain on the day. The NOC used the festival to raise public awareness of the Youth Olympic Games in Nanjing.

The NOC of the Democratic People's Republic of Korea is running a large-scale project in 10 provincial capitals to bring together some 7,000 to 8,000 workers and students on the first Sunday of each month and encourage them to play sport together. The NOC also organises seminars on various sports-related subjects.

Olympic Day is an integral part of the Olympic calendar for most NOCs and gives them an opportunity to spread the Olympic values and encourage people of all ages to exercise. The “move, learn, discover” concept enables the NOCs to focus their activities on these three themes, and encourages participants to be active while learning about the Olympic values and discovering sports that they would otherwise rarely have the opportunity to play.

NOC initiatives and Olympic Day

| Continent | Initiatives accepted | | Olympic Day 2014 (reports received)** |
|--------------|----------------------|--|---------------------------------------|
| Africa | 9 | BDI, BUR, CIV, EGY, GUI, KEN, LES, TUN (2) | 41 |
| America | 8 | ARG*, CHI*, CRC (2), ESA, PAR, PER, PUR | 30 |
| Asia | 6 | BAN*, BRN, LIB, MDV, PRK*, VIE | 27 |
| Europe | 17 | AND*, ARM, BIH, CRO, EST*, ISL, LAT*, LTU*, MDA, MKD, MLT, MNE, POL*, ROU, SLO, SRB*, SVK* | 38 |
| Oceania | 3 | ASA, FIJ*, FSM* | 11 |
| Total | 43 | | 147 |

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

** Provisional figures, since NOCs are still sending in their reports for 2014.

“The 15th edition of the Sport for All festival organised by the Polish NOC brought together almost 30,000 participants and helped to raise public awareness of the YOG in Nanjing.”



Mini-Olympics in Bahrain / Sport for All Festival in Poland / Olympic Day in the Federated States of Micronesia

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.

2014 Budget: USD 2,580,000

This programme, the most popular of the five programmes in the Olympic values section, saw a sharp increase in the number of requests from NOCs. Numerous NOCs receive support over a number of years specifically for educational programmes that have a long-term impact. The synergies between education, culture and legacy fit perfectly into the NOCs' efforts to organise activities in their national context.

Several NOCs, including those of the Federated States of Micronesia, Bosnia and Herzegovina and Zimbabwe, run programmes focused on the promotion of Olympic values and education in schools and youth centres. Following the destruction of its headquarters by fire in 2001, the NOC of Vanuatu has built a library and Olympic archive centre, and converted its conference room into a small Olympic museum containing books, photos, medals and brochures. To mark its 60th anniversary, the NOC of Hong Kong, China published a history book in Chinese and English.

The two Olympic studies masters courses run by the University of the Peloponnese and the German Sports University in Cologne are proving very successful. At the proposal of the Olympic Studies Centre, a new initiative was announced in 2014, with a scholarship programme for doctoral students focusing on NOCs' strategic priorities to be launched in 2015.

NOC initiatives and other opportunities

| Continent | Initiatives accepted | | Other opportunities | |
|--------------|----------------------|---|---------------------|------------------------------|
| Africa | 9 | ALG, ETH, LES, TOG (3), TUN, UGA, ZIM* | 6 | BOT, EGY, GUI, LES, SUD, UGA |
| America | 15 | ARG (2), ARU, BAR*, BRA*, CAY, COL, ECU, GRN*, HAI, PAR, PER, TTO*, VEN, VIN | – | |
| Asia | 8 | BAN, CAM*, HKG*, JOR, NEP, PRK*, SRI, TPE | 2 | INA, MDV |
| Europe | 32 | MON*, ALB, ARM (2), BIH, BUL, CZE*, ESP, EST*, FRA*, GEO (2)*, GER, IRL*, ITA, LAT (2)*, LTU*, MDA*, MNE*, NOR, POL (2), POR*, ROU (2), SLO*, SRB*, SVK* (2), TUR*, UKR | 2 | BLR, ROU |
| Oceania | 6 | AUS*, FIJ, FSM*, NZL*, PLW, VAN | – | |
| Total | 70 | | 10 | |

*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 | 12 | 7 |
| America | 13 | 16 |
| Asia | 6 | 20 |
| Europe | 18 | 36 |
| Oceania | 1 | 4 |
| Total | 50 | 83 |



Youth Olympic camp in Trinidad and Tobago / Development of the Olympic Museum in Ethiopia / OVEP in the Republic of Moldova

4 CONTINENTAL PROGRAMMES

INTRODUCTION 42

REPORTS OF THE CONTINENTAL ASSOCIATIONS

- Association of National Olympic Committees of Africa (ANOCA) 43
- Pan-American Sports Organisation (PASO) 47
- Olympic Council of Asia (OCA) 51
- The European Olympic Committees (EOC) 55
- Oceania National Olympic Committees (ONOC) 58



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 Chair 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 programmes. 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.

ANOCA
(Association of National Olympic Committees of Africa)
info@africaolympic.org
www.africaolympic.org

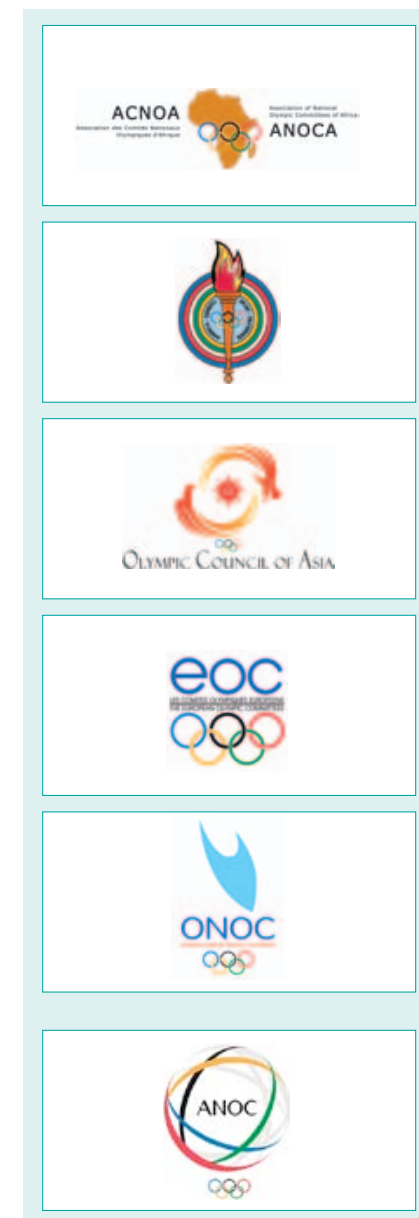
PASO
(Pan-American Sports Organisation)
odepa@paso-odepa.org
www.paso-odepa.org

OCA
(Olympic Council of Asia)
info@ocasia.org
www.ocasia.org

EOC
(The European Committees)
secretariat@eurolympic.org
www.eurolympic.org

ONOC
(Oceania National Olympic Committees)
onoc@oceanianoc.org
www.oceaniasport.com/onoc

ANOC
(Association of National Olympic Committees)
info@acnolympic.org
www.acnolympic.org



ANOCA ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES OF AFRICA

The year 2014 was full of activities and events for ANOCA. The main highlights in terms of the implementation of the continental programmes for Africa include the 2nd African Youth Games in Gaborone (Botswana); the 31st Seminar for Secretaries General in Algiers (Algeria), at which NOCs discussed and agreed on a new communication network and system for the continent; and the continued implementation of Olympafrica Foundation projects across the continent. There has been a notable increase in the uptake of NOC activities funds by member NOCs.

Following the unfortunate events that surrounded the African Village at the 2012 London Olympic Games, more stringent measures were applied in ANOCA's negotiations with "Groupe Jeune Afrique", which had expressed an interest in establishing a similar structure at the 2016 Rio Olympic Games. Discussions on the project between the company and the ANOCA began in January 2013 and thorough legal advice was sought, leading to the signing of a contract giving "Groupe Jeune Afrique" full responsibility for financing and marketing the project from start to finish. ANOCA's primary role in the project is to provide the necessary contacts and information.

In collaboration with Olympic Solidarity and the NOC of Algeria, regional forums on good governance were organised in Algiers on 30 October for the French-speaking NOCs, and on 31 October for the English-speaking NOCs.

2014 Total Budget: USD 9,932,500



African Youth Games in Gaborone

NOC ACTIVITIES

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

2014 Budget: USD 4,505,000

It is encouraging to note the African NOCs' increased level of awareness of the importance of accessing the NOC activities funds. So far, USD 3,788,763 i.e. 84% of the total budget, has been granted to 47 NOCs, 43 of which requested their full allocation. This is a significant improvement on previous years. It is, however, important to state that the Executive Committee has continued its efforts to raise the member NOCs' awareness of the NOC activities funds, especially by ensuring that representatives of the seven regional zones that make up ANOCA engage their NOCs and encourage them accordingly.

📌 African NOC activities carried out in 2014

ADMINISTRATION

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

2014 Budget: USD 862,500

ANOCA's administration has been running smoothly. The composition of all the zones is now complete, and some exciting activities were conducted using ANOCA subsidies. To date, ANOCA has met all its financial obligations within the administrative budget. Proposals aimed at improving services to its partners and stakeholders were discussed in detail at the 43rd Executive Committee meeting, and the proposed organisational chart was unanimously approved. While it was agreed that not all the positions might be filled immediately due to financial constraints, the need to maintain a lean, highly efficient administration was recognised.

ANOCA is currently in the process of filling some key positions and will continue to do so as resources permit. The first vacancy announcement was made for the position of Technical Director; several applications have been received and are being processed. ANOCA intends to complete the recruitment and appointments in 2015.

MEETINGS

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

2014 Budget: USD 665,000

The 43rd Executive Committee meeting was held in Algiers in March 2014. At this meeting, members examined the implementation of decisions taken at the 42nd meeting, and discussed and decided on the way forward regarding the African Village to be set up in Rio in 2016. The meeting also discussed the proposed restructuring of the ANOCA secretariat, the negotiations with the African Union on ANOCA taking over the organisation of the All Africa Games, the report on the 2nd African Youth Games, as well as various other continental issues.

The Executive Committee's second statutory meeting of 2014 was held in Bangkok (Thailand) on 6 November. The 31st annual Seminar for Secretaries General was also held in Algiers in October. The seminar had initially been due to take place in Maseru (Lesotho). It was however moved to Algeria due to political issues in the Southern African nation. ANOCA is happy and grateful that Algeria stepped in to save a crisis situation at such short notice. The ANOCA Women and Sport and Athletes' commissions also met in 2014.



© ANOCA/Jean Tchaffo



© ANOCA/Jean Tchaffo



© ANOCA/Jean Tchaffo

The IOC President, ANOCA President and OCA President (left to right) during the ANOCA Extraordinary General Assembly in Bangkok / Regional Forum in Algiers / African Youth Games

AFRICAN YOUTH GAMES

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

2014 Budget: 3,000,000

The second edition of the African Youth Games was held in Gaborone from 22 to 31 May 2014. While ANOCA contributed USD 2 million to the local organising committee (BAYGOC) as agreed, it also paid USD 10,000 to each NOC for participating in the Games. The Games were of a high standard, with 50 participating countries. Only Eritrea, Gambia and Mauritania did not attend. South Sudan attended with guest participants, the first time that the continent's newest nation has participated in an Olympic- related event. A total of 1,951 athletes aged between 14 and 18 competed in 188 events in 21 sports. A total of 589 medals were awarded, with Egypt topping the medal table, followed by South Africa and Algeria. A total of 8,000 people, including 1,000 officials, were accredited for the Games, which were a huge success and an ideal platform for African athletes to prepare for the Nanjing Youth Olympic Games. While these Games are becoming increasingly popular, marketing them remains a challenge. ANOCA hopes to make future editions more marketable and to use them as a qualifying event for the Youth Olympic Games. The third edition will be held in Algeria in 2018.

OLYMPAFRICA

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

2014 Budget: USD 500,000

This programme continued to gain momentum, with various activities carried out, for example: under the Futbolnet programme, local and regional football tournaments were organised in all 38 active Olympafrica centres; six centres benefited from the Iba Mbaye scholarship; and nine centres organised competitions within the framework of the IAAF 13-15 years schools programme. In all, 17 programmes were initiated in 2014. They include the youth sport leadership programme and the Olympafrica holiday sports programme. Three additional centres received one-off grants from ANOCA for various projects. The Olympafrica programme's positive impact on the lives of African young people, especially the less privileged, is growing by the day.

📌 [List of Olympafrica Centres](#)

MISSIONS

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

2014 Budget: USD 200,000

ANOCA, as part of its mandate and its partnership with other institutions, was represented at various events and meetings in Africa and elsewhere in 2014. Two meetings concerning negotiations with the African Union on the future of the All Africa Games were attended, while an ANOCA delegation travelled to Congo to assess the state of preparedness for the 2015 All Africa Games and to identify ways of assisting the organising committee. Travel costs remain a challenge that has continued to affect the missions budget and has sometimes impeded ANOCA's participation in important forums.



ANOCA Athletes' Commission / Holiday sports programme at the Olympafrica centre in Rwanda / African Youth Games

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).

2014 Budget: USD 200,000

A special contribution of USD 90,011 was made to the Anani Mathia Olympafrica centre in Lome (Togo) from the 2013 and 2014 budgets. The construction of this special centre was commissioned during ANOCA's 30th anniversary celebrations in honour of the very first ANOCA President. The work is in full swing and should be completed in 2015. Other special requests that fall within ANOCA's corporate social responsibility are also being considered and should be addressed in accordance with ANOCA's financial situation.

Summary of the report by Intendant General Lassana Palenfo, President



African Youth Games: The ANOCA President hands over the medals and Judo event / ANOCA Executive Committee

PASO PAN-AMERICAN SPORTS ORGANISATION

The pan-American Olympic Solidarity programmes, approved by PASO for the 2013–2016 quadrennial, continued to be applied in 2014, based on the general principles and rules approved at the PASO Executive Board meeting in November 2012, when it was decided that the full budget assigned to PASO by the Olympic Solidarity Commission for the development of continental programmes in America should be distributed among the 41 PASO-member NOCs.

In 2014, PASO also attended regional forums organised by Olympic Solidarity in Bogotá (Colombia) on 10 and 11 October for the Spanish-speaking NOCs, and in Bridgetown (Barbados) on 14 and 15 October for the English-speaking NOCs. The forums focused on “Good governance in the NOCs”, and their results were considered useful for the work of the American NOCs.

2014 Total Budget: USD 6,935,000



Pan-American Sports Festival

NOC ACTIVITIES

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

2014 Budget: USD 6,935,000

The NOC activities programme aims to help NOCs to achieve their strategic objectives by offering financial support so that they can implement their activities. These funds should be directed at NOC priorities that are not covered by other Olympic Solidarity programmes or used to supplement 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.

📌 American NOC activities carried out in 2014

In parallel, PASO used its own funds, generated by the marketing of the Pan-American Games, to finance the development of other NOC support programmes aimed at preparing American athletes for their participation in the Toronto 2015 XVII Pan-American Games and the Rio 2016 Games, and training and updating national team coaches. These programmes include the Pan-American Sports Festival, which has over 5,000 participants, the continental scholarships programme and direct financial support for the NOCs.

In 2014, the NOCs focused on determining and preparing their strategies. All PASO-member NOCs participated actively in the various programmes and benefited from them, according to the objectives they had set for themselves. The results, which exceeded those from previous years, can be summarised as follows:

HIGH-LEVEL TECHNICAL COURSES

This programme, which began in 2013 and is expected to end in the first half of 2015, includes the organisation of 52 high-level continental technical courses in 35 sports, held in 12 host countries and involving an estimated 2,700 coaches and 167 experts, i.e. a total of around 2,870 participants.

As at 31 December 2014, 36 courses in 27 sports had been held, with a total of 1,431 participants, comprising 1,255 coaches and 176 experts. The average attendance per course was 39 coaches, which is higher than previously. The budget of each course was kept at a reasonable level and, in many cases, was lower than expected.

📌 High-level technical courses held in 2013–2014

A very important aspect of the organisation of the high-level continental technical courses is the monitoring and evaluation of the results. The participation of the pan-American sports confederations and, in most cases, of IFs played a vital part in improving the quality and technical level of the courses as well as the detailed analysis of their results.

The courses were very successful, generally meeting participants' expectations. The feedback received in surveys of the participants, instructors and host NOCs, and the assessments conducted by the various pan-American sports confederations, show that the technical and teaching objectives were largely met. Where possible, the technical content was tailored to the demands of the athletes' preparation plans. Notwithstanding the efforts made, it was necessary to reschedule some courses due to unforeseen circumstances.



© PASO



© PASO



© Getty Images/Adam Pretty

Artistic gymnastics and cycling courses /
Scholarship holder Peter Adam Crook from the British Virgin Islands

CONTINENTAL SCHOLARSHIPS FOR ATHLETES

At the PASO General Assembly in Toronto, the NOCs received guidelines for the application of this programme, as well as the information needed to access it from January 2014 onwards. The beginning of the programme coincided with the organisational phase of the Pan-American Sports Festival. This limited the opportunities, especially for the smaller NOCs, to send athletes to the selected high-level training centres, since the Festival and preparations for the upcoming Central American and Caribbean Games in Veracruz, Mexico, took priority. Nevertheless, the programme began and benefited the athletes' preparations. During this initial stage, PASO enjoyed active collaboration and support from the NOCs of the United States, Chile, Canada and Mexico, which provided all the necessary facilities within their high-level training centres. **USA:** six NOCs requested scholarships in weightlifting and wrestling. **Chile:** four NOCs requested scholarships in boxing, gymnastics, judo, table tennis and shooting. **Mexico:** seven NOCs requested scholarships in archery, athletics, boxing, swimming and taekwondo.

SPECIAL PROGRAMME FOR THE SUPPORT OF ATHLETE PREPARATION

At the end of 2013, the first year of this programme's implementation phase, the PASO-member NOCs submitted their work programmes and the corresponding requests in order to receive USD 100,000 that year.

As part of this process and with the Executive Board's agreement, a plan showing the benefiting athletes, activities and sports was requested. Most NOCs presented their athletes' preparation plans for Toronto and Rio.

The programme's implementation continued during 2014 and, by 31 December, 34 NOCs had received the corresponding funds and 7 NOCs had requests pending, according to the rules drawn up by PASO.

PAN-AMERICAN SPORTS FESTIVAL

The Pan-American Sports Festival took place in Mexico between July and September 2014. Invitations for the 23 sports on the Festival programme, as well as information on other aspects related to its organisation, were prepared and sent to all NOCs. The pan-American sports confederations, coordinated by ACODEPA (Association of Pan-American Sports Confederations), participated actively in the preparation stage.

The Festival programme involved 23 sports and around 5,000 participants, including 3,100 athletes. Thanks to the joint efforts and collaboration of all parties, the event's objectives were met. PASO strived to guarantee the main objective of the Festival, which was to promote the participation of as many athletes as possible and to improve their technical preparation. As a result, a total of 411 athletes from 13 sports qualified for the Pan-American Games in Toronto.

- 📄 Pan-American Sports Festival – Participation by country
- 📄 Pan-American Sports Festival – Participation by sport
- 📄 Pan-American Sports Festival – Medal table
- 📄 Pan-American Sports Festival – Places granted for Toronto 2015

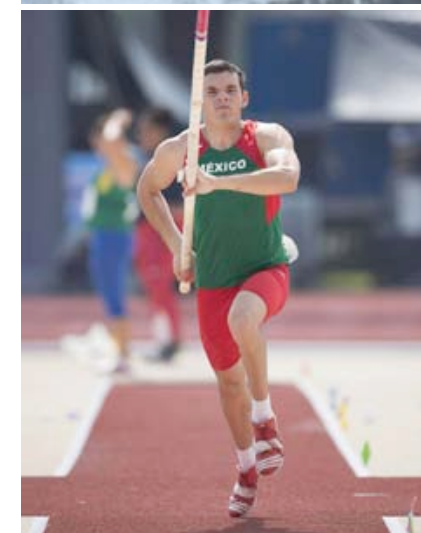
In almost all sports, camps for the technical preparation of athletes were held three-to-five days before their respective competitions, and training courses for coaches were also organised.



© Getty Images / Alexander Hasenstein



© Getty Images / Cameron Spencer



© PASO

Scholarship holder Sebastiano Castaldi from Argentina / Scholarship holder Isabel Clark Ribeiro from Brazil / Pan-American Sports Festival

The evaluation of the Festival's results conducted by the various pan-American confederations for their respective sports was generally positive. The confederations recognised the importance of the event for their sports and proposed examining whether it could be maintained as a preparation event in the next cycle. PASO considers that the success of the Festival should serve as a basis for analysing the appropriateness of its inclusion within the preparatory qualifying competitions for the Pan-American Games.

Summary of the report by Jimena Saldaña, Secretary General



Pan-American Sports Festival (left and bottom) / Equestrian course

OCA OLYMPIC COUNCIL OF ASIA

In 2014, the Olympic Council of Asia organised two major multi-sport games, two Olympic Solidarity regional forums, two youth camps (swimming and athletics) and numerous other meetings and activities. The 17th Asian Games took place in Incheon (Republic of Korea) in September, and brought together approximately 14,000 athletes and officials from all the Asian NOCs that participated.

The OCA, in coordination with Olympic Solidarity, conducted two regional forums in May 2014. The NOCs from Central, South and West Asia met in Bahrain from 7 to 9 May, while those from East and South-East Asia gathered in Myanmar on 11 and 12 May. The main topics of discussion during the forums were good governance in the NOCs, the Incheon Asian Games, the Phuket Asian Beach Games and the Nanjing Youth Olympic Games.

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.

2014 Total Budget: USD 8,229,500



17th Asian Games Opening Ceremony in Incheon

NOC ACTIVITIES

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

2014 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.

2014 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 Executive Committee, General Assembly and Chefs de Mission seminars.

2014 Budget: USD 892,500

In 2014, the OCA organised and/or participated in numerous events. The 32nd OCA General Assembly was held in Manila (Philippines) on 18 January. The Asian Games Centennial celebrations also took place in Manila in January. This was a great occasion, attended by sports leaders from all over the world. During the celebrations, the OCA paid its respects to the victims of the Haiyan typhoon.

A Court of Arbitration for Sport (CAS) seminar was held in Kuwait on 2 and 3 June. Chaired by John Coates, CAS President, the seminar was organised for the NOCs of Africa, Asia and Oceania. Approximately 170 participants from over 100 countries participated.

📌 2014 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 under-privileged areas.

2014 Budget: USD 400,000

In 2014, four NOCs benefited from Olympasia funds as follows:

| NOC | Project description | Amount allocated (USD) |
|-------------|---|------------------------|
| Bhutan | Multi-sport gymnasium | 100,000 |
| Kyrgyzstan | Olympic Museum | 100,000 |
| Timor Leste | NOC headquarters and construction of a new well-equipped meeting room | 100,000 |
| Uzbekistan | NOC headquarters | 100,000 |

CONTINENTAL GAMES – PARTICIPATION SUBSIDIES

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

2014 Budget: USD 1,500,000

The 17th Asian Games, the largest sporting festival in Asia, took place in Incheon from 19 September to 4 October 2014. A total of approximately 14,000 athletes and officials participated in the Games, which featured 439 events in 36 sports – 28 from the Olympic Games programme and 8 non-Olympic sports.



OCA headquarters / CAS Seminar in Kuwait / 17th Asian Games

More than 30,000 volunteers were involved in the Games, which were covered by over 5,000 media personnel. The OCA provided each NOC with a USD 25,000 participation subsidy. In addition to this, the Games Organising Committee provided all NOCs with a certain number of free air tickets and free accommodation in the Athletes' Village.

Soon after the Incheon Asian Games, all the Asian NOCs gathered in Phuket (Thailand) for the 4th Asian Beach Games from 14 to 23 November 2014. A total of 168 events in 26 sports were included in the nine-day event, for which the OCA provided each NOC with a USD 5,000 participation subsidy.

📌 Special Incheon / SPORTING ASIA ISSUE 27

ASIAN GAMES FUN RUN

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

2014 Budget: USD 200,000

In 2014, just a few months before the Asian Games, six NOCs conducted activities in their countries:

| NOC | City | Event | Date | Number of participants |
|-------------|-------------|--------------------|----------|------------------------|
| Kyrgyzstan | Bishkek | Fun Run | 4 April | 500 |
| Bangladesh | Dhaka | Fun Run | 25 April | 500 |
| Philippines | Manila | Fun Run | 11 May | 2,000 |
| Brunei | Bandar Seri | Fun Run | 25 May | 800 |
| Darussalam | Begawan | | | |
| Japan | Sapporo | Fun Run | 6 July | 500 |
| Korea | Incheon | OCA Youth Reporter | 27 July | 60 |

Fun Run & Learn: 📌 SPORTING ASIA ISSUE 25 📌 SPORTING ASIA ISSUE 26

ASIAN YOUTH DEVELOPMENT PROJECT

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

2014 Budget: USD 250,000

The OCA, in conjunction with the Qatar NOC and Qatar's Aspire Academy, organised two youth camps in 2014. The OCA swimming youth camp took place from 18 to 28 June at the Hamad Aquatic Centre in Doha, in cooperation with Olympic Solidarity, world governing body FINA, the Qatar Olympic Committee (QOC), the Qatar Olympic Academy (QOA) and the Qatar Swimming Association (QSA). This camp included a variety of training programmes and coaching clinics designed to improve not only the athletes' performance but also coaching techniques. More than 100 coaches and athletes from 31 Asian NOCs benefited from this camp. The OCA athletics youth training camp ran from 1 to 14 September at Qatar's Aspire Academy in Doha. It was co-organised by Olympic Solidarity, the OCA, the Qatar NOC and Qatar's Aspire Academy. A total of 116 athletes from 32 Asian NOCs participated in the camp, which featured middle-distance running and long jump. 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.

2014 Budget: USD 147,000



Athletes from Kyrgyzstan – 17th Asian Games / Project for youth development in Qatar / "Fun Run" in Bishkek, Kyrgyzstan

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.

2014 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 the 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



© Getty Images/ Cameron Spencer



© Getty Images/ Brendon Thorne



© Getty Images/ Suhaimi Abdullah

EOC THE EUROPEAN OLYMPIC COMMITTEES

In 2014, the EOC managed the Olympic Solidarity continental programmes with a budget of USD 7,876,000. As always, for reasons of prudence, the EOC did not divide the quadrennial budget into four equal annual parts, but started with a lower amount for the first year and progressively increased it according to need, taking particular account of the fact that the European Youth Olympic Festival (EYOF) and the Games of the Small States of Europe (GSSE) take place in alternate years. As always, the EOC was keen to maximise direct support to NOCs, and carefully manage their expenditure with the aim of improving their efficiency.

The EOC continues to operate well within the Olympic Solidarity guidelines concerning the percentage of Olympic Solidarity funds to be allocated to administration and meetings. With the relevant figures at 11% and 5% respectively, the EOC spends almost exactly half the combined maximum of 30% recommended by Olympic Solidarity in these areas. The minimum annual lump sum requirement of USD 85,000 paid to each NOC for its respective activity programme was also met.

A great deal of work went into ensuring the continued success of the EYOF, which is considered a crucial part of the EOC's activities. However, the lion's share of the work on Continental Games was devoted to the European Games, the first edition of which will take place in Baku (Azerbaijan) in June 2015. No Olympic Solidarity funds have been or will be spent on these Games, as they are funded commercially from a different source.

2014 Total Budget: USD 7,876,000

Special activity in Slovakia



NOC ACTIVITIES

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

2014 Budget: USD 5,315,000

In 2014, the NOC activities programme was funded with a lump sum of USD 85,000 for each NOC. As for special activities funding, the EOC supported 39 NOCs with a total budget of USD 1,149,000. The European NOCs particularly appreciated the flexible and varied nature of the special activities programme, which allows them to meet needs that cannot be covered by other programmes.

📌 European NOC special activities carried out in 2014

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).

2014 Budget: USD 881,000

The EOC secretariat in Rome handles organisation and administration. One fundamental way in which the EOC is able to limit its administrative costs is by making extensive use of modern computer technology in order to carry out many tasks in-house rather than entrusting them to outside bodies. Another factor that assists EOC greatly is the provision of rent-free premises by the Italian National Olympic Committee (CONI).

MEETINGS

Objective: to cover some of the costs linked to EOC statutory meetings.

2014 Budget: USD 410,000

The EOC held two annual institutional meetings in 2014. The EOC seminar took place in Nicosia (Cyprus) on 23 and 24 May, together with the annual Olympic Solidarity regional forum, which focused on good governance in the NOCs. The annual General Assembly was held in Baku (Azerbaijan) on 21 and 22 November. The venue for the 2015 General Assembly, decided during the meeting, will be in Prague (Czech Republic).

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).

2014 Budget: USD 480,000

The 2015 Winter EYOF took place in Vorarlberg (Austria) and Liechtenstein from 24 to 31 January. This is the first time in its long history that the EYOF has been organised by two countries. The Summer EYOF will take place in Tbilisi (Georgia) from 25 July to 1 August, and the GSSE in Reykjavik (Iceland) from 1 to 6 June. Given the considerable growth of the EYOF, the team in charge of the event is 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, and the Senior Games Adviser, Guido De Bondt. Early in 2014, the EOC paid 50% of the financial contribution earmarked for the host NOCs (USD 75,000 for the Vorarlberg/Liechtenstein Winter EYOF, USD 125,000 for the Tbilisi Summer EYOF and USD 120,000 for the Reykjavik GSSE).



© NOC of Czech Republic



© NOC of Republic of Moldova



© NOC of Turkey

Special activity in the Czech Republic, in the Republic of Moldova and in Turkey

CONTINENTAL ACTIVITIES

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

2014 Budget: USD 790,000

The EOC now has eight commissions: Olympic Games, marketing and communications, EYOF, European Union (EU), environment and Sport for All, Olympic culture and legacy, medical and anti-doping, and gender equality in sport. In 2014, Medical, EYOF, Olympic Games, Marketing & Communication were able to meet, whilst the others will meet in early 2015. As they were only set up in late 2014, they are only just starting to produce results.

Throughout 2014, the EOC/EU office in Brussels (Belgium), which is partly financed by the EOC, performed 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. Regarding communications, the EOC made maximum use of the Internet, publishing daily news items and its monthly newsletter on its website and via Twitter, YouTube and Facebook.

Summary of the report by Patrick J. Hickey, President



Scholarship holders Elfje Willemssen and Hanna Marien from Belgium / Aleksey Sitnikov and Yulia Zlobina from Azerbaijan / EOC General Assembly in Baku

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 2014 were based on an evaluation of previous quadrennial programmes. Sports education and NOC support remain at the heart of ONOC’s activities.

The 8th Micronesian Games brought together 10 Micronesian nations, states and territories from 20 to 30 July 2014 in Pohnpei (Federated States of Micronesia). The participants competed in 14 sports, including football for the first time.

[🔗 8th Micro Games 2014 Pohnpei FSM website](#)

The regional forum, which focused on “Good Governance in the NOCs”, was held in Guam on 1 May 2014, prior to the ONOC General Assembly.

2014 Total Budget: USD 4,637,500



Samoa and Papua New Guinea teams

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.

2014 Budget: USD 1,445,000

Each NOC is eligible for an annual grant of USD 85,000 for these activities. In 2014, all Oceanian NOCs used this budget to organise a total of 156 activities. Some of those NOCs eligible to participate in the Commonwealth Games utilised varying levels of funding to prepare their teams that participated in the 2014 Commonwealth Games in Glasgow.

📌 Oceania NOC activities carried out in 2014

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.

2014 Budget: USD 1,100,000

The Annual General Assembly, associated meetings and workshops were held in Guam on 3 May 2014. The Executive Committee met in Sydney (Australia) on 26 March and in Guam on 2 May.

OLYMPOCEANIA

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

2014 Budget: USD 195,000

The Tuvalu NOC received financial assistance to build its new headquarters in 2014.

REGIONAL AND NATIONAL GAMES

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

2014 Budget: USD 235,000

Subsidies were paid to the NOCs of American Samoa, Cook Islands, Papua New Guinea, Tuvalu and Vanuatu to assist with the organisation of their National Games. A support grant was also paid to the NOC of the Federated States of Micronesia, which hosted the 8th Micronesian Games in July.

Support grants for the Organising Committees of the 2015 Pacific Games in Papua New Guinea and the 2017 Pacific Mini Games in Vanuatu are also covered by this budget, as well as the costs of ONOC's joint logistics, operations and media project at the Commonwealth Games in Glasgow.

OCEANIA SPORT EDUCATION PROGRAMME (OSEP)

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

2014 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 in the region.

During 2014, the following activities were implemented: North Pacific Strategy Review Meeting (Guam), Management of Olympic Sports Organisations (MOSO) Educators' Training (Papua New Guinea), Master Educators' Course (Fiji), MOSO IV Course (Tonga and Fiji) and OSEP community courses in a number of NOCs.



The ONOC President during the General Assembly / ONOC team / Taoriba Kiniati from Kiribati during the Commonwealth Games in Glasgow

SPORT AND DEVELOPMENT

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

2014 Budget: USD 125,000

ONOC plans to widen its sports development activities to include the fight against non-communicable diseases (NCDs), following the signing of a Memorandum of Understanding with the World Health Organisation during 2014. It is currently cooperating with its Medical Commission in order to determine how to plan and implement programmes in this area.

OCEANIA SPORTS INFORMATION CENTRE (OSIC)

Objective: to cover the OSIC's development, staff training and running costs.

2014 Budget: USD 50,000

The annual support grant for OSIC, which is based at the University of the South Pacific in Suva (Fiji), was used for the centre's development, staff training and operations.

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.

2014 Budget: USD 570,000

In 2014, the budget also supported the Samsung/Oceania Foundation USA Junior Scholarships Programme, which is now in its fourth year, and ONOC's ongoing arrangement with FoxSportsPulse in Sydney for website maintenance for member NOCs, database services, games management systems and IT support.

ATHLETES' COMMISSION, WOMEN IN SPORT COMMISSION AND MEDICAL COMMISSION

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

2014 Budget: USD 170,000

- Athletes': USD 80,000
- Women in Sport: USD 60,000
- Medical: USD 30,000

In 2014, the "Voices of the Athletes" (VOA) 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 major regional event that year was the 8th Micronesian Games in Pohnpei. Other events where the VOA Programme operated included the Oceania Karate Championships and the FIBA Oceania under-19 Championships.

The Women in Sport Commission budget enables two young female sports administrators to attend the Session for young participants of the International Olympic Academy (IOA) in Olympia (Greece) on an annual basis.

The Medical Commission met in 2014 to define its new Terms of Reference following the change in funding parameters this quadrennial. ONOC has appointed an in-house Liaison Officer for the Commission, and work is underway to better define the Commission's roles and responsibilities.



ORADO team / ONOC Athletes' Commission with IOC Member Sergey Bubka (right) / Micronesian Games in Pohnpei

ORGANISATION OF SPORTS FEDERATIONS OF 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.

2014 Budget: USD 347,500

Following a review of Pacific Island athletes' performances at the London 2012 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 Sport Education Programme.

In 2014, funding was provided to the Oceania federations of athletics, badminton, basketball, hockey, rugby, table tennis, tennis, weightlifting and wrestling. The budget was also used to reimburse Olympic Solidarity technical course experts' airfares and accommodation costs.

Summary of the report by Dennis Miller, Executive Director



Micronesian Games / Commonwealth Games: Fijian Banuve Tabakaucoro and swimmer Jocelyn Flynn (left) from Papua New Guinea

5 OLYMPIC GAMES SUBSIDIES

INTRODUCTION

- XXII Olympic Winter Games in Sochi

63

63



88 NOCs AND 2,780 ATHLETES LIT UP THE XXII OLYMPIC WINTER GAMES IN SOCHI

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; and 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.

2014 Budget: USD 9,000,000



XXII OLYMPIC WINTER GAMES IN SOCHI

The XXII Olympic Winter Games were held in Sochi from 7 to 23 February 2014, and some 2,780 athletes took part. The 88 NOCs participating received a subsidy for their contribution to the success of these Games. This subsidy was calculated on the basis of USD 2,000 per competing athlete, in accordance with the official figures provided by the Organising Committee for the 2014 Olympic Winter Games in Sochi.

The NOCs also received financial assistance of USD 32,000 each before the start of the Games. This subsidy was a contribution to the transport and accommodation costs of the NOC presidents and secretaries general (USD 9,000 each) as well as logistical costs (USD 14,000). To date, 37 NOCs have submitted paperwork and received a reimbursement for air travel costs in economy class for a maximum of three athletes and one official per NOC.

| Olympic Winter Games in Sochi / Participating athletes by NOC | | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----------------|-----|
| ALB | 1 | CHN | 64 | IND | 3 | LTU | 9 | PER | 3 | TOG | 2 |
| AND | 6 | CRO | 11 | IRI | 5 | LUX | 1 | PHI | 1 | TPE | 3 |
| ARG | 7 | CYP | 1 | IRL | 5 | MAR | 2 | POL | 57 | TUR | 6 |
| ARM | 4 | CZE | 87 | ISL | 5 | MDA | 4 | POR | 2 | UKR | 42 |
| AUS | 60 | DEN | 12 | ISR | 4 | MEX | 1 | ROU | 22 | USA | 225 |
| AUT | 125 | DMA | 1 | ISV | 1 | MGL | 2 | RUS | 218 | UZB | 3 |
| AZE | 3 | ESP | 20 | ITA | 110 | MKD | 3 | SLO | 61 | VEN | 1 |
| BEL | 7 | EST | 25 | IVB | 1 | MLT | 1 | SMR | 2 | ZIM | 1 |
| BER | 1 | FIN | 102 | JAM | 2 | MNE | 2 | SRB | 8 | | |
| BIH | 5 | FRA | 107 | JPN | 111 | MON | 5 | SUI | 156 | Total | |
| BLR | 26 | GBR | 55 | KAZ | 50 | NED | 39 | SVK | 62 | 88 | |
| BRA | 13 | GEO | 4 | KGZ | 1 | NEP | 1 | SWE | 104 | NOCs | |
| BUL | 18 | GER | 152 | KOR | 71 | NOR | 112 | TGA | 1 | 2,780 | |
| CAN | 221 | GRE | 7 | LAT | 55 | NZL | 14 | THA | 2 | athletes | |
| CAY | 1 | HKG | 1 | LIB | 2 | PAK | 1 | TJK | 1 | | |
| CHI | 6 | HUN | 16 | LIE | 3 | PAR | 1 | TLS | 1 | | |



6 COMPLEMENTARY PROGRAMMES

INTRODUCTION

- 2014 Activities

65

65



COMPLEMENTARY PROGRAMMES: PROMOTING THE SHARING OF KNOWLEDGE AND EXPERIENCE BETWEEN NOCS

The five complementary programmes aim to offer the NOCs additional, targeted services which, 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.

As part of the progress made on developing the “Olympic Solidarity Knowledge Centre” in 2014, the original objectives were revised; areas of priority were identified; and preliminary drafts of reference documents were produced in consultation with experts responsible for the specific subject areas.

Within the framework of the “Support Towards Efficient Use of Olympic Solidarity Funding for NOCs with Greatest Need” programme, a number of NOCs that did not seem to be taking full advantage of Olympic Solidarity programmes were identified and engaged in one-on-one discussions with Olympic Solidarity staff, in order to fully understand the obstacles that prevent them from accessing the opportunities available.

2014 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.

2014 Budget: USD 890,000

The eight forums organised in 2014 in all five continents were devoted to good governance. In all, 201 NOCs took part in them. The content of these forums was mainly made up of presentations by the NOCs on their experience in implementing the Basic Universal Principles of Good Governance of the Olympic and Sports Movement.

2014 Regional Forums

| Continent | Dates | Place | Participating NOCs |
|-----------|---------------|-------------------|--------------------|
| Africa | 30 October | Algeria | 28 |
| | 31 October | Algeria | 23 |
| America | 10-11 October | Colombia | 21 |
| | 14-15 October | Barbados | 19 |
| Asia | 7-8 May | Brunei Darussalam | 26 |
| | 11-12 May | Myanmar | 18 |
| Europe | 23 May | Cyprus | 49 |
| Oceania | 1 May | Guam | 17 |



© Olympic Solidarity



© All rights reserved



© All rights reserved

NOC visits in Gabon, Honduras
and American Samoa

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 transparently and efficiently.

2014 Budget: USD 125,000

The schedule of visits continued in 2014 with a total of six visits: Bermuda, Gabon, Honduras, Samoa, American Samoa and Turkey. Four of the five continents were thus covered. For Asia, one of the visits was cancelled and the other postponed until the following year. Since the start of the 2013–2016 quadrennial plan, 11 NOCs have received visits from representatives from the Olympic Solidarity international office as well as the continental office concerned.

2014 NOC visits: Africa (GAB), America (BER, HON), Europe (TUR) and Oceania (ASA, SAM).

OLYMPIC SOLIDARITY SPECIAL FUND

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

2014 Budget: USD 2,500,000

As well as specific requests, this programme can also respond to requests and/or projects submitted by the NOCs which cannot be considered in the framework of the other Olympic Solidarity programmes. In 2014, the programme provided support to the following organisations and NOCs:

Olympic Solidarity Special Fund

| Organisations/NOC | Type of support | Amount (USD) |
|-------------------|---|--------------|
| BDI | Construction of a new NOC headquarters | 50,000 |
| BIH | Assistance in the framework of a flood | 50,000 |
| CANOC | Olympic legislation, conference on intellectual property | 9,800 |
| CRO | Assistance in the framework of a flood | 50,000 |
| ECU | Assistance to strengthen the management of the NOC | 50,000 |
| ESP | Online university training for athletes from Spanish- and Portuguese-speaking countries | 100,000 |
| FSM | Assistance for pool maintenance on the sports complex | 32,000 |
| ITF/ATF | Assistance with coaching of 12 young Asian tennis players | 30,000 |
| JAM | Replacement of the synthetic hockey field surface at the Mona complex | 30,000 |
| NEP | IT equipment for the new NOC headquarters | 25,000 |
| OCA | Forum on arbitration in sport for the NOCs of Africa, Asia and Oceania | 280,000 |
| ODECABE | Assistance to strengthen the structure of the organisation | 75,000 |
| ODESUR | Assistance to improve the administrative management of the organisation | 50,000 |
| SRB | Assistance in the framework of a flood | 50,000 |
| URU | Renovation of the NOC headquarters | 100,000 |



Regional Forum in Barbados / Regional Forum in Cyprus

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 | WR | World Rugby |
| 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 | UWW | United World Wrestling |

National Olympic Committees 205 NOCs are recognised by the IOC (at 31 December 2014)

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 (50 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
 KOS Kosovo
 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
 GUM Guam
 KIR Kiribati
 MHL Marshall Islands
 FSM Federated States of Micronesia
 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

LISTENING TO YOU



The Villa Mon-Repos © Régis Colombo

For further information:

Olympic Solidarity
International Olympic Committee
Villa Mon-Repos
Parc Mon-Repos 1
C. P. 1374
CH-1001 Lausanne (Switzerland)
Tel. +41 (0)21 621 69 00
Fax +41 (0)21 621 63 63
solidarity@olympic.org
www.olympic.org

Published by Olympic Solidarity

Picture credits:

Cover: Olympic scholarship holder Eliza Tiruma from Latvia – Olympic Winter Games in Sochi © Getty Images / Julian Finney

Page 3: 2,000m steeplechase final – YOG in Nanjing

Page 6: Regional forum in Algeria

Page 11: Freestyle skiing aericals event – Olympic Winter Games in Sochi

Page 12: The Brazilian team benefited from the Team Support Grant programme – South American Games in Santiago de Chile

Page 41: Pan-American Sports Festival

Page 62: Olympic Winter Games Closing Ceremony in Sochi

Page 64: Regional Forum in Bahrain




Illustrations: Olympic Solidarity, IOC

Graphic design: Créatique Alexandre Piccand, Lausanne (Switzerland)

TIPS FOR VIEWING THIS DOCUMENT ON YOUR SCREEN

This interactive PDF document offers you several features visible only on screen, allowing you to easily navigate between the sections and access additional content.

The three buttons on the top left of the pages allow you to call up:

-  the main summary
-  the print manager
-  the help page (this page)

NAVIGATING THE MAIN MENU AT THE TOP OF THE PAGES

The six menus (numbered 1 to 6) at the top of the pages allow you to directly access the corresponding chapters of this publication. Hover your mouse pointer over these menus to display the name of the chapter concerned, and click to access it.






ACCESSING PAGES THROUGH THE SUMMARY

The titles of the main summary and the summaries of the various chapters are interactive. By clicking the chosen title, you will access the corresponding page directly.

| | | |
|----------|--|---|
| 1 | FOREWORDS | |
| | • President of the International Olympic Committee | 4 |
| | • Chair of the Olympic Solidarity Commission | 5 |

ACCESSING ADDITIONAL CONTENT THROUGH LINKS

All the texts in pink, placed in boxes or directly in the text, are links to additional content or web sites. The “at”/@ sign provides access to email addresses.

-  Download a pdf file
-  Open a web page
-  Next/previous page

