



OLYMPIC
SOLIDARITY

A DIRECT LINE!

**2013–2016
QUADRENNIAL PLAN**

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**TOGETHER
TOWARDS
NEW OBJECTIVES!**



ADIR

“The aim of Olympic Solidarity is to organise assistance to National Olympic Committees (NOCs), in particular those which have the greatest need of it. This assistance takes the form of programmes elaborated jointly by the International Olympic Committee (IOC) and the NOCs, with the technical assistance of the International Federations (IFs), if necessary.” (*Olympic Charter, Rule 5*)

Olympic Solidarity runs activities on the ground. It does all it can to promote the fundamental principles of Olympism and the universal values on which it is based. Its activities are multi-faceted, prioritising athlete development, training of coaches and sports administrators, and the promotion of Olympic values.

Olympic Solidarity acts directly, without wasting time or energy, in order to carry out the tasks with which it is entrusted by offering relevant, targeted programmes specifically designed to meet the NOCs’ needs. It aims to be approachable and to have its finger on the pulse. Aware of its obligation to meet the highest ethical standards, it monitors the NOCs’ expenditure in order to ensure the funds are used appropriately and that all financial transactions are fully transparent.

Olympic Solidarity has confidence in the strategy adopted for the 2013–2016 quadrennial plan. It is committed to achieving the objectives that it has set for itself in order to help the NOCs, through the programmes on offer, to strengthen their structures, support their athletes and increase their autonomy and independence. With better preparation, the NOCs can adopt a clear course of action that enables them to assume, to the best of their ability, the growing responsibilities that the Olympic Movement has bestowed on them. Their role and place within this Movement, as well as within their own national structures, will become stronger as a result.

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INTERVIEW WITH SHEIKH AHMAD AL-FAHAD AL-SABAH

Sheikh Ahmad Al-Fahad Al-Sabah, Chairman of the Olympic Solidarity Commission, willingly shares his perception and vision of Olympic Solidarity and its role in our society today.

Q How do you see Olympic Solidarity today?

A Olympic Solidarity must be flexible, available and serious in order to:

- offer unfailing assistance to the NOCs in a difficult economic context;
- listen to and anticipate the needs of the NOCs;
- offer an outstanding advisory service; and
- be present on the ground to examine the impact of its programmes.

Q What kind of impetus do you want to give Olympic Solidarity as Chairman of the Commission?

A Dynamism, pro-activeness and modernity.

Q What are Olympic Solidarity's strategy and objectives for the 2013–2016 quadrennial plan, and what are its priorities?

A The athletes are at the heart of our priorities, as they represent the final link in the chain. To this end, Olympic Solidarity's objectives are to help the NOCs to build or develop an appropriate environment to allow the athletes to progress. This can be achieved by strengthening the structure of the NOCs so that they have the necessary tools to develop sport in their country, to improve the level of coaches and to promote the Olympic values.

Q What are the NOCs' responsibilities towards the Olympic Movement?

A According to the Olympic Charter, the NOCs' mission is to develop, promote and protect the Olympic Movement in their respective country. They are responsible in particular for promoting the fundamental principles and values of Olympism, especially in the fields of sport and education; encouraging the development of high-level sport and Sport for All; and assisting with training sports managers. They are also called upon to respect and apply the rules of good governance, equality and equity in sport and sports administration to allow for sports practice in a fair and just environment.

Q What are the NOCs' concrete expectations with regard to Olympic Solidarity's programmes?

A The NOCs want the programmes to be adapted to their particular situation. They need to know that they can count on the guidance and advice of a professional and competent team who are very familiar with the issues that they each face. The NOCs' objectives are mainly to improve their functioning and organisational ability; to create or develop efficient structures; to organise training courses at various levels; and to profit from the technical and financial resources available, which in turn will benefit their athletes. The expectations are high, and Olympic Solidarity does its utmost to meet the aspirations of the NOCs.

SOLIDARITY

- Q** What are the benefits of increasing the budget for the programmes and for the NOCs themselves?
- A** The budget increase allows us to improve our assistance to the NOCs, particularly in relation to the athletes, to further support projects within the framework of all the programmes and to extend what is available through complementary programmes, for example.
- Q** What roles do the various Olympic Movement partners play in the effective running of Olympic Solidarity's programmes?
- A** The partners are involved at various levels, from implementation to technical analysis, as well as running and monitoring programmes. Their experience and knowledge are essential for the smooth functioning of Olympic Solidarity programmes.
- Q** How do you see the future of Olympic Solidarity?
- A** I am confident about the future of Olympic Solidarity. Its experience on the ground, its knowledge of the NOCs and its ability to listen make it an indispensable element of the NOCs' development, particularly for those which need it the most.



OLYMPIC SOLIDARITY BLOSSOMING OF A NOBLE IDEA



60th IOC Session in 1962 © ioc



The Olympic Congress in Baden-Baden in 1981 © Deutsche Presse Agentur/Heinz Wieseler/IOC

- 1960** In order to support a number of NOCs located in countries which had only recently become independent, the IOC decided to organise its own methodical, comprehensive assistance programme to help the NOCs and, through them, the development of sport and the Olympic ideals.
- 1962** Count Jean de Beaumont created the Committee for International Olympic Aid (CAIO).
- 1971** The CAIO merged with the International Institute for the Development of NOCs, created in 1969 by the Permanent General Assembly of the NOCs, and became the Committee for Olympic Solidarity.
- 1973** Efforts continued with the aim of improving the assistance offered to the NOCs that needed it most, although the lack of funds meant that very little progress was made in this area. It is worth remembering that, during the 1960s and 1970s, more than 50 new NOCs were established in countries with very few resources, where assistance was therefore needed for the development of sport.
- 1979** At the constituent assembly of the Association of National Olympic Committees (ANOC) in Puerto Rico, the IOC was asked to allocate NOCs 20% of the television rights earmarked for them.
- 1981** At the Olympic Congress in Baden-Baden, the IOC President at the time, Juan Antonio Samaranch, and the ANOC President, Mario Vázquez Raña, decided to create the Olympic Solidarity Commission, which was meant to serve the interests and meet the needs of the NOCs. It was chaired by the IOC President.
- 1984** Starting at the Games of the XXIII Olympiad in Los Angeles, the increase in revenue from television rights meant that help was offered no longer in the form of a general subsidy, but in accordance with an income management structure that met IOC criteria.
- 1985** Since then, the Olympic Solidarity Commission has enjoyed administrative independence in conformity with its remit, and its structure has enabled it to develop its activities on a quadrennial plan basis.
- 2001** Under the leadership of Jacques Rogge, the new IOC President, the continental programmes were created to respond to the needs, priorities and interests of the NOCs and the particular characteristics of their continents. The IOC President appointed Mario Vázquez Raña as Chairman of the Olympic Solidarity Commission.
- 2005** The Olympic Solidarity Commission increased the level of financial support towards the NOCs.
- 2012** Sheikh Ahmad Al-Fahad Al-Sabah succeeded Mario Vázquez Raña as Chairman of the Olympic Solidarity Commission.



Germany's Kathrin Kias throwing the hammer – Games of the XXX Olympiad in London © Getty Images/IOPP Pool/Pawel Kopczynski

The **Olympic Solidarity Commission** was created to accomplish the tasks entrusted to it under the Olympic Charter. It is chaired by Sheikh Ahmad Al-Fahad Al-Sabah and is composed of individual members appointed by the IOC President. It is responsible for defining the main courses of action and managing the activities of Olympic Solidarity, for example by approving programmes and the related budgets and monitoring their implementation. It enjoys financial, technical and administrative independence, and reports to the IOC Executive Board and President, keeping them regularly informed about the main decisions taken, e.g. approval of programmes and budgets for the Olympic Solidarity quadrennial plans.

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

OLYMPIC SOLIDARITY COMMISSION (at 31 December 2012)

Chairman: Sheikh Ahmad Al-Fahad AL-SABAH

Members: Husain AL-MUSALLAM

Ricardo BLAS

Richard Kevan GOSPER

Patrick Joseph HICKEY

Gunilla LINDBERG

The Grand Duke of LUXEMBOURG

Julio César MAGLIONE

Robin E. MITCHELL

Raffaele PAGNOZZI

Intendant General Lassana PALENFO

Richard PETERKIN

Yumilka RUIZ LUACES

Jimena SALDAÑA

Khaled ZEIN EL DIN

CLEAR OBJECTIVES, A SHARED VISION

In keeping with its mission, Olympic Solidarity has set itself three priorities for the 2013–2016 quadrennial plan: **to increase global assistance to athletes**, including their entourage (family and sporting) and post-sport career (following the lead of the IOC in these areas); **to reinforce NOC structures** and global management capacities; and **to continue to support coach education** and **promote the Olympic values**.

These priorities can be broken down into several essential aspects in order to enable the NOCs to fulfil their role more efficiently in accordance with the reality of their situation.

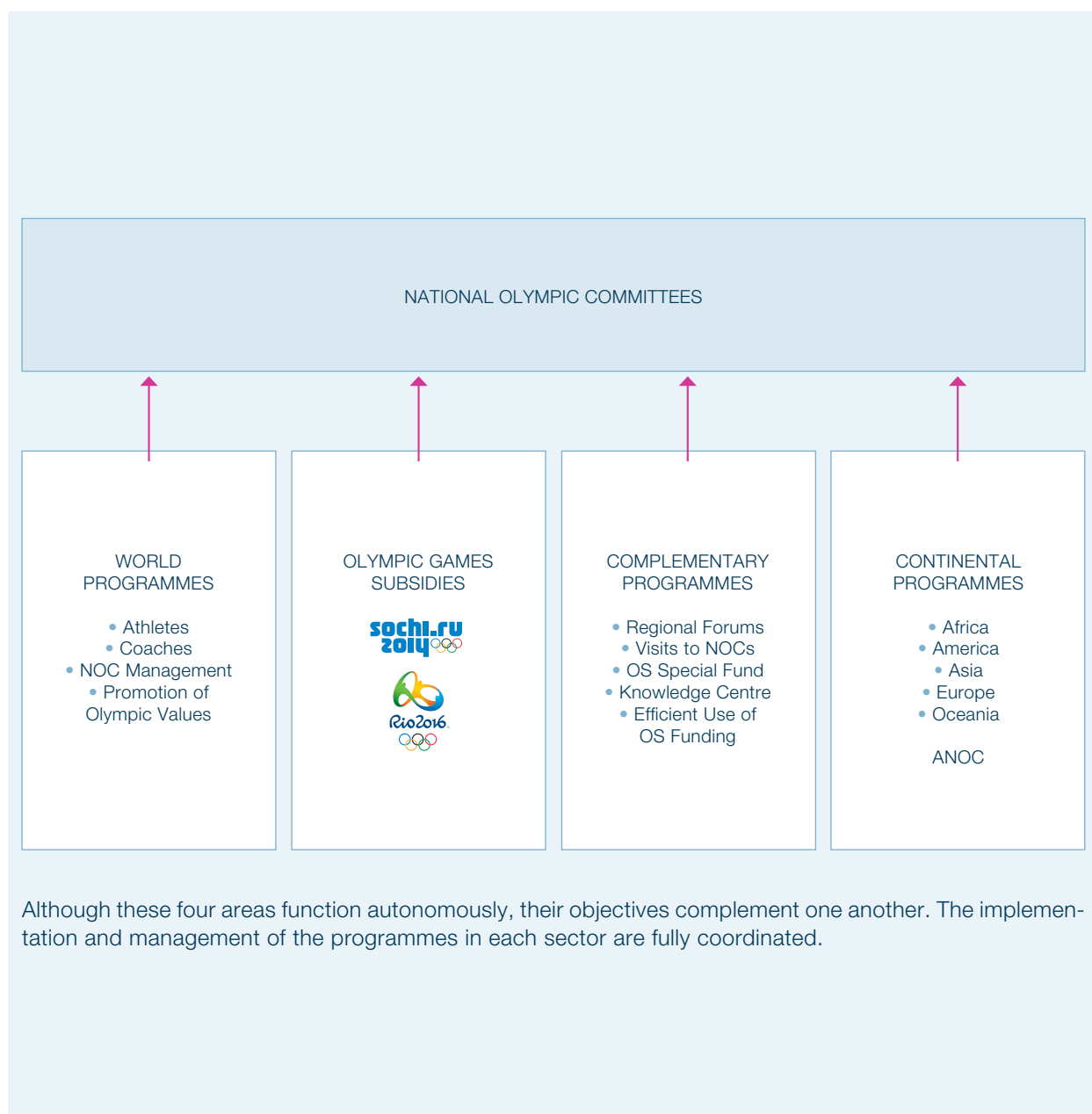
Following on from the previous plans, Olympic Solidarity is focusing its efforts on assistance for all NOCs, particularly those that need it most. It is particularly keen to increase overall assistance to NOCs by offering them personalised advice and better supervision, and to help them to more efficiently manage and monitor the activities funded by Olympic Solidarity on the basis of universal principles of good governance. Olympic Solidarity is also offering the NOCs greater flexibility in the use of funds so that it can better meet their individual needs.



Archery event – XIV Pacific Games in Noumea © ONOC

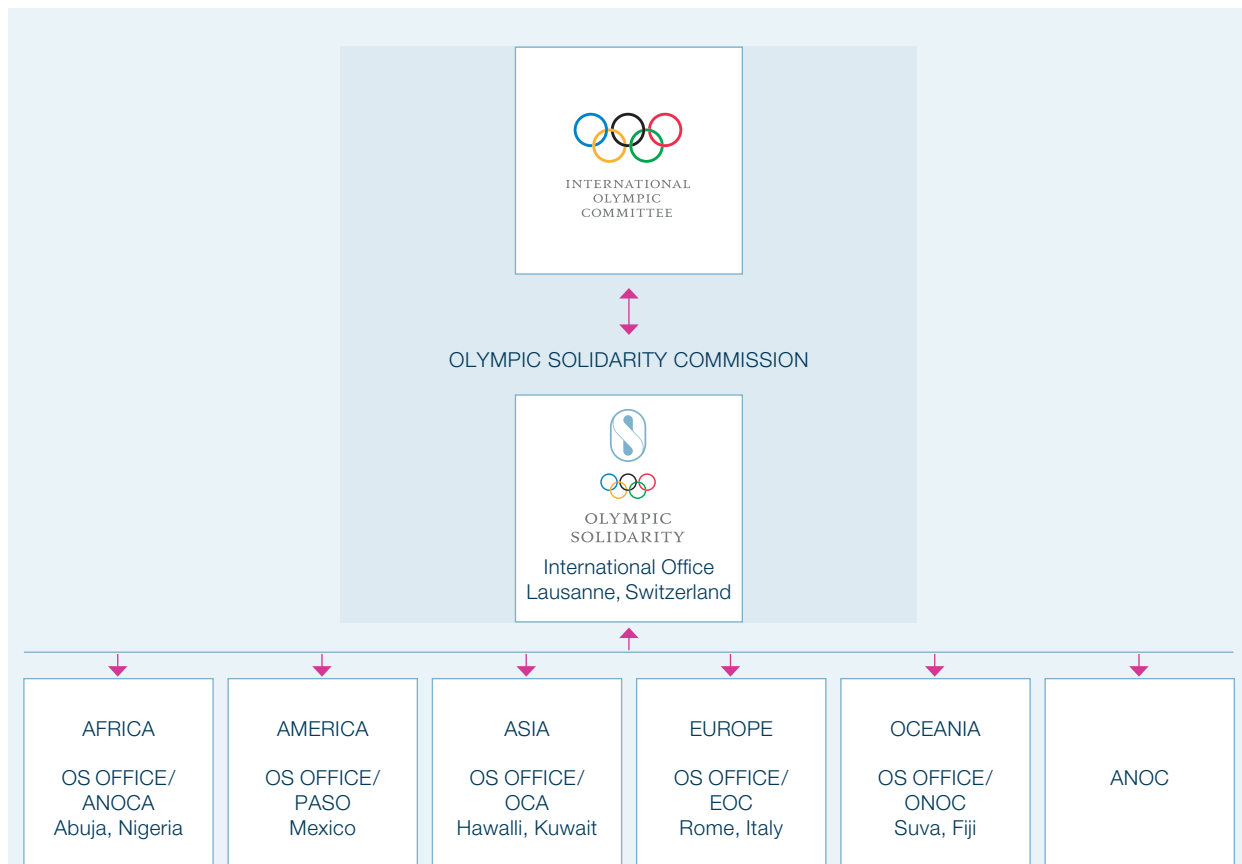
The NOCs can expect to receive effective, targeted advice to help them fulfil their responsibilities, as well as financial, technical and administrative assistance through the programmes developed on their behalf by Olympic Solidarity.

The **world programmes** cover and reinforce all the main areas of sports development. The **continental programmes** are designed to meet some of the specific needs of each continent. **Olympic Games subsidies** help the NOCs to participate in the Olympic Games and allow them to benefit from financial assistance before, during and after the Games. The **complementary programmes** extend the assistance offered by Olympic Solidarity in the framework of targeted projects.



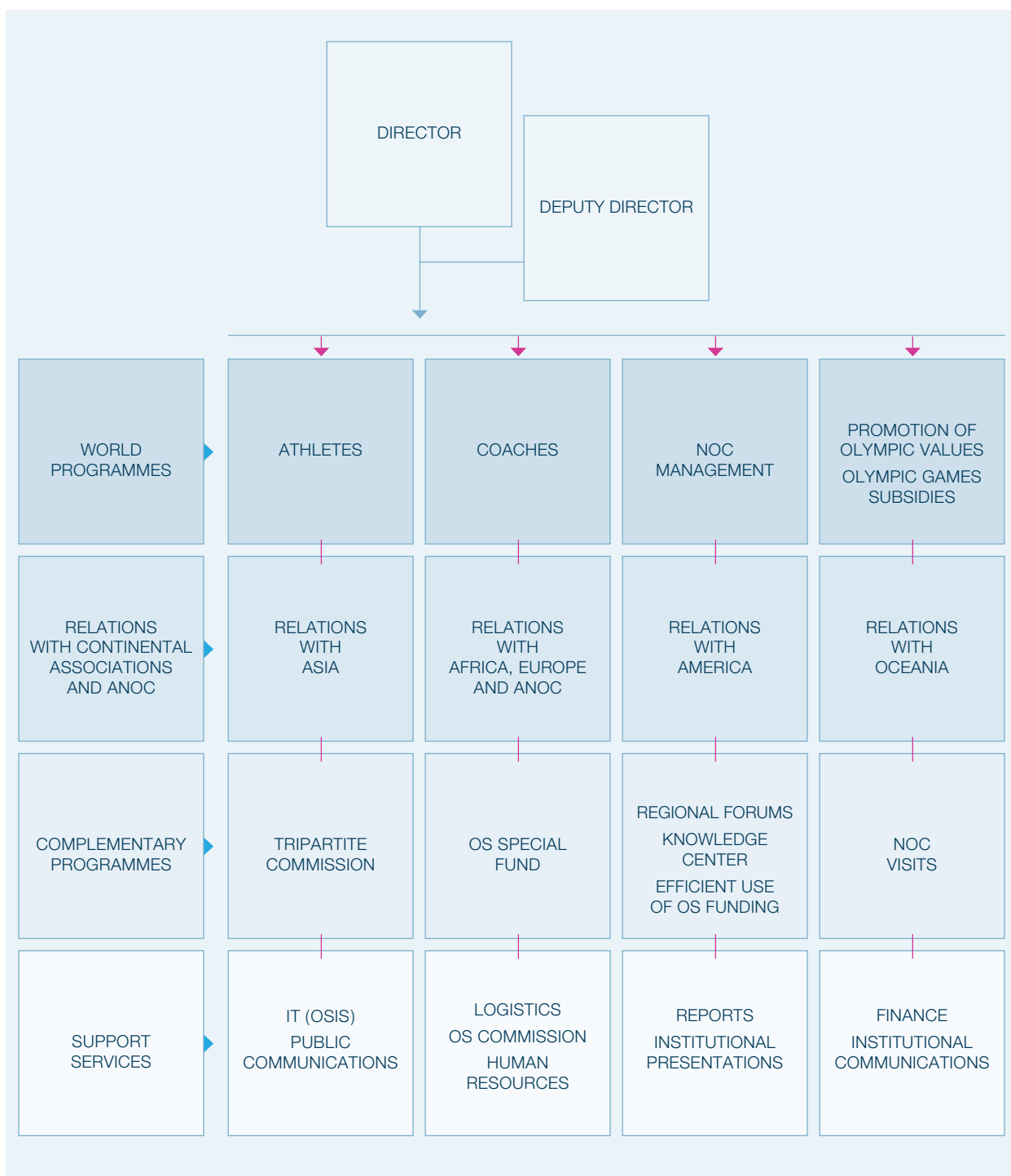
AN ORGANISATIONAL STRUCTURE FROM WHICH EVERYONE BENEFITS

The Olympic Solidarity international office is responsible for all operational aspects of the implementation of the 2013–2016 quadrennial plan. To this end, it cooperates with the five continental associations of NOCs, particularly the Olympic Solidarity continental offices, as well as with ANOC.



Triathlon – Games of the XXX Olympiad in London © Getty Images/Jeff J Mitchell

The Olympic Solidarity international office is fully answerable to the Olympic Solidarity Commission and is responsible for implementing the 2013–2016 quadrennial plan. Its tasks and programmes are divided into sectors and overseen by a director and a deputy director. The primary aim of the international office’s administrative team is to increase and improve the quality of the services it provides to the programmes’ beneficiaries.

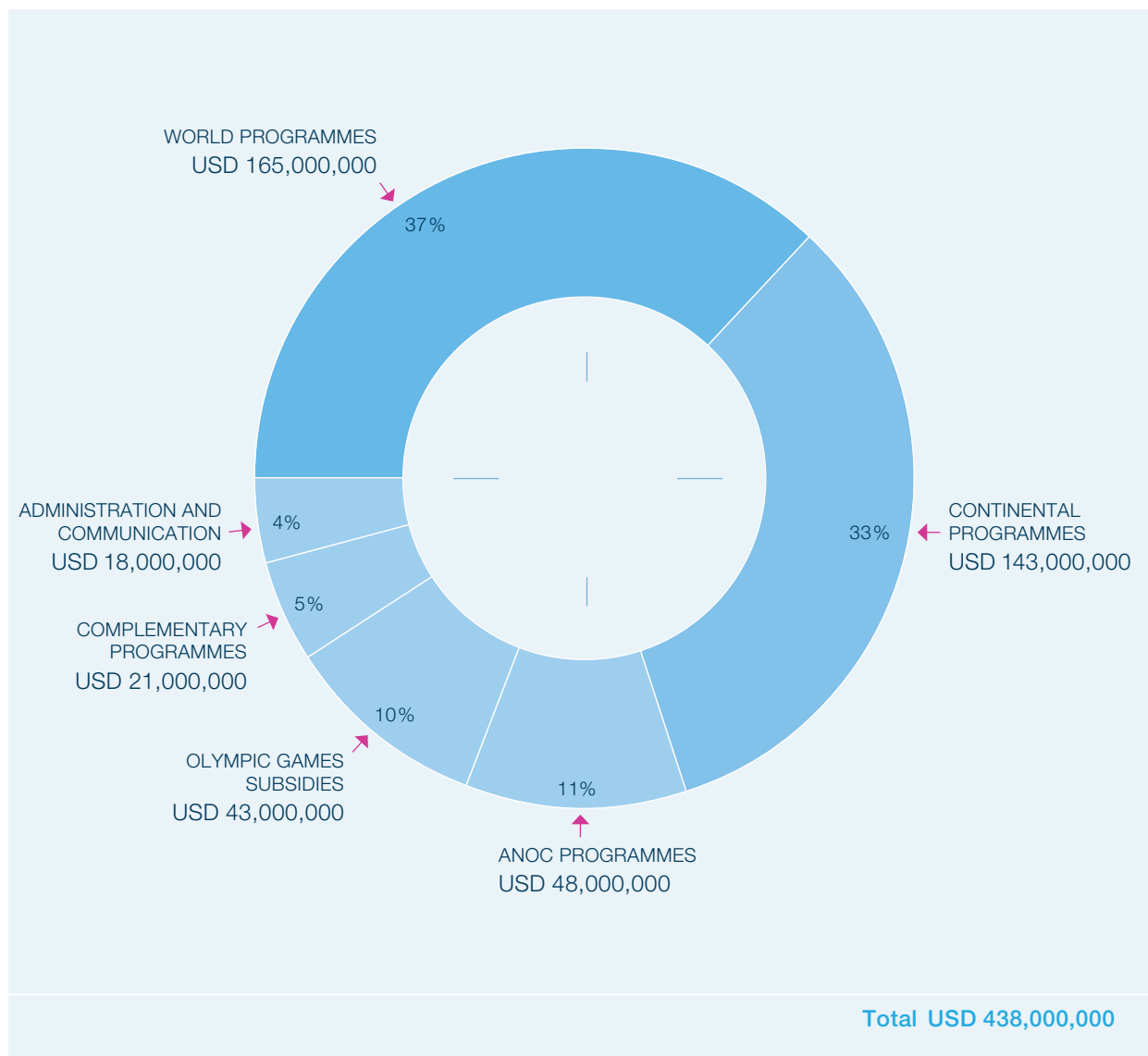


MORE RESOURCES FOR EVEN BETTER RESULTS

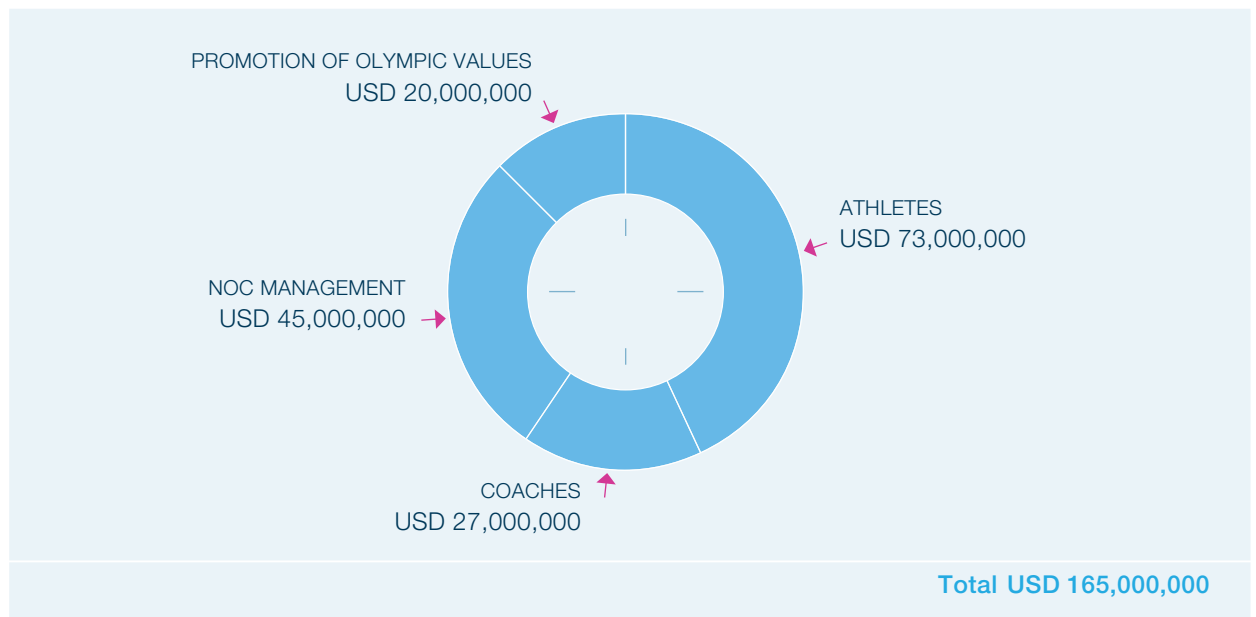
Olympic Solidarity manages the share of the broadcast rights from the Olympic Games which belongs to the NOCs, and redistributes these funds through programmes offered to all NOCs recognised by the IOC. The development and assistance budget approved by the Olympic Solidarity Commission for the 2013–2016 quadrennial plan is **USD 438 million**. It is based on income from the sale of TV rights for 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.

In comparison with an initial 2009–2012 plan budget of USD 311 million, the new development budget represents a **global increase of 40%**. This USD 127 million increase will enable Olympic Solidarity to pursue its general development strategy by providing it with the resources it needs to achieve the objectives laid down.

2013–2016 GLOBAL BUDGET



“WORLD PROGRAMMES” BUDGET



“CONTINENTAL PROGRAMMES” BUDGET

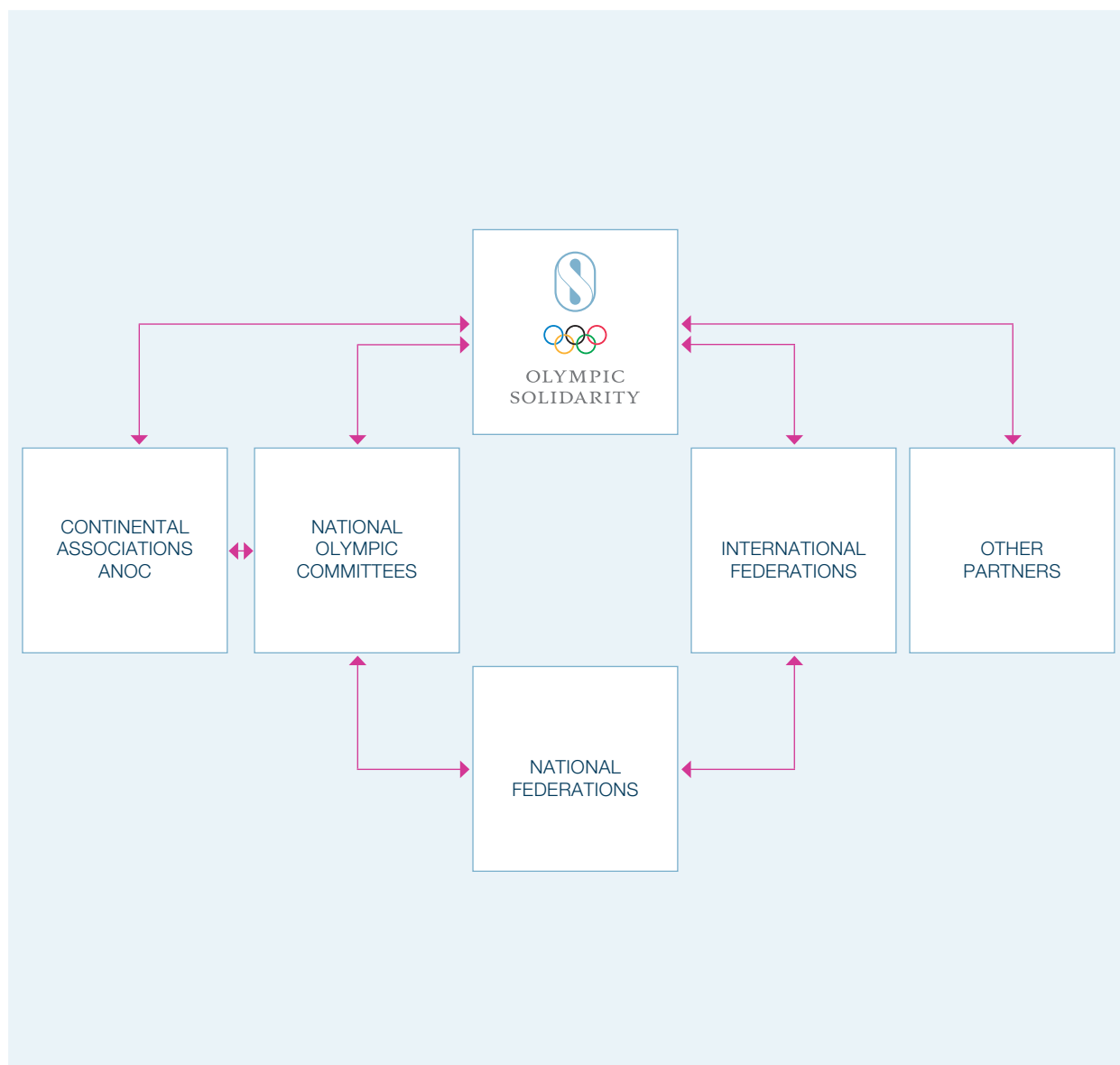


While the world programmes budget has increased by 20% compared with the 2009–2012 quadrennial plan, the continental programmes budget has risen by 30%. This 30% increase is divided equally between the continents and calculated on the basis of the budgets allocated to the continental programmes for the 2009–2012 period.

THE SYNERGY OF A GLOBAL NETWORK OF PARTNERS

The global network of partners involved in setting up, implementing and monitoring Olympic Solidarity programmes, as well as providing technical expertise, makes up an **essential action channel**. Each partner plays a clearly defined role in the various phases of the programmes. For example, the IFs analyse applications for athlete scholarships, offer the use of their network of training centres or send experts to run courses for coaches. The more developed NOCs use their knowledge and experience to help their less developed counterparts. The continental associations, through the continental offices, provide support through the continental programmes and the organisation of regional forums.

Thanks to the contribution and support of all parties – continental associations, ANOC, NOCs, IOC Commissions, IFs, high-level training centres, OCOGs, universities and experts in various fields – Olympic Solidarity is able to carry out its task of assisting the NOCs in the best possible conditions.





Japanese team after scoring against Brazil during the quarter-final match – Games of the XXX Olympiad in London © Getty Images/Mike Hewit

WORLD PROGRAMMES: COMPLETE SOLIDARITY TO BENEFIT SPORT



400m men's hurdles – Games of the XXX Olympiad in London © Getty Images/Alexander Hassenstein

SHARING

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 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, particularly those with the greatest needs.

ATHLETES: ACTIVE SUPPORT AT ALL LEVELS

AT



Belgian Olympic scholarship holder Dirk Van Tichelt (in white) faces his opponent – Games of the XXX Olympiad in London © Getty Images/Alexander Hassenstein

ATHLETES

The **five athlete programmes** available in the 2013–2016 quadrennial plan 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. Olympic Solidarity therefore aims to give the NOCs technical and financial assistance that meets their needs more closely while respecting their athletes' different stages of development. Three levels of support are available.

The Youth Olympic Games are now well established and represent an important step in the development process of tomorrow's champions. The NOCs are involved from the very start thanks to these programmes, which focus on the identification, qualification and preparation of their young athletes. Special attention is given to preparations for the next Summer and Winter Youth Olympic Games.

Continental and Regional Games represent a great opportunity for many NOCs to witness their athletes and teams winning medals. Participation in these Games is a key factor in reaching the highest level. By investing in these athletes at intermediate level, Olympic Solidarity fills the gap between the youth and elite levels.

Finally, the NOCs have the opportunity to help their athletes and teams prepare for both the XXII Olympic Winter Games in Sochi in 2014 and the Games of the XXXI Olympiad in Rio in 2016. The Olympic Scholarships for Athletes programmes exclusively target elite athletes and offer NOCs a high level of flexibility: for some NOCs, the objective will be qualification for the Games, while for others it will be to win an Olympic medal. All NOCs will also have the opportunity to help an elite level team qualify and prepare for the Olympic Games or the Continental 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



OLYMPIC SCHOLARSHIPS FOR ATHLETES “SOCHI 2014”



The Olympic Scholarships for Athletes “Sochi 2014” programme is designed to improve the competitiveness of the Olympic Winter Games rather than to expand their universality artificially. Access to this programme is offered only to NOCs that have a strong winter sports tradition and that can propose athletes with a proven winter sports record and technical level. Ethical criteria are also taken into consideration. Each participating NOC benefits from a tailor-made programme based on the number of athletes that took part in the previous Games. The Olympic scholarships have two main advantages for the athletes, covering their training costs and subsidising their travel to qualifying competitions. The scholarships are available from 1 November 2012 until 28 February 2014.

2013–2016 Budget: USD 10,000,000

TEAM SUPPORT GRANT

One national team from each NOC can benefit from technical and financial assistance to prepare for and participate in regional, continental or world level competitions with a view to attempting to qualify for the Olympic Games. These men’s or women’s teams must practise a sport on the programmes of the next Olympic Games at a recognised international level. Each NOC can apply for a grant for one team in a summer sport and one in a winter sport. These teams can be assisted until their respective Olympic Games in the current quadrennial period.

2013–2016 Budget: USD 10,000,000



One year to go before the Olympic Games in Sochi © IOC/Mikhail Mordasov



South Africa-Germany match during the London Games © Getty Images/Daniel Berehulak



OLYMPIC SCHOLARSHIPS FOR ATHLETES “RIO 2016”

This Olympic scholarship programme offers 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 Rio Olympic Games, with a particular focus on athletes and NOCs with limited financial means. It aims to promote universal representation at the Olympic Games. Consequently, priority is given to candidates from NOCs that have traditionally sent small delegations to the Games. The athletes must also demonstrate an adequate technical level and impeccable ethical standards.

Athletes receiving a scholarship can benefit from funding for items such as access to adequate sports coaching, regular medical and scientific assistance, accident and illness insurance, board and lodging costs and travel to Olympic qualification competitions. Olympic Solidarity’s decision on where the athletes should train, which may involve sending them to a high-level training centre abroad, is focused upon the athletes’ needs and the requirements of their sport.

2013–2016 Budget: USD 22,000,000



The Rio 2016 Olympic Park © Rio 2016™/AECOM

CONTINENTAL ATHLETE SUPPORT GRANT

This programme offers technical and financial assistance focusing specifically on the training of athletes during the final phase of their preparations for multi-sport Games (world, continental or regional) and other community Games (e.g. Commonwealth or Francophone Games). The budgets allocated can be used to finance the organisation of national or international training camps, coaching costs or costs relating to athletes' participation in competitions considered useful for their general training programme.

2013–2016 Budget: USD 19,000,000

YOUTH OLYMPIC GAMES – ATHLETE SUPPORT

This programme offers the NOCs targeted assistance to identify talented young athletes and to help them qualify for the Youth Olympic Games. It offers the NOCs three separate options in order to respond to the different phases leading up to the Youth Olympic Games in 2014 (Nanjing), 2016 (Lillehammer) and 2018: technical and financial assistance to identify and train talented youngsters, financial assistance for the participation of these athletes in qualification competitions, and preparation grants for young athletes qualified or benefiting from a universality place.

2013–2016 Budget: USD 12,000,000

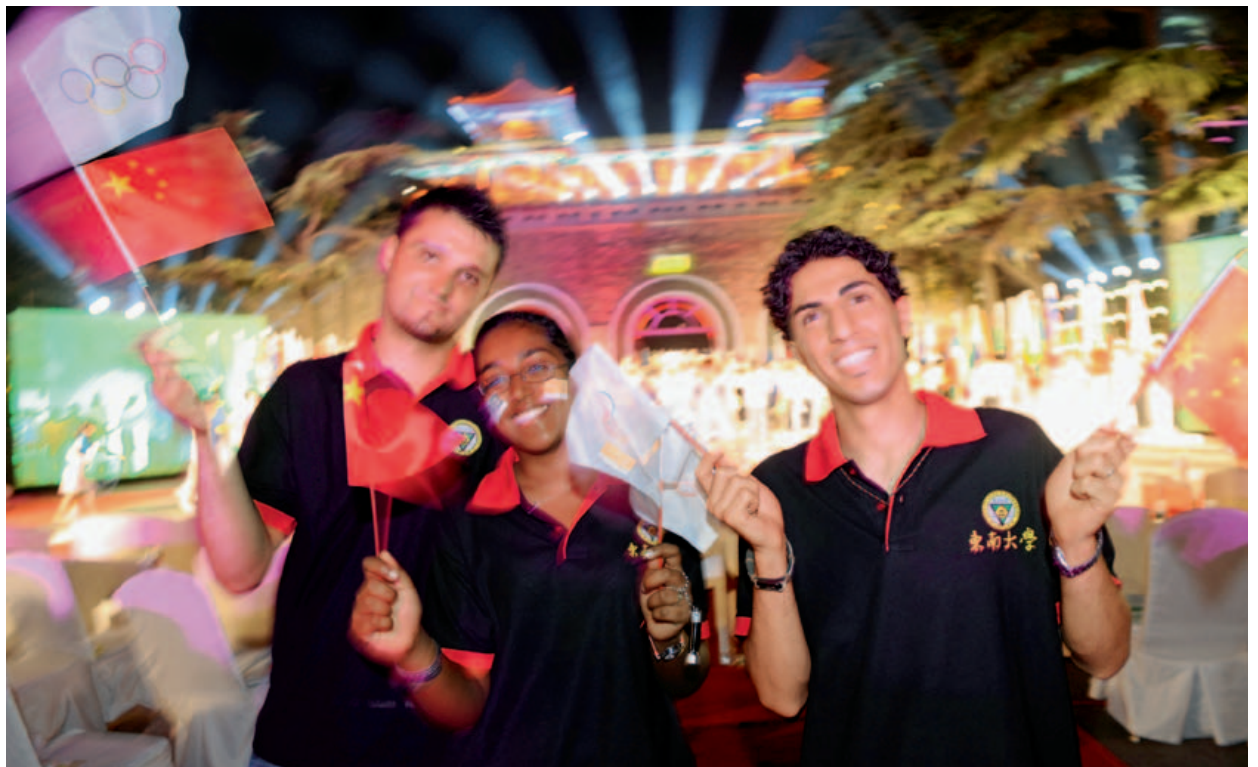


Short track event – YOG in Innsbruck © IOC/Mine Kasapoglu



19th Commonwealth Games in Delhi, India © Getty Images/Julian Finney

FILETES



Celebration after the unveiling of the emblem of the YOG in Nanjing © Getty Images/ChinaFotoPress

COACHES: WELL TRAINED FOR FUTURE CHAMPIONS



Egyptian handball team celebrates his coach after their victory against Korea – YOG in Singapore © Getty Images/Mark Dadswell

COACHES

The **three coaches' programmes** are designed to offer NOCs everything they need to improve their coaches' knowledge and enable them to respond to the latest athlete training requirements. These programmes only cover sports on the Olympic programme. For its part, the IOC officially recognises the importance of the role and training of coaches by including them as a priority group in its Entourage Commission.

These days, coaches are extremely important for athletes and they carry out a variety of functions, sometimes acting as teacher, trainer, mentor, psychologist or agent, for different groups (athletes, teams, children, teenagers or adults) at different levels (from beginner to elite athlete). It is therefore vital that coaches themselves are able to benefit from continuous high-quality training.

Olympic Solidarity encourages the NOCs and IFs to refer to training standards, such as those proposed by the International Sport Coaching Framework published by the ICCE (International Council for Coach Education), while adapting them to the specificities of the sport and country concerned. The goal is to use common terminology for coaches' training. Finally, Olympic Solidarity invites the NOCs to submit female candidates and to reflect on how links can be forged between the various coaches' programmes – technical courses, individual scholarships and national structure development projects – with a view to strengthening coach education throughout the world in a global and long-term manner.

PROGRAMMES AVAILABLE TO THE NOCs

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



TECHNICAL COURSES FOR COACHES

This programme is designed to provide basic training for officially recognised coaches under the supervision of an international expert. In order to standardise this training, the courses, each lasting approximately 10 to 15 days, must rigorously follow rules drawn up by the IFs. Continuity between courses organised in the past and those planned in the medium and long term future is crucial. The NOCs must therefore plan and choose the level of the courses, the sports and the participants according to their specific needs and the development objectives they hope to achieve by the end of the quadrennial plan.

2013–2016 Budget: USD 12,000,000

OLYMPIC SCHOLARSHIPS FOR COACHES

This programme offers coaches access to high-level further training at a centre or university in order to acquire experience and knowledge which they will then be expected to use to benefit their own national sports structures. Two options are available to them: training in sports sciences, which enables them to obtain a high-level qualification, at university level in some cases, or sport-specific training, through which they can refresh their technical knowledge and thus increase their practical experience in a specific sport. Olympic Solidarity also hopes to develop distance-learning courses offered and managed by IF training centres or universities (online training).

2013–2016 Budget: USD 9,000,000



Technical course for sailing coaches in Qatar © NOC of Qatar



Project run by the NOC of Angola in athletics © NOC of Angola

COACHES

DEVELOPMENT OF NATIONAL SPORTS STRUCTURE

The development of sport in certain countries is often hindered by the fact that the national sports and coaching structure is weak, disorganised or even non-existent. There is therefore a real need to develop or strengthen these structures. This programme helps to create action plans lasting between three and six months on average for a specific sport under the guidance of an international expert. In order to draw up a coherent and realistic action plan with clear development objectives that are achievable in the long term, the NOCs are required to analyse in detail their current situation and their strengths and weaknesses. The relevant national federation is closely involved with this process. Olympic Solidarity gives priority to NOCs whose basic sports and coaching structures are weak but have clear potential for development.

The action plan must involve training for local coaches and people able to continue the work initiated by the expert once the project has ended; measures to improve training programmes for elite sport; as well as support for Sport for All, school sport and talent identification. To prepare these action plans, Olympic Solidarity encourages the NOCs to take advantage of the projects carried out during their training abroad by coaches who have received an Olympic scholarship. These coaches can then be appointed to manage the programme when the expert is absent if the project is divided into a number of short periods.

2013–2016 Budget: USD 6,000,000



Technical course for swimming coaches in Ecuador © NOC of Ecuador

MANAOC

NOC MANAGEMENT: MANAGE, TRAIN, EXCHANGE, THE KEYS TO SUCCESS



Case studies during an advanced sports management course in Brazil © NOC of Brazil

GOVERNMENT

The **four NOC Management programmes** are designed 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.

Administrative subsidies help to cover NOCs' running costs, while NOC management initiatives provide an opportunity for the implementation of projects aimed at reinforcing NOCs' administrative structures and improving particular aspects of their management, with a particular focus on governance in this quadrennial plan.

Educational opportunities are available to NOCs through two programmes: National Training Courses for Sports Administrators and International Executive Training Courses in Sports Management. Sports Administrators Courses are introductory level courses on the Olympic Movement and sports administration, whereas Advanced Sports Management Courses offer in-depth sports management training to the executives of NOCs, national federations and other national sports organisations. MEMOS (Executive Masters in Sports Organisation Management), conducted in English, French and Spanish, enables sports managers to enhance their knowledge and implement a practical project aimed at improving the management of their organisations.

Finally, the NOC Exchange programme makes it possible for NOCs to learn from each other and find practical and tested solutions to the challenges they face.

PROGRAMMES AVAILABLE TO THE NOCs

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



NOC ADMINISTRATION DEVELOPMENT

The objective of this programme is to improve the administrative structures of NOCs. The administrative subsidy of USD 40,000 is available to the NOCs on an annual basis and helps them to cover their running costs. Moreover, thanks to NOC management initiatives, NOCs can request assistance with the development of a specific aspect of their management or a project that is a priority for them and in line with their strategic plan. The types of projects that may be supported particularly include the upgrading of computer systems, improvement of administrative and financial procedures, staff training and initiatives to strengthen the strategic management of an NOC as well as organisational aspects.

2013–2016 Budget: USD 35,500,000

NATIONAL TRAINING COURSES FOR SPORTS ADMINISTRATORS

Sports Administrators Courses enable NOCs to set up course structures in order to spread knowledge of sports administration and the Olympic Movement. The *Sport Administration Manual* provides participants with the basis for these courses. Advanced Sports Management Courses are primarily aimed at NOC and national federation executives. Comprising the six modules of the *Managing Olympic Sport Organisations* manual, they focus on practical work based on case studies developed by the participants in relation to their sports organisation. Finally, the courses are intended to create a learning community whose participants share their experiences during and after the course.

2013–2016 Budget: USD 4,250,000



Working group of the MEMOS IV in French in Paris, France © All rights reserved

MOVEMENT

INTERNATIONAL EXECUTIVE TRAINING COURSES IN SPORTS MANAGEMENT

Olympic Solidarity offers scholarships to selected NOC candidates accepted on MEMOS courses in English, French and Spanish. MEMOS (Executive Masters in Sports Organisation Management) courses are offered by a network of universities. Each course is conducted over a period of one year and consists of modules focusing on a specific facet of sports management. The key element of the course is the development of a project aiming to improve an aspect of the management of the participant's organisation. The course concludes with a project defence in front of MEMOS examining boards, followed by a public presentation of successful projects.

2013–2016 Budget: USD 3,400,000

NOC EXCHANGES

The NOC Exchanges programme is available to all NOCs wishing to broaden their knowledge in a certain area of management and to share their experience with other NOCs. Some exchanges may target particular groups of NOCs based on either subject area or geographical and/or cultural proximity. Olympic Solidarity works with NOC leaders in various areas of NOC activities (Coach NOCs) in order to identify optimal ways to transfer knowledge from Coach NOCs to other NOCs interested in developing that particular area.

2013–2016 Budget: USD 1,850,000



Advanced sports management course in Somalia © NOC of Somalia



Management Seminar organised by the German NOC © All rights reserved

OLYMPIC VALUES: SPORT, A UNIVERSAL CHANNEL FOR SOCIAL ACTION



VALUES

The educational aspect of Olympism and the Olympic values are the foundation of the unique character of the Olympic Movement. Sport thus represents a powerful tool and has the potential to play a fundamental role within society at large, particularly with respect to the younger generations.

The values of friendship, respect and excellence are at the heart of the mission and activities of NOCs worldwide, as they are responsible for developing and promoting the Olympic ideals in their respective countries, in line with the Olympic Charter. In order to help them in this task, Olympic Solidarity offers **five programmes for the promotion of Olympic values** in fields as diverse as the protection of athletes' health, environmental sustainability, gender equality, widening sports practice and lifelong Olympic education as well as preserving heritage, in line with IOC policies on the subject. The NOCs are therefore able to play a key role within their respective communities and can choose whether to focus their efforts on one or more areas, in accordance with their strategy, structure and needs.

Olympic Solidarity also provides financial contributions to NOCs wishing to take part in the IOC World Conferences which cover these different themes. The NOCs can therefore update their knowledge, be kept informed of the IOC's policy and position, and benefit from networking and partnership opportunities. Other opportunities are also offered during the 2013–2016 quadrennial period in one or other of the specific fields covered. This element gives NOCs the chance to participate in activities that may be developed by other IOC departments or key partners, for example.

Finally, Olympic Solidarity encourages NOCs to increasingly take a strategic and long-term outlook in the fields related to Olympic values that they have identified as key priorities for this four-year period.

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)



SPORTS MEDICINE

It is important that the NOCs are able 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. Through this programme, the NOCs are able, for example, to organise courses, launch initiatives such as research studies or awareness campaigns, or develop specific programmes. The Olympic Solidarity office in Lausanne oversees the day-to-day running of this programme in close cooperation with the IOC Medical and Scientific Department.

2013–2016 Budget: USD 3,200,000

ENVIRONMENTAL SUSTAINABILITY IN SPORT

This programme aims 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. The NOCs can choose, for example, to carry out environmental audits of their sports facilities, implement specific tools or publish guidelines for their sports events and sports facility management, work on training and knowledge transfer or organise educational activities aimed at young people.

2013–2016 Budget: USD 2,000,000



Advanced medicine course in Corsica, France © All rights reserved

VALUES

WOMEN AND SPORT

Olympic Solidarity wishes to help NOCs to develop and implement national action plans and programmes aimed at raising awareness of gender equality and involving women in leadership positions. For the 2013–2016 quadrennial period, the programme is mainly focused on women in leadership roles, in line with the policy and priorities of the IOC. Projects specifically aimed at promoting the practice of sport among girls and women (e.g. sports events, awareness campaigns, festivals) now fall under the Sport for All programme.

2013–2016 Budget: USD 2,400,000

SPORT FOR ALL

The NOCs should, at national level, promote the practice of sport and physical activity throughout all levels of society, particularly as a means to foster social inclusion and health awareness. This programme gives them the means to organise sports events promoting Sport for All in general or aimed at specific target groups, to provide courses for trainers, to run awareness campaigns or to plan research. It also provides a yearly financial support to NOCs organising the Olympic Day, which is celebrated at worldwide level.

2013–2016 Budget: USD 2,400,000



Travelling Olympic Museum in Chile © NOC of Chile



Sport and environment activities in Latvia © NOC of Latvia

OLYMPIC EDUCATION, CULTURE AND LEGACY (incl. IOA)

This programme brings together several themes that were covered separately during the previous quadrennial plan. For the 2013–2016 period, it aims to help NOCs to implement Olympic education programmes, disseminate and gain knowledge about Olympism and Olympic values, as well as preserve Olympic and sporting heritage at national level.

In order to educate young people in particular, the NOCs are able to organise youth camps and implement educational programmes such as the Olympic Values Education Programme (OVEP) as well as other programmes that promote physical activity and Olympic values. They can also organise conferences, launch awareness campaigns or produce publications for a broader audience or in an academic context. NOC culture and legacy initiatives may be used to create or manage an Olympic museum, Olympic library or historical archives. Finally, Olympic Solidarity helps the NOCs to participate in International Olympic Academy (IOA) sessions for directors and officials, and for young participants.

2013–2016 Budget: USD 10,000,000



Visit to Athens in the framework of the International Session for Young Participants © IOA

VALUES



Women and sport seminar in Angola © NOC of Angola

CONTINENTAL PROGRAMMES: ADAPTED TO REAL-LIFE SITUATIONS



Table tennis team event – XVI Pan-American Games in Guadalajara © Getty Images/Dennis Grombkowski

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, for which the **budgets are 30% higher than in the previous quadrennial period**, complement those offered at world level.

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

For the 2013–2016 quadrennial plan, **the budget reserved for the continental programmes is USD 143 million.** The standard programmes for each continental association must, in principle, cover the following basic elements:

- Administration and running costs
- Organisation of statutory meetings
- NOC activities.

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.

Each continental association responsible for managing Olympic Solidarity funds is fully responsible for the technical and financial control of its programmes and, via the international office in Lausanne, must keep the Olympic Solidarity Commission informed at all times of the state of progress of the programmes and the use of the funds. This exchange of information is essential, firstly to have a global view of the results and of the individual situation of each NOC recognised by the IOC, and secondly to provide a complete, unique audit of the total budget managed by Olympic Solidarity during the 2013–2016 period.

A quadrennial budget of **USD 48 million is reserved for ANOC** for its costs, as well as for the activities and projects that it intends to implement during the 2013–2016 plan.



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

ONOMY

ANOCA

(Association of National Olympic Committees of Africa)

2013–2016 Budget: USD 34,850,000

info@africaolympic.org

www.africaolympic.org



PASO

(Pan-American Sports Organisation)

2013–2016 Budget: USD 27,740,000

odepa@oem.com.mx

www.paso-odepa.org



OCA

(Olympic Council of Asia)

2013–2016 Budget: USD 29,080,000

info@ocasia.org

www.ocasia.org



EOC

(The European Olympic Committees)

2013–2016 Budget: USD 32,780,000

secretariat@eurolympic.org

www.eurolympic.org



ONOC

(Oceania National Olympic Committees)

2013–2016 Budget: USD 18,550,000

onoc@oceanianoc.org

www.oceaniasport.com/onoc



ANOC

(Association of National Olympic Committees)

2013–2016 Budget: USD 48,000,000

info@acnolympic.org

www.acnolympic.org



UNIVER

OLYMPIC GAMES SUBSIDIES: UNITING THE PLANET



Opening Ceremony – Games of the XXX Olympiad in London © Getty Images/Ronald Martinez

RSALITY

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

COMPLEMENTARY PROGRAMMES: FOR TARGETED ACTIVITIES



Olympic Solidarity Forum in San Marino © EOC

HANGES

The **five complementary programmes** aim to offer the NOCs additional, targeted services that, in various ways, complement the world and continental programmes. In most cases, these programmes do not follow the usual process of NOCs applying for support, but individual activities are initiated and managed by the Olympic Solidarity office in Lausanne in cooperation with the continental offices and offered to the NOCs concerned.

REGIONAL FORUMS: The objective of these forums is to promote concepts and ideas to groups of NOCs and to facilitate the process of exchanging knowledge and experience among them. The Olympic Solidarity international office, in cooperation with the continental associations, selects a topic for each year's edition.

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

OLYMPIC SOLIDARITY SPECIAL FUND: The aim of this fund is to respond to special requests from NOCs as a result of extraordinary or unexpected circumstances, taking into consideration the overall situation of the NOC, any special subsidies already received in the past and the seriousness of the situation. The level of funding is decided by the Olympic Solidarity Commission.

OLYMPIC SOLIDARITY KNOWLEDGE CENTRE: The Knowledge Centre is a repository of information on successful NOC projects and activities, as well as tools developed by NOCs, available from the end of 2013 in the form of a well-organised, user-friendly and easy-to-search platform. The Knowledge Centre presents NOCs with ideas on how to organise meaningful activities and provides a shortcut to existing tools, developed and tested by other NOCs.

SUPPORT TOWARDS EFFICIENT USE OF OLYMPIC SOLIDARITY FUNDING FOR NOCS WITH GREATEST NEED: The objective of this programme is to help a number of NOCs with the greatest need to make better use of Olympic Solidarity programmes. The programme will facilitate a proactive approach to identify NOCs unable to access Olympic Solidarity support for reasons that can be resolved by providing a boost to their administration in consultation with the continental association concerned.

ABBREVIATIONS

NOC Associations

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

International Federations

Sports on the programme of the XXII Olympic Winter Games in Sochi in 2014

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

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

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

National Olympic Committees 204 NOCs are recognised by the IOC (at 31 December 2012)

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
TRI	Trinidad and Tobago
URU	Uruguay
VEN	Venezuela
IVB	Virgin Islands, British
ISV	Virgin Islands, US

Asia (44 NOCs)

AFG	Afghanistan
KSA	Saudi Arabia
BRN	Bahrain
BAN	Bangladesh
BHU	Bhutan
BRU	Brunei Darussalam
CAM	Cambodia
CHN	Peoples's Republic of China
KOR	Republic of Korea
UAE	United Arab Emirates
HKG	Hong Kong, China

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

Europe (49 NOCs)

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

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

Oceania (17 NOCs)

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

LISTENING TO YOU



The Villa Mon-Repos © Régis Colombo

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