

MOVING FORWARD

2011 ANNUAL REPORT



OLYMPIC
SOLIDARITY

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Analysis of the year 2011 by Mr Pere MIRÓ



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Deploying all our energy for the London Games in 2012

The year 2011 was mainly considered to be a period of transition between different editions of the Olympic Games, and now also of the Youth Olympic Games. Nevertheless, Olympic Solidarity's five continental offices and its international office in Lausanne remained very busy throughout the year. This is clear from the various chapters of this report, which present the main results of the World and Continental Programmes. Every effort was put into ensuring that the National Olympic Committees (NOCs) made optimal use of the funds available for each programme, enabling them to run their own projects for their athletes and coaches, as well as to improve their management or promote the Olympic values.

The work carried out in 2011 by Olympic Solidarity, in collaboration with its various partners, therefore bore fruit by offering the NOCs an outstanding service in these four types of programme, leading to generally positive results. All the Olympic Solidarity World Programmes available to the NOCs were fully operational in this third year of the 2009–2012 quadrennial plan, except of course the Olympic Scholarships for Athletes "Vancouver 2010" programme, which concluded when these Winter Games were held.

The international office in Lausanne particularly focused its attention on a number of aspects. Firstly, it continued to implement the Olympic Scholarships for Athletes "London 2012" programme launched in September 2010. This programme reached a record level of popularity, with around 2,000 applications received and 1,181 scholarships awarded. It will continue until the Games of the XXX Olympiad in London. Furthermore, a total of 118 teams benefited from the Team Support Grants programme. These figures may increase noticeably during the first half of 2012, when a number of qualifying competitions are due to be held.



Men's triathlon event –
XVI Pan-American Games
in Guadalajara, Mexico
© Getty Images/Al Bello

Olympic Solidarity also assisted 149 NOCs competing in continental and regional Games held on all five continents. These Games provide many NOCs with a chance to compete with a large number of athletes. For others, they are an indispensable stepping-stone for the preparation and qualification of their athletes for the London Games.

The regional forums, meanwhile, gave the NOCs the tools they needed to prepare their delegations for the London Games. They were organised on all five continents in cooperation with the IOC's NOC Relations Department and the Organising Committee of the Olympic Games (LOCOG). Many different subjects were tackled, including accreditation, ticketing, transport, the competition and training venues and security. In addition, the chefs de mission of the different NOCs met at a seminar in London, where LOCOG presented them with its report on the progress of the preparations and organised visits to the competition venues and the Olympic village. Many NOCs also received financial assistance from Olympic Solidarity to participate in seminars and world conferences organised by the International Olympic Committee.

Olympic Solidarity continued to visit NOCs in order to gain a better understanding of their needs and to improve the level of assistance offered, as well as to ensure that they are meeting their obligations towards the Olympic Movement. Seven NOCs (Bhutan, Bosnia and Herzegovina, Cape Verde, Hungary, Marshall Islands, Timor Leste and Tuvalu) from four different continents were assessed in 2011, bringing the total number of NOCs that have been evaluated since 2006 to almost 50.

Boxing event – XIV Pacific Games
in Noumea, New Caledonia
© NC 2011



Advanced Sports Management
Course in Mexico
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One of the priorities for the next quadrennial plan will be to improve NOC management. To this end, Olympic Solidarity has launched a pilot project to promote strategic planning within the NOCs. The project kicked off in Southern Africa and will be gradually extended to all the continents during the 2013–2016 quadrennial plan.

Finally, Olympic Solidarity took advantage of the numerous events held throughout the year in order to strengthen its ties with its programmes' beneficiaries and its many different partners. Examples of these events include regional and continental meetings of NOCs, continental and regional Games, MEMOS modules (Executive Masters in Sports Organisation Management), training courses for coaches at Semmelweis University in Budapest (Hungary) and at the CISÉL (Centre international du sport d'élite) in Lausanne, and other events related to the promotion of Olympic values such as the World Conferences on Sport and the Environment in Qatar and on Sport for All in Beijing.

It should also be noted that the Olympic Solidarity programmes are described in the 2009–2012 quadrennial plan brochure "Where the action is", on the IOC website www.olympic.org and on the NOCnet <http://extranet.olympic.org/nocnet>.

To conclude, I would like to thank all the NOCs, the Continental Associations, ANOC and all partners involved in our programmes for their effective support and valuable cooperation throughout the year. Particular thanks go to the staff at the Olympic Solidarity office in Lausanne, and that of the five continental offices, for their commitment to serving the interests of the NOCs to the best of their abilities and for the work that they have carried out.

Most sincerely,
Pere MIRÓ
Director of Olympic Solidarity



Women's basketball – Summer European Youth Olympic Festival (EYOF) in Trabzon, Turkey
© 2011 Trabzon EYOF Organising Committee



Technical course for gymnastics coaches in Vietnam
© All rights reserved



Sports Administration Course in Sri Lanka
© All rights reserved

Olympic Solidarity Pursuing a great idea

The 60th IOC Session in 1962
© IOC



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



In order to support a number of National Olympic Committees (NOCs) located in countries which had only recently become independent, the IOC decided at the beginning of the 1960s to organise its own methodical, comprehensive assistance programme to help the NOCs and, through them, the development of sport and the Olympic ideals. In 1962, Count Jean de Beaumont created the Committee for International Olympic Aid, which the IOC Executive Board adopted as an IOC Commission in 1968. When it merged with a similar body set up by the Permanent General Assembly of the NOCs, this Commission finally became, in 1971, the Committee for Olympic Solidarity.

Between 1973 and 1978, efforts continued with the aim of improving the assistance offered to the NOCs that needed it most, although the lack of funds meant that very little progress was made in this area. It is worth remembering that, during the 1960s and 1970s, more than 50 new NOCs were established in countries with very few resources, where assistance was therefore needed for the development of sport.

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

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

In 2001, the IOC President, Jacques Rogge, decided to strengthen the work of the Olympic Solidarity Commission and reiterated his desire to continue the process of political and administrative decentralisation of Olympic Solidarity towards the Continental Associations and ANOC. To this end, he restructured the Commission and appointed Mario Vázquez Raña as its Chairman.

The Commission's work, in connection with the rise in Olympic Games TV rights income, has resulted in the launch of some major NOC assistance programmes during the past six quadrennial plans.

Olympic Solidarity Commission Giving vital impetus



Culture and education
activity in Armenia
© All rights reserved

Mainly composed of representatives of the Continental Associations, ANOC and the athletes, the Commission is responsible for defining the main courses of action and managing the activities of Olympic Solidarity, for example by approving programmes and the related budgets and monitoring their implementation. In order to fulfil these tasks, the Commission enjoys financial, technical and administrative independence, and reports to the IOC Executive Board and President, keeping them regularly informed about its activities.

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

Olympic Solidarity Commission at 31 December 2011

Chairman : Mario VÁZQUEZ RAÑA
Members : Sheikh Ahmad Al-Fahad AL-SABAH
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

The advantages of programmes for NOCs

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

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

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

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



Greater autonomy for everyone



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

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

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

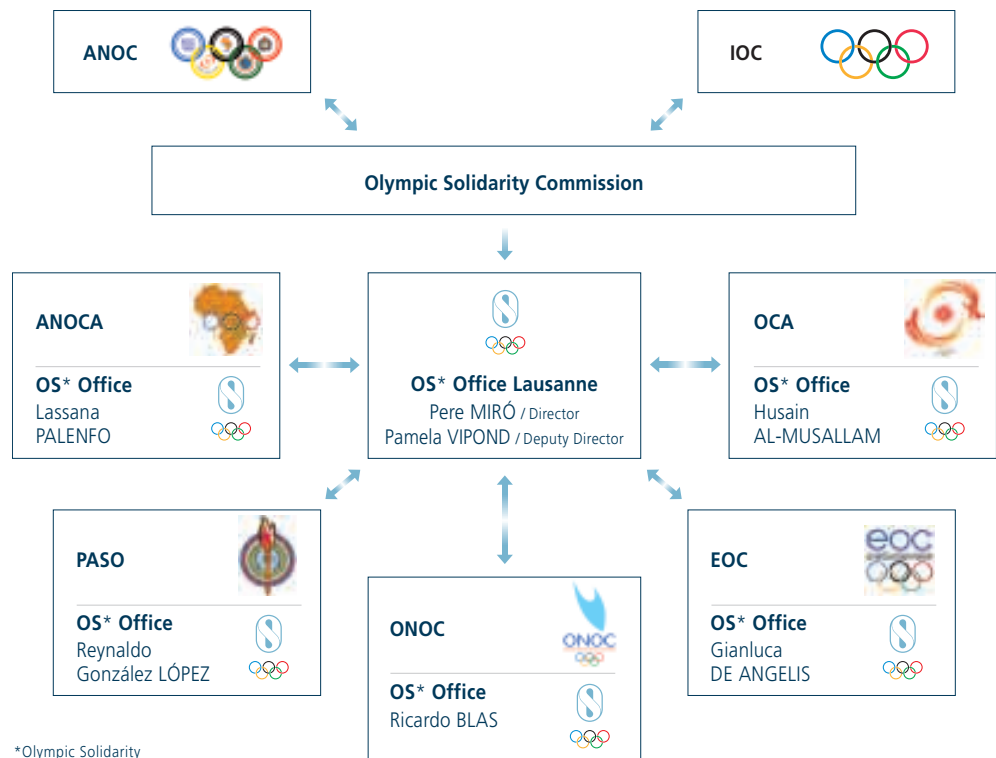
Olympic Solidarity structure and organisation

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

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



Olympic Solidarity International Office in Lausanne

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

Olympic Solidarity international office in Lausanne

- Director Pere MIRÓ

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

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

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

- Section Manager Olivier NIAMKEY
- Project Officer (60%) Silvia RAGAZZO-LUCCIARINI
- Project Officer Edward KENSINGTON
- Administrative Assistant Astrid Diane HASLER
- Administrative Assistant Paola BUENO CARVAJAL

NOC Management Programmes – Relations with America – Reports and Presentations

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

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

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

At 31 December 2011

Increased global budget

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

The development and assistance budget approved by the Olympic Solidarity Commission for the 2009–2012 quadrennial plan is USD 311,380,000. It is based on income from the sale of TV rights for the Games of the XXIX Olympiad in Beijing and the estimated revenue from the XXI Olympic Winter Games in Vancouver, plus interest from future investments.

The budget for 2011 of USD 74,557,250, approved by the members of the Olympic Solidarity Commission at their meeting on 17 October 2010, represents 24% of the total budget.

Breakdown of the 2011 budget

• World Programmes	USD 37,155,000
• Continental Programmes	USD 32,452,250
• Olympic Games Subsidies and Forums	USD 1,780,000
• Administration / Communication	USD 3,170,000
	<u>USD 74,557,250</u>

Breakdown of the "World Programmes" budget

• Athletes	USD 18,750,000
• Coaches	USD 6,500,000
• NOC Management	USD 8,025,000
• Promotion of Olympic Values	USD 3,880,000
	<u>USD 37,155,000</u>

Breakdown of the "Continental Programmes" budget

• ANOCA (Africa) – 53 NOCs	USD 7,785,250
• PASO (America) – 41 NOCs	USD 5,307,000
• OCA (Asia) – 44 NOCs	USD 5,609,250
• EOC (Europe) – 49 NOCs	USD 7,062,000
• ONOC (Oceania) – 17 NOCs	USD 3,549,500
• ANOC	USD 3,139,250
	<u>USD 32,452,250</u>

Partners working in synergy



Technical course for aquatics coaches in Ecuador
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Technical course for ski coaches in Serbia
© All rights reserved



Technical course for basketball coaches in Burundi
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During the four-year period between each edition of the Olympic Games, the main components of the Olympic Movement – the IOC, the IFs and the NOCs – as well as all other bodies with similar interests, are responsible for working together in order to contribute to the development of sport and the dissemination of the values conveyed by the fundamental principles of Olympism.

The global network of partners involved in setting up, implementing and monitoring Olympic Solidarity programmes, as well as providing technical expertise, makes up an essential action channel. Thanks to the contribution and support of the Continental Associations, ANOC, NOCs, IOC Commissions and International Federations (IFs), as well as the high-level training centres, universities and experts in various fields, Olympic Solidarity is able to continue its mission of assisting the NOCs in the best possible conditions.



LENDING A HAND







World Programmes



Sport and NOCs are the winners

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



Nineteen programmes, four areas of action

Athletes

- Olympic Scholarships for Athletes “Vancouver 2010” (Programme completed in 2010)
- Olympic Scholarships for Athletes “London 2012”
- Team Support Grants
- Continental and Regional Games – Athlete Preparation
- Youth Olympic Games – Athlete Preparation

Coaches

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

NOC Management

- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchange and Regional Forums

Promotion of Olympic Values

- Sports Medicine
- Sport and the Environment
- Women and Sport
- Sport for All
- International Olympic Academy
- Culture and Education
- NOC Legacy

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



World Programmes Athletes



Olympic scholarship holders Peter Burling and Blair Andrew Tuke from New Zealand during the 2011 Weymouth and Portland International Regatta
© Getty Images/Clive Mason

The athletes give the best of themselves



The programmes for athletes offer the NOCs tailor-made assistance depending on their athletes and the type of competitions for which they are preparing. In order to carry out these programmes, Olympic Solidarity can count on the support not only of the Continental Associations, NOCs and IFs, but also of other partners, such as training centres, coaches and high-level experts.

All the programmes were operational in this third year of the quadrennial plan. With no Olympic Games in 2011, the athletes and NOCs benefiting from these programmes devoted all their energy to the numerous continental and regional events held during the year. For many sports, 2011 also saw the start of the Olympic qualification period, which is a crucial phase for all athletes.

The Continental and Regional Games Athlete Preparation programme saw a particularly high level of activity in all the continents, with the Summer and Winter editions of the European Youth Olympic Festival, the All-Africa Games, the Pan-American Games, the Asian Winter Games and the Pacific Games.



A female water polo player from Uzbekistan competes against her Australian opponent – 14th FINA World Championships in Shanghai, China
© Getty Images / Adam Pretty



Maltese Olympic scholarship holder William Chetcuti
© Getty Images

Olympic Solidarity received around 2,000 applications for the Olympic Scholarships for Athletes “London 2012” programme. So far, 1,181 scholarships have been awarded to athletes from 173 NOCs. The Team Support Grants programme has continued to grow and the teams likely to qualify for the London Olympic Games entered the final phase of preparations for the qualifying competitions in 2011.

The NOCs are already concentrating on the first winter edition of the Youth Olympic Games (YOG), which will be held in Innsbruck (Austria) in early 2012 and, looking further ahead, are beginning to prepare for the second summer edition of the YOG in 2014 in Nanjing (People’s Republic of China). Participating NOCs are entitled to a similar amount of support to that offered for the YOG held in Singapore in 2010.

2011 key figures

- 1,181** “London 2012” Olympic Scholarships awarded
- 118** Team Support Grants awarded
- 656** activities organised to prepare athletes for the YOG
- 149** NOCs receiving a grant to prepare their athletes for Continental and Regional Games.

Olympic Scholarships for Athletes “London 2012”

Namibian Olympic scholarship holder and triathlete Abrahm Louw
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Olympic scholarship holder Ella Nichols from the Cook Islands
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Start of a crucial and decisive period

Objective: to assist elite athletes nominated by their respective NOCs in their preparation and qualification for the Games of the XXX Olympiad, London 2012, with particular attention paid to athletes and NOCs with financial difficulties.

2011 Budget: USD 9,000,000

As usual, the Olympic Scholarships for Athletes “London 2012” programme attracted great interest from all the NOCs, with some 2,000 applications received. Olympic Solidarity processed and analysed each application in collaboration with the NOCs and IFs. Thanks to close cooperation between the training centres or partner NOCs and Olympic Solidarity, a large number of Olympic scholarship holders were able to continue benefiting from high-level training provided by these experienced and knowledgeable institutions.

2011 marked the start of a crucial and decisive phase in the qualification process for all Olympic scholarship holders. A large number of scholarship holders should secure their qualification in the early part of 2012, when most qualifying events will take place. During 2011, Olympic Solidarity and the NOCs were also able to analyse in detail the situation of each Olympic scholarship holder on the basis of their results in major world or continental sports events.

To date, Olympic Solidarity has awarded 1,181 Olympic scholarships to athletes from 173 NOCs and invested more than USD 12.6 million in this programme.

Athletes’ feedback – Ella Nicholas, Cook Islands, canoe: “The Olympic Solidarity programme has made it possible for me to keep paddling and competing, striving towards my goal of taking part in the Olympic Games. Without this support I would not be able to combine study and paddling.” **Abrahm Louw, Namibia, triathlon:** “The support I got from Olympic Solidarity for the 2010 Youth Olympic Games made all the difference. I had no funding to get myself race-ready, for training or equipment, but they came in and gave me tremendous support.” **Dana Haider Touran, Jordan, taekwondo:** “It’s always been my dream to represent Jordan and try to win medals for my country on the international stage. I really want to win Jordan’s first Olympic medal and the Olympic Solidarity programme has allowed me to follow my dream.”



Olympic scholarship holder
Dana Touran (in blue) from Jordan
© Getty Images / Feng Li



Pentathlete Olympic scholarship
holder Natalya Coyle from Ireland
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Breakdown of Olympic scholarships (as at 31.12.2011)

Sports	Africa	America	Asia	Europe	Oceania	Total
Athletics	94	76	33	55	10	268
Rowing	1	9	3	20	-	33
Badminton	3	4	15	13	-	35
Boxing	10	10	22	21	-	63
Canoe-kayak	8	3	7	19	2	39
Cycling	5	13	4	17	1	40
Gymnastics	-	4	3	21	-	28
Weightlifting	10	15	17	20	8	70
Equestrian	-	3	-	2	-	5
Fencing	3	1	3	10	-	17
Judo	18	20	17	36	1	92
Wrestling	20	17	40	37	2	116
Modern pentathlon	2	-	-	8	-	10
Aquatics (Swimming)	22	39	23	39	4	127
Taekwondo	17	20	18	11	-	66
Tennis	7	6	5	7	-	25
Table tennis	1	3	5	5	-	14
Shooting	2	6	20	37	1	66
Archery	1	1	7	7	-	16
Triathlon	1	6	-	8	1	16
Sailing	1	8	3	18	5	35
Men	158	164	169	252	22	765
Women	68	100	76	159	13	416
Total athletes	226	264	245	411	35	1,181
Total NOCs	48	37	32	46	10	173



Team Support Grants

The women's hockey team of New Zealand just equalising with Australia - XIX Commonwealth Games in New Dehli, India
© Getty Images/Cameron Spencer



Men's handball team of Argentina
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Qualifications for the Games – the home straight !

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

2011 Budget: USD 2,250,000

This programme enables each NOC to apply for a grant for one team in a summer sport and a second in a winter sport, with both teams eligible to receive support throughout the quadrennial plan depending on their final objective.

Numerous Olympic qualifying competitions were held in 2011. The qualification phase for the London Games will continue in the first part of 2012 and it is still possible for some teams to receive Olympic Solidarity assistance for this final stage. For teams that have already qualified and for all those which will book their ticket for London at the start of 2012, Olympic Solidarity has set aside a special budget to support them in their final preparations for the Games.

Feedback from the NOC of Argentina: "The Argentinean handball team won a gold medal at the Pan-American Games in Guadalajara, and most importantly thereby qualified for the 2012 Olympic Games in London. This historic success is a source of pride to the members of the NOC of Argentina and the Argentinean Handball Confederation, which have both worked hard to develop this sport in the country. We should like to stress the remarkable support from Olympic Solidarity, which helped us achieve this objective through the team sports grants programme."

NOCs that benefited

Continent	NOCs
Africa	23
America	29
Asia	16
Europe	43
Oceania	7
Total	118

Breakdown of participating teams by sport

Sport	Teams
Basketball	37
Curling	5
Handball	23
Hockey	13
Ice hockey	7
Softball	2
Volleyball	24
Water polo	7
Total	118

Continental and Regional Games Athlete Preparation



High jump – Summer EYOF
in Trabzon
© 2011 Trabzon EYOF Organising Committee



Start of a swimming event –
XIV Pacific Games in Noumea
© ONOC

Busy sporting calendar for the NOCs and athletes

This programme is proving very popular among the NOCs, since it gives them the opportunity to prepare their delegations for continental sports events that are vitally important for many of them.

Several major events, including the summer and winter editions of the European Youth Olympic Festival, the All-Africa Games, the Pan-American Games, the Asian Winter Games and the Pacific Games, were held during 2011, generating a large number of applications.

For the 2009–2012 quadrennial plan, the main Games concerned in each continent are:

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

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

2011 Budget: USD 5,500,000

NOCs that benefited

Continent	NOCs
Africa	39
America	32
Asia	30
Europe	34
Oceania	14
Total	149

Youth Olympic Games Athlete Preparation

Talent identification in Peru for the YOG in Nanjing in 2014
© All rights reserved



FISA training camp in Alexandria, Egypt
© FISA



En route to the second YOG

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

2011 Budget: USD 2,000,000

In view of the success of the first edition of this programme for the Summer YOG in Singapore, NOCs preparing for the Winter YOG in Innsbruck in 2012 were able to benefit from similar support. An athlete identification and training subsidy (option 1) was also offered to the NOCs preparing for the Summer YOG in Nanjing in 2014.

The three different options available are as follows:

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

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

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

Activities by option

Continent	NOCs that benefited	Activities			Total
		Option 1	Option 2	Option 3	
Africa	40	108	16	54	178
America	31	53	31	57	141
Asia	25	30	14	50	94
Europe	42	38	33	133	204
Oceania	14	13	11	15	39
Total	152	242	105	309	656



Olympic scholarship holder Rodman Teltull (right) from Palau during the 100 m heats – 3rd IAAF World Championships in Daegu, Republic of Korea
© Getty Images/Stu Forster



Armenian Olympic scholarship holder Roman Amoyan (in red) and his Kazakh opponent during the Games of the XXIX Olympiad in Beijing
© Getty Images/Stu Forster



Athletes during the 7th Asian Winter Games in Astana-Almaty, Kazakhstan
© OCA



World Programmes Coaches

The Finnish ice-hockey team –
Winter EYOF in Liberec, Czech Republic
© EYOF2011



A very popular field that meets NOCs' needs



The various training programmes offered are all aimed at raising the level of coaches' qualifications, depending on their initial knowledge. They are designed to facilitate the exchange of experiences, both theoretical and practical, between coaches and experts/trainers. Olympic Solidarity constantly endeavours to improve the quality of the training offered with the help of IFs, universities and high-level training centres.

The Technical Courses for Coaches programme, although it has been running for many years now, remains very popular among the NOCs. Since the start of the 2009–2012 quadrennial plan, around 300 course requests have been received each year as part of this programme. The NOCs are increasingly combining these basic technical courses with other projects, with a view to ensuring proper follow-up of and continuity for the participants.

Under the Olympic Scholarships for Coaches programme, the NOCs are able to propose one candidate for either of the two available options (training in sports sciences or sport-specific training). Since the start of 2011, 136 scholarships have been awarded to 96 NOCs. The number of candidates remained relatively stable compared with previous years.



East African regional workshop
for tennis coaches in Rwanda
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Technical course for boxing
coaches in Ecuador
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It is also interesting to note that, at the various sessions held in training centres in Switzerland or abroad, Olympic Solidarity endeavours to send a representative to present its programmes to the participants in order to highlight the role of coaches in the Olympic Movement. A conclusive trial via videoconference was carried out early 2011 with the Semmelweis University in Budapest and has been renewed since then.

The number of projects carried out as part of the Development of National Sports Structure programme is rising rapidly, with the majority being conducted in America, Europe and Africa. The reason for this success is linked to the fact that the NOCs are now very familiar with this programme and a high level of flexibility has been afforded during this quadrennial. NOCs are therefore able to create action plans suited to their needs and achieve long-term results.

2011 key figures

- 288 technical courses planned for 120 NOCs
- 136 Olympic scholarships awarded to 96 NOCs
- 56 national sports structure development projects.

Technical Courses for Coaches

Technical course for table tennis coaches in Bulgaria
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Technical course for judo coaches in Kyrgyzstan
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Joint and ongoing work with the IFs

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

2011 Budget: USD 3,250,000

A total of 288 courses were organised in 2011. The four most popular sports were tennis, athletics, table tennis and boxing. As well as the national courses, Olympic Solidarity organised, sometimes proactively with the IFs' support – particularly those responsible for tennis (ITF) and sailing (ISAF) –, regional courses for coaches from several countries.

It should be noted that course quality and participant selection have improved significantly thanks to the daily efforts and monitoring carried out by the IFs and NOCs concerned.

Participating NOCs

Continent	NOCs	
Africa	42	ALG, ANG, BDI, BEN, BOT, BUR, CAF, CGO, CHA, CIV, CMR, COD, DJI, ERI, ETH, GAM, GBS, GUI, LBR, LES, MAD, MAR, MAW, MLI, MOZ, MRI, MTN, NGR, NIG, RSA, RWA, SEN, SEY, SLE, SOM, STP, TAN, TOG, TUN, UGA, ZAM, ZIM
America	29	ANT, ARG, BAH, BAR, BOL, BRA, CAY, CHI, CRC, CUB, DMA, DOM, ECU, ESA, GUA, GUY, HAI, LCA, NCA, PAN, PAR, PER, PUR, SKN, SUR, TRI, URU, VEN, VIN
Asia	30	BAN, BHU, CAM, CHN, INA, IRI, IRQ, KGZ, KOR, KSA, LAO, MAS, MDV, MGL, MYA, NEP, OMA, PAK, PHI, PRK, SRI, SYR, THA, TJK, TKM, TLS, UAE, UZB, VIE, YEM
Europe	19	ARM, BLR, BUL, CRO, CZE, FIN, FRA, GEO, GRE, ISR, LAT, LTU, MDA, MKD, POL, POR, SRB, TUR, UKR
Oceania*	–	
Total	120	

* Programme managed directly by ONOC

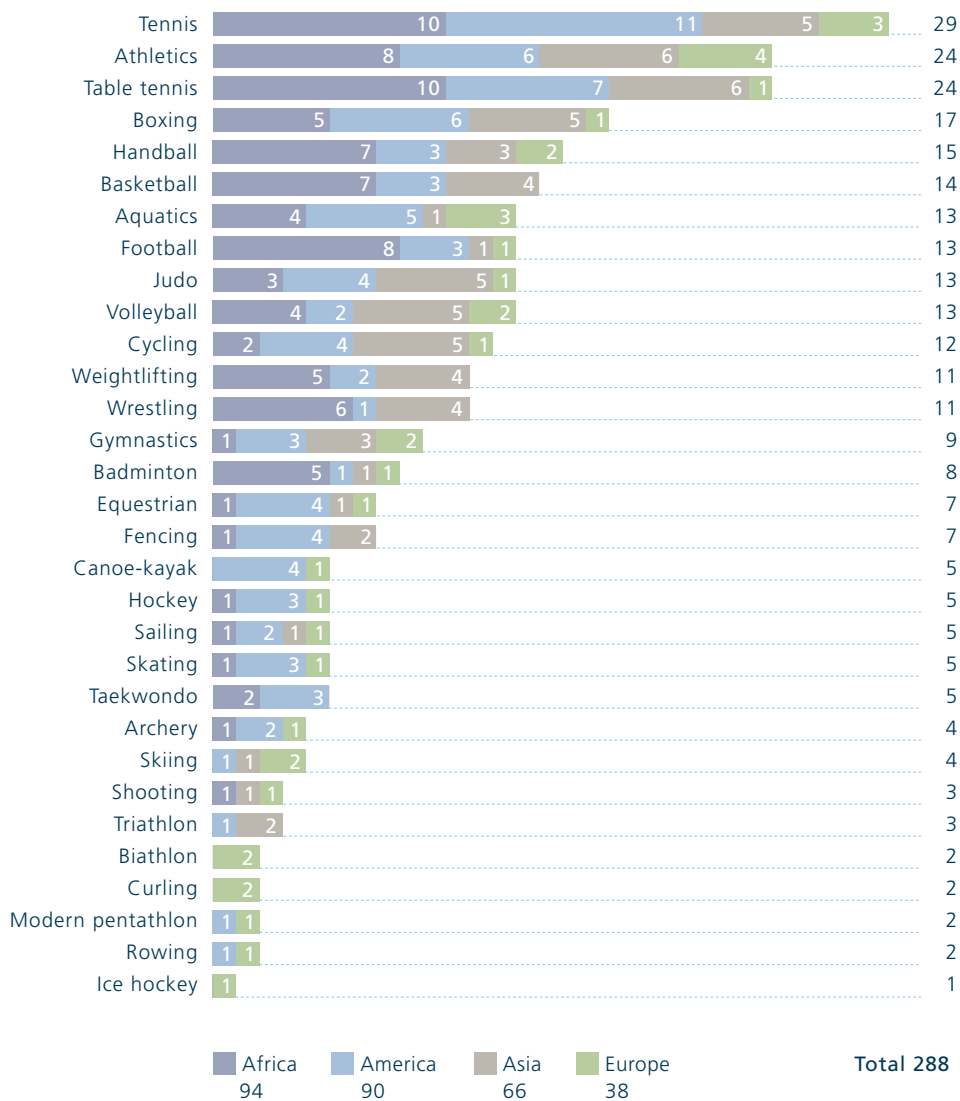


Technical course for handball coaches in Sao Tome and Principe
© All rights reserved



Technical course for athletics coaches in the Islamic Republic of Iran
© All rights reserved

Distribution of technical courses



Olympic Scholarships for Coaches

Olympic scholarship holder Latévi Kaka Lawson Chroco (left) from Togo took part in a management training and communications course at the CREPS in Montpellier, France
© All rights reserved



CISÉL (Centre international du sport d'élite de Lausanne) scholarship holders during their visit to The Olympic Museum
© All rights reserved

Acquiring high-level coaching skills

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

2011 Budget: USD 2,000,000

Demand for individual scholarships has remained steady among NOCs wishing to send candidates for training in sports sciences at universities or high-level centres. According to these partner centres, the standard of the candidates is continuing to improve thanks to the increasingly rigorous selection process followed by the NOCs, as well as the information provided by the IFs, which Olympic Solidarity consults systematically. The latter informs the NOCs and IFs of the feedback received from the centres and the results achieved by scholarship holders at the end of their training. It also encourages them to involve former scholarship holders in their national and regional activities. More and more IFs, for example, are choosing to use former scholarship holders as experts or assistant leaders of technical courses for coaches. Olympic Solidarity also encourages the NOCs to include more women in the training programmes in order to increase their level of involvement, which is still too low.

Handball coach Tony Hortère from the Seychelles, who secured an Olympic Solidarity scholarship in 2011 to follow the PAISAC training programme (international support programme for African and Caribbean sport) in Montreal, Canada, described his stay as very intense and focused, requiring him to spend entire nights studying (he says). But he regarded this sacrifice as necessary in order to do well in his studies and then make his own contribution to developing sport at local level.

Participating NOCs

Continent	NOCs	
Africa	31	ANG, BDI, BEN, BUR, CAF, CGO, CIV, CMR, COD, COM, DJI, EGY, ETH, GAB, GBS, GUI, MAW, MLI, MRI, NAM, NIG, RSA, RWA, SEN, SEY, SLE, TAN, TOG, TUN, UGA, ZAM
America	24	ANT, ARG, ARU, BAR, BIZ, BRA, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GUA, HAI, JAM, MEX, NCA, PAR, PER, SKN, TRI, VIN
Asia	25	BAN, BHU, CAM, CHN, INA, IND, IRI, IRQ, JPN, KOR, KSA, LAO, MAS, MDV, MGL, NEP, OMA, PAK, PHI, SIN, SRI, SYR, TJK, TKM, TPE
Europe	10	AUT, BIH, CZE, GEO, ISL, LAT, MKD, ROM, SLO, SRB
Oceania	6	ASA, COK, FIJ, FSM, GUM, TGA
Total	96	

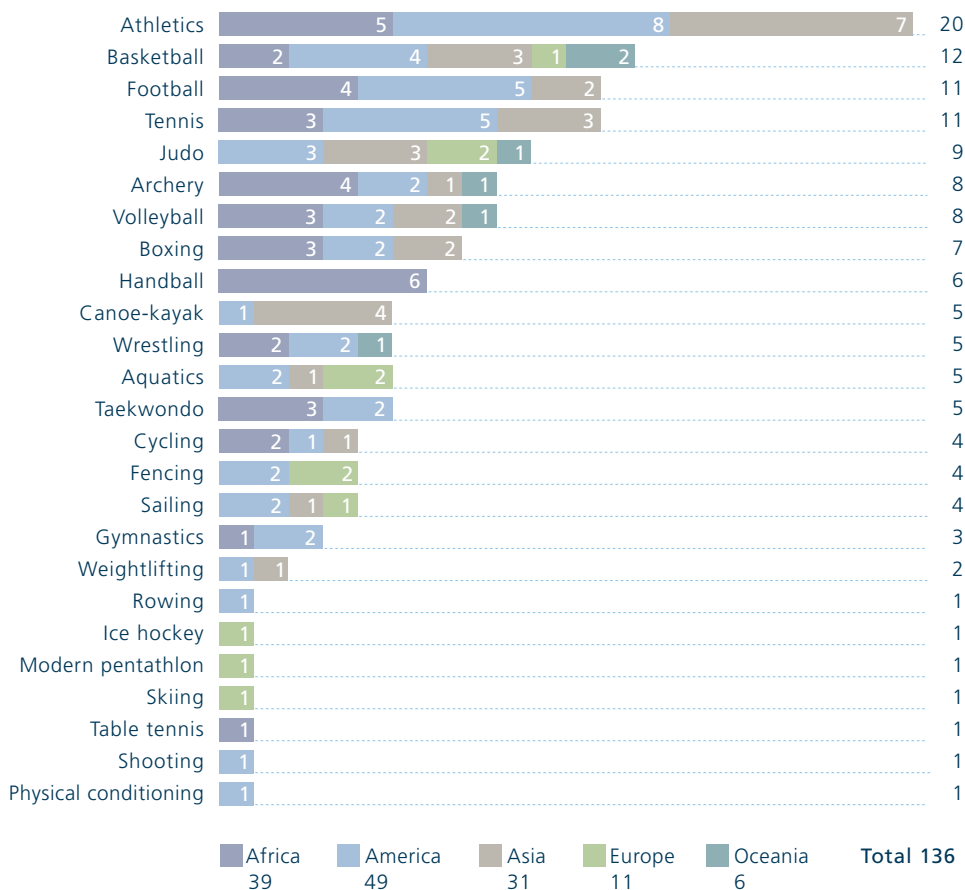


Archery apprenticeship in the framework of the ICECP training
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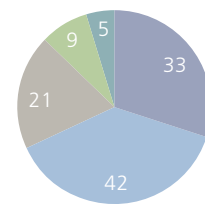
PAISAC autumn session scholarship holders with the WADA education manager (second from right)
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Distribution of Olympic scholarships

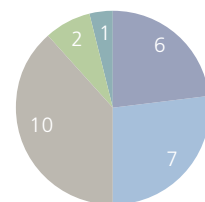


Scholarships by option

Sports sciences
Total 110



Sport-specific training
Total 26



● Africa
● America
● Asia
● Europe
● Oceania

Development of National Sports Structure

Development of national equestrian sports structure in the Czech Republic
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Project run by the Greek NOC in fencing
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Long-term development with a clear action plan

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

2011 Budget: USD 1,250,000

The decision to increase the Olympic Solidarity contribution per project and to spread the expert's visits over several short periods has proved to be the correct one, making it more feasible to carry out projects and to achieve long-term results. The NOCs therefore found it easier to finalise projects which would probably not have got off the ground if they had been forced to find an expert who was available for a long period or to cover all of their expenses.

The NOCs have also gained more experience in carrying out long-term projects, which explains the significant increase in the number of requests received. Finally, more and more NOCs are linking this programme to projects carried out by coaches with scholarships during their training, as well as using technical courses to launch projects.

Projects accepted

Continent	Projects	
Africa	10	BDI, BUR, MAD, MAW, NIG, RWA, SEY, SLE, TOG, ZAM
America	16	ARG, BAR, BOL, BRA, CAY, CHI, COL, CRC, DOM, ECU, GUA, HAI, LCA, PAR, PER, PUR
Asia	10	BAN, BRN, CAM, INA, LAO, QAT, SRI, THA, TJK, TLS
Europe	16	ARM, CZE, EST, GEO, GRE, LAT, MDA, MKD, MLT, NED, NOR, ROM, SLO, SRB, TUR
Oceania	4	COK, FSM, KIR, NRU
Total	56	

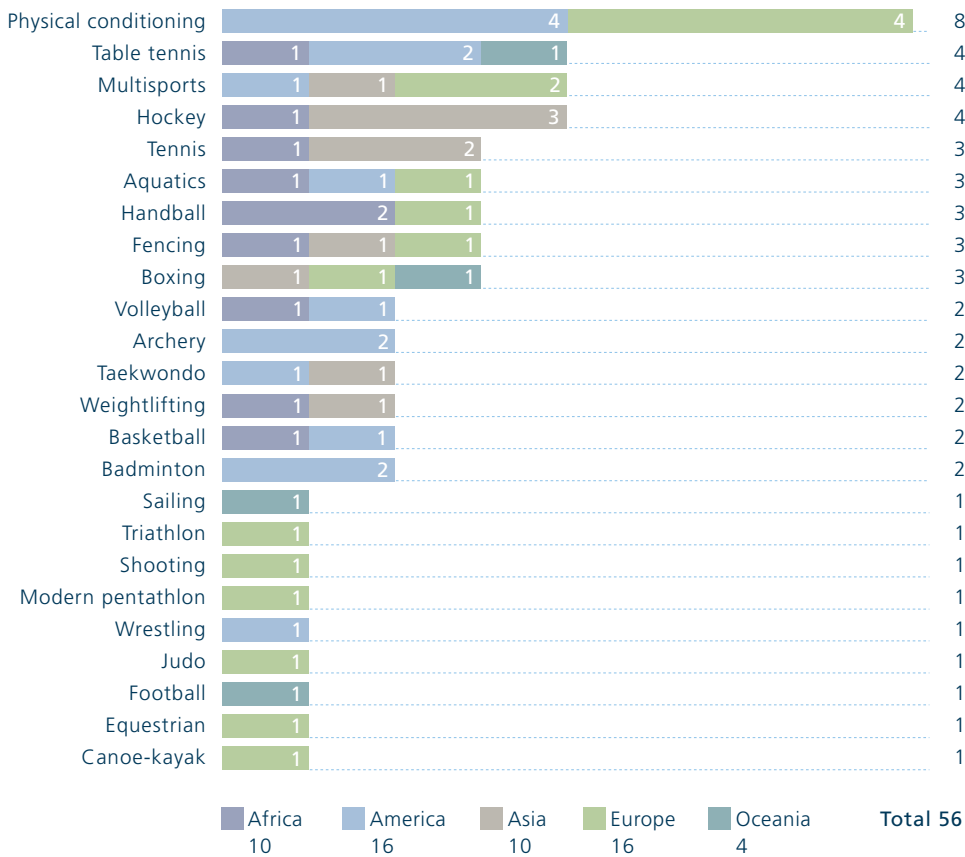


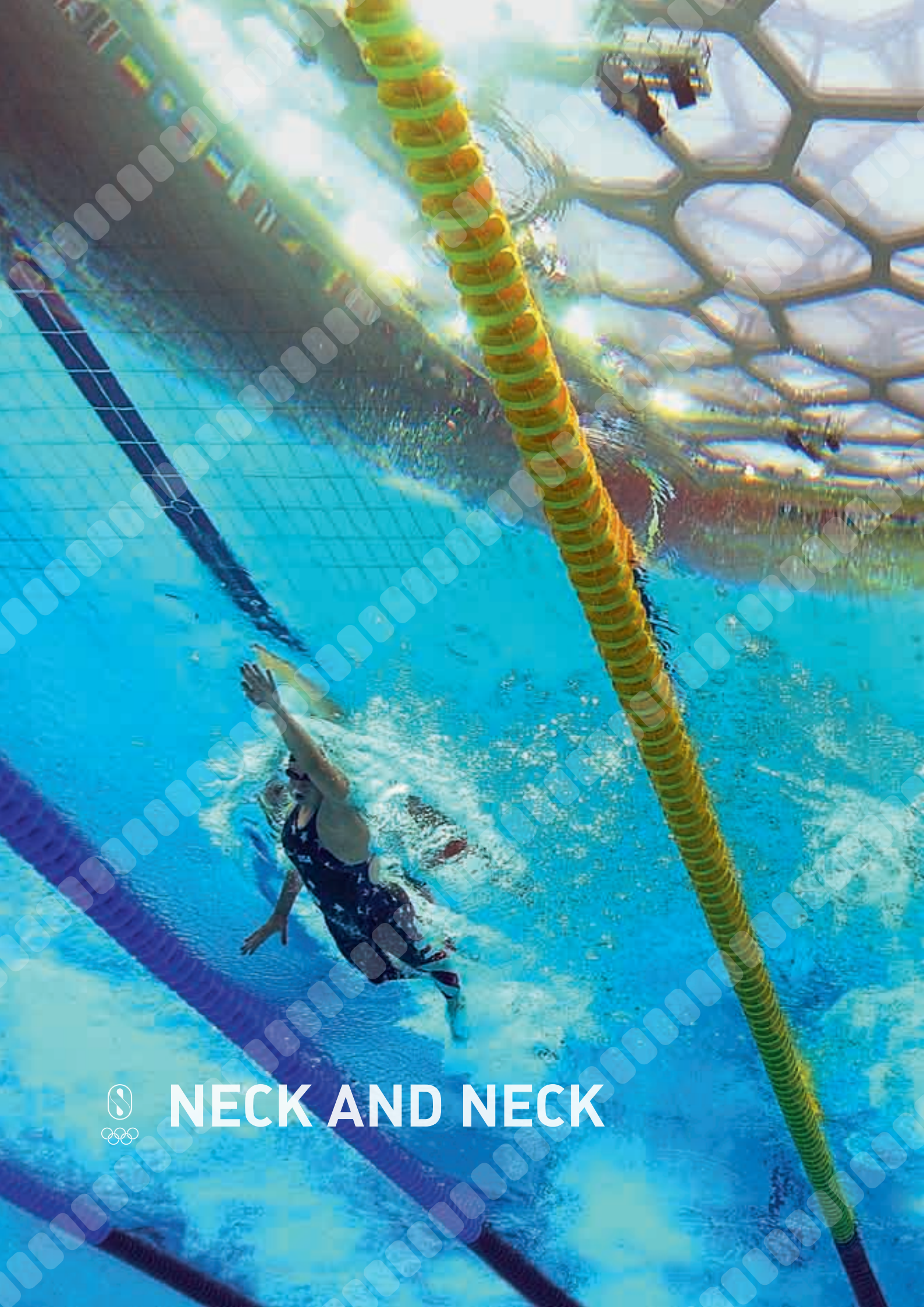
Participants in the project developed by the Cambodian NOC in hockey
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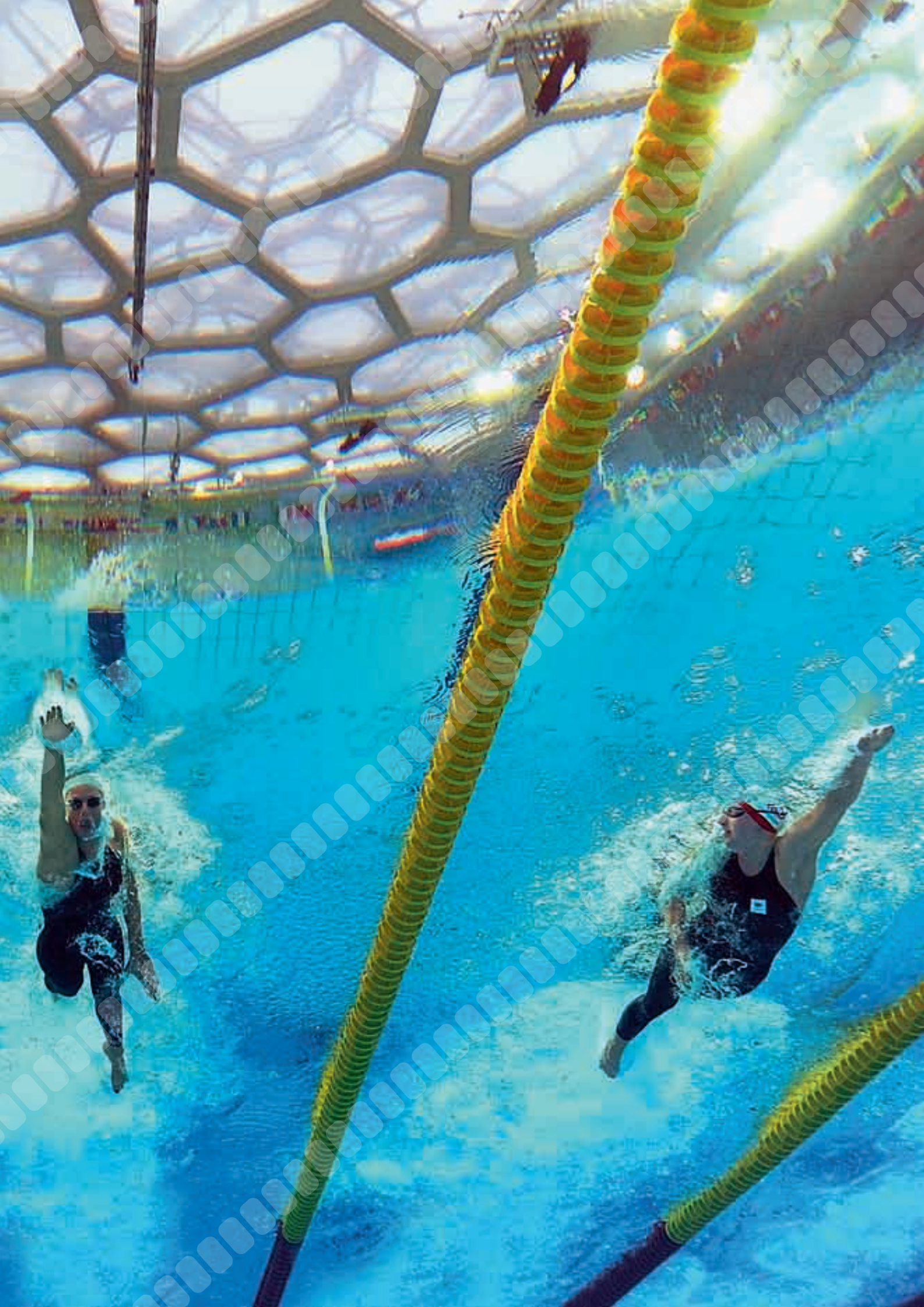
Project run by the St Lucia NOC in judo
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Distribution of projects





NECK AND NECK





World Programmes NOC Management

Refresher course for the ASMC
Programme Directors in Jongny,
Switzerland
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Strengthening administrative structures and optimising how activities are managed



The objective of the NOC Management programmes is to help the NOCs to strengthen their administrative structures so that they can optimise their activities and provide the best possible service to their affiliated and partner organisations, and particularly to athletes. Olympic Solidarity's activities are divided into three areas: the granting of direct financial subsidies, particularly through the annual administrative subsidy of USD 30,000, the training of sports administrators and the exchange of experiences between NOCs.

This strategy resulted in a wide range of activities again this year. Several NOCs continued to use the management and financial management initiatives in accordance with their specific administrative needs, particularly those linked to IT and computer systems.

Many NOCs developed their training programmes for their staff and affiliated members by organising Sports Administrators Courses (SAC) and Advanced Sports Management Courses (ASMC) in accordance with the demand from and needs of sports administrators. For the same reason, 30 NOCs responded to Olympic Solidarity's invitation to ASMC Programme Directors to participate in a refresher course with the aim of sharing knowledge and discovering the methods used by other NOCs. According to the feedback received, the small-group discussions have given the Programme Directors new ideas and motivated them to make future courses even better.



School Games observer programme organised by the Brazilian NOC
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Advanced Sports Management Course in Somalia
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In addition, numerous graduates of MEMOS (Executive Masters in Sports Organisation Management) support the training effort by getting involved in the organisation of courses at local level. These graduates also help to improve the management of their sports organisations, particularly by implementing the projects they carried out as part of their MEMOS training.

Finally, a large number of exchanges of knowledge took place, either bilaterally between two NOCs or at the initiative of one NOC inviting representatives of other NOCs to participate in a seminar or observers' programme on a specific theme. Several NOCs agreed to share their knowledge in this way and Olympic Solidarity is delighted with the excellent feedback received from the NOCs following these initiatives.

2011 key figures

- 200 NOCs received the annual administrative subsidy
 - 31 management and 14 financial management initiatives
- 109 Sports Administrators Courses
- 53 ASMC Programme Directors took part in the refresher course
- 22 Advanced Sports Management Courses
- 103 MEMOS scholarships
- 63 NOC exchanges and internships
 - 6 regional forums.

NOC Administration Development

Marketing seminar organised by the NOC of Bosnia and Herzegovina

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Meeting of the Chilean NOC's regional delegates

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More efficient tools and better qualified staff

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

2011 Budget: USD 6,500,000

Most NOC management initiatives concern the installation or upgrading of computer systems, such as accounting software, databases and intranets, document management software, networks, document-sharing platforms, etc. These initiatives are primarily aimed at improving the efficiency of administrative processes or offering new services to NOC partners. In order to ensure that these tools are used as effectively as possible, the NOCs reserve part of the budget for staff and user training.

It is also important to note that half of the requests received concern training of staff of the NOCs or their affiliated organisations at seminars organised by the NOCs themselves. Training is requested in computing, accounting, English and management. It has become vital for the NOCs to have qualified staff with the skills necessary to carry out their tasks and develop their activities effectively.

Finally, some NOCs have also sought the help of experts in finance, IT, marketing and management systems in order to review and improve their practices in these fields and, if necessary, devise a longer-term action plan.

NOC Administration Development

Continent	Administrative subsidy	Management initiatives	Financial management
Africa	51	8	6
America	42	10	3
Asia	42	4	2
Europe	48	7	1
Oceania	17	2	2
Total	200	31	14

National Training Courses for Sports Administrators



Sports Administration Course in Albania
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Advanced Sports Management Course in Senegal
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The spread of advanced courses in sports management

Four years after introducing the programme of ASMC, Olympic Solidarity organised a refresher course for Programme Directors (PDs). The aim of the course was to provide the PDs with a platform for sharing their experiences related to the organisation of advanced courses and learning how others deal with similar challenges. It gave Olympic Solidarity an opportunity to examine how the programme is being implemented in real life and if any modifications are necessary in order to strengthen it. The course was attended by 39 experienced PDs, as well as 14 PD candidates for whom it served as part of their training. The participants discussed the topics they had previously identified as the most important. They were also introduced to some new ASMC tools developed by Olympic Solidarity and other PDs.

The overall message that came out of the course was encouraging and demonstrated that advanced courses were conducted as foreseen by Olympic Solidarity, bringing, in general, the desired results. The course conclusions would be made available to those PDs who were unable to attend.

What participants thought of the refresher course: "I loved sharing with the other Programme Directors and hearing their success stories."

"Very useful even though at times a little bit scary. Everybody talking about their courses while you sit there wondering what have I got myself into."

"The group sharing sessions have increased my ideas and zeal to organise future courses in a more effective way."

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

2011 Budget: USD 925,000

Sports Administrators Courses and Advanced Sports Management Courses

Continent	NOCs	Sports Administrators Courses	Advanced Sports Management Courses
Africa	20	31	10
America	19	41	8
Asie	13	28	3
Europe	6	9	1
Oceania*	–	–	–
Total	58	109	22

*Courses organised through ONOC's "Sports administration programme" (Continental Programme)

International Executive Training Courses in Sports Management

Working group of the MEMOS IV in French in Paris, France
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Participants of the MEMOS IV in French at the IOC headquarters in Lausanne, Switzerland
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Sought-after training at international level

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

2011 Budget: USD 600,000

Following the modules organised in Nairobi by the Kenyan NOC and in Paris by the INSEP and the French NOC, MEMOS XIV (Executive Masters in Sports Organisation Management) concluded in September at The Olympic Museum in Lausanne with the presentations of the participants' projects. As every year, the final module was held in parallel with the first session of the next course, MEMOS XV.

MEMOS IV in French also finished in Lausanne, where the participants presented their diploma projects at the IOC headquarters. Their certificates were awarded by Patrick Baumann, IOC member and himself a MEMOS graduate. Meanwhile, MEMOS IV in Spanish was launched in December at the CAR (Centre d'Alt Rendiment) in Barcelona and continued in March 2012 in Santiago, Chile, with a module hosted by the NOC of Chile.

In line with the new challenges facing sports administrators, the MEMOS Steering Committee, composed of professors from various educational institutions and universities, analysed the programme's current structure and made proposals aimed at including new subjects considered essential to the training of sports managers. The content and structure of MEMOS will therefore be adjusted in order to meet the specific needs of participants and improve the quality of this unique training within the Olympic Movement.

International Executive Training Courses in Sports Management

Continent	NOCs	MEMOS in English (XIV, XV)	MEMOS in Spanish (IV)	MEMOS in French (IV)
Africa	26	14	1	14
America	22	12	14	3
Asia	16	18	–	–
Europe	21	17	2	2
Oceania	5	6	–	–
Total	90	67	17	19



MEMOS IV in Spanish module
in Barcelona, Spain
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Projects presented by Olympic Solidarity scholarship holders

NOC MEMOS projects in French

- BEN Julien V. Minavoia – Strategy for the development of Olympic education by NOCs. The case of the NOC of Benin.
- BUR Poussi Kabore – Development of swimming in Burkina Faso.
- CAF Clement Anicet Guiyama-Massogo – Thoughts on a system for the rational management of sports governing bodies in the Central African Republic: the case of the NOC.
- CIV Eric Laurent Allangba – High performance development strategy of the Côte d'Ivoire taekwondo federation. Issues and priority action plans for the future.
- CMR Alicia Mbolo – CNOSC project for the creation of the Olympic Museum, 2011–2016.
- COM Abdallah Mze Msa – Project for the training of staff to promote the organisational performance and harmonious functioning of national sports institutions in the Comoros (2012–2020).
- FRA Mohammed Belkacemi – Personal development and vocational integration of young people from working-class districts.
- GUA Olga Patricia Morales Castillo – Handball development plan in Guatemala.
- HAI Stéphane Rebu – Women's involvement in strategic and managerial positions in sports organisations in Haiti.
- MAR Najib Arif – Involvement of the Olympic and sports movement in the national human development initiative in Morocco.
- MAR Mohammed Omari Alaoui – Key factors of success of federal management for the effectiveness of the high-level sports project in Morocco.
- MLI Dramane Coulibaly – A strategic plan to make Malian athletics more competitive at international level.
- PER Mariana Quintanilla Camargo – Anti-doping education strategy for young athletes in Peru.
- ROU Maria-Alexandra Dospinescu – Analysis of the sporting performance of the Romanian rowing federation.
- RWA Dominique Bizimana – Towards a strategy for sustainable development of sport for disabled people in Rwanda.
- SEN Safietou Diatta – Draft policy against doping in sport in Senegal 2011–2012.
- TUN Ahmed Allouche – Human resources policy in relation to the development strategy of the Tunisian taekwondo federation.

NOC MEMOS XIV projects

- AUT Hannes Maschkan – What organisational and management recommendations can be made for the 2015 European Youth Olympic Festival (EYOF) in Austria and Liechtenstein based on previous winter editions of this event?
- BIZ Leticia Westby – Development of a strategic plan 2012–2016 for the Belize Cycling Association.
- BRA Soraya Lida de Carvalho – Brazilian Olympic Institute: strategic plan.
- CAY Jennifer Powell – Strategic planning for the Cayman Islands Olympic Committee to improve communication in the sports community.
- CRO Manuela Sentderdi – Research to increase the rate of sponsorship renewals of the Croatian Olympic Committee.

MEMOS XIV group at The Olympic Museum in Lausanne

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MEMOS XIV module in Nairobi, Kenya

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NOC MEMOS XIV projects (cont.)

- EST Peeter Lusmägi – Sport for All development plan in Estonia.
- FIJ Lorraine Mar – From Secretary General to CEO in the FIJ NOC – managing the transition.
- FIN Sari Tuunainen – The role of social media in the communications of NOC Finland.
- GBR Emma Griffin – A strategy to enhance the collaborative relationship between British Judo and its affiliated clubs to improve marketing and communication aimed at member capture and retention.
- GEO Ramaz Goglidze – Youth Olympic Games, European Youth Olympic Festivals and Olympic Education (The challenge of the EYOF, Tbilisi, Georgia).
- GUA Amapola Arimany – Play & Sport as a tool to prevent youth violence and delinquency in marginal areas.
- GUM Robert Neal Kranz – An introductory manual to promote the renewal of Olympic values through education on Guam.
- HKG King Fun Chow – A human resource plan for the federation secretariat.
- IND Sandeep Nakai – Transforming field hockey's marketing and event structure.
- IRI Asghar Rahimi Hosseineh – Review of effective factors in results of Olympic and Asian Games, from the point of view of athletes, coaches, experts and managers.
- IRL Tony Cunningham – Fund the sport or fund the athlete – The performance impact of high performance funding in Ireland.
- ISV Ansen Sligar – The development and implementation of a USVI Olympic Academy.
- KEN John Onyango Ogolla – Popularising weightlifting through traditional physical activities in the community.
- KOR Jeeyoon Kim – Branding Korea through collaborative strategies with the Olympic Movement.
- LAO Sinava Souphanouvong – Enhancing the performance of the National Olympic Committee of Laos.
- LIB Ezzat Kraytem – Prioritising of National Olympic Sports Federations.
- MLT Louise Galea – Sports tourism in Malta.
- NAM Ndeulipula Iyaloo Petrus Hamutumwa – The case for Namibia's athlete support system as the precursor for attainment of Olympic medals.
- NED Mathieu Daalder – Structure and governance of NOC*NSF with regard to the Olympic Team preparation.
- OCA Hyunjung Lee – Mid-term review of the OCA "Incheon Vision 2014" programme – programme evaluation approach.
- PUR Elia Fontanet – A fund-raising plan for the Youth Olympic Games: Puerto Rico's Nanjing 2014 project.
- QAT Abeer Al-Thani – Proposal for promotion of sports behaviour via social media youth contest – Olympic schools programme.
- SUD Hanadi Yagoub – Development of women's participation in sport in the Sudan.
- TRI Michael Romany – The development of an organisational planning model for national sports organisations in Trinidad & Tobago.
- UGA Godfrey Nuwagaba – Identifying and recruiting sponsors for Uganda Olympic Committee.
- ZAM Berry Lwando – Amangalo (local language name for sport).
- ZIM Stanley Mutoya – Diversification of revenues for the Zimbabwe Olympic Committee.

MEMOS projects are available through Olympic Solidarity's NOC Management Section.

NOC Exchange and Regional Forums



ANOCA Regional Forum
in Kigali, Rwanda
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The NOC of Malaysia welcomed
an intern from Mongolia
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Preparation for London 2012

The regional forums organised in all the continents focused on the preparation of Games delegations and consisted of updates for the NOC delegates/representatives by the London 2012 Organising Committee and the IOC.

During the Olympic Public Relations Association seminar, organised by the United States Olympic Committee, press attachés from 13 NOCs shared their London 2012 communication plans. A marketing seminar hosted by the NOC of Serbia, attended by marketing specialists from 13 European NOCs, dealt in particular with marketing strategies ahead of the Games. Olympic Solidarity has also partnered with the Commonwealth Games Federation and the Commonwealth Games Association of Canada to extend the reach of their Capacity Support Programme. The CSP temporarily places sports management graduates in NOCs, where they assist with administration, including the management of a Games database. Several internships that took place in 2011 provided the interns with the possibility to observe how other NOCs prepare for regional games, where delegation numbers are often higher than those for the Olympic Games.

Finally, Olympic Solidarity piloted a new approach to promoting the importance of strategic planning. A group of NOCs from Southern Africa were paired with facilitators and participated in a practical workshop in order to prepare for the development of a strategic plan for the next quadrennial period. As mentioned by a participant: "Thanks to this project, the knowledge can now be applied with confidence and we look forward to creating a workable, practical and sustainable plan for our NOC."

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

2011 Budget: USD 1,000,000

NOC Exchange and Regional Forums

Continent	Exchanges and internships	Continental/Regional Forums
Africa	10	2
America	8	1
Asia	11	1
Europe	29	1
Oceania	5	1
Total	63	6



World Programmes Promotion of Olympic Values



Race organised in the framework
of the women and sport
programme in Argentina
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Our values, the bedrock of the Olympic Charter and Movement



The educational aspect of Olympism and the Olympic values form the basis of the unique character of the Olympic Movement, as well as the key to its success. During the 2009–2012 quadrennial period, seven programmes linked to the Olympic ideals are enabling the NOCs to play a fundamental role in sport and, more broadly, in their respective communities by organising targeted activities.

These programmes make a significant contribution to the promotion of the Olympic values at national level by enabling the majority of NOCs to be active in these areas, in accordance with the Olympic Charter and their own needs, individual situation and culture.

Since the start of this quadrennial plan, the NOCs have shown a high level of interest in these programmes, thanks in part to the huge amount of promotional work carried out by the IOC, particularly through events such as the Youth Olympic Games. Olympic Solidarity continues to receive more and more requests for programmes and activities of widely varying duration and size. By the end of 2011, almost all of the funds earmarked for these programmes had already been distributed, particularly for the NOC Legacy programme. The NOCs carried out 208 initiatives and sports medicine courses during the year.



Sport for all activity
in Cambodia
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Youth Olympic Camp organised
by the Algerian NOC
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The NOCs were also able to attend international events in fields linked to the Olympic values. As far as IOC seminars and conferences are concerned, Europe hosted a continental seminar on women in sport, while the 9th World Conference on Sport and the Environment and the 14th World Conference on Sport for All were held in Asia. Olympic Solidarity continued to grant subsidies to the NOCs to enable them to participate in these events.

2011 key figures

208 individual NOC initiatives, distributed across six programmes

59 NOCs received assistance to participate in the 9th World Conference on Sport and the Environment and the 14th World Conference on Sport for All

135 NOCs received grants for their organisation of Olympic Day activities.

Sports Medicine

Advanced medicine course
in Corsica, France
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Medical exams conducted during
the Summer EYOF in Trabzon, Turkey
© 2011 Trabzon EYOF Organising Committee



A wealth of opportunities for sports doctors

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

2011 Budget: USD 800,000

The Sports Medicine programme offers opportunities for NOCs wishing to take active steps to protect their athletes' health. In particular, they are able to organise courses and other targeted activities depending on the level and needs of sports medicine in their country. A total of 28 NOCs from across the world, divided relatively equally between the five continents, participated in the programme in 2011.

In addition, young doctors selected by the NOCs were given the chance to participate in high-level conferences and seminars, such as the IOC Advanced Team Physician Course (from 3 to 5 April in Corsica) and the IOC World Conference on Prevention of Injury and Illness in Sport (from 7 to 9 April in Monaco). To this end, 28 NOC delegates received participation grants which enabled them to keep up to date with current developments and new techniques in sports medicine, a field in which it is imperative to follow the latest research and trends. Their participation will also help the NOCs to provide advanced medical services for their delegations at forthcoming Games, particularly in London.

Courses and initiatives by continent

Continent	Participating NOCs		Sports medicine courses	Education programmes/NOC initiatives
Africa	8	ALG, BDI, BEN, BUR, COM, CPV, ETH, TAN	8	1
America	7	ARU, BAR, CAY, CRC, ECU, MEX, PAR	6	2
Asia	3	KGZ, MYA, OMA	2	1
Europe	5	FRA, LAT, LUX, NOR, SUI	3	2
Oceania	5	AUS, GUM, PLW, PNG, SOL	5	–
Total	28		24	6

Sport and the Environment



9th World Conference in Doha
© Qatar Olympic Committee



Sport and environment activity in
the Federated States of Micronesia
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Sport, a dynamic driver for environmental sustainability

As in previous years, this programme saw more than 20 initiatives confirmed across all five continents in 2011. These included long-term and large-scale projects. In accordance with their means and resources, the NOCs concerned helped to ensure that the sports world is playing a dynamic role in the achievement of the UN's Millennium Development Goal 7 concerning environmental sustainability. In addition, the role of athletes, particularly Olympians, as ambassadors for the dissemination of ideas linked to sport and the environment is being increasingly recognised through the implementation of these projects, especially in order to effectively target young people.

In parallel, 30 NOCs also had the opportunity this year to send a delegate to the 9th World Conference on Sport and the Environment, which was held in Doha (Qatar) from 30 April to 1 May. During the Conference, placed under the theme of "Playing for a Greener Future", the IOC Sport and Environment Award was presented to one organisation from each continent. The awards for Europe and Oceania went to two NOCs which, in the past, have received support from the Olympic Solidarity Sport and the Environment programme for the organisation of national initiatives: the National Olympic Committees of Denmark and the Marshall Islands.

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

2011 Budget: USD 410,000

Individual NOC initiatives

Continent	Accepted	
Africa	7	BUR*, CAF, ETH, LES (2), MOZ, TOG
America	4	BRA*, CRC*, PER, PUR
Asia	1	CAM
Europe	8	ARM, CRO*, EST*, GRE, LTU*, MKD, SRB, SUI*
Oceania	2	COK, FSM
Total	22	

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



Women and Sport

"Promotion and awareness-raising of sport and health" initiative in Nauru
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Walk and talk initiative in Kiribati
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Promoting women in decision-making bodies

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

2011 Budget: USD 370,000

Thanks to several national initiatives, nearly 40 NOCs have made a significant contribution to the promotion of women in sport this year. This is particularly the case in Oceania, where the NOCs of Kiribati and Nauru organised their first activities in this field in 2011 in order to raise awareness among women and girls and to encourage them to become actively involved in sport. In Fiji, the NOC concentrated on organising training for senior administrators, aimed at women who were already active in the local Olympic movement. The NOC of New Zealand devoted itself to strengthening an educational programme with the specific objective of increasing the number of women in the country's sports governing bodies. This initiative was based on the results of a research project conducted in 2007, which enabled NOCs to obtain data about women's involvement in sports organisations and to identify strategic priorities for the future.

At the same time, the IOC continued to organise specific management training courses for women. In 2011, Europe was the focus, with a continental seminar held in Minsk (Belarus) from 8 to 11 September. Thanks to the financial contribution from Olympic Solidarity, 22 NOC delegates were able to attend.

Individual NOC initiatives

Continent	Accepted	
Africa	14	BDI (2), BUR*, CAF, COM, ETH, GAM, LES, MAW, MRI, RWA, SEN, UGA, ZAM
America	7	AHO, ARG, BAR, CHI*, PAR, PER, PUR
Asia	3	MDV, PRK, TJK*
Europe	6	ARM, AZE*, EST, MDA, SRB, SUI*
Oceania	8	COK, FIJ, FSM, KIR, NRU, NZL*, PLW, VAN
Total	38	

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

Sport for All



Training programme by the Vietnam Olympic Committee
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14th World Conference
in Beijing, China
© BODA

Sport, everyone's business

The 14th World Conference on Sport for All was held from 20 to 23 September 2011 at the Beijing Olympic Park (People's Republic of China) under the patronage of the IOC and other key partners active in this field. Thanks to Olympic Solidarity's help, 29 NOCs selected by the Continental Associations were able to participate in the debates and share their experiences. The feedback of one of the participants from the Palau NOC illustrates the impact of this type of international event: "The information and techniques that I learned during the Conference will help my department, and the NOC, to be more proactive in setting up programmes and serving the community better."

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

2011 Budget: USD 610,000

The NOCs also continued to organise Olympic Day activities and other specific initiatives. Several of them made Sport for All a priority at national level, such as in Vietnam, where a specific strategy in this field is being developed in collaboration with the governmental sports authorities. In 2011, the Vietnamese NOC established a training programme in two remote provinces with a large proportion of ethnic minorities. A total of 120 officials and staff, including 26 women, were therefore able to enhance their knowledge and skills in relation to the organisation of sports activities on the ground.

Individual NOC initiatives and Olympic Day

Continent	Accepted		Olympic Day (number of NOCs**)
Africa	3	BUR*, CGO, LES	32
America	5	ECU*, GRN, PER, PUR, TRI*	30
Asia	3	BAN*, CAM, VIE	26
Europe	10	ESP*, EST*, LAT (2), LTU, NED, POL, SRB, SVK (2)	39
Oceania	4	COK, FSM*, MHL, PLW	8
Total	25		135

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

** Provisional figures

International Olympic Academy

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



International session
for NOA Directors
© IOA



Olympism through the eyes of young people

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

2011 Budget: USD 550,000

Olympic Solidarity helped to fund the participation of NOC/NOA delegates in two key sessions in 2011. From 11 to 18 May, representatives from 59 countries, selected by their respective NOCs, took part in the 11th International Session for NOA Directors, which was devoted to Olympism, with a particular focus on young people and the future of Olympism in the world. From 25 June to 9 July, the 51st International Session for Young Participants, in which 91 NOCs participated, also based on the theme of Olympism, looked back on 50 years of Olympic education at the IOA.

As in the past, Olympic Solidarity contributed financially to these sessions. This assistance covered the cost of air travel for one participant per NOC in the 11th Session, as well as half the travel costs and the full registration fee for one male and/or one female delegate to attend the young participants' session. Olympic Solidarity also contributed to the cost of transmitting the sessions on the internet, and to interpretation costs.

IOA Annual Sessions

Continent	11th International Session for NOA Directors NOCs which benefited from Olympic Solidarity support	51st International Session for Young Participants
Africa	13	12
America	16	20
Asia	13	22
Europe	15	35
Oceania	2	2
Total	59	91

Culture and Education



Youth Olympic Camp organised by the French NOC in Carroz d'Arraches, France
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NOC of Argentina initiative for writing an Olympic Education Manual
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A values-creating synergy

Since the beginning of the 2009–2012 quadrennial plan, there has been a sharp rise in the number of NOC requests for educational activities. This pattern continued in 2011, a year in which around 50 NOCs participated in this Olympic Solidarity programme. Furthermore, several of these initiatives were spread over more than one year, since there is a trend towards longer-term strategies among some NOCs.

One example of what has been achieved on the ground is the Argentinean NOC's current efforts to include Olympism on the school curriculum in various parts of the country (physical education at primary and secondary levels). It has already signed an agreement with the province of Entre Rios and recently finalised an educational booklet for teachers in partnership with the National Olympic Academy.

In the cultural field, some NOCs have begun to organise the national phase of the IOC's Olympic Sport and Art Contest, under the theme "Sport and the Olympic Values of excellence, friendship and respect". Held every four years, this contest helps to forge links between the worlds of art and sport. Artists participate in two categories: graphic works and sculptures. The NOCs can request assistance with the organisation of the contest in their country, during which the best works will be selected for the international phase in 2012.

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

2011 Budget: USD 640,000

Individual NOC initiatives

Continent	Accepted	
Africa	11	ALG, BDI, BUR, CHA, LBR, MAW, MRI, NGR*, TOG, UGA, ZIM
America	7	ARG, BAR (2), DMA, PAR, PUR, TRI
Asia	4	CAM, MDV, SRI, TJK*
Europe	26	ALB, ARM, BLR, CRO*, CZE*, EST*, FIN, FRA*, GEO, GER, LAT, LTU*, MKD, MLT*, MNE (2*), NOR, POL (2), ROM, SLO*, SMR, SRB, SVK (2), TUR*
Oceania	5	AUS*, COK, FSM, NZL*, VAN
Total	53	

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

NOC Legacy

Polish NOC initiative "Save the memory" – Stanisława Walasiewicz, 100m gold medallist, at the Games of the X Olympiad in Los Angeles in 1932
© Polish Olympic Committee



Olympic Museum in Zimbabwe
© All rights reserved



Our history, our duty to pass it on

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

2011 Budget: USD 500,000

The heavy demand from NOCs for this programme, observed since the start of the plan, has not waned. This programme has enabled the NOCs to carry out various projects linked to the preservation and promotion of Olympic heritage at national level, depending on their structures and resources.

In 2011, the NOCs used this programme to fund various projects, particularly those linked to the publication of commemorative or historical works related to their activities or athletes, and to the creation or development of a library or archives.

The Polish NOC was particularly keen to improve the management of its archives and launched the multidimensional project "Save the memory" at the start of 2011. This included technical expertise aimed at enhancing the functioning of its archives and consolidating the procedures for the collection, cataloguing and preservation of large quantities of documents and audiovisual works. The NOC also renewed links with 40 Polish Olympians in order to collect historical documents and photos to add to their biographies. The NOC plans to create a network of volunteers to support these former athletes.

Individual NOC initiatives

Continent	Accepted	
Africa	6	ALG, BDI (2), BUR, CHA, ZIM*
America	7	CHI (2), CRC, ESA, HAI, PER, VIN*
Asia	4	CAM, INA, SRI, TJK
Europe	20	ARM, AUT, AZE*, BIH, BLR, BUL, CZE, EST*, FRA*, GEO (2), ISL*, LAT, LTU*, LUX*, MDA, NED, NOR, POL, SRB
Oceania	3	COK, NZL*, TGA
Total	40	

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



NOA youth camp in
Trinidad and Tobago
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Olympic Day in Aruba
© All rights reserved



Polish NOC initiative "Save the
memory" – Józef Szmidt, gold
medallist in triple jump at the Olympic
Games in Rome in 1960 and Tokyo
in 1964, with his wife
© Polish Olympic Committee



SHARING THE ENERGY





Continental Programmes



Boosting the Continental Associations

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



ANOCA
Association of National Olympic Committees of Africa
President : Intendant General Lassana PALENFO
Secretary General : Khaled ZEIN EL DIN
www.acnoa.info



PASO
Pan-American Sports Organisation
President : Mario Vázquez RAÑA
Secretary General : Jimena SALDAÑA



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



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



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

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



Continental Programmes

Association of National Olympic Committees of Africa

Olympic scholarship holder
Sylvain Rukundo of Rwanda during
the 5,000 m heats – 13th IAAF World
Athletics Championships in Daegu,
Republic of Korea
© Getty Images/Stu Forster



The African continent enters a new era



In 2011, ANOCA and the African Olympic and Sports Movement were able to take advantage of the programmes of the 2009–2012 quadrennial plan, which helped them to undertake various activities and push the African continent forward into a new era. After the first three years of the 2009–2012 quadrennial plan, the results are generally positive. All the programmes have gone according to the original plan and almost 75% of member NOCs have benefited from the NOC activities programme.

The year was marked by several major events, particularly the X All-Africa Games held in Maputo (Mozambique) from 3 to 18 September. For ANOCA, the end of these Games opened a new stage in their history since, following the resolution adopted at the African Union Conference of Ministers of Sport in Addis Ababa on 20 and 21 October, ANOCA became the main organiser of the Games. A memorandum of understanding between ANOCA and the African Union should be signed in March 2012 in Asmara (Eritrea) at the official dissolution of the Supreme Council for Sport in Africa (SCSA). ANOCA also celebrated its 30th birthday on 27 and 28 June in Lomé (Togo), the city where it was founded. To commemorate this historic date, ANOCA published an anniversary book which faithfully retraces the history of African Olympism. ANOC was represented at the celebrations by its Secretary General, Gunilla Lindberg, who gave a speech congratulating ANOCA on behalf of the ANOC President.

Generally speaking, the majority of African NOCs are successfully benefiting from the Olympic Solidarity programmes. Nevertheless, there still remains a small minority which do not understand the procedure and are therefore not benefiting from the funds available. ANOCA technical staff are trying to remedy this situation by helping the NOCs concerned. The results are very encouraging. These efforts will be stepped up further in 2012.

In 2011, ANOCA continued to manage some of the Olympic Solidarity continental programmes for Africa, with a total budget of **USD 7,785,250**.

ANOCA



X All-Africa Games Opening Ceremony in Maputo, Mozambique
© ANOCA/Jean Tchaffo



Participants at the ANOCA General Assembly in Maputo
© ANOCA

Administration – 2011 Budget: USD 688,450

ANOCA's aim is to create a modern, well-equipped administration with a competent staff team. This process is under way and the results are already visible. The responsibilities of each department have been clearly laid down, with emphasis on cooperation between the different departments as the key to good performance.

The administration, under the authority and supervision of the ANOCA Executive Committee, launched the first ever revision of the fundamental texts governing the organisation. This process, which is widely supported, should produce a consensus between all the different stakeholders. The administration has also been working on ways of implementing partnership agreements signed between ANOCA and some large NOCs. Finally, upgrading the computer equipment used by the administration, which dates back to 2005, will be one of the priorities to ensure the smooth functioning of the general secretariat.

Meetings – 2011 Budget: USD 1,100,000

ANOCA regularly organises meetings to evaluate the past, take stock and map out the future of the organisation. In 2011, the member NOCs participated in the ANOCA General Assembly on 2 and 3 September in Maputo, held on the occasion of the X All-Africa Games. Important figures from the Olympic Movement were present, including the IOC President, the African members of the IOC and senior IF officials. Apart from Somalia, all the NOCs participated in the 28th Seminar for Secretaries General in Bamako (Mali), a record number of participants. Under the main theme of "Exploiting the opportunities offered to the African NOCs", this seminar looked at various subjects, including lessons learned from the X All-Africa Games, the state of progress of the creation of the African Olympic House at the London Games, Olympafrica, the NOCs' participation in CISA and Olympic education in NOCs of developing countries. Alongside these discussions, a meeting of the Executive Committee and a session of the General Assembly of the Olympafrica Foundation, both chaired by the ANOCA President, Intendant General Lassana Palenfo, were also held in the Malian capital on 18 November 2011.

ANOCA

Boxing match – X All-Africa Games in Maputo
© ANOCA/Jean Tchaffo



Swimming competitors during the X All-Africa Games in Maputo
© ANOCA/Jean Tchaffo



Finally, the African NOCs attended the Olympic Solidarity forums on the theme “Preparing a delegation for the Olympic Games in London” and on the specific needs of African NOCs in this area. A first group of NOCs took part in the forum at Victoria Falls (Zimbabwe) on 28 and 29 September and a second group in the one held in Kigali (Rwanda) on 10 and 11 October. Designed to help African NOCs on the final straight before the London Games, the forums tackled various subjects, including accreditation, ticketing, transport, competition and training venues, and security.

Continental Games – 2011 Budget: USD 1,940,000

The X All-Africa Games were held in Maputo, the capital of Mozambique and, on this occasion of African sport, was a theatre of excellence, sportsmanship and fair play. The main protagonists, athletes and officials, carried a message of peace and solidarity. These Games aimed to promote a sporting elite in the run-up to the 2012 Olympic Games in London. They were also designed to develop sporting and cultural exchanges between the participants and to strengthen links of friendship and brotherhood between the member countries. As usual, ANOCA supported the organisation of these competitions by providing almost USD 1 million of funding, shared between the member NOCs, the organising committee (COJA) and the Mozambique NOC. The next edition, marking the 50th anniversary of the All-Africa Games, will be held in Brazzaville (Congo) in 2015 under the authority of ANOCA. Following the affiliation of the NOC of South Sudan, the number of ANOCA member NOCs will increase to 54 for these Games.

Olympafrica – 2011 Budget: USD 375,000

The Olympafrica programme aims to equip African NOCs with low-cost local sports facilities. The programme continued to grow in 2011. The continent now has around 40 Olympafrica centres and demand is constantly increasing. Current Olympafrica projects are progressing very well and could be completed by June 2012. However, the funding of the Togo project, which was approved under Anani Matthia’s presidency, still needs to be finalised. Olympafrica has signed a partnership agreement with Samsung for the funding of the centres’ activities. However, Samsung does not intend to invest in construction work until 2013 (maximum of USD 15,000 per centre). The Samsung contract is worth USD 200,000 per year and expires on 31 December 2015. It will also provide Olympafrica with 50 computers which will be distributed to the centre directors.

ANOCA



Olympafrica centre
in Nyanza, Rwanda
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OVEP course in Burundi
© All rights reserved

Missions – 2011 Budget: USD 112,800

This budget was managed very carefully, as before. This policy will continue in 2012, since only missions related to ANOCA's global objectives are approved by the relevant authorities. It should be mentioned that, in an effort to increase this budget, ANOCA has already launched marketing activities which are expected to produce promising results.

Special projects – 2011 Budget: USD 124,000

This programme provides funds for activities linked to ANOCA's social responsibility policy. At the initiative of the ANOCA President and all the Executive Committee members, the African Olympic Movement has released a sum of USD 100,000 for communities in the Horn of Africa which are currently affected by a severe famine.

NOC activities – 2011 Budget: USD 3,445,000

The flagship programme of the quadrennial period, dedicated to the activities of the African NOCs, is still not being used enough by the NOCs. At the most recent seminar in Bamako, the ANOCA administration reminded the NOCs concerned of the importance of addressing this situation, which is detrimental to the athletes and the development of sport in these countries.

NOC Type of activities carried out

- BDI Olympafrica centre; organisation of and participation in seminars and forums; assistance to National Federations (NFs); assistance for athlete preparation.
- BEN Olympafrica centre; participation in the All-Africa Games; office equipment; participation of NOC officials in various events (2nd delegate for IOA, Chefs de Mission meeting in London and ANOCA General Assembly); promotion of the Olympic values; development of computerised archive management programme at the NOC Olympic Museum.
- BOT Preparation of a long-term athlete development project in collaboration with external consultants.
- BUR Subsidies to NFs; assistance for participation in major competitions; NOC magazine; sports equipment.
- CAF Organisation of and participation in meetings and assemblies; organisation of seminars and support to NOC commissions and the NOA.
- CGO Training of young talented athletes; seminar for NF members; participation in forums and seminars; improvements to NOC headquarters.
- CHA Olympafrica centre.

ANOCA

Training course for
Olympafrika centre directors

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Olympic scholarship holder Delphine
Atangana (left) of Cameroon during the
100 m heats – 13th IAAF World Athletics
Championships in Daegu

© Getty Images/Mark Dadswell



NOC Type of activities carried out (cont.)

- CIV** Reimbursement by the IOC of rent for the Maison des Fédérations; assistance to NOC commissions and NFs; assistance to athletes for the All-Africa Games; assistance for NOC special activities.
- CMR** Cameroon Olympic Awards; participation in meetings and sessions on Olympism and sport; Youth Olympic Camp and activities to promote the Olympic values; NOA; assistance to NFs.
- COD** Strategic planning seminar in the Bas-Congo province; forum on Olympic education and juvenile delinquency; seminar on funding of sport in Regional Development Centres (RDCs); seminar on capacity building for the development of sport in RDCs; young talent identification in schools.
- DJI** Subsidy to NFs; purchase of trophies and medals; Djibouti half-marathon; participation of NF officials in different competitions; organisation of a regional tournament for young talent identification; activities to celebrate International Women's Day; support for participation in different training sessions for coaches and referees; organisation of meetings.
- GAM** Support to NFs; infrastructure support meetings; conferences and seminars; media and publicity; freight and postage.
- GBS** Payment of ANOCA membership fees; All-Africa Games participation; assistance to NFs; settlement of travel expenses for Beijing Games to Portuguese NOC; Olympafrika centre in Mansoa; NOC and commission meetings.
- LBR** Inter-university exchanges; essay competition for university and high school students on the theme of Olympism; Olympic education in five communities; leadership workshop for the Olympic clubs in 25 schools; national volleyball and table tennis competitions with 16 participating high schools.
- LES** Assistance to NFs; subscription fees to ANOCA and COSANOC; refurbishment of tennis courts at Olympafrika sports centre; seminar for NF Secretaries General on good governance; seminar for PE teachers; team-building sessions.
- MAD** Assistance to NFs; national Games; promotion of the Olympic values.
- MAR** Purchase of equipment for new NOC headquarters; special agreement by ANOCA President.
- MAW** Olympafrika centre; Executive Board, General Assembly and commission meetings; national sports competitions; purchase of sports equipment; grant to NFs; communication for board members and travel.
- MLI** Contribution to the preparation and participation of the Mali team at the All-Africa Games; assistance to NFs; support to the regional Olympic and sports committees; subsidies to the NOC commissions.
- MOZ** Boane Olympafrika centre running costs; programme of Olympic education and assistance for NOC officials participating in meetings and Olympic events.
- MRI** Subsidies to NFs; grants for promising athletes; organisation of seminars; branding of NOC and office; celebration of Olympic Day; logistical support for participation of national teams in regional and continental Games.
- MTN** Olympic Day; purchase of sports equipment; subsidies and participation; cultural and sporting activities.
- NAM** Assistance to NFs; celebration of 21st anniversary; international meetings and workshops; Olympic Day activities; promotion of Olympic values; anti-doping and volunteer programmes.
- NGR** Olympic Day; support for the organisation of the National Indigenous Recreation Games and fitness festival.

ANOCA



The Botswana delegation at the Opening Ceremony of the X All-Africa Games in Maputo
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The Cameroon delegation at the Opening Ceremony of the X All-Africa Games in Maputo
© ANOCA / Jean Tchaffo

NOC Type of activities carried out (cont.)

- NIG** Support for NOC administrative structure; assistance to NFs of rugby, swimming and volleyball to participate in tournaments and championships.
- RWA** Olympiafrica centre; assistance to NFs (athletics, cycling, handball); sports journalists' seminar; National Paralympic Committee; NOC commissions; NOA - seminar on Olympism; preparation for the All-Africa Games.
- SEY** Assistance to NFs; NOA activities; NOC initiatives.
- SLE** Purchase of sports equipment; payment of rent; contribution to Olympiafrica programme; meetings and allowances.
- SOM** Purchase of equipment; General Assembly; assistance to NFs; NOC sessions; sports press seminar; sport for peace tournament; participation in international and continental meetings.
- STP** Assistance to NOA and NFs; subsidies for athletes pre-selected for the London Games; purchase of sports equipment; Olympic Day; Annual General Assembly.
- SUD** Organisation of Olympic Week; workshops with NFs.
- SWZ** General Assembly; RADO activities; strategic planning meetings; Executive Board support; women's and disability sport activities; Olympic Day Run; international sports management conferences and Sport for All Congress; ANOCA General Assembly; All-Africa Games.
- TAN** Annual General Assembly; annual Athletes' Commission meeting; Karatu Sports Festival; IOC Sport for All Conference.
- TOG** Seminar on Olympism; Olympians Day; publication of a medical leaflet; sport and peace seminars; seminar for jogging and healthy lifestyle monitors.
- UGA** Participation in international and national forums, meetings and competitions; assistance to NFs and NOC commissions.
- ZIM** Executive Board, commission and Olympic sports centre expenses; implementation of a long-term winning strategy; NOC forum and General Assembly; NOA activities; Bulawayo stakeholders' meeting.

ALG, ANG, COM, CPV, EGY, ERI, ETH, GAB, GEQ, GHA, GUI, KEN, LBA, RSA, SEN, TUN, ZAM:
budget not requested.

Report by Intendant
General Lassana Palenfo,
President



Continental Programmes Pan-American Sports Organisation



Opening Ceremony of the XVI
Pan-American Games in Guadalajara
© Getty Images/Dennis Grombkowski

Resources used in preparing for the Games



The use of the world and continental programmes by the PASO member NOCs in 2011 produced good results, better than in previous years. There has been a high level of acceptance of these programmes among the American NOCs, which confirms the constant progress that has been made in recent years and the serious and responsible work done by the NOCs to make use of the various options available to them.

Application of the budgets for each activity has been in line with the approved figures. PASO is continuing to apply measures to help achieve greater efficiency in the running of the programmes, exercising strict control over the funds allocated and seeking to ensure, wherever possible, that every activity produces the best possible technical, organisational and financial results. PASO is certain that careful, transparent use of the funding allocated by Olympic Solidarity constitutes the basis for good governance and is closely linked to the credibility of the NOCs and all the Olympic Movement constituents.

The key principle behind PASO's activities is a true concept of solidarity, providing help to the NOCs that need it most. This policy formed the basis for the PASO training programme and is characterised by significant, permanent support for the member NOCs in order to help them develop and provide technical training for those responsible for preparing, selecting and managing athletes in the run-up to competitions.

PASO



Team table tennis final –
XVI Pan-American Games
in Guadalajara

© Getty Images/Dennis Grombkowski



Women's rowing final –
XVI Pan-American Games
in Guadalajara

© Getty Images/Dennis Grombkowski

The XVI Pan-American Games held in Guadalajara in 2011 were the second Games to be organised since the implementation of the PASO training programme. These Games confirmed a positive trend in the performance of athletes from America, with an increasingly even distribution by country of qualified athletes and a larger number of countries represented among individual event finalists. More Pan-American records were broken and the number of countries winning medals, especially smaller countries, remained stable. Furthermore, a larger number of athletes qualified for the Olympic Games in London.

The American NOCs received funds from both the Olympic Solidarity office in Lausanne and Pan-American Olympic Solidarity, which had a major impact on their work. These funds particularly included USD 30,000 in administrative subsidies, USD 85,000 for the preparation of athletes for regional games (world programmes) and USD 65,000 for activities specific to each NOC (continental programme). In addition, in 2011, PASO granted USD 100,000 to each NOC directly from its own funds exclusively for the preparation of athletes for the 2011 Pan-American Games in Guadalajara and the 2012 Olympic Games in London.

Pan-American Olympic Solidarity's key management principles are constant support for the NOCs, immediate responses to their requests and concerns and absolute transparency in the use of the financial resources approved for each activity, a process which is supervised and monitored by the PASO President.

In 2011, PASO managed the Olympic Solidarity continental programmes with a total budget of **USD 5,307,000**.

PASO

Cuba's Dayaris Rosa Mestre (in blue) and Brazil's Sarah Menezes during the -52 kg event – XVI Pan-American Games in Guadalajara
© Getty Images / Scott Heavey



Badminton mixed doubles event – XVI Pan-American Games in Guadalajara
© Getty Images / Dennis Grombkowski



Administration – 2011 Budget: USD 300,000

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

Continental meetings – 2011 Budget: USD 400,000

This programme helped to finance the organisation and smooth running of various PASO meetings in 2011. The XLIX General Assembly was held on 11 and 12 October in Guadalajara (Mexico) and the Executive Board meeting the day before, i.e. 10 October.

Continental activities – 2011 Budget: USD 1,877,000

The programme of high-level courses and technical seminars concluded between 2009 and 2011. PASO had run this programme, which offered coaches training and brought their knowledge up to date, since 2002. By the end of the programme, 8,000 coaches in 36 sports and 1,500 teachers from the 42 member NOCs had received technical training to help the development of sport in their own country or in others that needed it. As a direct consequence of this programme, the NOCs have set up numerous national courses so that the knowledge that has been acquired can be developed and passed on to a large number of coaches in each PASO-member NOC.

NOC activities – 2011 Budget: USD 2,730,000

This budget, aimed at supporting each NOC's activities in accordance with their specific needs, was distributed in line with the rules established, with rigorous application of the PASO standards for justifying the use of funds. The funds, USD 65,000 per NOC, were distributed twice, on a half-yearly basis, and each NOC submitted a report on its activities, particularly its use of the funds allocated by this programme. Thanks to this budget, the following activities have been financed: training camps, recruitment of coaches, athlete preparation, national courses, support to the national sports federations, regional and national competitions, purchase of sports equipment, purchase of air tickets and others. During 2011, as in the past, it was necessary to remind some NOCs about the importance of providing high-quality information and complying with the deadlines laid down for the submission of their financial reports.

PASO



200m final – XVI Pan-American Games in Guadalajara
© Getty Images/Mike Ehrmann



Olympic scholarholder
Kristel Kobrich Schimpl of Chile
© Getty Images/Mike Ehrmann



Olympic scholarholder
Samyr Lane of Haiti during the triple jump final – XVI Pan-American Games in Guadalajara
© Getty Images/Scott Heavey

Report by Julio C. Maglione,
ANOC Vice-President, and
Jimena Saldaña, PASO
Secretary General



EVOLVING HORIZONS



Scoreboard information:

13	10
3066	21







Continental Programmes

Olympic Council of Asia



Opening Ceremony of the 7th Winter Asian Games in Astana-Almaty
© OCA

Olympism enjoys growing success in Asia



Although 2011 was not as busy as recent years in terms of the organisation of major multisport events, the OCA still staged one big event – the 7th Asian Winter Games in Kazakhstan – and held its General Assembly in Tokyo (Japan) to elect the new Executive Board and Standing Committee members for 2011 to 2015.

The 7th Asian Winter Games, held from 30 January to 6 February 2011, presented a major challenge to the OCA and the Organising Committee as they were staged in two host cities: the former capital, Almaty, and the new capital, Astana. However, thanks to excellent planning by the organisers, world-class sports venues in both cities and the enthusiastic support of the local people, these Games proved an outstanding success.

The 2011 Olympic Solidarity and OCA regional forums were held in Dubai (United Arab Emirates) and Phuket (Thailand) and focused on preparations for the 2012 London Olympic Games. On 18 and 19 October, 16 NOCs from West and Central Asia gathered in Dubai for the first forum, and 24 NOCs from South, South East and East Asia met in Phuket for the second forum on 21 and 22 October. Olympic Solidarity, the IOC and the London Organising Committee briefed the NOCs on everything they needed to know about London 2012 in order to ensure a smooth build-up and the participation of everyone concerned. In addition, the other Asian Games host countries presented their progress reports on the various editions of these Games to the NOCs. A fun run to promote the 17th Asian Games in Incheon (Korea) in 2014 was held alongside each regional forum and added to the sense of solidarity and festivity.



Kazakh 800 m runner and Olympic scholarship holder Margarit Matsko
© Getty Images/Richard Heathcote



OCA Executive Commission members
© OCA

The OCA is proud to fulfil its responsibilities to the Olympic Movement in general and to the IOC in particular. It works with Olympic Solidarity to implement Olympic Solidarity projects in Asia. The legacy of the Olympic Movement continues to grow in Asia, which will stage the 2nd Youth Olympic Games in Nanjing (China) in 2014 and the Olympic Winter and Paralympic Winter Games in PyeongChang (Korea) in 2018.

The OCA has also been involved in several projects. In conjunction with Daimler, it launched the Daimler Street Football project in 2011 to help NOCs to promote grassroots sport and friendly competition among young people. The events, which were held alongside the Incheon Asian Games fun run series, took place in Bhutan, Timor Leste, Turkmenistan, Palestine and Laos from April to July. The OCA hopes that this project will encourage youngsters to make healthy, productive and rewarding lifestyle choices.

In addition to the quarterly official OCA newsletter "Sporting Asia", the OCA media department conducted a seminar in the Maldives in April 2011. It was attended by 25 representatives of the written press, TV, other media and national sports federations. Entitled "90 Minutes", as each session was no longer than a football match, including a 15-minute break for half-time, the four-day course focused on preparation, research, news gathering and article construction covering a major sports event, with practical as well as theoretical examples. The OCA will be offering the course to more NOCs in the future to encourage them to cover its events and promote its activities throughout the continent.

The OCA managed and funded all the Olympic Solidarity continental programmes with a budget of USD 5,609,250.

OCA

Cross country skiing – 7th Winter
Asian Games in Astana-Almaty
© OCA



Olympic scholarship holder
Natthanan Junkrajang of Thailand
© Getty Images/Matt King



Administration – 2011 Budget: USD 540,000

The sum of USD 540,000 allocated to the administration was used for staff salaries, communication expenses, office supplies, transport and vehicle maintenance, the OCA website, Internet costs, etc.

NOC activities – 2011 Budget: USD 2,860,000

The OCA granted USD 65,000 to each member NOC in one instalment in accordance with the directive of the 29th OCA General Assembly, subject to the approval of the NOC's activities for the previous year. NOCs used the funds to purchase office and sports equipment, attend various competitions and meetings, pay salaries, rent, etc.

Asian youth development project – 2011 Budget: USD 100,000

For its third youth camp of the current quadrennial period, the OCA chose fencing (epee) for the 2011 edition. Once again, the camp was held at the Thai authorities' sports complex in Bangkok and more than 70 fencers, coaches and observers from 23 NOCs attended the two-week course held from 1 to 14 July. Each NOC was allowed to send two fencers (one female, one male) and one coach, all funded by the OCA. Dr Alek Movshovich was the expert from Russia. The athletes' ability levels and the coaches' knowledge varied dramatically from one NOC to another, but the OCA was delighted to see emerging fencing nations such as Nepal and Mongolia participating alongside the likes of Korea, whose fencers won the individual epee competitions organised during the camp. The 2012 OCA youth camp will focus on shotgun shooting.

Olympasia projects – 2011 Budget: USD 400,000

The latest beneficiary of the OCA's Olympasia project was the Bhutan NOC, which received USD 100,000 towards the cost of building a multisports centre in Trashigang, eastern Bhutan, on land provided by the government. The new venue will be known as the Trashigang OCA Multisports Centre and is expected to be completed by October 2012. Meanwhile, the Olympasia project in the Islamic Republic of Iran has been completed. This international tennis academy is now functional in the capital, Tehran, and will host athletes from neighbouring countries. Olympasia offers financial assistance to NOCs intending to build their own Olympic sports infrastructure and the NOCs of the Maldives and Cambodia have been accepted for 2012 projects.



"Fun Run" in Dubai,
United Arab Emirates
© OCA



"Fun Run" in Palestine
© OCA

Continental and Regional Games – participation subsidies – 2011 Budget: USD 910,000

The 7th Asian Winter Games were held in Astana and Almaty and the OCA provided USD 10,000 to each participating NOC. With 1,400 participating athletes from 27 NOCs in 69 events and 11 sports, the event introduced this Central Asian country to a new international audience, which discovered the rich culture and the warm hospitality of the local people and appreciated the unique characteristics of this central gateway between Europe and Asia. Countries from the hot and humid South-East Asia zone such as Malaysia, the Philippines, Singapore and Thailand, as well as Gulf states including Bahrain, Kuwait and the United Arab Emirates, were represented in ice hockey, figure skating and short track speed skating, adding colour to the competitions alongside the giants of China, Korea and Japan. It was the host country, Kazakhstan, which came out on top with 32 gold medals. Japan (13 gold and 24 silver) finished second, ahead of Korea (13 gold and 12 silver), with China finishing fourth (11 gold). A total of eight NOCs won medals.

Asian Games Fun Run – 2011 Budget: USD 99,625

The 17th Asian Games – the OCA's showpiece event – will take place in Incheon in 2014. In order to promote the event among the public and media throughout the continent, the OCA has organised a series of fun runs and cultural activities in cooperation with the host NOC. The event is generating much interest and publicity as the countdown to the Incheon edition continues. With the participation of Asian young people and the Asian Olympic Movement, the fun runs promote not only the 17th Asian Games but also a healthy lifestyle and community spirit. T-shirts, medals and certificates make sure the youngsters will never forget their fun run – nor, indeed, the Asian Games.

Fun Runs organised in 2011

NOC	City	Date	Number of participants
Korea	Incheon	12 April	300
Bhutan	Thimphu	23 April	3,000
Timor Leste	Dili	27 April	70
Turkmenistan	Ashgabat	21 May	1,200
Palestine	Ramallah	12 June	500
Laos	Vientiane	7 July	1,000
UAE	Dubai	18 October	650
Thailand	Phuket	21 October	600

OCA

OCA General Assembly
© OCA



Daimler street football in the
Lao People's Dem. Republic
© OCA



OCA special projects – 2011 Budget: USD 99,625

In addition to the Olympic Solidarity budget, in 2011 the OCA donated USD 134,060 to the Palestinian NOC for the development of sports infrastructure and USD 150,000 to the Japanese NOC for rebuilding work after the tsunami.

OCA meetings and OCA Standing Committee activities – 2011 Budget: USD 600,000

In a strong show of solidarity, the OCA decided to support Japan by going ahead with plans to hold its 30th General Assembly in the capital, Tokyo, on 14 July. Four months earlier, on 11 March, Japan's north-east coast had been struck by a massive earthquake, prompting a deadly tsunami and a nuclear disaster at the Fukushima power plant. The General Assembly, which was attended by IOC President Jacques Rogge, coincided with the Japanese Olympic Committee's centenary celebrations. The General Assembly again showed the unity and spirit of fair play that exists within the Asian Olympic Movement. All the new Executive Board members were elected unanimously. The new Executive Board met for the first time since the General Assembly in the capital of Turkmenistan, Ashgabat, on 16 October 2011. The OCA organised and/or participated in the following important events in 2011:

Type of meeting/event

- Flame-lighting ceremony for the 7th Asian Winter Games
- 7th Asian Winter Games
- 57th OCA Executive Board meeting
- Follow-up meeting with the 4th Asian Indoor Games Organising Committee, Ashgabat 2017
- Incheon Sports Symposium 2011, preparatory meeting
- Inspection visit, 2nd Asian Youth Games
- Inspection visit, 3rd Asian Beach Games
- GAGOC evaluation
- Elective general assembly of the Nepalese NOC
- Discussion on IOC/OCA joint aid to the Japanese NOC (tsunami)
- Sports journalism seminar
- 2nd Coordination Committee meeting, 17th Asian Games
- 2011 Congress of the Indonesian NOC
- IOC visit
- OCA International Relations Committee meeting
- Marketing meeting with TCL
- Marketing meeting with 361°
- Syrian NOC/IOC/OCA meeting
- 123rd IOC Session

Place

- Kuwait
- Astana / Almaty
- Astana
- Ashgabat
- Bangkok
- Nanjing
- Haiyang
- Guangzhou
- Kathmandu
- London
- Maldives
- Incheon
- Jakarta
- Lausanne
- Dushanbe
- Shenzhen
- Xiamen
- Lausanne
- Durban



Athlete at the biathlon event finish – 7th Winter Asian Games in Astana-Almaty
© OCA



Ice hockey team of Kazakhstan
© OCA



Olympic scholarship holder Fatma Al Nabhani from Oman
© Getty Images/Julian Finney

Type of meeting/event (cont.)

- Finance Committee meeting
- 58th OCA Executive Board meeting
- 30th OCA General Assembly
- Chefs de Mission seminar for 3rd Asian Beach Games
- 60th OCA Executive Board meeting
- OS/OCA Forum for Central and West Asia
- OS/OCA Forum for South, South East and East Asia
- 3rd Coordination Committee meeting, 17th Asian Games
- 1st Coordination Committee meeting, 2nd Asian Youth Games

Place

- Taipei
- Tokyo
- Tokyo
- Haiyang
- Ashgabat
- Dubai
- Phuket
- Incheon
- Nanjing

Report by Sheikh Ahmad Al-Fahad Al-Sabah, President



Continental Programmes

The European Olympic Committees



Cross-country skiing mixed relay podium – Winter EYOF in Liberec
© EYOWF2011

Freeing up more resources for the NOCs



Given the good results achieved in 2011, no major changes have been made to the EOC's basic strategy for the end of the quadrennial plan, apart from fine-tuning of existing policy so as to maximise direct support to the NOCs in order to help them fulfil their mission within the Olympic Movement. However, given the serious and ongoing global financial crisis, which has hit Europe particularly hard, the EOC has decided to redouble its efforts to cut costs so as to free up further resources for its member NOCs.

The results achieved up to now confirm that the basic strategy is working well. The EOC has focused on optimising its running costs, not only administrative costs but also other important budget items such as institutional meetings (General Assembly and Seminar) and EOC activities (Executive Committee, Commissions, etc.) without impairing results. The Italian National Olympic Committee (CONI) continues to give the EOC great support. Finally, the European Games feasibility study is progressing well. The EOC has also focused a great deal of attention on the European Youth Olympic Festival (EYOF), which continues to go from strength to strength.

In 2011, the EOC managed the Olympic Solidarity continental programmes with a budget of **USD 7,062,000**.



EOC Seminar
in Portoroz, Slovenia
© EOC



EOC General Assembly
in Sochi, Russia
© EOC

Administration – 2011 Budget: USD 897,000

The administrative budget is used to cover the running expenses of the EOC office in Rome (Italy) and part of those of the President's office in Dublin (Ireland). The EOC's secretariat in Rome handles organisation and administration, keeping pace with technological developments in communication and office management. In particular, the EOC is continuing to upgrade its IT facilities, including tablets for its Executive Committee members so as to eliminate paper and improve efficiency by exploiting new technologies. The 2011 budget is USD 40,000 lower than 2010 and forecasts show that it is possible to do even better.

The EOC's registered offices have moved from Lausanne to Rome, where its activities effectively take place, as there is actually no operational office in Switzerland and, therefore, no legal status there. Another improvement is the EOC's bank risk as it has placed its reserves in a government-guaranteed bank.

Meetings – 2011 Budget: USD 440,000

The EOC organised its two institutional meetings in 2011. The General Assembly was held in Sochi (Russian Federation) on 24 and 25 November and the EOC Seminar, which was again organised in close cooperation with the Olympic Solidarity office in Lausanne, took place in Portoroz (Slovenia) in May. The 2011 Olympic Solidarity Forum and the EOC Seminar focused on the London Olympic Games and relations with the European Union (EU) respectively. The feedback received, which was once again very positive, can only encourage the EOC to continue to improve the formula for this important gathering. The next General Assembly will be held in Eilat (Israel) and the Seminar, in Budapest (Hungary).

EOC

EOC Executive
Committee meeting
© EOC



The EOC/EU office members at
the European Evening of Sport
© EOC



Continental activities – 2011 Budget: USD 840,000

This area covers all the EOC's management meetings: the Executive Committee, the Commissions, the EOC/EU office in Brussels, communications and publications and other meetings. All the regular meetings took place. The new Commissions are working well and producing interesting results, each in its own field: EYOF, EU, Culture and Olympic Education, Medical and Anti-Doping, International Relations, 2009 Olympic Congress, Youth and Sport for All.

Lastly, the Executive Committee also appointed a European Games Feasibility Study Group, the purpose of which is to examine the possibility of launching a European Games. The study is now at a very advanced stage and Deloitte have been commissioned to carry out an independent study from the point of view of financial viability. The EOC presented a progress report on the project at the General Assembly in Sochi and expects to take a final decision during 2012.

In 2011, the EOC also held a European Athletes' Forum in Lecco (Italy), the theme of which was "Rights and Responsibilities of a National Athletes' Commission". The event was very successful and will help to ensure that athletes' rights are respected. Olympic Solidarity contributed with financial help for participating NOCs. As for the EU, EOC representatives have made some progress in so far as they now sit on the various bodies that discuss EU sports policies, an activity coordinated by the EOC office in Brussels.

Regarding communications, the EOC website is regularly updated with news and a monthly "EOC Newsletter", and the intranet facility has been expanded for member NOCs. The 2011 EOC Directory was published and, in cooperation with the EOC Culture and Olympic Education Commission, an Olympic guidebook was distributed to all NOCs.

The EOC's leaders continue in their policy of reaching out to the European NOCs by carrying out numerous visits. As part of this policy, the EOC also carried out two joint visits with Olympic Solidarity to the NOCs of Bosnia and Herzegovina and Hungary. Once again, this shows the importance and usefulness of these NOC visits, both for the collection of information and for offering advice and assistance.



Handball team and coach –
Summer EYOF in Trabzon
© 2011 Trabzon EYOF Organising Committee



Snowboard event –
Winter EYOF in Liberec
© EYOWF2011

Continental and Regional Games – 2011 Budget: USD 945,000

Regarding Continental and Regional Games, the Winter EYOF took place in Liberec (Czech Republic), the Summer EYOF in Trabzon (Turkey) and the Games of the Small States of Europe in Liechtenstein. The EYOFs are growing all the time and it has been decided to appoint a full-time EYOF manager alongside the EOC's EYOF Commission, who will be able to liaise with the Organising Committees and help cover much of the work involved, including site inspections for the upcoming editions and contacts with the Federations. The EOC, as usual, granted financial help to the host NOCs and all participating NOCs.

NOC activities – 2011 Budget: USD 3,940,000

The NOC activities programme was funded with a lump sum of USD 60,000 for each NOC, an increase of 20% compared to 2010. As for the Special Activities fund, in 2011 the EOC supported 39 NOCs with a total of USD 1,000,000, a 33% increase on the previous year. This is therefore an area where the EOC has improved direct assistance to the NOCs. The EOC's reporting procedures have been further refined in cooperation with Olympic Solidarity's Lausanne office and positive feedback has been received from the NOCs.

NOC Type of activities carried out

- ALB Renovation of NOC headquarters; support to Albanian Cycling Federation with purchase of road bikes.
- ARM Equipment for NOC office.
- AUT Toni Sailer memorial – Kick-off event for the YOG in Singapore.
- AZE "The Olympic Games for and with women" studies, promotional and educational campaign.
- BIH Support for office running costs and preparation for EYOF 2011; International Symposium "New Technologies in Sport" in Sarajevo, 21 and 22 April.
- BEL Multisport training camp for Belgian junior team in Mulhouse and Vittel.
- BLR Organisation of IOC Seminar; NOC 20th anniversary celebrations.
- BUL Youth Olympic Festival in Albena "To find the Olympic hopefuls of Bulgaria".
- CRO Congress "Sport as part of culture: fair play as part of sports culture".
- CYP Creation of an Olympic Museum within the Olympic House.
- DEN Olympic preparation seminar.
- ESP NOC centenary: video.
- EST 2011 award ceremony for Estonian athletes.
- GBR 2012 team leader preparation workshop.

EOC

Summer EYOF Closing Ceremony in Trabzon

© 2011 Trabzon EYOF Organising Committee



Olympic Solidarity and EOC representatives at the Hungarian Olympic Committee

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NOC Type of activities carried out (cont.)

- GEO Books on Georgian Olympic champions; training on psycho-physical rehabilitation; social integration of disabled children and their families.
- GER 30th anniversary of the Olympic Congress in Baden-Baden, 28 September.
- GRE Athletes' ceremony; publication/report; IT (50 new computers).
- HUN Conference "Olympic Games-Competition-Sport-Law" in Budapest, 29 and 30 September.
- IRL Participation in London test events.
- ISL Online information and registration system for sport in Iceland.
- ISR "Beginning of the Olympic Year": ceremony at the Knesset.
- ITA 2012 London Games: visit to Olympic venues and LOCOG meetings.
- LIE NOC 75th anniversary book.
- LTU Continuation of medical examinations and doping controls for elite athletes.
- LUX "Test the games" for various sports.
- MDA Support to National Federations; NOC magazine "Sport Time"; sports equipment; NOC newspaper; best athletes' awards; NOC 20th anniversary celebrations.
- MLT Collection and publication of the history of the Maltese NOC; creation of the Maltese Olympic Sport Tribunal.
- MKD Construction of new NOC offices.
- MNE Support for sports programmes of National Federations.
- NED Promoting the interests of sport in the national political arena.
- NOR Biofeedback training and expert performance.
- POL "Photobook", interactive tool for sharing information about the Polish NOC and sports activities.
- POR Upgrade of NOC computer systems.
- ROU New Romanian Olympic House; NOC headquarters; Olympic Museum; national Olympic education through sport programme within the Olympic volunteering programme.
- SLO Anti-doping measures; visit to Olympic venues; organisation of seminars.
- SMR Support for national tennis and table tennis federations for preparation of talented young athletes.
- SRB Implementation of National Federation programmes; Olympic education; publications; promoting sports activities and Olympic values within schools and colleges.
- SVK Training camp for Olympic winter sports.
- TUR Free sports schools.



Piotr Nurowski Prize winners
© EOC



EOC office staff in Rome
© EOC



Serbian water polo team
© Getty Images/Adam Pretty

Report by Patrick J. Hickey,
President



Continental Programmes

Oceania National Olympic Committees



Women's taekwondo – XIV Pacific Games in Noumea
© NC 2011

The Pacific Games in Noumea, a unifying event



The main event in 2011 was the XIV Pacific Games held in Noumea (New Caledonia) from 27 August to 10 September, which were officially opened by the President of France, Nicolas Sarkozy. Twenty-two countries and territories were represented.

In preparation for the 2012 Olympic Games, representatives of the 17 Oceanian NOCs travelled to London in late November to attend the 2011 Regional Olympic Forum, which focused on the preparation of their region's athletes. During the two-day forum in London, representatives were briefed by the London Organising Committee for the Olympic Games on a range of topics relating to the region's participation in the Games. Topics covered included the qualification and entry systems for each sport, competition programmes, Olympic Village arrangements and the role of the ONOC Office at the Olympic Games. Apart from the sports-related aspects of the Games, a reception was held for UK-based representatives of a number of Pacific Island tourism organisations. The reception was aimed at promoting their countries as tourism destinations during the 2012 London Olympic Games. Following the London forum, representatives from the 15 island NOCs travelled to Manchester to meet ONOC's partners in north-west England to receive updates on the arrangements for pre-Games training camps for their athletes in 2012.

With regard to the programmes, the Oceanian NOCs' overall use of Olympic Solidarity funds has been satisfactory, although there is still a lack of regular reports from NOCs. During this quadrennial period, ONOC has trialled the idea of providing the majority of its NOCs with 100% upfront funding for their national activity programmes. This will have to be reviewed based on the NOCs' efficiency at submitting reports before the end of the quadrennial period.

ONOC



Participants of the ONOC Regional Forum in London with Lord Sebastian Coe, Chairman of LOCOG
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ONOC Regional Forum in London
© All rights reserved

On the administrative front, the combination of having two offices (Guam and Suva) and the move to more expensive rented premises in Suva has resulted in greater pressure on the ONOC budget. Some rationalisation of staffing resources is currently under way to partly address this issue. The management of Olympic Solidarity funds also needs to be better organised.

As part of Olympic Solidarity's review of the delivery of its programmes, the Marshall Islands NOC was audited in March and the Tuvalu NOC in September. These visits were conducted by Nicole Girard-Savoy from the Olympic Solidarity office in Lausanne and Dennis Miller of the ONOC Secretariat. Following these visits, the NOCs were provided with a comprehensive report on the outcomes of the discussions along with recommendations for future action.

ONOC manages all the continental programmes and the related funds with a budget of **USD 3,549,500** as well as the "Regional Forums" and "NOC Administration Development" world programmes. ONOC is also actively involved in the implementation of the Olympic Scholarships for Athletes "London 2012" world programme.

ONOC administration, meetings and assemblies – 2011 Budget: USD 800,000

The funds allocated to this programme are earmarked for the general running and maintenance of the ONOC offices in Guam and Fiji as well as the cost of organising annual General Assemblies, Secretaries General meetings, Executive Committee meetings and other meetings considered necessary for the proper administration of ONOC. The 2011 annual General Assembly was held in Noumea (New Caledonia) from 24 to 26 March and Executive Committee meetings were also held in Noumea on 25 March and 2 September.

ONOC

Olympic scholarship holder Margaret Tasele Iva Satupai from Samoa
© Getty Images/Michael Steele



The IOC President on a visit to Tonga gives a gift to the NOC President
© ONOC



Oceania Sports Information Centre (OSIC) – 2011 Budget: USD 50,000

Based at the University of the South Pacific in Suva since 1997, OSIC essentially acts as an information and archive centre for the Pacific Games. OSIC also provides information on sports on request to ONOC, NOCs and other stakeholders in the region. The funds allocated to it through this programme are used for the development and running of its operations. A new OSIC Coordinator, Patricia Fratangelo, was appointed in October.

Olympoceania

The purpose of this programme is to help the NOCs to obtain permanent headquarters and establish income-generating programmes that enable them to assign some of these funds to the establishment of appropriate sports development structures. NOCs whose projects have been approved by ONOC may receive an additional USD 30,000 from Daimler Chrysler. The maximum available to each NOC is USD 195,000.

The most serious obstacle to the launch of projects in NOCs is the difficulty of obtaining approval to purchase or lease land. NOCs with programmes currently under consideration or approved include the Cook Islands, Federated States of Micronesia, Nauru, Tonga, Tuvalu and Vanuatu.

The Vanuatu NOC has completed the second phase of its Olympoceania project, which included the extension of its original headquarters. Tonga's Olympoceania project was officially launched by IOC President Jacques Rogge in the capital Nukualofa on the occasion of the celebration of the 50th anniversary of the NOC of Tonga's foundation.

For 2011, no budget was put in place for the programme as funds were still available from previous years.

Regional projects – 2011 Budget: USD 860,000

Collaboration with regional sports federations: ONOC has budgeted for support grants to IFs/members of the Olympic sports federations of Oceania to assist with their development activities in the region and the running of regional training centres. To be eligible for these grants, IFs have to provide their four-year development plan as well as financially contribute to their programmes. ONOC collaborated with the archery, badminton, baseball, basketball, hockey, rugby, sailing, table tennis, tennis, weightlifting and wrestling federations in 2011.



Fijian relay team swimmers –
XIV Pacific Games in Noumea
© ONOC



Nauru delegation during the
Opening Ceremony of the XIV
Pacific Games in Noumea
© ONOC

Oceania Sport Education Programme (OSEP): OSEP is seen by the ONOC Executive Committee as the basis of sports development throughout the region. OSEP is a key part of ONOC's strategy to raise the standard of sports education. The objectives are to train personnel to deliver sports administration and sports science programmes to ONOC's stakeholders; to monitor the organisation and effectiveness of these programmes and, finally, to report regularly to the ONOC executive.

Sporting Pulse: This Melbourne-based company receives an annual support grant of USD 50,000 for the ongoing development of the oceania sport.com web portal, NOC and national federation websites and competition and Games management software.

IF/NOC technical experts: On the basis of experts' reports and claims submitted by the relevant IFs, reimbursements are made for course experts' travel and per diems. Official project-related travel and per diem costs for ONOC staff are also covered by this budget.

Continental, regional, sub-regional and national Games – 2011 Budget: USD 325,000

Over 2,700 athletes participated in the XIV Pacific Games. New Caledonia once again topped the medals table at the Games, followed by Tahiti, Papua New Guinea, Fiji and Samoa. There were many individual performances and some great teams on display, with athletes from 19 of the 22 participating nations and territories finding their way onto the medal podium.

A support grant of USD 25,000 is paid annually to the Organising Committees of the Pacific Mini Games and Pacific Games. An annual grant of USD 100,000 is given to the Australian NOC to assist in the hosting of the Australian Youth Olympic Festival (AYOF). The next edition of the AYOF is due to be held in Sydney from 6 to 20 January 2013. A support grant of USD 50,000 was paid to the NOC of New Zealand for its new Winter Games project, the second edition of which was held in August.

This programme also provides USD 40,000 of funding to NOCs over an Olympiad for the organisation of national multisport Games. Assistance is also provided for sub-regional Games such as the Micronesian Games, which are held every four years. ONOC offers support services to member NOCs and organising committees for regional and international multisport events from this budget. In 2011, national Games were organised by the NOCs of the Cook Islands, Marshall Islands, Nauru, Palau and Tonga.

ONOC

Sailing event – XIV Pacific Games in Noumea
© NC 2011



Archery event – XIV Pacific Games in Noumea
© ONOC



Women in Sport Commission

Projects submitted by the NOCs and endorsed by the ONOC Women in Sport Commission, as well as the Commission's meetings and activities, receive financial support through this programme. For 2011, no budget was put in place for the programme as funds were still available from previous years.

Athletes' Commission – 2011 Budget: USD 29,500

Projects submitted by the NOCs and endorsed by the ONOC Athletes' Commission, as well as the Commission's meetings and activities, receive financial support through this programme. This programme also funds the Voices of the Athletes programme staged jointly by the ONOC Athletes' Commission, the Oceania Regional Anti-Doping Organisation (ORADO) and the STOP HIV programme at multisport events and IF championships held in the region.

Regional Development – 2011 Budget: USD 380,000

This programme is designed to help NOCs to recruit development and administration officers, pay equipment grants and assist with specific projects at the request of the NOCs. Funding from this programme also provides assistance to NOCs that want to send their athletes for training in Great Britain to prepare for the 2012 London Games. This budget also provides scholarship grants to six student athletes who are benefiting from the new ONOC/Oceania Foundation Junior College Scholarship Programme in the United States.

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

Each NOC in Oceania can apply for an annual grant of USD 65,000 in order to develop its own projects and other activities, such as technical courses for coaches and athletes. Subject to ONOC guidelines and approval, NOCs can use this money in a number of ways. The ONOC secretariat liaises directly with the NOCs in order to help them finalise their respective activity programmes and to organise the financial management of these programmes. The 17 NOCs in Oceania scheduled a total of 187 technical programmes and activities funded by the 2011 budget. As at 31 December 2011, ONOC has received 103 reports (55%) on completed activities in the 2011 programme.



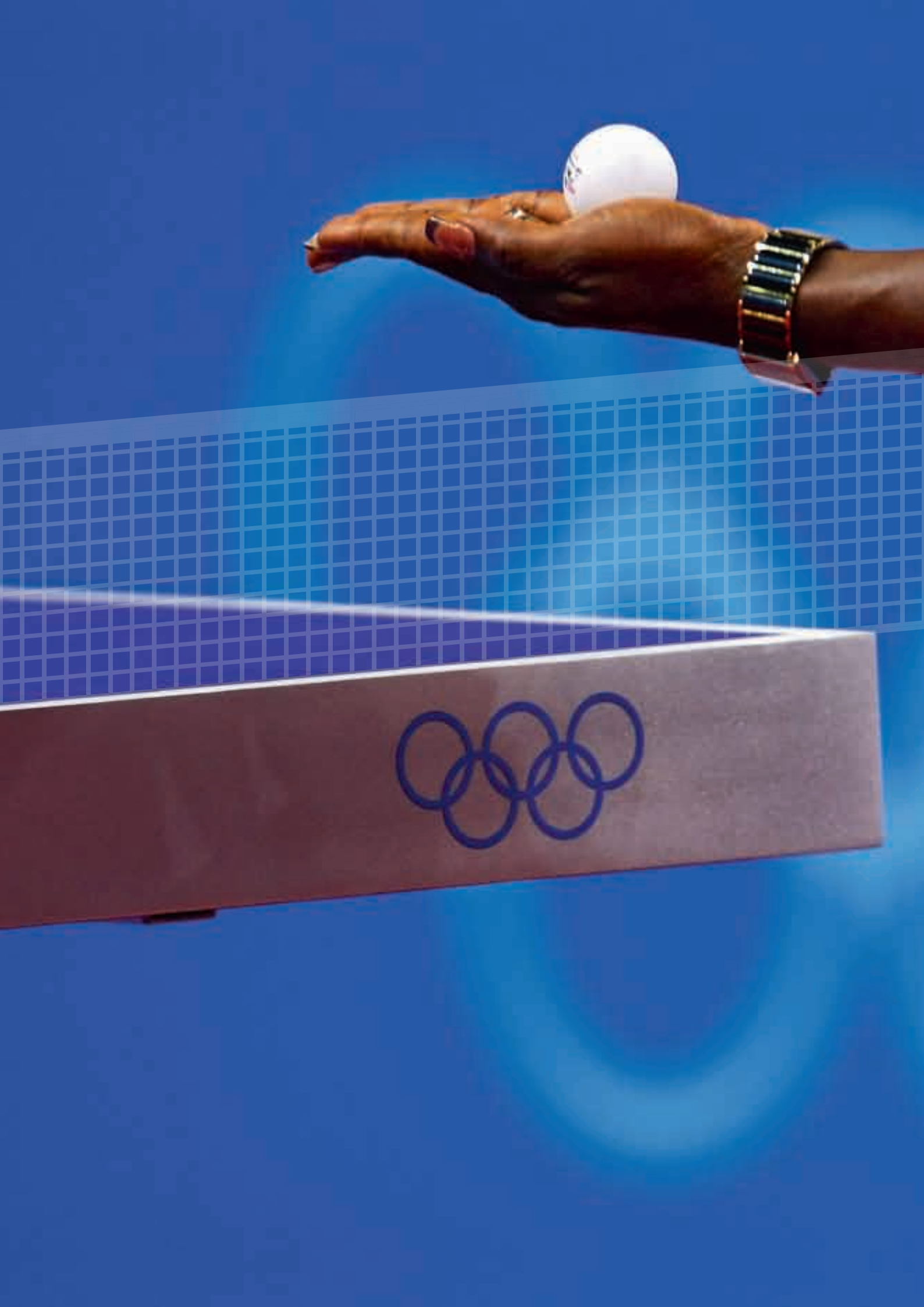
Olympic scholarship holders from Vanuatu during London Games test events
© Getty Images / Scott Heavey

Table tennis course in the Solomon Islands
© ONOC

NOC Type of activities carried out

- ASA Pacific Games participation.
- AUS Programmes in equestrian, sailing, synchronised swimming and volleyball.
- COK Programmes in aquatics, athletics, basketball, boxing, canoe-kayak, handball, sailing, table tennis, tennis, triathlon, volleyball and weightlifting.
- FIJ Pacific Games preparation.
- FSM Programmes in baseball, softball, swimming, table tennis and tennis; Oceania Wrestling Championships; Pacific Games; Sport Development Officers (SDOs).
- GUM Programmes in athletics, basketball, badminton, canoeing, judo, rugby, shooting, table tennis, taekwondo, tennis and wrestling.
- KIR Programmes in weightlifting; badminton umpires' course in Fiji; SDOs in basketball, boxing, table tennis and tennis; Oceania Wrestling Championships; ITTF Oceania Cup in Adelaide; West Pacific tennis qualifying tournament preparation; Pacific Games preparation in boxing; weightlifters' participation in the Arafura Games; boxers' participation in pre-Games training camp in Great Britain; weightlifters in Noumea; athletes' participation in IWF World Championships in Paris (France) and IWF Commonwealth Championships in South Africa.
- MHL Programmes in archery, athletics, baseball, basketball, softball, swimming, taekwondo, table tennis, tennis, volleyball, weightlifting and wrestling; SDOs in athletics, basketball and tennis; Pacific Games team support; national federations support and promotion.
- NRU Pacific Games preparation in boxing and weightlifting; World and Commonwealth Championships participation in weightlifting; Junior World Weightlifting Championships in Penang; boxing team in Brisbane; elite athlete support; Arafura Games participation.
- NZL Programmes in canoeing, diving, equestrian, fencing, gymnastics, shooting and taekwondo; weightlifting junior national training camp.
- PLW Development programmes in archery, athletics, baseball, basketball, football, softball, table tennis, tennis, triathlon, swimming, volleyball, weightlifting and wrestling; SDOs in athletics and basketball; subsidy to national federations; Belau Games.
- PNG Programmes in archery, athletics, basketball, boxing, football, hockey, judo, rugby, sailing, softball, swimming, taekwondo, table tennis, tennis, triathlon, volleyball and weightlifting.
- SAM Programmes in boxing, sailing and volleyball; Pacific Games; ORADO fees; Junior World Weightlifting Championships in Malaysia.
- SOL Programmes in table tennis and volleyball; SDOs in athletics, boxing, taekwondo, tennis, volleyball and weightlifting; SDO and national Games coordinator; projects and relations coordinator; Solomon Islands team and events coordinator; OTTF Junior Championships in Guam; weightlifters in Noumea; weightlifters' participation at IWF World Championships in Paris; Pacific Games workshop; Pacific Games participation.
- TGA Programmes in athletics, archery, basketball, boxing, rugby, swimming, taekwondo, table tennis, tennis, volleyball and weightlifting; ORADO fees; support for national federation activities; weightlifters in Noumea.
- TUV Table tennis course; weightlifters in Noumea; Arafura Games participation in weightlifting; athletes' participation in Commonwealth Weightlifting Championships in South Africa; SDO activities.
- VAN Programme in table tennis; SDO programmes; ORADO fees; ITF regional training centre competition grant; beach volleyball team in China.

Report by
Ricardo C. Blas,
Secretary General





MAINTAINING THE COORDINATION



Olympic Games Subsidies



The Olympic Park in London
© Getty Images/Anthony Charlton

Additional financial assistance allocated in three stages

The Olympic Games Subsidies programme is intended to help the NOCs to participate in the Games of the Olympiad and the Olympic Winter Games. The financial assistance provided has two quite different yet complementary objectives: to help foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs, and to give additional support to NOCs which contribute to the development and success of the Games.

This financial assistance is given in three phases:

- **Before the Games:** travel expenses for one person to attend the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG).
- **During the Games:** travel expenses for a number of athletes and officials, subsidy for logistical expenses and subsidy towards the transport and accommodation of NOC Presidents and Secretaries General.
- **After the Games:** subsidy to the NOCs for their participation in, and their contribution to, the success of the Games.

Additionally, if the OCOG organises an International Youth Camp, Olympic Solidarity contributes by covering the travel expenses of one young person designated by each NOC.

Games of the XXX Olympiad in London



Chefs de Mission
Seminar in London



London Games test event at
the Copper Box, Olympic Park
© Getty Images / Jamie McDonald

Meticulous preparation for the teams' arrival

The Chefs de Mission meeting organised by the Organising Committee of the Games of the XXX Olympiad in London (LOCOG) was held in London from 9 to 12 August 2011. Senior LOCOG officials presented their reports on the state of preparations for the forthcoming Games. Visits to the competition venues and the Olympic village were also organised. Upon submission of receipts, Olympic Solidarity reimbursed the cost of economy class travel for the Chef de Mission of each NOC that participated. It also covered half (50% IOC, 50% Olympic Solidarity) the cost of up to five nights' accommodation for one delegate from each NOC. This arrangement was agreed by the IOC President and the Chairman of the Olympic Solidarity Commission in July 2011. To date, 147 NOCs have been partially or totally reimbursed. In December 2011, the Olympic Solidarity Commission approved the budgets concerning the NOCs' participation in the 2012 Games in London. For each NOC, Olympic Solidarity will cover the travel costs of up to six athletes and two officials attending the Games. Each NOC will receive a subsidy of USD 18,000 as a contribution towards the travel and accommodation costs of its President and Secretary General (USD 9,000 for each), as well as USD 14,000 for logistical expenses.

Finally, the NOCs will receive a subsidy for their participation in and contribution to the success of the Games, calculated on the basis of USD 2,000 per athlete who participated in the competitions, according to the official figures to be provided by LOCOG.

Chefs de Mission meeting

Continent	Participating NOCs: 147	
Africa	39	ALG, BDI, BEN, BUR, CAF, CGO, CHA, CIV, DJI, ETH, GAM, GBS, GEQ, GUI, KEN, LBA, LES, MAD, MAW, MOZ, MRI, MTN, NAM, NIG, RSA, RWA, SEN, SEY, SLE, SOM, STP, SUD, SWZ, TAN, TOG, TUN, UGA, ZAM, ZIM
America	29	AHO, ANT, ARG, ARU, BAH, BAR, BIZ, CAY, CHI, CRC, DMA, ECU, ESA, GRN, GUA, HAI, ISV, IVB, LCA, MEX, PAN, PAR, PER, SKN, SUR, TRI, URU, USA, VEN
Asia	25	BHU, CHN, HKG, INA, IRI, JOR, KAZ, KOR, LIB, MAS, MDV, MGL, MYA, NEP, OMA, PAK, PHI, PLE, PRK, SIN, SRI, THA, TKM, TLS, VIE
Europe	41	ALB, AND, ARM, AUT, AZE, BIH, BLR, BUL, CRO, CYP, CZE, DEN, ESP, EST, FIN, FRA, GBR, GEO, GER, IRL, ISR, ITA, LAT, LIE, LTU, MDA, MKD, MLT, MNE, MON, NED, NOR, POL, ROM, SLO, SMR, SRB, SUI, SVK, SWE, TUR
Oceania	13	AUS, COK, FIJ, FSM, KIR, MHL, NRU, NZL, PLW, SAM, SOL, TGA, VAN

Abbreviations

NOC Associations

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

International Federations

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

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

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

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

Abbreviations

National Olympic Committees

Africa (53 NOCs)

RSA	South Africa
ALG	Algeria
ANG	Angola
BEN	Benin
BOT	Botswana
BUR	Burkina Faso
BDI	Burundi
CMR	Cameroon
CPV	Cape Verde
CAF	Central 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

204 National Olympic Committees
are recognised by the IOC



Listening to you!

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