

WINNING GROUND

2010 ANNUAL REPORT



OLYMPIC
SOLIDARITY

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Message by
Mr Mario VÁZQUEZ RAÑA



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The 205 NOCs can count on our unconditional support

The presentation of Olympic Solidarity's Annual Report has become a very useful practice through which we are able to inform you about our assessments and viewpoints on the work carried out, while at the same time soliciting everyone's support and collaboration to ensure that the World and Continental Programmes approved for the 2009–2012 quadrennial plan are implemented at their highest level, thus guaranteeing the greatest benefit for the National Olympic Committees (NOCs) and their athletes.

The report sums up, in detail, the degree of completion of each of the activities and actions approved by the Olympic Solidarity Commission for the year just gone by. Its content is the result of the integration of the efforts of and the information shared between the Olympic Solidarity Office in Lausanne and the five Continental Offices. The overall balance shows positive and encouraging results, allowing us to conclude that the second year of the current quadrennial confirms the consolidation of the increasingly positive trend which, year after year, is a benchmark of Olympic Solidarity's work.

Our conclusions are based on the following aspects, among others: all World and Continental Programmes are fully operational; the increase in subsidies to the NOCs has been maintained; for the first time ever, a programme of individual grants was applied for the Olympic Winter Games in Vancouver, with highly positive results; for the first Summer Youth Olympic Games in Singapore in 2010, a programme was implemented of which the fundamental objective was to identify, qualify and prepare the young athletes who took part in the new, innovative event; the programme of Olympic grants for athletes was launched, with a view to their participation in the Games of the XXX Olympiad in London in 2012; also extremely well received was the organisation, jointly with the IOC's NOC Relations Department, the IOC Ethics Commission and the Court of Arbitration for Sport, of Regional Forums on each continent covering the topics of the autonomy of the Olympic and sports movement, good governance, and arbitration and mediation.

A significant number of NOCs have benefited from the financial assistance provided to them by Olympic Solidarity in order to participate in seminars and world conferences organised by the International Olympic Committee. Furthermore, the various programmes implemented by the Continental Associations have had a multiplying effect, complementing the World Programmes.



50 km mass start classical event – XXI Olympic Winter Games in Vancouver
© Getty Images/Clive Mason

For all these reasons, we may boast that Olympic Solidarity offers the 205 NOCs of the whole world more substantial support than at any previous stage, thereby strengthening its key role as a fundamental pillar for the work of the NOCs.

During the present year 2011, it is our duty and obligation to continue expending all efforts that may be necessary in order to ensure that the financial resources earmarked for the various World and Continental Programmes approved for the 2009–2012 quadrennial are used in the best possible way, exercising strict control over their execution whilst ensuring that the main protagonists, who are the “raison d’être” of our efforts – i.e. the athletes, the coaches, the sports leaders and the Olympic legacy – benefit the most.

On behalf of the Olympic Solidarity Commission, I wholeheartedly thank the NOCs, the six Olympic Solidarity Offices and the staff committed to the concrete realisation of such noble objectives, for their dedication and efficient work, which has made it possible to achieve the excellent results that are illustrated with great accuracy in Olympic Solidarity’s Report for the year 2010.

I wish you great success, and we shall continue to work together for the good of sport and for the athletes of the world.

With my very best wishes!

Most sincerely,
Mario VÁZQUEZ RAÑA
Chairman of the Olympic Solidarity Commission

Two major events made their mark on 2010

Preliminary match between
Australia and Denmark – 1st Youth
Olympic Games in Singapore
© Getty Images/Mark Dadswell



Olympic scholarship holder Kwame
Nkrumah-Acheampong from Ghana
during the slalom – XXI Olympic
Winter Games in Vancouver
© Getty Images/AI Bello



The year 2010 was marked by two major events: the XXI Olympic Winter Games in Vancouver (Canada) from 12 to 28 February and the inaugural Youth Olympic Games (YOG) in Singapore from 14 to 26 August. The main innovations for the 2009–2012 quadrennial plan were directly linked to these competitions, offering athletes the opportunity to benefit from individual scholarships for the first time in relation to the Winter Games, and NOCs the chance to receive technical and financial assistance with identifying, qualifying and preparing their young athletes for the YOG.

In 2010, the international office in Lausanne therefore concentrated its efforts on the following aspects:

- The continuing implementation of the World Programmes with particular emphasis on the Olympic Scholarships for Athletes programme for the Vancouver Winter Games, the equivalent programme for the preparation of young athletes for the first YOG and the launch of the Olympic Scholarships for Athletes programme for the London Olympic Games in 2012. A total of 325 athletes from 60 NOCs received scholarships for their preparations for the Vancouver Games, while 140 NOCs were awarded grants to help with the identification, preparation and qualification of their young athletes for the YOG. For the London programme, more than 1,600 applications have been submitted so far to Olympic Solidarity and more than 1,000 scholarships awarded.
- The organisation of continental forums on all five continents in collaboration with the relevant continental associations. The forums were used to present information and discuss the autonomy of the Olympic and sports movement, good governance, and arbitration and mediation instruments. These three themes were presented by the IOC's NOC Relations Department, the IOC Ethics Commission and the Court of Arbitration for Sport (CAS) respectively, thanks to a cooperation agreement between these bodies and Olympic Solidarity.



Combined team event
BMX-VTT-road – 1st Youth Olympic
Games in Singapore
© Getty Images/Adam Pretty

- Continued coordination with the continental offices, particularly in order to review the joint activities that have been in place for a number of years, to discuss the programmes, strategy and internal organisation part-way through the quadrennial plan and to implement the new technical and financial control system, which was piloted with 25 NOCs. Representatives of the six offices therefore met to discuss these matters in Fiji on 3 and 4 December.

Other important meetings held in 2010 include the General Assembly of the Association of National Olympic Committees (ANOC) in Acapulco (Mexico) in October. Olympic Solidarity took this opportunity to meet many NOCs and update them on all its programmes.

It was also able to strengthen its links with its different partners and the people who benefit from its programmes at regional and continental meetings of NOCs; continental and regional Games such as the Asian Games in Guangzhou (China) and the African Youth Games in Rabat (Morocco); MEMOS modules (Executive Masters in Sports Organisation Management); training courses for coaches at Semmelweis University in Budapest (Hungary) and the CISÉL (Centre international du sport d'élite de Lausanne); and other events related to the promotion of Olympic values, such as the World Sport for All Congress in Finland and the Women and Sport seminar in Angola.

All 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>).

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



Women's halfpipe event –
XXI Olympic Winter Games
in Vancouver
© Getty Images/Streeter Lecka

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

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

Olympic Solidarity Commission at 31 December 2010

Chairman :	Mario VÁZQUEZ RAÑA
Vice-Chairman :	Richard Kevan GOSPER
Members :	Sheikh Ahmad Al-Fahad AL-SABAH
	Husain AL-MUSALLAM
	Ricardo BLAS
	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

Sports Administrators Course
in Islamic Rep. of Iran
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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 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



Match Argentina-Cuba –
1st Youth Olympic Games
in Singapore
© Getty Images/Mark Dadswell

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

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

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

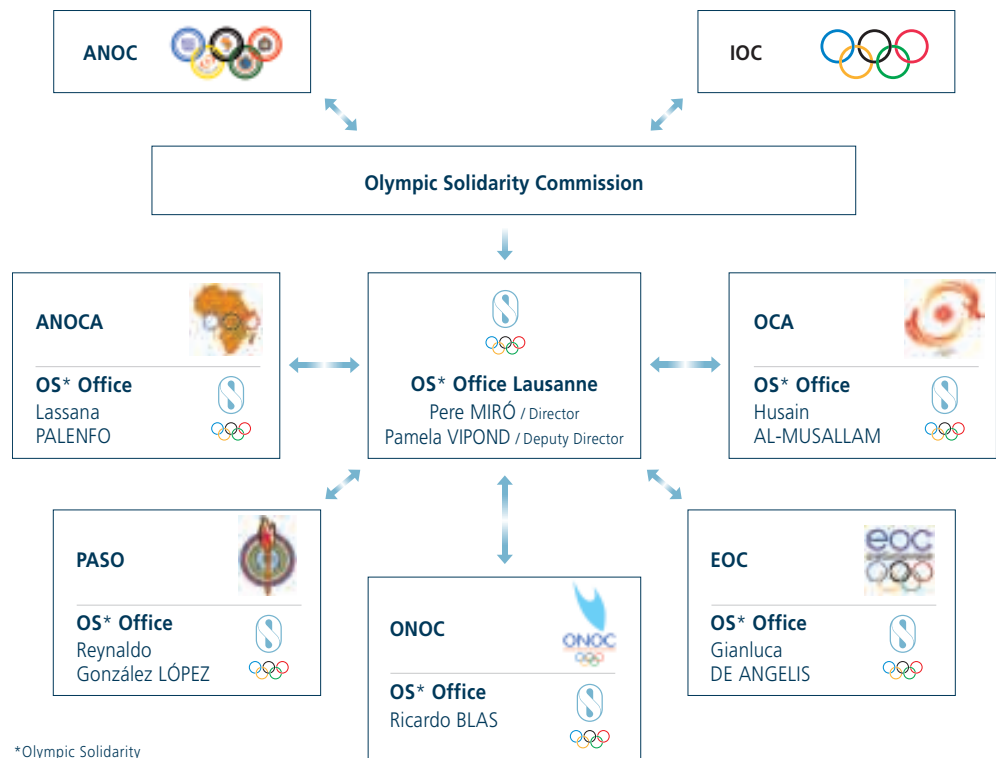
Olympic Solidarity structure and organisation

6th meeting of the six Olympic Solidarity offices in Fiji
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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

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 (50%) Muriel MICHAUD KNOEPFEL
- Administrative Assistant Mélanie PILLER
- Accountant Florian CHAPALAY
- Accountant (80%) Silvia MORARD

At 31 December 2010

Increased global budget

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

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

The budget for 2010 of USD 79,897,250, approved by the members of the Olympic Solidarity Commission, represents 25.7% of the total budget.

Breakdown of the 2010 budget

• World Programmes	USD 36,555,000
• Continental Programmes	USD 31,132,250
• Olympic Games Subsidies and Forums	USD 9,000,000
• Administration / Communication	USD 3,210,000
	<u>USD 79,897,250</u>

Breakdown of the "World Programmes" budget

• Athletes	USD 18,250,000
• Coaches	USD 6,500,000
• NOC Management	USD 8,025,000
• Promotion of Olympic Values	USD 3,780,000
	<u>USD 36,555,000</u>

Breakdown of the "Continental Programmes" budget

• ANOCA (Africa) – 53 NOCs	USD 7,795,250
• PASO (America) – 42 NOCs	USD 5,307,000
• OCA (Asia) – 44 NOCs	USD 5,809,250
• EOC (Europe) – 49 NOCs	USD 5,532,000
• ONOC (Oceania) – 17 NOCs	USD 3,549,500
• ANOC	USD 3,139,250
	<u>USD 31,132,250</u>

Partners working in synergy



Technical course for canoe coaches in Burundi
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Women and Sport activities in Congo
© All rights reserved



Youth Olympic camp organised by the French NOC in the framework of the Culture and Education Programme
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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.





DON'T GIVE GROUND



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”
- 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

3000 m qualification event –
1st Youth Olympic Games
in Singapore
© Getty Images/Julian Finney



Objectives: Vancouver and Singapore



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 carrying 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.

This second year of the 2009–2012 quadrennial plan was very important, due to the celebration of the XXI Olympic Winter Games in Vancouver and the first edition of the Youth Olympic Games (YOG) in Singapore. For this reason, during the first six months of the year, the NOCs' attention was mainly focused on preparing their athletes for these two events.

The first ever Olympic Scholarships for Athletes programme for the Olympic Winter Games fully achieved its objective, enabling 325 athletes from 60 NOCs to receive a scholarship and 227 of them to qualify and therefore participate in the Vancouver Games, where they won 12 medals between them.

The NOCs also benefited hugely from the new programme specially designed for the YOG. The NOCs organised 512 activities across the world ahead of the Singapore Games in order to identify, qualify and prepare their young athletes.



Richmond speed skating oval – XXI Olympic Winter Games in Vancouver
© Getty Images/Jasper Juinen



100 m freestyle event – XIX Commonwealth Games in Dehli, India
© Getty Images/Mark Dadswell

The Team Support Grants and Continental and Regional Games Athlete Preparation programmes continued to develop. These programmes are essential for the preparation of NOC delegations, particularly for major Games such as the Asian Games, the 2010 edition of which was held in Guangzhou (China) in November.

The candidature phase for the Olympic Scholarships for Athletes “London 2012” programme began at the start of 2010, and the first scholarships were awarded on 1 September 2010. By 31 December 2010, Olympic Solidarity had received more than 1,600 applications, which were analysed in collaboration with the IFs, and 1,003 scholarships have already been awarded. The scholarships will continue to be awarded in 2011 and we are still expecting numerous applications.

2010 key figures

- 325 “Vancouver 2010” Olympic Scholarships awarded
- 1,003 “London 2012” Olympic Scholarships awarded
- 93 Team Support Grants awarded
- 512 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 “Vancouver 2010”

Australian Olympic scholarship holder Torah Bright during the halfpipe event – XXI Olympic Winter Games in Vancouver
© Getty Images/Alex Livesey

Olympic scholarship holders Cosmin Chetroiu and Ionut Dorin Taran from Romania in luge doubles – XXI Olympic Winter Games in Vancouver
© Getty Images/Richard Heathcote



Winter Games scholarships: a successful launch

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

2010 Budget: USD 2,500,000

The main objective of the Olympic Scholarships for Athletes “Vancouver 2010” programme was to improve the competitiveness of the Olympic Winter Games by offering NOCs with a strong winter sports tradition the support they needed to attempt to qualify and prepare their athletes for Vancouver. Two types of assistance were available to the NOCs: individual scholarships for NOCs that had 10 or fewer athletes at the 2006 Olympic Games in Turin, and so-called “à la carte” general grants to NOCs which had more than 10 athletes at these Games. This assistance covered the five individual sports on the winter Olympic programme, namely: biathlon, bobsleigh, luge, ice skating and skiing.

Of the 60 NOCs that benefited from the programme, 56 managed to qualify at least one scholarship holder. The delegations of 12 NOCs were composed entirely of Olympic scholarship holders, which demonstrates the impact of this programme on their preparations for Vancouver. Of a total of 325 scholarship holders, 227 qualified for the Games, i.e. almost 70%. This high number of qualified athletes is very encouraging and confirms the usefulness of this new programme among those available to the NOCs.

A brochure devoted entirely to the results of this programme is available online on the IOC website, www.olympic.org, under the heading “Documents”, and on the NOCnet, <http://extranet.olympic.org/nocnet>, in the Olympic Solidarity section.

Breakdown of Olympic scholarships

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



Olympic Scholarships for Athletes “London 2012”



Olympic scholarship holders from Iceland after the signing of their contract

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Cuban Olympic scholarship holder Yarelys Barrios Castañeda signing her contract

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“London 2012” scholarships – And they’re off!

After having processed and analysed in detail 1,635 applications in collaboration with the IFs concerned, Olympic Solidarity allocated 1,003 Olympic scholarships to athletes from 135 NOCs who are preparing for the Games of the XXX Olympiad in London in 2012. This first batch of scholarships took effect in September 2010, enabling the athletes concerned to receive high-quality training in preparation for the Olympic qualifying competitions to come. Numerous other requests are certain to be sent to Olympic Solidarity in 2011.

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.

2010 Budget: USD 5,000,000

Breakdown of Olympic scholarships (as at 31.12.2010)

Sports	Africa	America	Asia	Europe	Oceania	Total
Athletics	61	65	27	53	9	215
Rowing	1	9	3	21	–	34
Badminton	3	3	14	11	–	31
Boxing	10	8	19	20	–	57
Canoe-kayak	6	3	6	19	2	36
Cycling	2	8	3	18	1	32
Gymnastics	–	3	3	20	–	26
Weightlifting	8	10	17	20	7	62
Equestrian	–	3	3	2	–	8
Fencing	3	–	–	10	–	13
Judo	15	17	14	35	1	82
Wrestling	15	13	32	34	2	96
Modern pentathlon	2	–	–	7	–	9
Swimming	12	26	18	39	4	99
Taekwondo	13	14	10	9	–	46
Tennis	5	5	5	6	–	21
Table tennis	–	3	4	5	–	12
Shooting	2	5	19	36	1	63
Archery	1	1	3	7	–	12
Triathlon	–	6	–	8	1	15
Sailing	1	6	4	18	5	34
Men	113	133	142	245	22	655
Women	47	75	62	153	11	348
Total athletes	160	208	204	398	33	1,003
Total NOCs	31	29	22	44	9	135



Team Support Grants

The Guyana hockey team face their opponents from Barbados during the Central American and Caribbean Games
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Croatian handball team – 16th Mediterranean Games in Pescara, Italy
© Getty Images



Great support for teams in summer and winter sports

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

2010 Budget: USD 2,250,000

This programme enables each NOC to apply for a grant for one team in a summer Olympic sport and a second in a winter Olympic sport, with both teams eligible to receive support from one or more projects depending on their final objective.

The programme reached cruising speed in this second year of the quadrennial plan and continues to attract the NOCs' interest. With the major continental and global events scheduled for 2011 and 2012, Olympic Solidarity expects a rise in applications during these two years.

Feedback from the Croatian NOC: "Thanks to the support we received from Olympic Solidarity, our women's handball team has completed the first phase of the preparation project aimed at qualification for the 2012 Games in London. The preparation project for the European Championships in Denmark and Norway, which included a training and competition programme for the team, was successfully implemented."

NOCs that benefited

Continent	NOCs
Africa	15
America	22
Asia	9
Europe	29
Oceania	6
Total	81

Breakdown of participating teams by sport

Sport	Teams
Basketball	27
Curling	5
Handball	14
Hockey	9
Ice hockey	7
Softball	2
Volleyball	23
Water polo	6
Total	93

Continental and Regional Games Athlete Preparation



Final of the freestyle wrestling event, cat. 63 kg – 16th Asian Games in Guangzhou
© Getty Images/Jamie McDonald



Final of the light flyweight category – XIX Commonwealth Games in Dehli
© Getty Images/Matt King

Key sporting encounters for numerous NOCs

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.

The Asian Games were undoubtedly the outstanding event of 2010 as far as Continental Games are concerned. The next major continental competitions are scheduled for 2011, when the programme is bound to receive a high number of requests.

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) and All-Africa Games (2011), African 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)

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).

2010 Budget: USD 4,500,000

NOCs that benefited

Continent	NOCs
Africa	43
America	37
Asia	27
Europe	31
Oceania	11
Total	149

Youth Olympic Games Athlete Preparation

BMX quarter-final – 1st Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell



Bulgarian weightlifter Boyanka Kustova during the 53 kg cat. final – 1st Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell



The first YOG kick off in Singapore

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.

2010 Budget: USD 4,000,000

In order to help the NOCs to prepare efficiently as possible for the first Youth Olympic Games in Singapore, three different options were available to them:

Option 1 (identification) was designed to support the identification and training of athletes with a view to their qualification for and participation in the YOG. It enabled 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) covered the costs of participating in qualification competitions for the YOG only.

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

The number of activities organised by the NOCs in relation to the YOG in Singapore shows that this new programme met a definite need. The type of support available in the form of three separate options corresponded to the demands linked to this new sports event. Following the success of this initial experiment, Olympic Solidarity is already proposing assistance in terms of identification, qualification and preparation for the forthcoming editions of the YOG, in Innsbruck (Austria), in 2012, and Nanjing, (China) in 2014.

Activities by option

Continent	NOCs that benefited	Activities			Total
		Option 1	Option 2	Option 3	
Africa	37	59	10	53	122
America	30	33	24	55	112
Asia	24	21	11	48	80
Europe	39	23	22	124	169
Oceania	13	9	5	15	29
Total	143	145	72	295	512



Puerto Rican Ismael Sanabria during the vault qualification event in artistic gymnastics – 1st Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell



Sabre individual event – 1st Youth Olympic Games in Singapore
© IOC/Jason Evans



Sailing event (1 person dinghy) – 1st Youth Olympic Games in Singapore
© IOC/Mine Kasapoglu



World Programmes Coaches



Technical course for basketball
coaches in Liberia
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Well-trained coaches for future champions



The training programmes proposed by Olympic Solidarity for the 2009–2012 quadrennial plan are aimed at coaches of all qualification levels. The objectives of these programmes are met through the exchange of experiences, both theoretical and practical, between coaches and sports science professionals at partner universities and high-level training centres. Olympic Solidarity constantly endeavours to pursue this goal, because it is evident that better trained coaches produce better performing athletes.

Since the start of the 2009–2012 quadrennial plan, the number of requests received for the Technical Courses for Coaches programme has remained at around 250 to 300 per year. The courses, which are constantly improving in quality, are carefully selected and monitored by the IFs concerned, with a view to long-term development. Furthermore, the NOCs are increasingly combining these basic technical courses with other projects, such as individual scholarships for coaches or projects for the development of national sports structures. Even though it has existed for many years now, this programme remains very popular among the NOCs.

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 the quadrennial plan, 250 scholarships have been awarded to 119 NOCs. The number of candidates in 2010 remained stable compared with 2009.



Technical course for archery coaches in Nepal
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The Olympic scholarship holders taking part in the ICECP (International Coaching Enrichment Certificate Programme) training of USOC and the University of Delaware
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The training centre directors, however, have noted a steady improvement in the standard of candidates, partly due to the rigorous selection process developed by the NOCs. Some IFs are increasingly using former scholarship holders as experts or assistants to conduct the basic level technical courses for coaches.

The number of projects carried out within the framework of the Development of National Sports Structure programme is rising rapidly. The NOCs are very familiar with this programme and are becoming more and more adept at implementing it, as a result of which they are able to support appropriate action plans and achieve long-term results.

2010 key figures

- 261 technical courses planned for 107 NOCs
- 146 Olympic scholarships awarded to 97 NOCs
- 52 national sports structure development projects.

Technical Courses for Coaches

Technical course for hockey coaches in Islamic Rep. of Iran
© All rights reserved



Technical course for football coaches in Saint Lucia
© All rights reserved



National and regional courses benefiting 107 NOCs

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

2010 Budget: USD 3,250,000

A total of 261 courses were organised in 2010. The four most requested sports were athletics, tennis, basketball and judo. As well as the national courses, Olympic Solidarity organised regional courses for coaches from several countries in close collaboration with the IFs, particularly the International Tennis Federation (ITF).

Comment by German expert Jens Lueninghoener after the hockey technical course in the Islamic Republic of Iran: "It was an enormous challenge, but also a wonderful experience, working with women and men in a single training course, which was excellent in every way."

Participating NOCs

Continent	NOCs	
Africa	34	ALG, BEN, BOT, BUR, CAF, CHA, CIV, COM, DJI, EGY, ERI, ETH, GAM, GUI, KEN, LBR, LES, MAD, MAR, MAW, MLI, MRI, MTN, NGR, RSA, RWA, SEY, SLE, SUD, TAN, TOG, TUN, ZAM, ZIM
America	25	AHO, ANT, ARG, BAH, BAR, CAY, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GRN, GUA, ISV, JAM, LCA, PAN, PAR, PER, SKN, TRI, VIN
Asia	31	BAN, BRN, BRU, CAM, HKG, INA, IRI, KAZ, KGZ, KOR, KSA, LAO, MAS, MDV, MGL, MYA, NEP, PHI, PLE, PRK, QAT, SIN, SRI, SYR, THA, TJK, TKM, UAE, UZB, VIE, YEM
Europe	16	ARM, AZE, BLR, BUL, CYP, CZE, EST, GEO, ISR, LAT, MKD, POL, RUS, SLO, TUR, UKR
Oceania	1	FIJ*
Total	107	

* Programme managed directly by ONOC

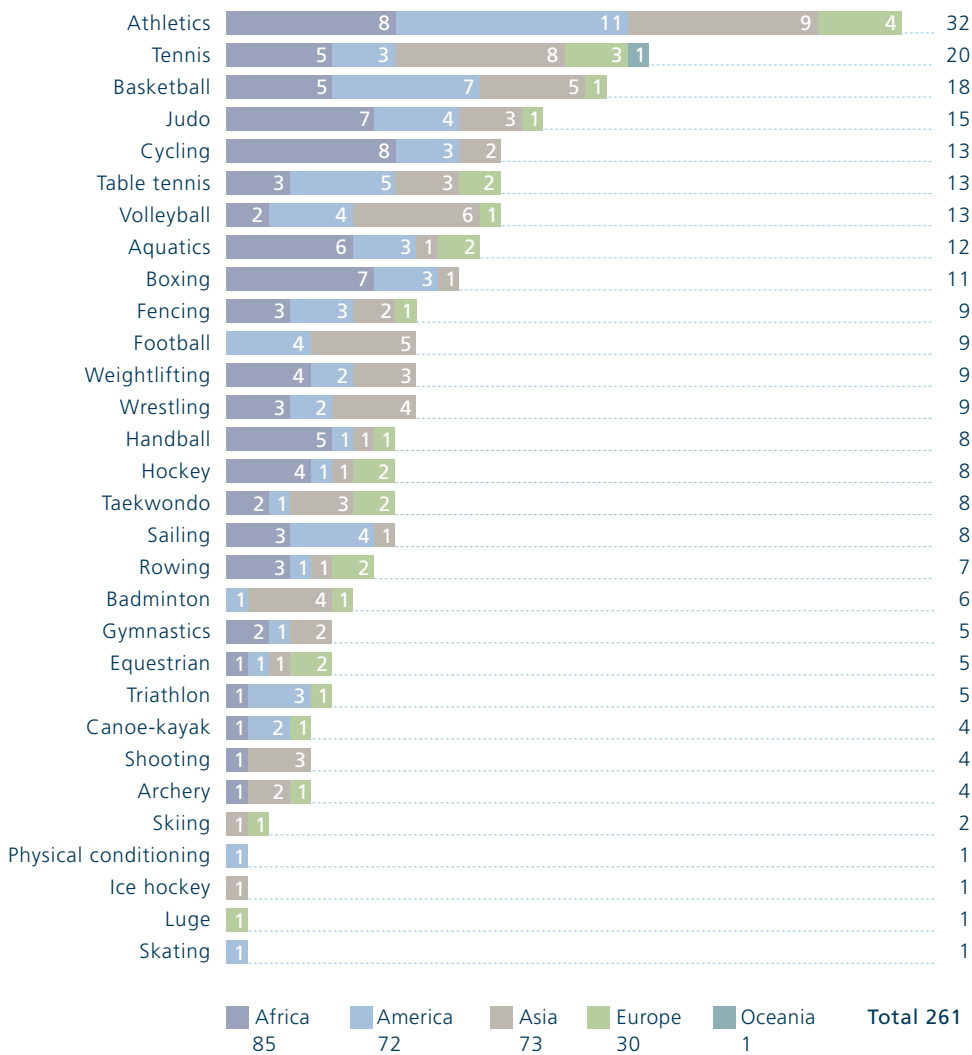


Participants at the end of the technical course for fencing coaches in Mali
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Technical course for boxing coaches in Chad
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Distribution of technical courses



Olympic Scholarships for Coaches

ISAF training in Cook Islands
© All rights reserved



ICECP scholarship holders in front of the IOC headquarters
© All rights reserved



Thanks to a rigorous selection process, the level is improving

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.

2010 Budget: USD 2,000,000

Olympic Solidarity automatically informs the NOCs and IFs of the results achieved by scholarship holders, whom it encourages to carry out initiatives such as the organisation of development programmes or management of technical courses. It also encourages the NOCs to include more women in the training programmes in order to increase their level of involvement, which remains too low (less than 20%).

The standard of the candidates for scholarships has improved considerably thanks to the increasingly rigorous selection process followed by the NOCs, as well as the information provided by the IFs, which Olympic Solidarity consults regularly.

For example, Julian Lloyd Benjamin (coach in Archery from Dominica) – recipient of an Olympic Solidarity 2010 scholarship to attend the International Coaching Enrichment Certificate Programme (ICECP), an intensive educational programme in English offered by the USOC and the University of Delaware – was unanimously elected as President of the Dominica Archery Association further to the completion of the first set of modules organised in the USA in October 2010. It is worth mentioning that this important nomination occurred before completion of the 4th module of the training programme which is planned in Lausanne in May 2011.

NOCs that benefited from the scholarships for coaches

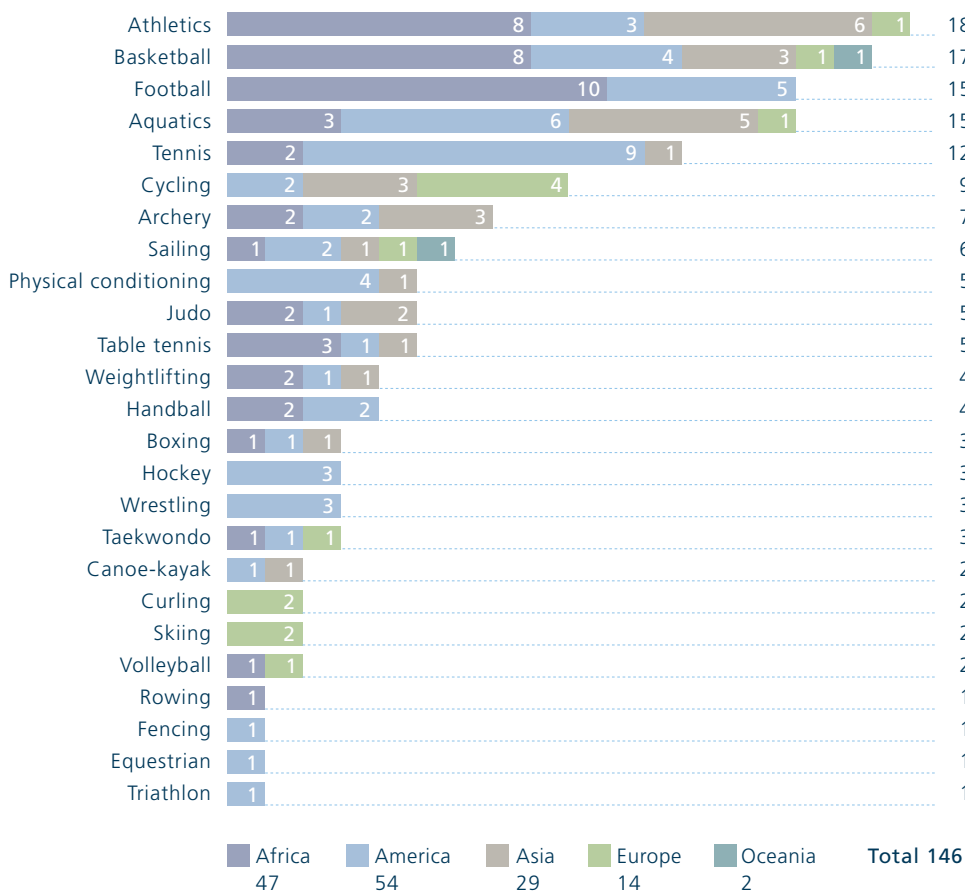
Continent	NOCs	
Africa	35	ANG, BDI, BEN, BOT, BUR, CHA, CIV, CMR, COM, DJI, EGY, ETH, GAM, GHA, GUI, KEN, LBA, LBR, MAD, MAR, MRI, MTN, NAM, NIG, RSA, RWA, SEN, SEY, SLE, SOM, TAN, TOG, UGA, ZAM, ZIM
America	29	ANT, ARG, BAH, BAR, BRA, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GUA, GUY, HAI, HON, LCA, NCA, PAN, PAR, PER, PUR, SKN, SUR, TRI, URU, VEN, VIN
Asia	21	BAN, BRN, INA, IND, IRI, KOR, KSA, MDV, MGL, NEP, OMA, PAK, PHI, PRK, QAT, SRI, SYR, THA, TJK, TPE, UAE
Europe	10	CRO, CZE, GBR, GRE, ISR, LAT, MKD, SLO, SRB, TUR
Oceania	2	COK, FIJ
Total	97	



CISèL (Centre international du sport d'élite de Lausanne) scholarship holders
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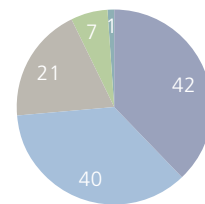
The scholarship holders who took part in the training of the Centro de Alto Rendimiento in Barcelona (CAR)
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Distribution of scholarships

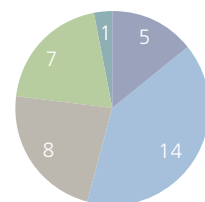


Scholarships by option

Sports sciences
Total 111



Sport-specific training
Total 35



● Africa
● America
● Asia
● Europe
● Oceania

Development of National Sports Structure

Project carried out by the NOC of Togo in hockey
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A participant receives her diploma at the end of the rhythmic gymnastic training organised by the NOC of Uzbekistan
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A positive solution: dividing up the experts' visits

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.

2010 Budget: USD 1,250,000

The decision to increase the total contribution by Olympic Solidarity to USD 30,000 per project and to spread the expert's visits over several short periods has proved to be the correct one. 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 become used to carrying out long-term projects, which explains the significant increase in the number of requests received.

Projects accepted

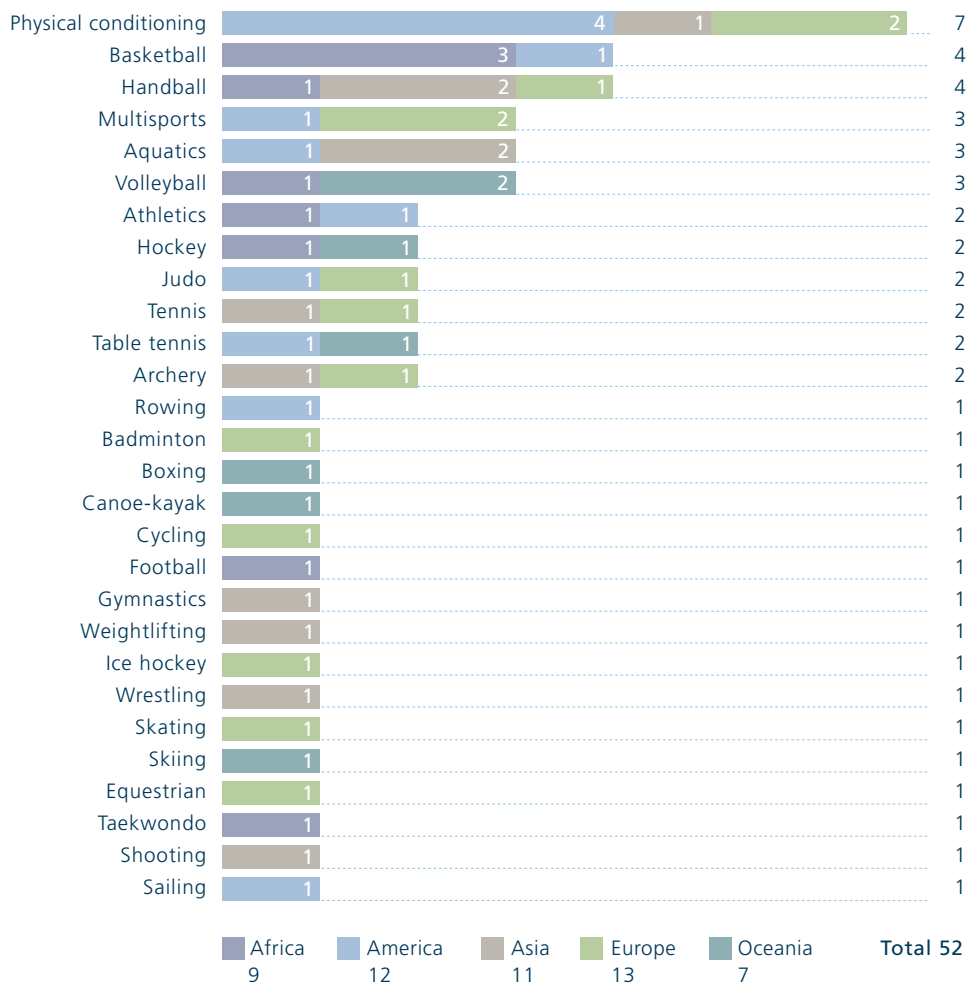
Continent	Projects	
Africa	9	BOT, BUR, CGO, LES, MAW, MLI, SLE, TOG, ZIM
America	12	ARG, ARU, CHI, ECU, ESA, GUA, HON, LCA, PAN, PER, URU, VIN
Asia	11	BRN, CAM, INA, LAO, MGL, PHI, PRK, SRI, THA, UZB, YEM
Europe	13	ARM, CZE, EST, GEO, LAT, MDA, MKD, MLT, POL (2), ROM (2), SRB
Oceania	7	ASA, AUS, COK, FIJ, FSM, NRU, VAN
Total	52	



Project conducted by the Latvian NOC in handball
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Development of national sports structure in badminton in Armenia
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Distribution of projects





TAKING FLIGHT





World Programmes NOC Management



Sports administrators
course in El Salvador
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Programme synergy increases management performance



In 2010, Olympic Solidarity paid the annual administrative subsidy of USD 30,000 to each NOC that requested it. The NOC Administration Development programme also helped fund 60 initiatives proposed by NOCs, aimed at improving certain aspects of their management, particularly financial and IT management.

Thanks to the National Training Courses for Sports Administrators, the NOCs have several different training tools and programmes to develop or strengthen their management training activities for their staff and affiliated members. The “Sport Administration Manual” was revised in 2010 and sent to all the NOCs. Meanwhile, the “Managing Olympic Sport Organisations” manual is being increasingly used due to the growing number of Advanced Sports Management Courses being organised by the NOCs. More and more NOCs are organising basic and advanced courses for sports administrators in accordance with their objectives and demand within the sports movement of their country.

MEMOS (Executive Masters in Sports Organisation Management) offers more specialised sports management training, the quality of which is internationally recognised. Olympic Solidarity therefore continues to award scholarships to numerous participants, whose NOCs or sports organisations then benefit from the knowledge and experience they have gained. In 2010, 53 scholarships were awarded to NOC candidates to participate in MEMOS XIV in English and MEMOS IV in French.



Olympic Solidarity/PASO
forum in Mexico
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Brazilian intern
at the Australian NOC
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Finally, the NOC Exchange and Regional Forums programme continues to promote the exchange of knowledge between NOCs. Several “coach” NOCs, for example, welcomed delegates from other NOCs and shared with them how they carry out certain projects. Internships of up to three months also enable participants to find out more about how another NOC functions and manages its activities. Meanwhile, the forums, organised in all five continents, gave the NOCs the opportunity to discuss three key themes: the autonomy of the Olympic and sports movement, good governance, and arbitration and mediation mechanisms.

2010 key figures

- 197 NOCs received administrative subsidies
- 60 management and financial management initiatives
- 89 Sports Administrators Courses
- 25 Advanced Sports Management Courses
- 13 Programme Directors took part in a training session
for Advanced Sports Management Courses
- 53 MEMOS scholarships
- 35 NOC exchanges and internships
- 6 regional forums.

NOC Administration Development

German NOC management initiative:
"Paths to Success" Seminar
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The Bahamas NOC has developed its website through NOC management initiatives



Accent on information technology and management

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

2010 Budget: USD 6,500,000

Most management initiatives continue to be linked to the improvement of NOCs' computer systems, either in terms of equipment, networks or the development of their websites. Several NOCs also used the programme to recruit the help of an expert in fields such as strategic planning, the revision of administrative structures and procedures or information and communication technologies. Finally, some NOCs also funded language or IT courses for their staff.

Applications submitted as part of the financial management programme generally concern the purchase and installation of accounting software. Several NOCs realised that the software they had no longer met their needs, particularly in terms of financial information, control systems and budget monitoring. After reviewing their financial procedures, they submitted a request to Olympic Solidarity for the purchase of new or updated software or the installation of an additional module. Staff training was also included in several applications so that those in charge of finances were able to make optimal use of the new programme.

NOC Administration Development

Continent	Administrative subsidy	Management initiatives	Financial management
Africa	51	6	3
America	42	12	6
Asia	39	11	3
Europe	48	11	4
Oceania	17	2	2
Total	197	42	18

National Training Courses for Sports Administrators



Advanced Sports Management Course in Albania
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Sports Administrators Course in Jamaica
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All you need to know to be a good sports manager

In 1986, Olympic Solidarity published a "Sport Administration Manual", which serves as the basis for the Sports Administrators Courses. The Manual was last updated in 2009/10, when it was substantially revised in terms of both text and presentation. The manual begins by providing information on the history and structure of the Olympic Movement and the key elements of the Olympic Games. It then offers a series of reflections on the values of sport and the challenges facing sports administrators today. A large section is devoted to organisational aspects and provides tools that can be used to improve the management of sports organisations. Finally, the manual contains a section on the management of elite athletes and concludes with information on the key elements that should be taken into account when selecting and managing an Olympic Games delegation. At the end of 2010, all the NOCs received several copies of the "Sport Administration Manual", which is also available on CD-ROM and can be downloaded from the NOCnet.

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.

2010 Budget: USD 925,000

Dr Gregory Wilson, Programme Director, Indonesian NOC: "The resources available in the area of sports management are probably used more effectively thanks to the updated "Sport Administration Manual", used as part of the Sports Administrators Courses. This training can be supplemented with an Advanced Sports Management Course, which is based upon the "Managing Olympic Sport Organisations" manual, a remarkably detailed text book that provides assistance and valuable guidance to our sports managers."

Sports Administrators Courses and Advanced Sports Management Courses

Continent	NOCs	Sports Administrators Courses	Advanced Sports Management Courses
Africa	17	20	10
America	18	36	7
Asia	11	27	2
Europe	6	6	5
Oceania*	–	–	1
Total	52	89	25

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

International Executive Training Courses in Sports Management

Participants of the MEMOS III in Spanish in front of The Olympic Museum
© IOC/Richard Juilliart



MEMOS XIII group during the marketing module in Doha, Qatar
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Graduates valuable to their sports organisations

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.

2010 Budget: USD 600,000

Olympic Solidarity awarded 34 MEMOS scholarships to the participants of MEMOS XIV (English edition) and 19 scholarships to the participants of MEMOS IV in French. At the same time, the year 2010 saw the successful completion of this programme by 28 graduates from MEMOS XIII in English and 19 from MEMOS III in Spanish. These MEMOS graduates are now expected to continue their work on the implementation of their projects. Their NOCs are strongly encouraged to use the support of the various Olympic Solidarity programmes to help their MEMOS graduates to complete their work, especially the practical element of their projects.

MEMOS graduates are a valuable resource for their NOCs and sports organisations, thanks to their advanced knowledge acquired through the high-level training in sports management and the project developed over the course of the programme under the supervision of a MEMOS tutor. Olympic Solidarity urges these graduates to give back to their organisation and their national sports system and encourages their NOCs to capitalise on their investment in the human resources by involving their MEMOS graduates where they can best benefit their NOC.

Clement Chileshe, MEMOS graduate, Zambia: "I am now managing the new Olympic Youth Development Centre in Lusaka, which recruited me to design its business plan, supervise construction and facilitate the transition from the construction phase to the operational phase. We have been very busy helping the national federations to develop high performance and talent development programmes. The project also focuses on changing young lives through sport, which is why I am very pleased, as that is my passion. MEMOS is a priceless experience and an opportunity for me and the people I serve."

International Executive Training Courses in Sports Management

Continent	NOCs	MEMOS in English (XIII, XIV)	MEMOS in Spanish (III)	MEMOS in French (IV)
Africa	22	12	2	14
America	24	16	19	3
Asia	13	15	1	–
Europe	18	16	1	2
Oceania	5	6	–	–
Total	82	65	23	19



Working group of the MEMOS IV in French in Brussels, Belgium
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MEMOS III in Spanish in Guatemala
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Projects developed by Olympic Solidarity scholarship holders

NOC MEMOS XIII projects

- ANT Kelesha L. Antoine – Women and Sports in Antigua and Barbuda: level of involvement.
- ANT Chet Greene – Strategic governance planning for Olympic sports associations in Antigua and Barbuda led by the National Olympic Committee (ABOA) – A case study.
- ARG Andrea Carolina Martinez Funes – International training programme for lawyers: implementation of unified criteria for the application and interpretation of the sport law.
- ASA Erika C. Radewagen – A proposal for a feasibility plan for a sustainable community pool in American Samoa.
- BAR Vaneisha D. Cadogan – A review of the governance practice in four national federations in Barbados.
- BRA Jacqueline Godoy – Brazilian Coaching Academy – A strategic plan.
- CMR Landrie Kenmegni Ngongang - Website at the service of the development strategy for communication in the Cameroon National Olympic and Sports Committee.
- ESA Carmen Elena Barrera – The need to professionalize the work of grooms in the equestrian community by developing training programmes for the management of sport horses in Central America.
- FIN Peter Brüll – Sport career of Finnish EYOF participants: a survey.
- GER Silke Kassner – Creating an alumni-network organization for the German elite athletes.
- GUM Kelly Blas – Addressing the issue of knowledge transfer in national sport federation leadership changes.
- ISR Linur Kliger – Develop coaching knowledge and information online system for the Israeli Sailing Federation.
- LES Lintle Mathabang Phalatsi – The evaluation of Olympic Solidarity coaches programmes in Lesotho.
- LTU Lisa Vaisetaite – Employee motivation, satisfaction, and commitment in two Lithuanian sport organizations.
- MKD Sasho Popovski – Process oriented reorganization of the Macedonian Olympic Committee.
- NZL Charles Callis – The role, place and purpose of Olympic Museums within NOCs.
- PER Juan Antonio Alarco Guerrero - Development of a strategic plan for the Peruvian Triathlon Federation for the 2009-2012 quadrennial.
- POR Maria João Filipe – Organizational design of Portuguese national sports federations.
- QAT Tariq Al-Abdulla – Activating Qatar Olympic Academy.
- SOM Abdi-Rashid Haji Nur – Applying strategic management concepts to an OSO: developing a strategic plan for the Somali Olympic Committee.
- SRB Nikola Kuljaca – Plan to educate top level and future top level athletes for transition to labour market.
- SYR Naser Alsaied – Developing a strategic plan for the Syrian Triathlon Federation.
- TPE Yen-Lin Chen – Build human resources management strategy for Chinese Taipei Archery Association.
- TRI Ashwin Gabriel Creed – The development of Trinidad and Tobago's Ministry of Sport and Youth Affairs criteria for funding and evaluating national sporting organisations.
- UGA Peninnah Aligawesa Kabenge – Evaluation of talent identification and development in Uganda's sports system: A case study of Uganda Athletics Federation.

MEMOS XIII in Doha
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MEMOS IV in French group
welcomed at the Belgium NOC
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NOC MEMOS XIII projects (cont.)

- UZB Bakhodir Kusankhodjaev Kh. – Establishing and implementing strategic plan for Uzbekistan Judo Federation in rapid transformation and turbulent environment.
- VIE Tran Van Manh – Bidding strategy for hosting international sport events in Vietnam: a practical manual.
- ZAM Mwape Nshimbi – Student-athlete; a study to meet their dual role needs at the University of Zambia.
- OCA Yousef Almaghrebi – Olympic Council of Asia strategy – Matching objectives with resources.

NOC MEMOS III (in Spanish) projects

- ANT Sean Samuel – Strategic plan to use sports tourism to finance a sports organisation.
- ARG Laura A. Coria – The education of young national team athletes.
- BRA José Maria de Santucci – Distribution of the Brazilian Olympic Committee's financial resources: current situation and future model.
- CHI Kelly Rosario Santander – Modernisation of national Olympic sports federation structures in Chile.
- COL Ana Edurne Camacho Corredor – Sport as a social inclusion strategy in Bogotá.
- CRC Alexander Zamora Gómez – Pilot plan for the implementation of table tennis in physical education lessons as a model for the introduction of less widespread sports in the Costa Rican school system.
- CUB Daima Mayelis Beltrán Guisado – School judo black belt strategic plan in Cuba.
- DOM Pedro Julio de la Rosa – Strategic plan to improve the management of the Dominican Art and Culture Federation.
- ESA Jose Rafael Mejía Chacon – Strategic plan to coordinate the organisations managing sport in El Salvador.
- GBS Issufo Camara – Proposed strategic plan for the development of volleyball in Guinea Bissau 2010-2014.
- GBS Mario Joao Lopes Ferreira – Strategic plan for the development of canoe/kayak in Guinea Bissau.
- GUA José Gabriel Del Busto – Comprehensive badminton training academy in the Pan-American region.
- MEX Carlos Hernandez Schafler – Creation of an organisation model for the Veracruz 2014 Central American and Caribbean Games.
- PER Gustavo Adolfo San Martin – Optimisation of athletes' conditions up to elite level.
- PER Víctor Enrique Lainez – ADO Peru (organisation for high performance athletes) feasibility and proposal.
- PUR Teresa Galarza Meléndez – Academic training centre of the Puerto Rican Olympic Committee. Possibilities and limitations of its implementation.
- SPA Manuel Pastrana González – Evaluation of the use of virtual teaching tools in Spanish sports federations.
- VEN Oswaldo José Narvaez Uzcategui – Creation and development of the premier volleyball league in Venezuela.
- VEN Víctor Vargas – Development of an Advanced Sports Management Programme.

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

NOC Exchange and Regional Forums



NOC of Brazil's School Games observer programme in Goiana
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Olympic Solidarity/EOC forum in Valletta, Malta
© EOC

Key themes discussed during the forums

One of the exchanges supported by Olympic Solidarity in 2010 involved the NOC of Brazil organising an observer programme at the annual School Games in Goiana for representatives of 15 NOCs. The week-long programme was composed of presentations by various functional areas, visits to the venues and presentations by the participants on their school sport system and School Games project. The observers had a chance to experience the School Games first hand and received all the necessary strategic and operational information.

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

2010 Budget: USD 1,000,000

Following the recommendations of the Olympic Congress and the Olympic Solidarity Commission's decision, three topics were covered at the 2010 forums. The autonomy section, prepared by the IOC's NOC Relations Department, enabled several NOCs to comment on the types of cooperation and relations they had with their government authorities. The governance part, presented by the Secretary of the IOC Ethics Commission, included interactive workshops involving NOCs sharing their experiences on how to ensure that the basic principles of good governance are observed in their organisations. Finally, the arbitration and mediation part was composed of information on CAS procedures with examples of past awards.

Some 196 of the 205 NOCs attended the forums, which were successfully organised thanks to effective cooperation with the Continental Associations.

NOC Exchange and Regional Forums

Continent	Exchanges and internships	Continental/Regional Forums
Africa	5	2
America	9	1
Asia	6	1
Europe	13	1
Oceania	2	1
Total	35	6



World Programmes

Promotion of Olympic Values



Sport and environment painting contest on Easter Island, Chile
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Education as a priority for young generations



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. Each NOC can therefore choose to concentrate its efforts in one or several fields, depending on its needs, context and priorities.

Olympic Solidarity continued to encourage the NOCs to adopt a more strategic long-term approach and to create appropriate structures and a suitable framework with a view to increasing the efficiency and impact of the activities carried out. This support took the form, for example, of grants allocated to certain NOCs over a number of years or the whole of the quadrennial period.



Friendship, creativity, sport and Olympism Festival in Moldova in the framework of the culture and education programme
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10th annual session of the Olympic Academy of Sri Lanka
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In 2010, the NOCs carried out almost 190 initiatives and sports medicine courses, and the high level of interest that they showed in these programmes during the first year of the quadrennial plan continued. 2010 was also marked by the successful first edition of the YOG in Singapore. The educational aspect was of particular interest to the NOCs. This especially involved the implementation of school projects aimed at the younger generations and improved training in various fields such as sports medicine, the environment and women in leadership.

As regards IOC seminars and conferences, Africa played a leading role by hosting two continental seminars on the environment and women in sport, and the 7th World Conference on Sport, Education and Culture. Olympic Solidarity continued to offer financial support to the NOCs to enable them to participate in these three events, as well as the 13th World Sport for All Congress, held in Finland.

2010 key figures

- 187 individual NOC initiatives, distributed across six different programmes
- 70 NOCs received assistance to participate in the 13th World Sport for All Congress and the 7th World Conference on Sport, Education and Culture
- 35 NOCs attended the IOC Continental Seminar on Women and Sport and 45 attended the IOC Continental Seminar on Sport and the Environment in Africa
- 120 NOCs received grants towards the organisation of Olympic Day activities.

Sports Medicine

Sports medicine regional course in Cambodia

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Medical team during the XXI Olympic Winter Games in Vancouver

© Getty Images/Bruce Bennett



Doing the utmost to protect the athletes' health

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.

2010 Budget: USD 700,000

This programme, particularly the sports medicine courses, remains a key tool for the dissemination of knowledge concerning the protection of athletes' health. Training courses were organised in 20 different countries in 2010. However, more NOCs were actually involved, since 14 of these courses were held at regional or continental level. The flexibility offered by these courses meets local needs thanks to three options: basic, intermediate and advanced.

Since part of the programme is aimed at educational initiatives in particular, the priority in 2010 was to develop specific measures adapted to athletes' needs at national level. However, these initiatives also cover more general topics. Campaigns to improve injury prevention and management were launched, as well as projects to design optimal athlete preparation models, particularly for the London Games in 2012.

At global level, demand remains steady in relation to previous years; however, there is growing interest in this programme in Asia. For example, the Cambodian NOC held a regional course for the first time in Siam Reap from 1 to 4 November 2010. Thirty-three doctors, coaches and officials from Cambodia and neighbouring countries benefited from a training course led by a group of scientific experts from the region.

Courses and initiatives by continent

Continent	Participating NOCs		Sports medicine courses	Education programmes/ NOC initiatives
Africa	4	KEN, MAD, MAW, ZIM	3	1
America	5	BRA, CAY, COL, PAN, PUR	4	2
Asia	7	BRN, CAM, INA, NEP, PRK, SRI, TJK	7	–
Europe	7	CRO, DEN, EST, LTU, SLO, SWE, UKR	5	2
Oceania	1	COK	1	–
Total	24		20	5

Sport and the Environment



Beach clean-up in Barbados
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Sport and environment initiative
"Green steps clean-up" in the
Federated States of Micronesia
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Our dynamism – an advantage for the environment

Sport can be an important vehicle for communicating environmental messages to the public. It can also provide examples of green practices that can be incorporated in everyday life or even in the management and organisation of sports events. More and more NOCs are organising training courses and campaigns designed to raise awareness in the world of sport and among the general public.

The IOC is continuing its series of seminars devoted to the sharing of information and ideas. In 2010, it collaborated with UNEP, ANOCA and the Kenyan NOC to organise a seminar on sport and the environment on 6 and 7 November in Nairobi. This event was attended by 45 African NOCs, thanks partly to the financial support of Olympic Solidarity. The seminar culminated in the Nairobi Declaration, which proposes various ways of integrating sustainable development in several aspects of African sport.

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.

2010 Budget: USD 290,000

Individual NOC initiatives

Continent	Accepted	
Africa	3	CAF, ERI, MLI
America	7	CHI (2), CRC*, ESA, HON, PER, VIN
Asia	1	INA
Europe	10	ARM, EST*, GEO, LAT, LTU*, MKD (2), MNE, SLO, SRB
Oceania	5	ASA, FSM, MHL, PLW, VAN
Total	26	

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



Women and Sport

Women and sport seminar
in Angola

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"Women, physical activity, time
and space" initiative in Estonia

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Promoting women's leadership skills

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

2010 Budget: USD 370,000

This programme is continuing to grow, with increasing interest being shown in management and leadership training for women, research projects and innovative approaches such as mentoring. At the same time, initiatives encouraging girls to practise a physical activity also remain popular, particularly in certain parts of the world.

The IOC's activities also include regional and continental seminars, supported financially by Olympic Solidarity. 2010 was Africa's year in this respect, with training in Luanda (Angola) on 8 and 11 November attended by delegates from 35 NOCs. The comments below illustrate the impact of this workshop on the participants' leadership skills:

"I acquired additional, necessary knowledge that will enable me to manage my committee and prepare for the forthcoming elections."

"This training offers me a great insight into women in leadership and it has given me great self-confidence."

"The meeting in Luanda opened our eyes to the numerous facets of governance and leadership by women in the fields of administration and sport management, which is fantastic."

Individual NOC initiatives

Continent	Accepted	
Africa	7	ARG, CGO, EGY, LBR, LES, SLE, ZIM
America	6	ARG, CHI*, CRC, HAI, MEX, VIN
Asia	5	CAM, MGL, NEP, PLE, TJK*
Europe	4	ARM, EST, MNE, NED
Oceania	5	ASA, COK, FIJ, FSM, NZL*
Total	27	

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

Sport for All



Sports Festival in Vanuatu
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"Ready for sport" activity
in Paraguay
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Sport gives strength to the future

"Looking to the future" was the objective of the 13th World Congress organised under the patronage of the IOC and other key partners active in the Sport for All field. More than 500 stakeholders gathered in Jyväskylä (Finland) from 14 to 17 June 2010 in order to exchange ideas on the benefits and strategies for the 21st century. Olympic Solidarity offered to help 45 NOCs to send a delegate. In the end, 35 of them accepted this offer.

As part of this programme, the NOCs continued to organise events and programmes at national level in 2010. At the same time, Olympic Day continues to involve most NOCs across the world.

Example from the Estonian NOC: The long-term campaign "Estonia is moving" forms part of its strategy to promote Sport for All. In 2010, under the slogan "London is calling", the campaign took several forms, including a dedicated website, social media, a calendar, a video, publications and newspaper coverage. A market survey showed that these activities successfully reached their target groups, particularly the older and younger generations, thanks in no small part to the effective use of the internet.

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

2010 Budget: USD 610,000

Individual NOC initiatives and Olympic Day

Continent	Accepted		Olympic Day (number of NOCs**)
Africa	4	BDI, EGY, GMA, MLI	27
America	9	BAH, CUB, ECU*, ESA, GRN, HAI, PAR, PER, VIN	26
Asia	3	BAN*, CAM, PHI	25
Europe	4	ARM, EST*, ITA, POL	34
Oceania	3	FSM*, PNG, VAN	8
Total	23		120

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

** Provisional figures

International Olympic Academy

International session for young participants in Olympia
© IOA



The IOA terminal at the Youth Olympic Games in Singapore
© IOC/Mine Kasapoglu



Half a century of commitment to the Olympic ideals

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.

2010 Budget: USD 550,000

The International Session for Young Participants celebrated its 50th birthday in 2010. The 50th edition, dedicated to the Olympic Games and peace, was therefore held from 22 June to 5 July. Representatives from 92 countries, selected by their respective NOCs, took part in this unique event, which was described as follows by one of the participants:

“This was the most exciting and special opportunity I have ever received. This conference has inspired me to encourage others to learn about Olympism, and to live by these unique ideals... I was overwhelmed by the sense of history running the ancient Olympic track, I will never forget this memory.”

As in the past, Olympic Solidarity contributed financially to this session, as well as to the session for NOA presidents or directors and NOC officials. The latter was held from 12 to 19 May under the theme “how the sports tradition of different cultures enriches Olympic education”. This assistance covered the cost of air travel, registration fees and other costs, such as the transmission of the sessions on the internet and translation/interpretation, in accordance with the criteria laid down in advance with the IOA for each session.

IOA Annual Sessions

Continent	10th Joint International Session for Presidents or Directors of NOAs and Officials of NOCs NOCs which benefited from Olympic Solidarity support	50th International Session for Young Participants
Africa	32	13
America	26	21
Asia	19	20
Europe	25	35
Oceania	2	3
Total	104	92

Culture and Education



Fair play project in schools in Barbados
© All rights reserved



"Train the trainers on Olympism education programme" in Tajikistan
© All rights reserved

Young people – Olympism's greatest ambassadors

The 7th World Conference on Sport, Education and Culture took place in Durban (South Africa) from 5 to 7 December 2010, under the motto "Giving a Voice to Youth". The direct participation of young people was therefore the main innovation that formed the basis of the success of this edition. The 600 delegates present included representatives of 35 NOCs (out of the 45 that were invited) who benefited from Olympic Solidarity support.

This tendency to include young people was also noticeable in projects carried out by NOCs on the ground. Several NOCs placed youngsters at the heart of their educational activities, not only as a target group, but also as active participants. For example, some of the young athletes who competed in the first edition of the YOG in Singapore talked about this experience in schools in their home country.

Example from the NOC of Federated States of Micronesia: More than 100 young adolescents and teachers received training in 2010 thanks to seminars organised as part of the "Young educators promoting Olympic values" project. The NOC launched this initiative in schools with a pilot project on the island of Pohnpei, followed by three workshops on the other main islands. The young participants are now true ambassadors of Olympism in their schools and, as one of them said, they have realised that "the Olympic values are perfect values that we can use in everyday life".

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

2010 Budget: USD 760,000

Individual NOC initiatives

Continent	Accepted	
Africa	5	ALG, CHA, RWA, SOM, TAN
America	8	BAR, ECU, ESA, GRN, HAI, MEX, PUR, VIN
Asia	7	CAM, INA, JOR, MDV, SRI (2), TJK*
Europe	26	ARM, BLR, CZE*, EST*, FIN, FRA*, GER, ITA, LAT, LTU*, MDA, MKD (3), MNE (2*), NOR, POL, ROM (2), SLO*, SRB, SVK (3), TUR*
Oceania	3	AUS*, FSM, NZL*
Total	49	

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

NOC Legacy

Extension of the Wall of Fame
in the Netherlands

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Travelling Olympic
Museum in Chile

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An exemplary past for us all

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

2010 Budget: USD 500,000

As at the start of the quadrennial plan, this programme again proved very popular in 2010. It enabled NOCs to carry out various projects linked to the preservation and promotion of Olympic heritage at national level, while taking into account their structures and resources.

Particularly in Europe, attention was focused on the collection of data relating to the participation of the delegations at the Winter Games in Vancouver and the celebration of the athletes' performances. Many NOCs are also working on historical publications marking special anniversaries. Some have already or will soon celebrate their centenaries!

Excerpt from the report of the Barbados NOC: The NOC used the NOC Legacy programme to establish a sports information centre because there was previously no specialised sports science and physical education structure. A key element of this initiative is the museum, which is frequently visited by school groups. A library was also recently set up for the benefit of athletes, coaches, federations and students. Its collection has been enriched through the donation of books by the Human Kinetics publishing house which, since 2009, has given books to new libraries in Burundi, Eritrea, Sierra Leone, Sri Lanka and Zimbabwe.

Individual NOC initiatives

Continent	Accepted	
Africa	8	COM, EGY, ERI, LES, NGR (2), SLE, ZIM*
America	8	ARG, BAR*, BRA, CHI, CRC*, PER, PUR, VIN
Asia	3	KSA, TPE, UZB
Europe	16	AND, ARM, AZE*, BUL, EST*, FRA*, GEO*, ISL*, ITA, LTU*, LUX*, NED (2), SLO, SRB*, SVK
Oceania	2	FIJ, NZL*
Total	37	

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



Olympic education project
in Turkey
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Anti-violence sports project
in schools in Somalia
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Women and sport training
programme in Mongolia
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STRIVING FORWARD





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

1st African Youth Games
in Rabat, Morocco
© ANOCA



Welcome innovations in several areas



Overall, the programmes were run successfully in 2010, a splendid and memorable year for Africa in terms of sports activities, including the following events: XXII African Nations Cup in Angola from 10 to 31 January; XXII Olympic Winter Games in Vancouver, Canada from 12 to 26 February, with the participation of six African NOCs (Algeria, Ethiopia, Ghana, Morocco, Senegal and South Africa); 19th FIFA World Cup in South Africa from 11 June to 11 July; 1st African Youth Games in Rabat, Morocco, from 13 to 18 July; 9th African Athletics Championships in Nairobi, Kenya, from 30 July to 2 August; and 1st Youth Olympic Games (YOG) in Singapore from 14 to 26 August, with all 53 African NOCs taking part.

For ANOCA, the key event this year was the 1st African Youth Games. With this competitive sports event, ANOCA has seen the birth of a phenomenon which has become a dimension of the modern sports movement: support from sponsors. In this regard, ANOCA has already undertaken sponsorship initiatives which will probably lead to private sector involvement in the funding of future sports programmes in return for material benefits offered by sports competitions as an advertising vehicle par excellence. The moment has therefore come to make use of these new resource options at the African Youth Games, ANOCA Games and other important sports events.

Staged with the technical support of the African sports federations, these Games marked ANOCA's entry into the ranks of organisations which own sports events. The role of the sports federations is essential. In their own areas of competence, all the federations have converging missions to promote and develop their sport in Africa. ANOCA has a decisive role to play in this process by acting as a coordinator with a view to building a sustainable partnership.

In 2010, ANOCA managed the Olympic Solidarity continental programmes for Africa, with a total budget of **USD 7,795,250**.

ANOCA



Virginia Nyambura (Kenya – at the left bottom) and Tsehynesh Tsenga (Ethiopia – at the right bottom) during the 2000 m steeplechase – 1st Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell

Olympic scholarship holder Leyti Seck from Senegal during the giant slalom – XXI Olympic Winter Games in Vancouver
© Getty Images/Al Bello

Administration – 2010 Budget: USD 688,450

The administration is much improved, and has been functioning better than during the 2005–2008 period. Innovations such as computerised accounts have been introduced, often with a view to optimising the services to ANOCA's members. The accounts section has now completed its computerisation process, which will make technical tasks much easier and improve the level of service. Work is going well on building the permanent headquarters. Another noteworthy development is the recruitment of a Technical Director, who took up his duties in January 2011. This appointment, it is hoped, will lessen the workload of other staff members. One of this Director's most important tasks will be to monitor African NOCs' access to Olympic Solidarity programmes. The administration budget amply covers the various sections and their needs. However, IT equipment and software are showing their age and will therefore need to be renewed soon.

Meetings – 2010 Budget: USD 500,000

All the institutional meetings were held in accordance with the initial schedule. However, due to the high cost of air transport in Africa, the meetings budget was slightly exceeded. The Executive Committee met twice at the headquarters in Abuja and in Cairo, at the invitation of the Egyptian NOC, in April and September/October 2010 respectively, and Olympic Solidarity/ANOCA forums on the themes of autonomy, good governance, mediation and arbitration were held in Tanzania and Tunisia. In addition, in connection with the 1st African Youth Games, three joint meetings between ANOCA and the NOC of the host country, Morocco, were held in February, May and June. These meetings helped to resolve many organisational problems for an event being held for the first time by ANOCA. Other meetings held in 2010 under the jurisdiction of ANOCA were:

- ANOCA Continental Association meeting in Acapulco (Mexico) on 19 October on the occasion of the ANOC XVII General Assembly.
- 27th Seminar for African NOC Secretaries General in Nairobi (Kenya) on 3 and 4 November.
- IOC/ANOCA/UNEP Africa Sport and Environment seminar in Nairobi on 6 and 7 November. The meeting focused, inter alia, on Africa's contribution and position paper for the forthcoming World Sport and Environment Conference to be held in Doha (Qatar) from 30 April to 2 May 2011 and the definition of the necessary KPIs (Key Performance Indicators). A five-member ANOCA Sport and Environment Working Party was also set up.
- IOC/ANOCA Africa Women and Sport seminar on the theme of "Leadership" in Luanda (Angola) on 8 and 9 November. Prior to this continental seminar, the newly appointed ANOCA Women and Sport Commission held its inaugural meeting, chaired by IOC member Beatrice Allen.

ANOCA

Shippongo women's athletics championships, Tanzania
© ANOCA



1st African Youth Games in Rabat
© ANOCA



Olympafrica – 2010 Budget: USD 375,000

The Olympafrica programme approved by its Executive Board and General Assembly was followed, despite some necessary adjustments. This programme, which mainly aims to contribute to ANOCA's local social infrastructure campaigns, is much in demand from the NOCs, as sports facilities provide excellent logistical support for any dynamic sports policy to encourage participation by as many people as possible. The programme is greatly appreciated by the people it benefits and ANOCA's external partners. Partnership agreements have been signed with various bodies, such as the UNWTO-STEP Foundation and the United Nations Office for Project Services (UNOPS), in order to consolidate the programme further.

Zone Games / Continental Games – 2010 Budget: USD 2,550,000

The Zone Games, which have been transformed into the African Youth Games (for under 17/18s), were held for the first time in Rabat in July. With around 40 participating NOCs, more than 1,000 athletes and competitions in 16 disciplines, these 1st African Youth Games represented the main event for ANOCA. Despite their youth element, the Games were a great success. ANOCA would once again like to thank Morocco, which, despite the relatively short time available, rose to this challenge superbly. This festival of youth enabled Morocco to reposition itself on the Olympic and sporting stage in Africa. Sport as an activity which benefits the public must be seen as a right accessible to everyone. This is why ANOCA's policy is to spread the practice of sport to all levels, ages and social categories. It is hoped that these Games will also help to raise sporting standards in order to make African sport globally competitive. ANOCA spent USD 1,500,000 on the organisation of these Games. The rest of the "Games" budget will be used for the ANOCA Games, which should be organised in 2012.

Special projects – 2010 Budget: USD 124,000

The special projects focusing on ANOCA's corporate responsibility have undergone various adjustments. This programme gives the freedom to finance specific humanitarian sporting and social projects. In this connection, ANOCA gave financial assistance to: the Filbert Bayi School in Tanzania; the reception organised for the Singapore YOG flame when it stopped in Dakar (Senegal), the only African city on its journey around the world; and the holding of the ANOCA Athletes' Commission meeting.

ANOCA



Opening Ceremony of the
1st African Youth Games in Rabat
© ANOCA



Activities for 13-15 year olds
at the Olympafrica centre
in Burundi
© ANOCA

Missions – 2010 Budget: USD 112,800

During 2010, it was necessary to undertake missions to several NOCs facing conflict situations. ANOCA intervention allowed to resolve most of these crisis situations after mediation. The ANOCA administration has been preoccupied with the problem of spending more than was budgeted for certain items, and the necessary measures will be taken soon to address this. However, it is duty-bound to respond quickly to conflict situations which arise within its member NOCs.

NOC activities – 2010 Budget: USD 3,445,000

The NOC activities programme – one of the most important of the continental programmes – is still being managed in partnership with Olympic Solidarity. The fact that the vast majority of the NOCs seek to benefit from this programme plays a large part in its smooth operation. However, some NOCs do not apply to Olympic Solidarity for the yearly USD 65,000 intended to fund their activities, despite ANOCA's reminders to them to make use of these funds.

NOC Type of activities carried out

- BDI Assistance to national federations for preparation for and participation in international competitions; meetings of NOC Commissions; sessions and local seminars; participation in international meetings and forums; General Assembly and Executive Board meetings; administration expenses, purchase of sports equipment for the HLTC and administrative costs for project management.
- BEN Olympafrica centre in Banté; participation in African Youth Games and YOG in Singapore; organisation of the Olympic Day Run; participation in ANOC General Assembly.
- BUR Assistance to national federations; assistance for participation in international competitions; NOC magazine; assistance to the West Africa liaison office in Burkina Faso; assistance for a street volleyball project initiated by the national federation.
- CAF General Assembly; meetings abroad (ANOC General Assembly, ANOCA Secretaries General meeting; Sport for All Congress: Olympic Solidarity forum, etc); culture and education activities; organisation of and participation in sports events (Olympic Days, African Youth Games, YOG, Zone Games); assistance to national federations; website development.
- CGO Assistance to national federations for national training camps; renovation of the NOC headquarters; participation of NOC officials in meetings and forums.
- COD Extraordinary General Assembly; seminar/workshop on sport and the diffusion of the Olympic ideals in the Lower Congo region; seminar to reflect on the identification of young talents in RDC; seminar on how to optimise performance of high-level athletes and teams; forum on good governance in sport.
- CHA Advance payment to Olympafrica centre.
- CIV Assistance towards the construction of a track at the Olympafrica centre in Soubré; furniture for the NOC headquarters; assistance to athletes preparing for the African Youth Games; assistance with the activities of the NOC and national federations.

ANOCA

Basketball course in Sudan
© ANOCA



Youth identification in cycling
in Togo in the framework of the
NOC activities programme
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NOC Type of activities carried out (cont.)

- CMR Technical courses in golf and rugby; assistance to national federations; subsidies for the regional Olympic and Sports Committees (CROSS); administration courses for the coastal and western regions; travel of NOC officials.
- CPV Assistance with the participation of the NOC in the YOG and the 10th African Gymnastics Championships, as well as in IOA and other seminars; assistance with the purchase of sports equipment for gymnastics.
- DJI Athletics (half marathon), handball (preparation and participation of the national team in the 2010 Challenge Trophy), tennis and volleyball; administrative subsidy for 14 national federations; purchase of audio-visual materials; YOG qualification competitions for table tennis team; purchase of sports equipment; participation in the East African tennis championships; NOC missions; inter-regional tournaments; and women in sport.
- EGY Purchase of equipment and uniforms for national federations.
- GAM Support to national federations; meetings; conferences and seminars; media and publicity; infrastructure support.
- GBS Medical costs following an accident during the "Iba scholarship" regional event at the Olympiafrica centre in la Somone; payment of subscription fees to ANOCA and ACOLOP (Association of Portuguese-speaking Olympic Committees); YOG; purchase of sports equipment for national federations.
- LBR Reactivation of Olympic clubs in 15 high schools; national junior competitions in athletics, table tennis and girls' football; Olympic education for heads of federations/associations; sports jamboree for sports personalities.
- LES Organisation and support of national federations' sports development activities; financial support for IOC forums and conferences; umpire and volunteer training courses; staff and executive meetings; purchase of sports equipment for national federations; NOC statutory meetings.
- MAD Assistance to national federations for participation in international competitions, and for national programmes; assistance to judges and referees to allow them to take part in national or international training sessions.
- MAR Purchase of equipment for new NOC headquarters; special agreement by ANOCA President.
- MAW Executive Board meetings; Board members' honorariums; General Assembly and elections; NOC/association meetings; local and international travel; Marketing, Women and Sport, Athletes', Technical, Media, Judicial and National Course Directors Commissions; NOA; administration grants to associations; purchase of sports equipment; National Sports Awards; MEMOS programme; presidential initiative on sports; national anti-doping activities.
- MLI Contribution of NOC to Mali's celebrations marking the 50th anniversary of independence; organisation of cultural activities to promote the Olympic values; participation of the NOC in the African Youth Games and the YOG; support for the NOC commissions.
- MOZ Seminar in Sports Sciences; Olympic Education and Environment Education and HIV/AIDS in Boane and Manica Olympiafrica Centre; local preparation and equipment for athletes attempting to qualify for the YOG in Singapore; assistance for NOC official delegations to various meetings and Olympic events.
- MRI Subsidies to national federations to assist them in the promotion of their respective sports; grant to support promising young athletes participating in Youth Games who did not receive any other funding; organisation of seminars with no other funding; branding of Mauritius NOC and office – purchase of equipment; Olympic Day celebrations; logistical support for the participation of national teams in continental and regional Games.

ANOCA



Athletics activities in an Olympiafrica centre
© ANOCA

Olympafrica centre in Boane, Mozambique
© ANOCA

NOC Type of activities carried out (cont.)

- MTN Olympic Days; purchase of sports equipment; subsidies to cultural and sporting activities.
- NGR Olympic Day celebrations and refurbishment of NOC conference room.
- NIG Construction of new headquarters for NOA; renovation of sports hall next to NOC headquarters; purchase of gymnastics equipment.
- RWA Advance payment to Olympiafrica centre; assistance to national federations and member associations; activities of the NOC.
- SEN NOC magazine Sénolympie; assistance to national federations; assistance to high-level athletes; renovation of NOC headquarters through purchase of a "groupe électrogène"; auditors' fees.
- SEY Assistance to federations and associations with the development of their sports (purchase of equipment, local training, competitions at home and abroad, etc.); NOA for implementation of Olympic education programmes; other NOC initiatives.
- SLE Purchase of equipment for basketball, football, handball, table tennis, tennis, volleyball and weightlifting; rent for new NOC office; NOC contribution towards the new Olympiafrica centre; support for participation in international conferences and other events.
- SOM Payment to the Olympiafrica centre; grants to national federations; General Assembly; purchase of sports equipment; international and regional meetings participation; NOC sessions.
- STP Subsidy to the NOA and to national federations; assistance to athletes pre-selected for the 2010 YOG and the 2012 Olympic Games; purchase of sports equipment; celebration of Olympic Day 2010; General Assembly.
- SWZ Meetings and events (including Executive Board meetings, strategic planning and Regional Anti-Doping Agency activities); Executive Board support; women's sports day; disability sports day; national sport education curriculum development; international conferences; ANOC General Assembly.
- TAN General Assembly; Athletes' Commission meeting in Zanzibar; Karatu Annual Sports Festival; NOC Planning and Development Committee retreat workshop; Sports, Education and Culture Congress in Durban.
- TOG Activities of the NOC Press Commission and collaboration with the Association of Sports Journalists in Togo; women and sport activities; activities of the Youth and Development Commission; "Be a champion of the environment programme"; talent ID programme for young cyclists.
- UGA NOC and national federation international engagements; forums and meetings; assistance to national federations for development activities.
- ZAM Sports equipment and assistance to national federations; assistance to run community schools sports programmes at Olympiafrica centre; General Assembly and Executive Board meetings; administration top-up courses; IT requirements; second delegate to ANOC General Assembly; audit/accountant fees; salary subsidies for Technical Development Officer; travel expenses for meetings with GRZ Director of Sport.
- ZIM Executive Board meetings, ZOC forum and General Assembly meetings; YOG preparatory activities; ZOC commission activities; Olympic Day; IOA and NOA activities; Olympic sports centre expenses; national sports associations audit and capacity development initiatives; implementation of the Long Term Winning Strategy.

ALG / ANG / BOT / COM / ERI / ETH / GAB / GEQ / GUI / KEN / LBA / NAM / RSA / SUD / TUN : budget not yet requested. GHA: budget not yet paid.

Report by Intendant
General Lassana Palenfo,
President



Continental Programmes Pan-American Sports Organisation

Cuban Yunier Duran Llamó during the long jump event – 1st Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell



Previous years providing impetus



The results of the implementation of the world and continental programmes by PASO's member NOCs during 2010 confirm the positive, growing trend of the previous years and highlight all the work carried out by the American NOCs to access the many different opportunities offered by Olympic Solidarity.

Olympic Solidarity's Continental Forum, which took place in September 2010, allowed for a better and more in-depth and up-to-date preparation of the representatives of the American NOCs, which helped to increase efficiency and optimise the activities and resources available. Generally speaking, PASO considers that 2010 was a positive year, since the work begun in previous years was continued and will serve as a basis for what PASO must achieve over the next two years.

The special programme aimed at preparing the athletes with a view to the Guadalajara 2011 Pan-American Games (Mexico) and the 2012 London Olympic Games is under way. Each NOC will submit a report on their use of the USD 100,000 assigned to this programme by PASO.

PASO's member NOCs have developed specific plans to make maximum use of the options offered by the world and continental programmes; this is a priority objective of the Pan-American Olympic Solidarity Programme. A major reserve has also been set aside, which could greatly increase the amount of resources available for the NOCs.

PASO



Brazilian Olympic scholarship holder Jhonatan Longhi during the giant slalom – XXI Olympic Winter Games in Vancouver
© Getty Images/Doug Pensinger



Swimming technical course
© PASO

The budgets for each of the authorised activities were implemented in accordance with the approved figures. PASO continues to take steps to increase efficiency in the implementation of the programmes, exercising tighter control over the financial resources assigned and ensuring, as far as possible, that each activity benefits as many people as possible from the technical, organisational and financial points of view. PASO is convinced that good organisation and transparency in the use of the financial resources provided by Olympic Solidarity constitute the basis for good governance.

The American NOCs recognise and value greatly the impact that the decisions taken by the Olympic Solidarity Commission are having and will continue to have in the future, especially with respect to the increase of financial help and the plans concerning athlete preparation. PASO must point out that the concept of Olympic Solidarity in America, as well as being a statement and a noble intention, is a measurable reality which translates into more activities, increased NOC legacy, more trained high-level coaches, better prepared athletes and better competition results.

Olympic Solidarity continues to offer fundamental support to the work of the NOCs, especially those with serious financial limitations. PASO is sure that the decisions which will be made by the Olympic Solidarity Commission for next year will accentuate the positive trend reflected in the assessment of 2010 and that new achievements will follow in the long term.

The American NOCs consider the Lausanne office to be an essential factor in the results achieved, and that its efficient support enables PASO to achieve its objectives and obtain greater benefits from the current world and continental programmes.

In 2010, PASO managed the Olympic Solidarity continental programmes for America, with a total budget of **USD 5,307,000**.

PASO

Extraordinary General
Assembly in Acapulco
© PASO



48th General Assembly
in Merida
© PASO



Administration – 2010 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 – 2010 Budget: USD 400,000

This programme helped to finance the organisation and smooth running of various PASO meetings in 2010 (General Assembly and Executive Committee meetings). The XLVIII General Assembly was held in Merida (Mexico) on 6 and 7 May and the Extraordinary General Assembly in Acapulco (Mexico) on 19 October.

Continental activities – 2010 Budget: USD 1,877,000

The funds allocated to these activities have been used for the payments linked to the implementation of the programme of courses and seminars approved by PASO, as well as for supporting athlete preparation.

NOC activities – 2010 Budget: USD 2,730,000

This budget, aimed at supporting each of the NOCs' own activities in accordance with their specific needs, was distributed in accordance 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 finances 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 2010, 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



Hockey technical course
© PASO



Taekwondo technical course
© PASO



Gymnastics technical course
© PASO

Report by Julio César Maglione,
ANOC Vice President, and
Jimena Saldaña, PASO Secretary
General





ALL TOGETHER



Continental Programmes

Olympic Council of Asia



Japan's Yuka Sato, first gold medallist (triathlon) of the 1st Youth Olympic Games in Singapore
© Getty Images/Adam Pretty

A considerable legacy for the Asian Games



After a very busy 2009, the OCA's main focus in 2010 was on preparing for the numerous events scheduled for the end of the year and the early part of 2011. In addition to the 16th Asian Games in Guangzhou (China) in November and the 2nd Asian Beach Games in Muscat (Oman) in December, Asian NOCs participated in the inaugural Youth Olympic Games (YOG) in Singapore from 14 to 26 August 2010, where the first gold medal was won by a young Asian triathlete, Japan's Yuka Sato. In the final medals table, China, Korea and Japan finished 1st, 3rd and 7th respectively and 23 other Asian NOCs also won medals (i.e. 26 NOCs in total). Several NOCs were also involved in the Commonwealth Games in Delhi (India) in October. 2010 was therefore a particularly busy year for the NOCs from an administrative and logistical point of view.

Moreover, all the Asian NOCs gathered under one roof for a two-day Continental Forum in Muscat on 12 and 13 July. The three themes were the autonomy of the Olympic and Sports Movement, good governance, and mediation and arbitration. The forum included presentations, individual case studies by NOCs, workshops and question and answer sessions.

Although the OCA looks after the interests of all aspects of sport through its standing committees, two of its major policy priorities are the environment and the promotion of women in sport. The OCA therefore supports as many green, eco-friendly projects as possible, and insists on a green legacy for every Games. Organising Committees are responding positively in terms of the design of their stadia and other initiatives, such as tree-planting ceremonies, while NOCs are stepping up their efforts to promote the environment through various campaigns.



Olympic scholarship holder
Oleg Shamaev from Uzbekistan
during the giant slalom – XXI Olympic
Winter Games in Vancouver
© Getty Images/Al Bello

Rider Dalma Rushdi from Saudi
Arabia in individual jumping –
1st Youth Olympic Games in Singapore
© IOC/Mine Kasapoglu

In collaboration with the Incheon Asian Games Organising Committee, 1,340 trees were planted on 4 April 2010 in Incheon (Rep. of Korea). A similar ceremony was held in Haiyang (China), the host city for the 3rd Asian Beach Games, on 6 April. To acknowledge and encourage these efforts, the OCA will introduce an Environment Award for NOCs with a cash prize to invest in future projects. The NOCs will submit their projects and an OCA panel will shortlist three candidates before carrying out an inspection and, finally, declaring the winner.

The role of women in sport, from athletes to administrators to NOC executive board members, is the other major priority for the OCA. The governing body was therefore delighted to note the bronze medal-winning performance of equestrian rider Dalma Rushdi Malhas from Saudi Arabia in the individual jumping competition at the YOG. The OCA hopes that her success will pave the way for more female athletes to represent Saudi Arabia and other Arab countries at future international sports events.

Other projects currently under way include an extensive survey of athletes by the OCA Athletes' Committee. Surveys were carried out at the 2008 Asian Beach Games, 2009 Asian Indoor Games and 2010 Asian Games, and further data will be collected during the 2011 Asian Winter Games. A comprehensive report, with findings and recommended actions, will be compiled and presented at the OCA Congress in 2011.

The OCA managed and funded all the Olympic Solidarity continental programmes with a budget of **USD 5,809,250**.

OCA

Opening Ceremony of the 16th
Asian Games in Guangzhou
© OCA



Final of the 4x100 m relay –
16th Asian Games in Guangzhou
© Getty Images/Mark Dadswell



OCA Administration – 2010 Budget: USD 540,000

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

NOC activities – 2010 Budget: USD 2,860,000

The OCA granted USD 65,000 to each member NOC in two equal instalments paid in January and July. The NOCs used the funds to purchase office and sports equipment, and to attend various competitions and meetings (covering salaries, rent etc.). From 2011, the OCA Finance Committee has agreed to disburse this fund as a one-off payment, subject to the approval of the previous year's NOC Activities programme.

Asian youth development project – 2010 Budget: USD 100,000

The OCA launched the second Asian youth development training programme in Bangkok (Thailand). The sport of judo was selected and a training camp, led by experts from Japan and Korea, was held at the national stadium from 19 to 31 July. The OCA provided intensive training for one male and one female under 17 years old, as well as one coach, under the coordination of the Judo Union of Asia, the NOC of Thailand and the Thai Judo Association. A total of 35 NOCs benefited from this camp.

Olympasia projects – 2010 Budget: USD 400,000

"Olympasia" mainly aims to create simple, economical, functional sports facilities in rural or underprivileged areas of developing countries. These facilities are directly supervised by the NOCs. In 2010, the NOCs of Bahrain (renovation of headquarters), Syria (indoor hall and Olympic-size swimming pool) and Thailand (construction of new swimming pool) were chosen to benefit from this project, which is fully sponsored by the OCA.



Match between Palestine and Sri Lanka – 2nd Beach Asian Games in Muscat, Oman
© Getty Images/Mark Kolbe

“Fun Run” in Sana’a, Yemen
© OCA

Continental and Regional Games – 2010 Budget: USD 1,110,000

The OCA organised two Continental and one Regional Games in 2010: the 16th Asian Games in Guangzhou featured 42 sports (28 Olympic and 14 non-Olympic sports, including golf and rugby sevens, which will feature on the programme of the 2016 Olympic Games in Rio de Janeiro), the 2nd Asian Beach Games in Muscat and the 11th South Asian Games in Dhaka. The budget allocated was used to support the NOCs’ participation in these Games.

Games organised in 2010

Games	Venue	Date	Participants		Programme	
			NOCs	Athletes	Sports	Events
11th South Asian Games	Dhaka Bangladesh	29.01–08.02	8	2,000	23	158
16th Asian Games	Guangzhou China	12–27.11	45	9,704	42	476
2nd Asian Beach Games	Muscat Oman	8–16.12	45	1,146	14	52

Asian Games Fun Run – 2010 Budget: USD 99,625

The philosophy of the Asian Games Fun Run is to spread the message of the Asian Games throughout Asia and to encourage the general population, especially Asian young people, to participate in the runs in order to raise awareness of the Asian Games and its values and objectives, i.e. not only the competitions, but also exchanges between different Asian cultures and societies.

OCA

29th OCA General Assembly
© OCA



Olympic Solidarity/OCA
forum in Oman
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OCA special projects – 2010 Budget: USD 99,625

In addition to the Olympic Solidarity budget, the OCA paid an amount of USD 100,000 to the NOC of Pakistan to help renovate sports facilities adversely affected by severe floods in October 2010. The OCA also paid USD 43,620 to the NOC of Timor Leste and USD 2,500 to the NOC of Kyrgyzstan to cover logistical expenses linked to their participation in the 16th Asian Games in Guangzhou in 2010.

OCA meetings and OCA Standing Committees activities – 2010 Budget: USD 600,000

In 2010, the OCA organised and/or participated in the following important events:

Type of meeting (number)

- OCA General Assembly
- OCA Executive Board
- Follow-up meeting with Continental Games Organising Committees (4)
- Continental Games Coordination Commission meeting (4)
- Continental Games Chefs de Mission seminar (2)
- NOC Elective General Assembly (2): Lebanon, Dem. Rep. of Timor-Leste
- OS/OCA joint visit (2): Lebanon, Syrian Arab Rep.
- OS/OCA Continental Forum
- Regional anti-doping board meeting and doping control officers' training (4)
- OCA Standing Committee (4): environment, media, finance, athletes
- Asian anti-doping experts' seminar
- IOC Sports Medicine Conference
- MOU signing ceremony
- 17th Asian Games marketing meeting
- Asian IOC members and OCA Advisory Committee
- 7th WADA Intergovernmental Meeting
- Preparatory meeting for the elective General Assembly of the NOC of Dem. Rep. of Timor-Leste
- Preliminary delegation registration meetings for the 16th Asian Games
- Team draw for 16th Asian Games
- Flame lighting ceremony for the 16th Asian Games

Place

Guangzhou
Guangzhou

Muscat – Almaty
Incheon – Hayang – Guangzhou
Almaty – Muscat

Beirut – Dili
Beirut – Damascus
Muscat
Bander Seri Begawan –
Amman – Maldives – Almaty

Incheon – Guangzhou – Taipei
Tokyo
Bahrain
Muscat
Incheon
Singapore
New Delhi

Dili

Muscat
Guangzhou
Beijing



Malaysian Pandelega Pamg during the 10 m individual platform – 1st Youth Olympic Games in Singapore
© Getty Images/Adam Pretty



Korean Dong Hyun Kim during the mixed tennis table event – 1st Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell



Athletes' village – 16th Asian Games in Guangzhou
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Continental Programmes

The European Olympic Committees

400 m hurdles podium (Stina Troest, Denmark, Aurélie Chaboudez, France, and Olenya Kolesnychenko, Ukraine) – 1st Youth Olympic Games in Singapore
© Getty Images/Mark Dadswell

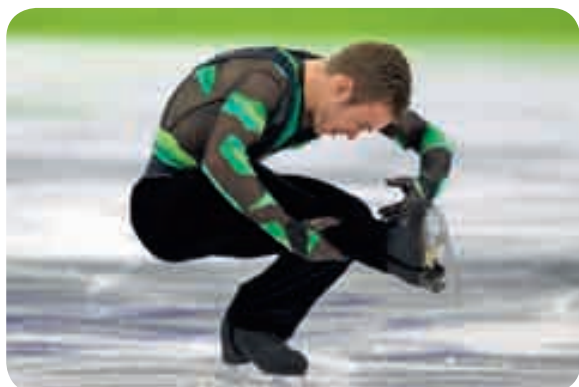


European Games – a project for the future



The results achieved in 2009 and 2010 seem to confirm that the EOC's basic strategy adopted during the previous plan is working well. The EOC wants to see the European Olympic Movement grow as a whole, yet it is aware of the disparity between the large, well established and professionally managed NOCs and their small and disadvantaged counterparts. The financial crisis and the serious weakening of the dollar against the euro have exacerbated this situation. Therefore, particular attention has been paid to the problems and needs of these smaller NOCs, employing all the means available in order to redress this imbalance, in particular by further cutting administrative costs and optimising expenditure. This was possible thanks to the efficient work of EOC Treasurer Kikis Lazarides and Secretary General Raffaele Pagnozzi. The EOC has consequently been able to cut administrative costs from an average of 19% to around 15%, using the money saved to directly support the activities of its NOCs, in particular through the "NOC Activities" programme. As part of this programme, since 2001 the EOC has also provided for the funding of Special Activities, with the aim of giving help in particular to the disadvantaged European NOCs and projects not covered by the Olympic Solidarity World Programmes.

In the first two years of the 2009–2012 quadrennial, almost USD 1,500,000 had been invested on 68 projects for 42 out of 49 NOCs. The Italian National Olympic Committee (CONI) continues to help by giving EOC rent-free use of offices within its headquarters in Rome and a number of other important services.



Belgian Olympic scholarship holder Kelvin van der Perren during the men's singles – XXI Olympic Winter Games in Vancouver
© Getty Images/Matthew Stockman

The Executive Committee members during their meeting in Berlin, Germany
© EOC

A number of radical changes have taken place in the framework of EOC commissions and working groups. In the new era we are entering, the EOC needs much more dynamic commissions with more members having a greater influence, and so, following the General Assembly in Lisbon in 2009, the newly elected Executive Committee adopted a new format and implemented it for the next four-year term, based on the feedback received from the European NOCs. The Executive Committee also felt the need to appoint three commissioners – one for the Games of the Small States of Europe (GSSE), one for the 2014 Sochi Games, and one for the 2016 Rio Games and South American relations – as well as a European Games Feasibility Study Group, the purpose of which is to examine the possibility of launching a European edition. There seems to be great interest in this project, not just from sponsors but also from athletes and the public. Staging a European Games might prove to be one of the association's most exciting innovations for many years. In any case, the success enjoyed by the Asian and Pan-American Games clearly demonstrates the value of such an event.

The EOC's EU Office in Brussels (Belgium) is functioning well, receiving much positive feedback from all members, not just NOCs in EU member countries. Opening this office has proved to be an excellent strategic move, greatly improving our relationship with the EU, which now recognises and understands the importance of sport in society. The EOC has recently completely redesigned its website, both in order to exploit the latest technology in this field and also to make it a more useful tool for improving its communication and services towards the members, and to present a more modern institutional image.

In 2010, the EOC managed the Olympic Solidarity continental programmes with a budget of **USD 5,532,000**.

EOC

General Assembly
in Belgrade, Serbia
© EOC



EOC Seminar
in Valletta, Malta
© EOC



Administration – 2010 Budget: USD 937,000

The administrative budget is used to cover the running expenses of the EOC office in Rome 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.

Meetings – 2010 Budget: USD 400,000

The EOC organised its two institutional meetings in 2010. Firstly, the annual General Assembly was held in Belgrade (Serbia) on 26 and 27 November. Secondly, the EOC Seminar, a highly interactive meeting aimed at NOCs sending teams to the Olympic Games, European Youth Olympic Festivals (EYOFs) and Youth Olympic Games (YOG), was held in Valletta (Malta) in May. Organised in close cooperation with the Olympic Solidarity office in Lausanne, the seminar was run in conjunction with an Olympic Solidarity Forum for Europe, which this year focused on autonomy, good governance, and arbitration and mediation.

Continental activities – 2010 Budget: USD 805,000

This area covers all the EOC's management meetings: the Executive Committee, the commissions, the EOC's EU office in Brussels, communications and publications, and other meetings.

The EOC organised the following institutional events in 2010:

- Four Executive Committee meetings: 26 January, Rome (Italy); 14 May, Valletta (Malta); 17 September, Berlin (Germany); 25 November, Belgrade (Serbia).
- Meetings of the EOC commissions and working groups:
 - Athletes' Commission, 14 January, Rome
 - Assessment Meeting EOC EYOF/European Federations, 30 June, Rome
 - European Games Feasibility Study Commission, 30 June, Rome
 - European Union Commission, 9 September, Brussels (Belgium)
 - Olympic Congress Recommendations – Youth and Sport for All Commission, 9 September, London (Great Britain)



Greek discus thrower Evangelia Parsaraki during the qualifications – 1st Youth Olympic Games in Singapore
© Getty Images/Julian Finney



Visit to the NOC of Iceland
© EOC

- Olympic Games Commission, 10 September, London
- Medical and Antidoping Commission, 15 September, Berlin
- International Relations Commission, 8 October, Rome
- EYOF Commission, 5 November, Rome
- Olympic Culture and Education Commission, 5 November, Rome
- Marketing and Communication Commission, 9 November, Rome
- European Games Feasibility Study Commission, 11 November, Rome.

Regarding communications, the new EOC website was launched in May and presented at the EOC Seminar in Malta. Thanks to CONI's help and the fact that more recent free-ware technology allows for considerable savings, the whole operation was carried out at relatively little expense. The "EOC Newsletter", produced in-house by the EOC staff, is issued monthly and posted on the website. With the new quadrennial, it was also decided to update the EOC Directory, the new edition of which has recently been published. The EOC's leaders are continuing their policy of reaching out to the European NOCs by carrying out numerous visits. As part of this policy, they also carried out, with Olympic Solidarity, a joint visit to the NOC of Iceland. These visits are highly important and a useful way of collecting information and giving advice and assistance. In answer to the call of the IOC, the EOC has embraced good governance and, through its Audit Commission and external professional auditors, holds regular meetings at which the accounts are assessed from the point of view of the transparency of operations and ensuring that funds are spent in an equitable and balanced way, as well as in the best interest of all the members. Finally, the EOC took part in the 6th meeting of the six Olympic Solidarity offices in Fiji on 3 and 4 December, with the aim of continuing their excellent cooperation.

EOC

Meeting of the International
Relations Commission
in Rome, Italy
© EOC



Athletes' Commission
meeting in Rome
© EOC



Continental and Regional Games – 2010 Budget: USD 190,000

The next edition of these highly successful Games for the youth of Europe and for European states with a population of less than 1 million will be held in Trabzon (Turkey) and Liberec (Czech Republic) for the EYOF and in Liechtenstein for the GSSE in 2011. Organising these Games in cooperation with the organising committees nevertheless requires a great deal of work, including site inspections and contacts with the federations involved, especially in the year preceding the events. 2010 was therefore a very busy year from this point of view, especially for the EYOF Commission, whose members work very hard on an entirely voluntary basis. Regarding these Games, the EOC has already paid, in advance, part of the financial contributions that it normally makes to the NOCs organising the forthcoming EYOFs. Quite a lot of work has also gone into inspections for the 2013 Games and visits to and reports on the 2015 bid cities. More information about these events can be found on the new EOC website www.eurolympic.org.

NOC activities – 2010 Budget: USD 3,200,000

The major part of the annual budget was spent on direct financial support to the NOCs for improvements to their operational effectiveness. The NOC Activities programme was funded with a lump sum of USD 50,000 for each NOC. As for the Special Activities fund, in 2010 the EOC supported 34 NOCs with a total of USD 750,000. EOC reporting procedures have been further refined in cooperation with the Olympic Solidarity office in Lausanne, generating positive feedback from the NOCs.



U-16 Basketball European
Championship in San Marino
© EOC



Youth Olympic Festival
in Albena, Bulgaria
© EOC

NOC Type of special activities carried out

- BIH Provision of information to the sports federations by the NOC.
- BEL Multisports training course for Belgian junior team – Mulhouse/Vittel.
- BUL 2010 Youth Olympic Festival Albena.
- CRO Renovation and construction of Nordic Centre in Delnice.
- DEN Olympic Seminar for Sports Directors in London.
- ESP Preparations for Spanish NOC's centenary.
- EST 2010 award ceremony for Estonian athletes.
- FIN Website for Finnish elite athletes.
- FRA International course for coaches.
- GEO Training of athletes and coaches in Adam System.
- GRE Panathenaic Stadium project. Cultural and educational project.
- IRL Additional costs for 2010 YOG team.
- ISL Olympic preparation programme; technical equipment; publications; seminars.
- ISR Preparations for London 2012 – Upgrade of consulting system and medical treatment for the Olympic team.
- ITA International Technical Scientific Conference on “Team Sports”, Rome, 13 April 2010.
- LAT Latvian annual sports awards 2010.
- LTU Examination of top-level athletes.
- MDA Sports equipment; technical equipment; IT equipment; refurbishment of NOC roof; office heating system.
- MLT Upgrade of Maltese NOC services.
- MKD Preparation for and participation in 2010 European and world championships.
- MNE Support for national federations (team and individual sports) for London 2012.
- MON Purchase of sports equipment for swimming federation.
- NED Organisation of two forums on marketing and cooperation between NOC and IPC.
- NOR Disseminating knowledge to future Olympic athletes and coaches.
- POL Publication of directory of all Polish Olympians; “Photobook” interactive tool for sharing information about Polish NOC and sports activities.
- POR Purchase of uniforms for Portuguese delegation to YOG.
- RUS London 2012 travel and site visit – publication of “Your Olympic Textbook”.
- SLO Anti-doping measures; visit to Olympic venues; organisation of seminar.
- SMR Preparation of U16 and U18 basketball team for European promotion cup.
- SRB Information technology system of the NOC.
- SUI National beach volleyball training centre.
- SWE Coach preparation programme for Vancouver and London.
- TUR Free sports schools.
- UKR Structural development of the NOC; Olympic values; celebration of the NOC's 20th anniversary; technical seminar.

Report by
Patrick J. Hickey,
President



Continental Programmes

Oceania National Olympic Committees



Elson Brechtefeld from Nauru during the 56 kg cat. final – XIX Commonwealth Games in Delhi
© Getty Images/Daniel Berehulak

In Guam and Suva, a two-tier operational structure for ONOC



Following the elections at the 2009 ONOC General Assembly, ONOC now operates from two centres. The Secretary General's office opened in Guam, and the Olympic Solidarity office in Suva (Fiji) became the ONOC Technical Secretariat. The Olympic Solidarity programmes continued to be managed from Suva by the Executive Director, Dennis Miller, whilst all funding from the IOC has been transferred to USD accounts in Guam and is disbursed to stakeholders under the supervision of ONOC Secretary General Ricardo Blas. The management of Olympic Solidarity funds from Guam, which uses USD currency, meant better investment of funds locally, as well as considerable savings in bank fees incurred from the transfer of funds to NOCs and other partners in the region.

A review of the organisation of ONOC was carried out by the new ONOC Executive Committee. It was decided that ONOC's status as a Continental Association of NOCs was no longer appropriate, given the amount of funds that the organisation was now managing as well as the status and liability of executives who were signing official agreements and documentation on behalf of its membership.

The 2010 ONOC General Assembly approved resolutions to: ratify the instructions given to solicitors Munro Leys to incorporate ONOC as a private company limited by guarantee in Fiji; authorise Munro Leys to draft accompanying documents for filing in Fiji in order that ONOC be incorporated; transfer all the assets and liabilities to the newly incorporated ONOC from the operative date; revoke the existing constitution and replace it with the articles of association; authorise the new body to carry on the

ONOC



Flagbearer and Olympic scholarship holder Juliane Bray from New Zealand leads her team during the Opening Ceremony of the XIX Olympic Winter Games in Vancouver
© Getty Images/Cameron Spencer

Cook Islands delegation during the Opening Ceremony of the 1st Youth Olympic Games in Singapore
© IOC

functions of the old body from the operative date, with the current office bearers to become the office bearers of the new body from the operative date; and adopt the draft terms of reference of the Women in Sport of Oceania, with the previously appointed members becoming members of the new Commission. Similarly, the previous members of the Medical and Athletes' Commissions also became members of the new Commissions. The process of incorporation has been filed with the relevant authorities in Fiji.

The Assembly also approved the formation of an Audit Committee chaired by IOC Executive Board member John Coates and including Barry Maister (New Zealand) and Joe Carlo (Vanuatu) as members. The Audit Committee held its first meeting in Melbourne on 6 September 2010 and approved the ONOC office procedures manual, as well as reviewing the procedures for the audit of ONOC accounts. The manual contained the financial procedures to be followed by ONOC Secretariat staff and executive members.

As part of Olympic Solidarity's review of the delivery of its programmes, the NOC of Kiribati was audited in November by Nicole Girard-Savoy from the Olympic Solidarity office in Lausanne and Dennis Miller. Follow-up reports on recommendations from earlier audits were received from American Samoa and Nauru. Concerns were raised by the ONOC Executive Committee following the lack of response from the Samoan NOC, and the ONOC President was asked to take this up with this NOC. The NOC of Tonga has almost completed the recommendations made in an audit carried out in the previous Olympiad and is now fulfilling its obligations as an NOC.

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

ONOC

ONOC General Assembly in Fiji
© ONOC



NOC of Kiribati staff and
Dennis Miller (2nd from left)
© ONOC



ONOC administration, meetings and assemblies – 2010 Budget: USD 600,000

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 2010 annual General Assembly was held in Nadi (Fiji) in March. Executive Committee meetings were held in Nadi in March and in Melbourne (Australia) in September.

Oceania Sports Information Centre (OSIC) – 2010 Budget: USD 70,000

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.

Olympoceania – 2010 Budget: USD 299,500

The purpose of this programme is to help the NOCs to obtain permanent headquarters and establish income-generating programmes. If funds are available, NOCs may assign funds from their allocation to establish appropriate sports development structures in their NOC. NOCs whose projects have been approved by ONOC may get 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.

Athletes' Commission – 2010 Budget: USD 30,000

Projects submitted by the NOCs and endorsed by the ONOC Athletes' Commission, as well as the meetings and activities of the Commission, 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 Antidoping Agency and the STOP HIV programme at regional multisport events and IF championships held in the region.



Oceania Women in Sport Commission
© ONOC



Table tennis course in Kiribati
© ONOC

Women in Sport Commission – 2010 Budget: USD 30,000

Projects submitted by the NOCs and endorsed by the ONOC Women in Sport Commission, as well as the meetings and activities of the Commission, receive financial support through this programme.

Regional projects – 2010 Budget: USD 780,000

Collaboration with regional sports federations: ONOC has budgeted for support grants to the following IFs/members of the Olympic Sports Federations of Oceania, to assist with their development activities in the region and the operations of regional training centres. To be eligible for support grants from ONOC, 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, table tennis, tennis, weightlifting and wrestling federations in 2010.

Oceania Sport Education Programme (OSEP): OSEP is seen by the ONOC executive as the basis of sport development in the region, across all countries. OSEP is part of ONOC's core strategy to raise the standard of sports education. The objective is to train personnel to deliver these programmes, to monitor their uptake and effectiveness, and to report regularly to the ONOC executive. To be effective, OSEP requires close collaboration with ONOC, the Olympic Sports Federations of Oceania (OSFO), the Australian Sports Commission (ASC), NOCs, Pacific Island Forum countries and the University of the South Pacific. The key to OSEP's success is effective relationships with all of these. ONOC has endorsed the creation of a sports development pathway for Sports Development Officers from National Federations and NOCs to help the OSEP coordinator to effectively deliver an expanding range of programmes. In 2010 and 2011, OSEP has planned to assist the Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Palau, Papua New Guinea, Samoa, Tonga and Vanuatu. Programmes to be delivered include community administration and coaching courses, Managing In Sporting Organisations (MISO) and Managing Olympic Sports Organisation (MOSO) courses. The Readiness Assessment Tool (RAT) is the standard measuring tool, which will be used to measure sports organisations' capabilities in the region.

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. Future plans include the use of the portal to deliver the OSEP through this medium.

ONOC

Palau swimming team at the Oceanian championships
© ONOC



Pacific junior tennis championships
© ONOC



IF/ONOC 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 charged against this budget.

Continental, regional, sub-regional and national Games – 2010 Budget: USD 325,000

A support grant of USD 25,000 is paid annually to the Organising Committees of the 2011 Pacific Games in Noumea and the 2013 Pacific Mini-Games in Wallis and Futuna. In addition, an annual grant of USD 100,000 is given to the Australian Olympic Committee to assist in the hosting of the Australian Youth Olympic Festival. This programme provides USD 40,000 of funding to NOCs over an Olympiad for the organisation of national Games. Assistance is also provided to sub-regional Games such as the Micronesian Games. ONOC gives support services to member NOCs and Organising Committees of regional and international multisport events from this budget. In 2010, national Games were organised by the NOCs of Fiji, Kiribati, Marshall Islands and Solomon Islands. A grant was given to the Organising Committee of the Micronesian Games hosted by Palau.

Regional development – 2010 Budget: USD 310,000

This programme is designed to help NOCs to recruit development and administration officers, pay equipment grants, employ sub-regional development officers and to assist with specific projects at the request of the NOCs. It is anticipated that funding from this programme will provide assistance to NOCs that want to send their athletes for training in Great Britain to prepare for the 2012 London Games.

NOC national activity programmes – 2010 Budget: USD 1,105,000

Each NOC in Oceania can apply for an annual grant of USD 65,000 in order to develop its own priority projects and specific activities, particularly technical courses for coaches and athletes. Subject to ONOC guidelines and approval, NOCs can use this money in a number of ways. The ONOC secretariat liaises directly with the NOCs in order to finalise their respective activity programmes and to organise the financial management of these programmes. The 17 NOCs in Oceania scheduled a total of 119 technical programmes and activities through their respective 2010 national activities budgets.



Australian Olympic scholarship holder Hannah Campbell-Pegg during the luge event – XXI Olympic Winter Games in Vancouver
© Getty Images/Richard Heathcote

Fijian Olympic scholarship holder Leslie Copeland with his coach in Great Britain
© ONOC

NOC Type of activities carried out

- ASA YOG preparation in boxing, swimming, table tennis, weightlifting and wrestling.
- AUS Ice skating judges' and coaches' seminar; modern pentathlon referees' seminar; ski and snowboard cross talent identification camps; triathlon level 2 technical officials' training course; water polo coaches' and referees' conference.
- COK Programmes in athletics, basketball, boxing, canoe-kayak, handball, sailing, table tennis, tennis, triathlon and weightlifting.
- FIJ Programmes in basketball and table tennis; baseball course; badminton coaching course in New Zealand; athletics technical officials' course; Team Fiji 2011 Pacific Games preparation.
- FSM Programmes in athletics, basketball, football, softball, swimming, wrestling and weightlifting; Micronesian Games; participation in regional tennis tournaments (Saipan and Fiji); domestic tennis programme/NZ junior tournament.
- GUM Various activities.
- KIR Programmes in basketball, tennis, volleyball and wrestling; elite athlete support; weightlifters' preparation for Oceania Weightlifting Championships and Commonwealth Games; boxing team preparations for Commonwealth Games; Sport Development Officers (SDO) in basketball, table tennis and tennis.
- MHL Swimming coaching clinic in Hawaii; 2010 Micronesian Games participation; special equipment grant.
- NRU Elite athlete support; Commonwealth Games preparation in boxing and weightlifting; weightlifters to Oceania Championships in Fiji; boxers to Oceania Championships in Canberra (Australia); IWF Continental Grand Prix in Penang (Malaysia); Pacific Games outstanding per diems.
- NZL Athletics conferences; elite athlete support in canoeing; equestrian coaches' camp; judo club coaching programme; volleyball level 1 courses for schools.
- PLW Micronesian Games preparations; SDO support.
- PNG Programmes in archery, athletics, basketball, boxing, football, golf, hockey, judo, rugby 7s, sailing, shooting, softball, swimming, table tennis, tennis, taekwondo, triathlon, volleyball and weightlifting.
- SAM Programme support in athletics, boxing and weightlifting; table tennis course; Noumea training camp for an athlete; preparation for YOG and Commonwealth Games in weightlifting; weightlifting team: Oceania Championships, Fiji; Oceania volleyball championships; ORADO contribution.
- SOL Athletics, boxing, tennis and volleyball courses; NOCSI IT Officer and Programme Manager; 2010 Oceania Boxing, Taekwondo and Tennis Championships; 2010 FILA World Championships; Pacific Games Council debt; ITF coaching course in Lautoka; tickets for two athletes; SDOs in athletics, tennis, volleyball and wrestling.
- TGA Programmes in athletics, badminton, boxing, rugby, triathlon and weightlifting; weightlifters to Oceania Championships in Fiji; weightlifters' programme in Noumea; SDOs in table tennis, tennis, taekwondo and weightlifting.
- TUV Weightlifters to Oceania Championships in Fiji; weightlifters' programme in Noumea; weightlifting team to Commonwealth Junior Championships; SDO activities.
- VAN Programmes in basketball and judo; Weightlifting Championships in Suva.

Report by
Ricardo C. Blas,
Secretary General



TEAM



STRATEGY



Olympic Games Subsidies



Closing Ceremony of the XXI Olympic Winter Games in Vancouver
© Getty Images / Kevork Djansezian

Two complementary objectives for a joint victory

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

This financial assistance is given in three phases:

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

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

XXI Olympic Winter Games in Vancouver



Opening Ceremony of
the XXI Olympic Winter Games
in Vancouver

© Getty Images/Bongarts/Alexander Hassenstein

Canadian bobsleigh team
at the finish

© Getty Images/Richard Heathcote

Well done to the athletes !

The XXI Olympic Winter Games were held in Vancouver from 12 to 28 February 2010, with 2,567 participating athletes. The 82 participating NOCs received a subsidy in May 2010 for their contribution to the success of these Games calculated on the basis of USD 1,700 per competing athlete, using the official figures provided by VANOC (Organising Committee of the Winter Games in Vancouver). The NOCs also received financial assistance of USD 28,000 before the start of the Games. This subsidy represented a contribution towards the travel and accommodation costs of the NOC President and Secretary General (USD 8,000 each), as well as logistical expenses (USD 12,000). Moreover, at the end of 2010, 47 NOCs had submitted receipts and received reimbursement of economy class air tickets for up to three athletes and one official per NOC.

Participating athletes by NOC

NOC	Athletes	(cont.)		(cont.)		(cont.)	
ALB	1	CZE	92	JPN	91	POL	46
ALG	1	DEN	17	KAZ	37	POR	1
AND	6	ESP	18	KGZ	2	PRK	2
ARG	7	EST	30	KOR	45	ROU	28
ARM	4	ETH	1	LAT	55	RSA	2
AUS	40	FIN	94	LIB	3	RUS	176
AUT	75	FRA	104	LIE	4	SEN	1
AZE	2	GBR	52	LTU	6	SLO	47
BEL	8	GEO	7	MAR	1	SMR	1
BER	1	GER	150	MDA	7	SRB	10
BIH	5	GHA	1	MEX	1	SUI	138
BLR	48	GRE	7	MGL	2	SVK	72
BRA	5	HKG	1	MKD	3	SWE	105
BUL	19	HUN	15	MON	3	TJK	1
CAN	202	IND	3	MNE	1	TPE	1
CAY	1	IRI	4	NED	32	TUR	5
CHI	3	IRL	6	NEP	1	UKR	45
CHN	89	ISL	4	NOR	97	USA	214
COL	1	ISR	3	NZL	16	UZB	3
CRO	19	ITA	109	PAK	1		
CYP	2	JAM	1	PER	3		
						82	2,567

Abbreviations

NOC Associations

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

International Federations

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

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

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

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

Abbreviations

National Olympic Committees

Africa (53 NOCs)

RSA	South Africa
ALG	Algeria
ANG	Angola
BEN	Benin
BOT	Botswana
BUR	Burkina Faso
BDI	Burundi
CMR	Cameroon
CPV	Cape Verde
CAF	Central Africa
COM	Comoros
CGO	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	Libyan Jamahiriya
MAD	Madagascar
MAW	Malawi
MLI	Mali
MAR	Morocco
MRI	Mauritius
MTN	Mauritania
MOZ	Mozambique
NAM	Namibia
NIG	Niger
NGR	Nigeria
UGA	Uganda
RWA	Rwanda
STP	Sao Tome and Principe
SEN	Senegal
SEY	Seychelles
SLE	Sierra Leone
SOM	Somalia
SUD	Sudan
SWZ	Swaziland
TAN	United Republic of Tanzania
CHA	Chad
TOG	Togo
TUN	Tunisia
ZAM	Zambia
ZIM	Zimbabwe

America (42 NOCs)

ANT	Antigua and Barbuda
AHO	Netherlands Antilles
ARG	Argentina
ARU	Aruba
BAH	Bahamas
BAR	Barbados
BIZ	Belize
BER	Bermuda
BOL	Bolivia
BRA	Brazil
CAY	Cayman Islands
CAN	Canada
CHI	Chile
COL	Colombia
CRC	Costa Rica
CUB	Cuba
DOM	Dominican Republic
DMA	Dominica
ESA	El Salvador
ECU	Ecuador
USA	United States of America
GRN	Grenada
GUA	Guatemala
GUY	Guyana
HAI	Haiti
HON	Honduras
JAM	Jamaica
MEX	Mexico
NCA	Nicaragua
PAN	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

205 National Olympic Committees are recognised by the IOC



Listening to you!

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Pages 54-55 – The young Ethiopian Genzebe Dibaba (3rd from right) runs to victory during the junior event of the 36th IAAF Cross Country World Championships in Edinburgh, Great Britain © Getty Images/Michael Steele

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Pages 88-89 – The Chinese women's team stands prior to its match against the USA – XXI Olympic Winter Games in Vancouver © Getty Images/Bruce Bennett

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