## CONTENTS

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

### 2 GENERAL INTRODUCTION
- Analysis of the year 2016 7
- Olympic Solidarity Commission 8
- Olympic Solidarity continental offices organisation 9
- Organisation of the Olympic Solidarity international office in Lausanne 10
- 2016 Budget 11

### 3 WORLD PROGRAMMES

#### INTRODUCTION
- Introduction 13

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

#### COACHES
- Introduction 21
- Technical Courses for Coaches 22
- Olympic Scholarships for Coaches 24
- Development of the National Sports Structure 26

#### NOC MANAGEMENT
- Introduction 28
- NOC Administration Development 29
- National Training Courses for Sports Administrators 30
- International Executive Training Courses in Sports Management 31
- NOC Exchanges 32

#### PROMOTION OF OLYMPIC VALUES
- Introduction 34
- Sports Medicine 35
- Environmental Sustainability in Sport 36
- Women and Sport 37
- Sport for All 38
- Olympic Education, Culture and Legacy (incl. International Olympic Academy) 39

### 4 CONTINENTAL PROGRAMMES

#### INTRODUCTION
- Introduction 41

#### REPORTS OF THE ASSOCIATIONS
- Association of National Olympic Committees of Africa (ANOCA) 42
- Pan-American Sports Organisation (PASO) 46
- Olympic Council of Asia (OCA) 49
- The European Olympic Committees (EOC) 53
- Oceania National Olympic Committees (ONOC) 56
- Association of National Olympic Committees (ANOC) 60

### 5 OLYMPIC GAMES SUBSIDIES

#### INTRODUCTION
- Games of the XXXI Olympiad Rio 65

### 6 COMPLEMENTARY PROGRAMMES

#### INTRODUCTION
- 2016 Activities 67

#### ABBREVIATIONS
- 69

#### CONTACT
- 71

#### HELP PAGE
- 72
1 FOREWORDS

- President of the International Olympic Committee 4
- Chair of the Olympic Solidarity Commission 5
AN EXCEPTIONAL PROGRAMME FOR THE NOCs AND THE ATHLETES

Thomas Bach, President of the International Olympic Committee

The fundamental principle of universal participation lies at the heart of the Olympic Games. The International Olympic Committee is committed to supporting athletes from all National Olympic Committees so that everyone has the same chance to earn their place at the Olympic Games. This is why Olympic Solidarity exists and continues to be an exceptional programme, touching lives of athletes around the world.

Olympic Solidarity assists all the NOCs, particularly those with the greatest need, through a variety of programmes prioritising athlete development, training of coaches and sports administrators, and promoting the Olympic values. All these programmes are fully detailed and explained in this Annual Report, which also gives the perfect opportunity to look back and list all the achievements made, while looking ahead and strengthening our Olympic Solidarity policies.

During the Opening Ceremony of the Olympic Games Rio 2016 the world witnessed Olympic Solidarity in action, when for the very first time in history, a team of athletes composed entirely of refugees marched proudly behind the Olympic Flag as part of the Refugee Olympic Team. The Refugee Olympic Team sent a message of hope to all refugees in the world and demonstrated the universal power of sport to unite all of humankind, regardless of their background.

As all of the talented athletes supported by Olympic Solidarity demonstrated at the Olympic Games Rio 2016, personal circumstances or financial means do not have to be a barrier to success. Judging by the level of participation and the results achieved at the Olympic Games Rio 2016 by the athletes supported by Olympic Solidarity, this programme continues to go from strength to strength.

On behalf of the IOC, let me thank all the members of the Olympic Solidarity Commission and the Chair for their excellent work. It is my hope that Olympic Solidarity continues to build on this success so that many more deserving athletes around the world have an equal chance to compete at the Olympic Games and realise a life's dream.

“Personal circumstances or financial means do not have to be a barrier to the athletes' success.”
This annual report provides a fitting end to the fourth and final year of the 2013–2016 plan, and the results show the positive impact Olympic Solidarity’s world and continental programmes have had on the work of the NOCs. In 2016, Olympic Solidarity’s priorities included global assistance to athletes; reinforcing NOC structures and management capacities; and continuing to support coach education and promote the Olympic values.

But, as this was an Olympic year, there was a particular focus on athletes in connection with the Olympic Games Rio 2016 and the Winter Youth Olympic Games Lillehammer 2016. The performance of the 815 Olympic scholarship holders in Rio is the most important result to bear in mind. The programme for the YOG was also a success with 1,041 activities organised to help young talented athletes to discover high-level international competition and, for some of them, enjoy their first Olympic experience.

The current world and continental programmes were fully implemented, while tailor-made programmes were also delivered for each of the 206 NOCs, taking into consideration their unique cultural, social and geographical circumstances. Throughout the five continents, the NOCs were able to access funding to help support world programmes, aimed at benefitting athletes, coaches, NOC management or the promotion of the Olympic values. They thus organised numerous activities on their territories and developed their own projects in these four action areas covered by Olympic Solidarity.

The aims of Olympic Solidarity could not be fully achieved without the participation of the Continental Associations in the framework of the continental programmes. These programmes offer the NOCs assistance that meets their specific needs and priorities on each continent and complements those offered at world level. The Continental Associations’ experience on the ground and their knowledge of the NOCs make them an indispensable element of the NOCs’ development, particularly for those NOCs which need it the most.

Such important work is possible only thanks to close cooperation and support from all the 206 NOCs and the International Federations, and thanks also to the outstanding work and commitment of the Olympic Solidarity offices in Lausanne and within the Continental Associations, as well as ANOC and all the different partners. On behalf of the Olympic Solidarity Commission which I have the privilege to chair, let me express my gratitude to all of them for their collaboration and enthusiasm in working on the success of Olympic Solidarity.

“Throughout the five continents, the NOCs organised numerous activities and developed their own projects in the four action areas covered by Olympic Solidarity.”
GENERAL INTRODUCTION

- Analysis of the year 2016  7
- Olympic Solidarity Commission  8
- Olympic Solidarity continental offices organisation  9
- Organisation of the Olympic Solidarity international office in Lausanne  10
- 2016 Budget  11
HIGH-QUALITY LOCAL SERVICES ENSURE SHARED SUCCESS

2016 was a particularly intense year for Olympic Solidarity. The Games of the XXXI Olympiad in Rio saw the completion of the Olympic Scholarships for Athletes “Rio 2016” programme. The 1,547 scholarship holders were supported at every step of their journey, through preparation, participation in qualification events and, for those who were unable to qualify for the Games, application for invitations from the ANOC/IF/IOC tripartite commission. In the end, 815 scholarship holders took part in the Games, delighting millions of spectators with their sporting achievements. The Refugee Olympic Team, which was granted ten scholarships through this programme, enjoyed a high profile and generated a wave of global support. Olympic Solidarity also supported 167 teams across a variety of team sports.

While Olympic years have a tendency to focus the NOCs’ efforts on the Games, Olympic Solidarity noted little effect this time on the number of applications received for the coaches’ programmes, NOC management and promotion of the Olympic values programmes, which continued to be in high demand.

Olympic Solidarity also conducted an evaluation of the 2013–2016 plan, and worked on preliminary planning for the 2017–2020 plan. Working groups were created within Olympic Solidarity to identify which aspects could be improved, with a particular focus on best practices, the impact and effectiveness of Olympic Solidarity’s programmes, and communication. The NOCs were invited to share their impressions of the last quadrennial and their expectations for the next four years through an online survey. A representative sample of NOCs and IFs were also interviewed to clarify some points of the analysis. The results of the whole review provided an accurate picture of the situation, and gave key elements for improving Olympic Solidarity’s organisational structure, the content of its programmes and the quality of its services, in order better to serve the needs and meet the expectations of the NOCs.

In parallel with this review, Olympic Solidarity launched an online platform that gives NOCs direct access to the programmes’ guidelines and forms they need for making requests and submitting reports. As well as helping us to optimise our services to the NOCs and reduce our environmental footprint, the platform provides useful information, including the latest news and publications from Olympic Solidarity, and visual identity. The platform was presented to the NOCs at the ANOC General Assembly in November 2016, prior to its launch at the beginning of 2017.

Finally, Olympic Solidarity made the most of the many events that took place in 2016 to strengthen links with its partners and the beneficiaries of its programmes around the world. These events included the NOCs’ regional and continental meetings, the MEMOS (Executive Masters in Sports Organisation Management) modules, coaches’ training courses and other meetings connected with promoting the Olympic values.

Olympic Solidarity on www.olympic.org
All Olympic Solidarity publications
OLYMPIC SOLIDARITY COMMISSION:
DEFINING STRATEGIES FOR
IMPLEMENTATION IN THE FIELD

Chaired by Sheikh Ahmad Al-Fahad Al-Sabah, the Olympic Solidarity Commission met twice in 2016. The first meeting was held in Rio on 6 August in the framework of the Olympic Games. The agenda included, among other items, the Olympic scholarships “Rio 2016” programme and the Refugee Olympic Team. The second meeting took place in Lausanne (Switzerland) on 8 November, during which the preliminary results of the 2013–2016 quadrennial plan, as well as the general and financial strategy for the new 2017–2020 plan, were presented.

COMPOSITION OF THE COMMISSION AT 31 DECEMBER 2016

Chair: Sheikh Ahmad Al-Fahad AL-SABAH
Members: Kirsty COVENTRY
Tony ESTANGUET
Richard Kevan GOSPER
Patrick Joseph HICKEY*
Nicole HOEVERTSZ
Lingwei LI
Gunilla LINDBERG
The Grand Duke of LUXEMBOURG
Julio César MAGLIONE
Robin E. MITCHELL
Intendant General Lassana PALENFO
Bernard RAUZMAN
Juan Antonio SAMARANCH

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

*Temporarily self-suspended
OLYMPIC SOLIDARITY’S OFFICES: SUPERVISING A GLOBAL NETWORK OF COOPERATION AND ACTIONS

The Olympic Solidarity international office is responsible for all operational aspects of the implementation of the 2013–2016 quadrennial plan. In order to achieve this, it cooperates with the five continental associations of NOCs, in particular their respective Olympic Solidarity continental offices, and with ANOC.
A BUDGET OF CLOSE TO 130 MILLION FOR DEVELOPMENT AND ASSISTANCE

The development and assistance budget approved by the Olympic Solidarity Commission for the 2013–2016 quadrennial plan is USD 439,870,000. It is based on income from the sale of broadcast rights for the Games of the XXX Olympiad in London and the estimated revenue from the XXII Olympic Winter Games in Sochi, plus interest from future investments.

The 2016 budget of USD 129,044,500, approved by the members of the Olympic Solidarity Commission at their meeting on 7 December 2015, represents 29.34% of the total quadrennial budget.
# Introduction

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

## Coaches
- Introduction: 21
- Technical Courses for Coaches: 22
- Olympic Scholarships for Coaches: 24
- Development of the National Sports Structure: 26

## NOC Management
- Introduction: 28
- NOC Administration Development: 29
- National Training Courses for Sports Administrators: 30
- International Executive Training Courses in Sports Management: 31
- NOC Exchanges: 32

## Promotion of Olympic Values
- Introduction: 34
- Sports Medicine: 35
- Environmental Sustainability in Sport: 36
- Women and Sport: 37
- Sport for All: 38
WORLD PROGRAMMES: COMPLETE SOLIDARITY TO BENEFIT SPORT

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

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

PROGRAMMES AVAILABLE TO THE NOCs

ATHLETES
• Olympic Scholarships for Athletes “Sochi 2014” (Programme completed in 2014)
• Olympic Scholarships for Athletes “Rio 2016”
• Team Support Grant
• Continental Athlete Support Grant
• Youth Olympic Games – Athlete Support

COACHES
• Technical Courses for Coaches
• Olympic Scholarships for Coaches
• Development of National Sports Structure

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

PROMOTION OF OLYMPIC VALUES
• Sports Medicine
• Environmental Sustainability in Sport
• Women and Sport
• Sport for All
• Olympic Education, Culture and Legacy (incl. International Olympic Academy)

“In line with Olympic Solidarity’s mission, the budget allocations granted in the framework of these programmes are provided to the NOCs which have the greatest need, as a priority.”
Olympic scholarship holder Dilshod Nazarov won Tajikistan’s first Olympic gold medal.
OLYMPIC YEAR: OUR EFFORTS FOCUSED ON PREPARING ATHLETES FOR THE GAMES

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

2016 Budget: USD 12,250,000

For this Olympic year, the NOCs’ efforts were focused on final preparations and qualification of their athletes and teams for the Games of the XXXI Olympiad Rio 2016. Following the launch of the Olympic Scholarships for Athletes “Rio 2016” programme in September 2013, over 2,500 requests from NOCs were received; these resulted in the allocation of 1,547 scholarships for athletes from 185 NOCs. Of these, 815 scholarship holders from 171 NOCs represented their country in Rio, winning 101 medals and 163 diplomas. An additional 10 scholarships were granted to the members of the Refugee Olympic Team (ROT), which comprised six men and four women.

Olympic Solidarity received applications for the Team Support Grant programme throughout 2016, from teams that had not yet qualified for Rio, as well as from qualified teams wishing to optimise their final preparations for the Olympic Games.

The programme for preparing athletes for continental and regional games generated similar levels of interest with the NOCs, who particularly appreciated the flexibility in managing the funds, which enabled them to implement activities corresponding to their specific needs.

2016 KEY FIGURES:

1,547 “RIO 2016” OLYMPIC SCHOLARSHIPS

167 TEAM SUPPORT GRANTS AWARDED

1,041 ACTIVITIES ORGANISED TO PREPARE ATHLETES FOR THE YOG

174 NOCS RECEIVED A GRANT TO PREPARE THEIR ATHLETES FOR CONTINENTAL AND REGIONAL GAMES

The NOCs concerned benefited from a support programme to prepare and qualify their young athletes for the Winter Youth Olympic Games Lillehammer 2016. The NOCs also began looking ahead to the 2018 Summer edition in Buenos Aires, and specific assistance for activities connected with identifying athletes was made available to them in 2016.

PROGRAMMES AVAILABLE TO THE NOCs

• Olympic Scholarships for Athletes “Sochi 2014”
  (Programme completed in 2014)
• Olympic Scholarships for Athletes “Rio 2016”
• Team Support Grant
• Continental Athlete Support Grant
• Youth Olympic Games – Athlete Support
OLYMPIC SCHOLARSHIPS FOR ATHLETES “RIO 2016”

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

2016 Budget: USD 7,000,000

The Olympic Scholarships for Athletes “Rio 2016” programme closed at the end of the Games of the XXXI Olympiad Rio 2016. The main aim of this programme was to help Olympic scholarship holders to qualify for and participate in the Games. Given its continued popularity since the Games in Sydney, the programme undoubtedly provides invaluable support to athletes with the greatest need. On a technical level, Olympic Solidarity continued to work closely with the continental associations, NOCs, IFs and partner training centres to provide the 1,547 Olympic scholarship holders with the appropriate training conditions for elite-level sport.

Just a few days before the start of the Games, Olympic Solidarity was proud to note that 815 scholarship holders from 171 NOCs had secured a place at the Games, either through the IFs’ qualification systems or by invitation from the tripartite commission.

Breakdown of Olympic scholarships*

<table>
<thead>
<tr>
<th>Continent</th>
<th>Scholarships awarded</th>
<th>Qualified scholarship holders</th>
<th>Gold</th>
<th>Silver</th>
<th>Bronze</th>
<th>Diplomas</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total NOCs</td>
<td>Total NOCs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Africa</td>
<td>292</td>
<td>50</td>
<td>128</td>
<td>42</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>America</td>
<td>293</td>
<td>37</td>
<td>172</td>
<td>37</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td>Asia</td>
<td>328</td>
<td>36</td>
<td>138</td>
<td>33</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Europe</td>
<td>568</td>
<td>47</td>
<td>339</td>
<td>45</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>Oceania</td>
<td>66</td>
<td>15</td>
<td>38</td>
<td>14</td>
<td>–</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>1,547</td>
<td>185</td>
<td>815</td>
<td>171</td>
<td>33</td>
<td>26</td>
</tr>
</tbody>
</table>

*10 additional scholarships were awarded to the Refugee Olympic Team (ROT).

“All the performances of the Olympic scholarship holders are recorded in the brochure Olympic Scholarships for Athletes ‘Rio 2016’ – Results on the IOC website www.olympic.org.”

Olympic scholarship holders Ines Boubaki (TUN), Marina Durunda (AZE) and Leslie Arthur Copeland (FIJ)
**Objective:** to offer financial assistance to one national team from each NOC to prepare for and participate in regional, continental or world-level competitions with a view to attempting to qualify for the Olympic Games.

**2016 Budget:** USD 2,000,000

This programme offered every NOC the opportunity to request a grant for one team in an Olympic summer sport and one in an Olympic winter sport. The programme has partly been concentrated on the same objective as the Olympic Scholarships for Athletes, namely the Games of the XXXI Olympiad Rio 2016. While those teams that had not yet qualified concentrated on the final competitions that could secure them a place in Rio, the teams that had qualified finalised their preparations for Brazil.

A total of 151 teams in summer sports benefited from the programme over the 2013–2016 plan. Twenty of these secured qualification for the Olympic Games Rio 2016, winning eight medals and six diplomas.

### NOCs that benefited

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>29</td>
</tr>
<tr>
<td>America</td>
<td>30</td>
</tr>
<tr>
<td>Asia</td>
<td>18</td>
</tr>
<tr>
<td>Europe</td>
<td>42</td>
</tr>
<tr>
<td>Oceania</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>132</strong></td>
</tr>
</tbody>
</table>

### Breakdown of participating teams by sport

<table>
<thead>
<tr>
<th>Sport</th>
<th>Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball</td>
<td>55</td>
</tr>
<tr>
<td>Curling</td>
<td>3</td>
</tr>
<tr>
<td>Football</td>
<td>3</td>
</tr>
<tr>
<td>Handball</td>
<td>26</td>
</tr>
<tr>
<td>Hockey</td>
<td>10</td>
</tr>
<tr>
<td>Ice hockey</td>
<td>13</td>
</tr>
<tr>
<td>Rugby</td>
<td>18</td>
</tr>
<tr>
<td>Volleyball</td>
<td>35</td>
</tr>
<tr>
<td>Water polo</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>167</strong></td>
</tr>
</tbody>
</table>

The Belgian hockey team (in red) and the Serbian water polo team

The Danish handball team and the Korean volleyball team
CONTINENTAL ATHLETE SUPPORT GRANT

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

2016 Budget: USD 2,250,000

While there were no major continental competitions in 2016, the NOCs continued to organise specific activities to prepare their athletes on a continental level.

This programme continues to enjoy great success with the NOCs because it enables them to prepare their delegations for the continental competitions that are so crucially important for many of them.

A total of 186 interim scholarships were awarded, to further support the NOCs’ activities under this programme. For information, the Olympic Solidarity Commission decided to extend the offer of interim scholarships made in 2013 to fill the gap between the London and Rio scholarship programmes to winter sports athletes. As a result, applications for promising athletes preparing for the Olympic Winter Games PyeongChang 2018 were received in addition to the interim scholarships already awarded since 2013.

“...A total of 186 interim scholarships were awarded, to further support the NOCs’ activities under this programme.”
YOUTH OLYMPIC GAMES – ATHLETE SUPPORT

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

2016 Budget: USD 1,000,000

Following the success of the programme for the Winter Youth Olympic Games Lillehammer 2016, thanks to the three assistance options available, the remainder of the year mainly focused on file closures. At the same time, NOCs were also offered grants aimed at athlete identification and training (option 1), in preparation for the 2018 Summer edition in Buenos Aires.

Activities by option

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>Option 1</th>
<th>Option 2</th>
<th>Option 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>47</td>
<td>168</td>
<td>27</td>
<td>89</td>
<td>284</td>
</tr>
<tr>
<td>America</td>
<td>37</td>
<td>130</td>
<td>27</td>
<td>102</td>
<td>259</td>
</tr>
<tr>
<td>Asia</td>
<td>39</td>
<td>83</td>
<td>17</td>
<td>65</td>
<td>165</td>
</tr>
<tr>
<td>Europe</td>
<td>48</td>
<td>102</td>
<td>41</td>
<td>125</td>
<td>268</td>
</tr>
<tr>
<td>Oceania</td>
<td>16</td>
<td>17</td>
<td>10</td>
<td>38</td>
<td>65</td>
</tr>
<tr>
<td>Total</td>
<td>187</td>
<td>500</td>
<td>122</td>
<td>419</td>
<td>1,041</td>
</tr>
</tbody>
</table>

THREE SEPARATE OPTIONS

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

Option 2 (qualification) covers the athlete and entourage costs (transport, accommodation, entry fees, etc.) for participation in YOG qualification competitions.

Option 3 (preparation) applies only to athletes who have already qualified or been offered a universality place at the YOG, and is designed to help their final preparation for these Games.
Technical course in table tennis in Cape Verde
COACHES AND TECHNICAL OFFICIALS ARE TRAINED TO SUPPORT THEIR NATIONAL STRUCTURES

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

2016 Budget: USD 6,750,000

As for the other years of the quadrennial plan, 2016 was a very dynamic year in terms of coach training. NOCs are becoming increasingly aware of the importance of having well-trained coaches to support their athletes throughout their career. This had a direct impact on the number of requests Olympic Solidarity received with respect to the three programmes for coaches. The figures also show that Olympic years no longer depress the number of requests as much as previously, since the NOCs continue to conduct a number of projects in parallel with preparing their athletes and teams for the Olympic Games.

Given the high number of applications received in 2016, collaboration with the IFs was intensified in order to guarantee the quality of the programmes implemented, and ensure that the NOCs drew maximum long-term benefit.

2016 KEY FIGURES:

303 TECHNICAL COURSES PLANNED FOR 131 NOCs

164 OLYMPIC SCHOLARSHIPS FOR COACHES AWARDED TO 102 NOCs

74 NATIONAL SPORTS STRUCTURE DEVELOPMENT PROJECTS IN 63 COUNTRIES

PROGRAMMES AVAILABLE TO THE NOCs

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

YOUR OS CONTACTS

Yassine YOUSFI
Head of Section

Carina DRAGOMIR
Project Manager

Cynthia AMAMI
Coordinator

Yassine
YOUSFI
Head of Section

Carina
DRAGOMIR
Project Manager

Cynthia
AMAMI
Coordinator

YOUR OS CONTACTS
TECHNICAL COURSES FOR COACHES

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

2016 Budget: USD 3,000,000

Olympic Solidarity continued to organise regional courses in 2016 with the help of a number of IFs and host NOCs. Twenty-four training courses bringing together coaches from several countries gave participants an opportunity to follow programmes together, some of them at a higher level.

In some cases, IFs took the opportunity afforded by major championships or competitions to organise training activities for coaches alongside the sports events, giving the participants a unique experience in their sport.

Courses and NOCs that benefited

<table>
<thead>
<tr>
<th>Continent</th>
<th>Number of courses</th>
<th>NOCs that benefited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>91</td>
<td>ALG, ANG, BEN, BOT, BUR, CHA, CIV, COM, CPV, DJI, EGY, ERI, GAB, GAM, GBS, GEO, GHA, GUI, LBA, LES, MAD, MAR, MAW, MLI, MOZ, MRI, NAM, NGR, NIG, RSA, RWA, SEY, SLE, STP, SUD, SWZ, TAN, TOG, TUN, ZAM, ZIM</td>
</tr>
<tr>
<td>America</td>
<td>71</td>
<td>ARG, BAR, BER, BOL, BRA, CAN, CAY, CHI, COL, CRC, ECU, ESA, GRN, GUA, HON, ISV, MEX, NCA, PAN, PAR, PER, PUR, SKN, SUR, TTO, URU, USA, VEN, VIN</td>
</tr>
<tr>
<td>Asia</td>
<td>76</td>
<td>AFG, BAN, BHU, BRN, CAM, CHN, INA, IRI, JPN, KAZ, KSA, LAO, LIB, MAS, MGL, MYA, NEP, OMA, PAK, PHI, PLE, PRK, SRI, THA, TKM, TLS, TPE, UAE, UZB, VIE</td>
</tr>
<tr>
<td>Europe</td>
<td>62</td>
<td>ALB, ARM, AZE, BIH, BLR, BUL, CYP, ESP, EST, FIN, FRA, GEO, GRE, HUN, ISR, KOS, LAT, LTU, MKD, MNE, POL, POR, ROU, RUS, SRB, SWE, TUR</td>
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“The training courses bringing together coaches from several countries gave participants an opportunity to follow programmes together, some of them at a higher level.”
### Breakdown of technical courses

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Total 303

Technical courses in sailing in Grenada, in archery in Egypt and in skiing in Armenia
OLYMPIC SCHOLARSHIPS FOR COACHES

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

2016 Budget: USD 2,250,000

NOCs continue to take full advantage of the sports science courses offered by Olympic Solidarity’s partner high-level training centres and universities. In parallel, IFs organise a number of sport-specific trainings for NOCs, in response to the NOCs’ understanding of the need for their coaches to be trained in the latest techniques relevant to their sport. Coaches who have taken part in previous trainings often encourage their colleagues to attend.

Nevertheless, distance learning is an avenue that should be explored further. Olympic Solidarity will continue to encourage the IFs and other centres to continue these initiatives. Distance learning could, for example, include implementing online learning for theory modules, which could be completed by coaches over several months, before bringing the participants together to assess their theoretical and practical knowledge.

Scholarships and NOCs that benefited

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Total 164 102

Scholarships by option

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Total 110 21 131 25 8 33 164

COACHES: A key role / OLYMPIC REVIEW 102

Coach Marcello Varriale (BRA) (in orange) / Training course participants from the CAR (ESP) and the ICECP, USOC/University of Delaware (USA)
### Breakdown of scholarships

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### Scholarships by option

- **Total 164**

- **Sports sciences**
  - Africa: 61
  - America: 54
  - Asia: 23
  - Europe: 22
  - Oceania: 4

- **Sport-specific training**
  - Africa: 53
  - America: 48
  - Asia: 18
  - Europe: 9
  - Oceania: 3
DEVELOPMENT OF NATIONAL SPORTS STRUCTURE

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

2016 Budget: USD 1,500,000

As in previous years, many NOCs used the Development of National Sports Structure programme to implement increasingly targeted action plans.

It is clear that many NOCs are working with their National Federations, and are also increasingly approaching the IF concerned directly, before sending Olympic Solidarity a detailed analysis of their needs and an action plan for development areas (e.g. coach training, young talents’ identification, planning for coaching and competition, etc.). Preparing a complete file and ensuring the involvement of all parties concerned means that projects can be implemented more quickly, and better results can be guaranteed over the long term.

“The involvement of all parties concerned can guarantee better results over the long term.”

Projects accepted by NOC

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Projects accepted by sport

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<tr>
<td>Total</td>
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Projects conducted by the NOCs of Bahrain in table tennis, Cameroon in volleyball and Serbia in gymnastics
Interest in participating in a FIVB Knowledge Transfer Programme

- Shadowing: 61% interested, 39% not interested
- Guided Visit: 65% interested, 35% not interested
- Debriefing: 64% interested, 36% not interested
- Lecture: 31% interested, 69% not interested

MEMOS XIX module in Ottawa (CAN)
EVALUATING PERFORMANCE, MONITORING PROGRESS AND PREPARING FOR THE FUTURE

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

2016 Budget: USD 11,130,000

During this Olympic year, the NOCs focused some of their management projects on preparations for the Olympic Games Rio 2016. For instance, they organised seminars for team leaders and strengthened their communications strategies and tools in anticipation of the Games. Moreover, given that the end of an Olympiad is generally an opportunity to take stock of programmes and activities, some NOCs asked for support to evaluate their performance and implement planning procedures for their future strategy.

In terms of training programmes, Olympic Solidarity continued to fund courses both at national and international level, in this last case by providing grants for the Executive Masters in Sports Organisation Management (MEMOS). Work also began on revising the Sport Administration Manual and Managing Olympic Sport Organisations manual, on which the national courses for sports administrators are based. The first step was to conduct an online survey with course directors and collect their comments, to ensure that the content of the manuals corresponded to their needs.

2016 KEY FIGURES:

191 NOCS RECEIVED THE ANNUAL ADMINISTRATIVE SUBSIDY
71 NOC MANAGEMENT INITIATIVES
119 SPORTS ADMINISTRATORS’ COURSES
32 ADVANCED SPORTS MANAGEMENT COURSES
8 ASMC PROGRAMME DIRECTORS TRAINED
52 MEMOS SCHOLARSHIPS
55 NOCs INVOLVED IN NOC EXCHANGES

PROGRAMMES AVAILABLE TO THE NOCs
- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchanges
Objective: to improve the administrative structures of NOCs by contributing towards their general administrative costs and supporting NOCs’ initiatives to improve specific aspects of their management, with special emphasis on better governance.

2016 Budget: USD 8,875,000

As in previous years, each NOC was eligible to receive an administrative subsidy of USD 40,000, intended to cover general running costs such as office rental, utility bills, salaries, etc.

In order to optimise their preparations for the Olympic Games Rio 2016, a number of NOCs used management initiatives to host seminars for team managers and qualified sports delegates. These seminars were an opportunity to give federations useful information on the key aspects of preparing an Olympic delegation.

Many seminars and courses for executive members and staff of NOCs and federations focused on matters of governance. Other projects, including revising administrative and financial procedures, gave the NOCs the opportunity to strengthen the application of good governance principles within their administrations.

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**NOC Administration Development**

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<td><strong>55</strong></td>
<td><strong>71</strong></td>
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“The Seminar on strategic management will enable the NOC and National Sports Federations to identify their goals, implement their vision, mission and values to achieve optimum goals.”

*Tunde Popoola, Secretary General of the Nigeria Olympic Committee Inc.*
NATIONAL TRAINING COURSES FOR SPORTS ADMINISTRATORS

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

2016 Budget: USD 980,000

Two types of courses are available: Sports Administrators Courses and Advanced Sports Management Courses. Olympic Solidarity provides manuals for the participants and support documents for course directors.

In terms of administration courses, some of the more experienced NOCs were able to share their expertise with NOCs wishing to stage courses, by welcoming participants or new course directors from other NOCs. It is also interesting to note that, in application of their policy of encouraging women to take up leadership roles, a number of NOCs chose to make some of their courses available mainly to women.

Olympic Solidarity organised a training session for French-speaking programme directors of Advanced Sports Management Courses. Eight participants were given information, documents and tools to set up courses in their countries.

Sports Administrators Courses and Advanced Sports Management Courses

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>Sports Administrators Courses (reports received)*</th>
<th>Advanced Sports Management Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Programme directors trained</td>
<td>Courses approved</td>
</tr>
<tr>
<td>Africa</td>
<td>15</td>
<td>43</td>
<td>8</td>
</tr>
<tr>
<td>America</td>
<td>8</td>
<td>25</td>
<td>–</td>
</tr>
<tr>
<td>Asia</td>
<td>13</td>
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<td>Europe</td>
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<td>Oceania**</td>
<td>–</td>
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<td>–</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>119</td>
<td>8</td>
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</tbody>
</table>

* Figures are provisional as NOCs are still sending reports for 2016.
** Courses organised through ONOC’s continental programme.

“(…) Because I pursued this course, my knowledge has expanded beyond my expectations and I now have the ability to take our organisation forward to create great athletes.”

Testimonial from a participant in the Advanced Sports Management Course held in Trinidad and Tobago

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>MEMOS in English (XIX)</th>
<th>MEMOS in French (VII)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>18</td>
<td>6</td>
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<td>America</td>
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<td>Europe</td>
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<td>Oceania</td>
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<td><strong>Total</strong></td>
<td><strong>49</strong></td>
<td><strong>31</strong></td>
<td><strong>21</strong></td>
</tr>
</tbody>
</table>

Projects presented by Olympic Solidarity scholarship holders:

- MEMOS XIX in English
- MEMOS VI in Spanish
- MEMOS / video

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

2016 Budget: USD 850,000

A total of 52 sports managers received grants to complete the Executive Masters in Sports Organisation Management (MEMOS). MEMOS XIX in English ended in September in Lausanne, at the same time as MEMOS XX began. MEMOS VII in French started in Paris in October, while participants in MEMOS VI in Spanish finished their course in Lausanne, after having completed a session organised by the Colombian NOC in Bogota.

Graduates of the MEMOS XIX in English and MEMOS VI in Spanish courses were awarded their diplomas after presenting their projects at The Olympic Museum in Lausanne. The winners of the Alberto Madella Prize for the best project of each MEMOS class were Todd Denis of Canada, for his project entitled “A Business Viability Study of Livestreaming Amateur Sport in Canada”, and Anabela Moccia for her project on “The Strategic Value of the Institutional Image as a Management Tool for the Argentinian Olympic Committee”.

Given the success of MEMOS and its impact on the management of sports organisations, particularly NOCs and federations, Olympic Solidarity has prepared a video on the programme on the recommendation of its commission. The video highlights the main features of MEMOS and includes interviews with graduates, who talk about their experiences and the impact the training has had on their professional practice. Several lecturers also share their views on the aims and the strengths of the course.
NOC EXCHANGES

Objective: to promote and facilitate the exchange of knowledge and experience between NOCs.
2016 Budget: USD 425,000

This Olympic Solidarity programme is intended to promote cooperation between NOCs. Many NOCs have been able to benefit from the experience of other NOCs, both on a bilateral basis or from group exchanges.

One highlight of 2016 was a sports law seminar organised by the NOC of Uganda for participants from English-speaking African NOCs. Given that this discipline is still relatively little-known in many African countries, the seminar provided an opportunity to give participants an overview of the major features of sports law, and introduce them to the concepts of arbitration and other methods of conflict resolution.

The Caribbean Association of NOCs led another major project on Long-Term Athlete Development, which gave six NOCs the opportunity to work with experts to apply the concept more systematically in their work with athletes. This theme was also the focus of a symposium on best practice organised by the United States Olympic Committee.

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>Exchanges</th>
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</thead>
<tbody>
<tr>
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<tr>
<td>Asia</td>
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<td>11</td>
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<tr>
<td>Europe</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
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<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>57</td>
</tr>
</tbody>
</table>

“The Lithuanian National Olympic Committee hosted the first Lithuanian Non-Governmental Sports Organisations Forum in May with more than 200 participants from 70 organisations in order to discuss the role of NGOs in sport and to share good practices. A resolution signed by all the participants to support leadership, autonomy and implementation of good practices concluded the forum.”

Pictures, from left to right:
- Exchange between the NOCs of Argentina and Guatemala / Non-Governmental Sports Organisations Forum (LTU) / International sports law training for English-speaking African NOCs (UGA)
Sport for all festival organised by the Polish NOC
PROMOTING THE OLYMPIC VALUES IS A KEY ROLE FOR ALL THE NOCs

Objective: to give NOCs opportunities to promote the Olympic values in their territory and thus play a key role in their respective communities, by focusing their efforts on one or more of the five Olympic Values programmes, in accordance with their strategy, structure and needs.
2016 Budget: USD 5,000,000

The five Olympic Values programmes enable NOCs to translate the Olympic values into action on the ground, thereby promoting a sustainable, humanitarian, cultural, universal and compassionate sports movement free of discrimination. The programmes have witnessed a surge in demand, with 248 initiatives and sports medicine courses approved in 2016 – almost double the figure for 2013 (126) and 22% more than in 2015 (203). On top of the initiatives and sports medicine courses, in 2016 Olympic Solidarity provided financial support for an additional 348 activities, including Olympic Day celebrations, studies and research in sports medicine and Olympic education, participation in the IOA for directors of NOAs and young participants, etc.

Four of the five programmes registered an increase both in the number of approved initiatives and the total budget allocated compared to 2015, with only the Women and Sport programme experiencing a slight decrease. The greatest relative change was in the Environmental Sustainability in Sport programme, where the number of approved initiatives increased by 44%. Compared with 2013, the number of approved initiatives and sports medicine courses, and the total budget allocated, almost doubled for all five programmes in 2016. Increasing numbers of NOCs are also taking advantage of the new scholarship scheme for advanced studies in Sports Medicine and Olympic Education, Culture and Legacy.

2016 KEY FIGURES:

248 NOC INITIATIVES AND SPORTS MEDICINE COURSES APPROVED
129 NOCs RECEIVED GRANTS FOR THEIR ORGANISATION OF OLYMPIC DAY ACTIVITIES
64 SCHOLARSHIPS FOR SPORTS MEDICINE OR OLYMPISM EDUCATIONAL TRAININGS
94 NOCs WERE REIMBURSED FOR ATTENDANCE AT THE IOA SESSION FOR YOUNG PARTICIPANTS
61 NOCs WERE REIMBURSED FOR ATTENDANCE AT THE IOA SESSION FOR NOA DIRECTORS

PROGRAMMES AVAILABLE TO THE NOCs
- Sports Medicine
- Environmental Sustainability in Sport
- Women and Sport
- Sport for All
- Olympic Education, Culture and Legacy
  (incl. International Olympic Academy)
**SPORTS MEDICINE**

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

**2016 Budget:** USD 760,000

Thirty-seven (37) Sports Medicine courses and initiatives were approved in 2016, a 19% increase over 2015 (31). African and European NOCs are the main beneficiaries of the programme and together make up over 60% of all allocations. Since 2013, the preference of the NOCs has increasingly tilted toward initiatives rather than courses.

In 2016, Olympic Solidarity introduced NOC grants for participation in the IOC Diploma in Sports Physical Therapies and Sports Medicine courses, two two-year distance learning programmes. Finally, Olympic Solidarity provided financial support for team physicians and physiotherapists to participate in the 8th Advanced Team Physician Course (ATPC) in Cape Town (South Africa) from 17 to 19 November.

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**Initiatives, courses and other opportunities**

<table>
<thead>
<tr>
<th>Continent</th>
<th>Initiatives accepted</th>
<th>Sports medicine courses</th>
<th>Other opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>5</td>
<td>6</td>
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</tr>
<tr>
<td>America</td>
<td>3</td>
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<tr>
<td>Oceania</td>
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<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>23</td>
<td><strong>14</strong></td>
<td><strong>46</strong></td>
</tr>
</tbody>
</table>

“Thirty-seven Sports Medicine courses and initiatives were approved in 2016.”

---

Medical and anti-doping workshop (LES) / Sports medicine course (FSM) / NOC of Mongolia initiative for the rehabilitation of athletes
ENVIROMENTAL SUSTAINABILITY IN SPORT

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

2016 Budget: USD 420,000

Since 2013, the NOCs have become increasingly interested in Olympic Solidarity’s Environmental Sustainability in Sport programme, with twice as many initiatives (26) approved in 2016 compared to 2013 (13). There was also a marked change between 2015 and 2016, with the number of approved initiatives increasing by around 30%. European NOCs were the prime beneficiaries of this programme, representing over 40% of the initiatives carried out in 2016.

“Verde’s Olympics” is a good example of a project financed by Olympic Solidarity through this programme in 2016. The NOC of Cape Verde, in collaboration with an NGO, effectively combined a sport-for-all campaign with education on sustainability in sport, training and empowering key people (“focal points”) on each of the country’s nine islands to run sustainable sport-for-all events using local, adapted material. The project resulted in 312 people being trained through workshops and over 5,000 children benefitting from sustainable sport-for-all events.

NOC initiatives

<table>
<thead>
<tr>
<th>Continent</th>
<th>Initiatives accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>BDI, CPV, MLI, TUN, UGA</td>
</tr>
<tr>
<td>America</td>
<td>BRA, DOM, PAR, PER</td>
</tr>
<tr>
<td>Asia</td>
<td>JOR, LAO, TJK</td>
</tr>
<tr>
<td>Europe</td>
<td>AZE, BIH, FIN, FRA, GEO, LTU, MDA (2), NED, SRB, SUI</td>
</tr>
<tr>
<td>Oceania</td>
<td>FSM, PNG, VAN</td>
</tr>
<tr>
<td>Total</td>
<td>26</td>
</tr>
</tbody>
</table>

“Verde’s Olympics” initiative allowed over 5,000 children to benefit from sustainable sport-for-all events by using local, adapted material.”
WOMEN AND SPORT

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

2016 Budget: USD 720,000

The Women and Sport programme continued to be in demand, particularly with African NOCs, in 2016. Just as in 2015, African NOCs stood for more than one third of all approved applications. Slightly fewer initiatives were approved in 2016 (30) compared to 2015 (34), with the total budget allocated remaining stable. All continents benefited from support for a minimum of three initiatives.

In 2016, the NOC of Uganda used funding from this programme to create a mentorship programme and a network for talented women working in sports administration. As a result of the programme, six National Federations established Women & Sport Commissions in early 2016.

On top of the leadership initiatives covered by the Women and Sport programme, Olympic Solidarity funded initiatives specifically aimed at promoting the practice of sport among girls/women (e.g. sports events, awareness campaigns, festivals, etc.) as part of its Sport for All programme. Six such initiatives were approved in 2016.

**NOC initiatives**

<table>
<thead>
<tr>
<th>Continent</th>
<th>Initiatives accepted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>11 ALG, ANG, BOT, ERI, ETH, KEN, LES, MLI, MOZ, UGA (2)</td>
</tr>
<tr>
<td>America</td>
<td>6 CHI, CRC, DOM, GUY, PAR (2)</td>
</tr>
<tr>
<td>Asia</td>
<td>6 CAM, JPN, MAS, MDV, PRK, TJK</td>
</tr>
<tr>
<td>Europe</td>
<td>4 BLR (2), CRO, SLO</td>
</tr>
<tr>
<td>Oceania</td>
<td>3 FSM, NZL, SAM</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
</tr>
</tbody>
</table>

“The NOC of Uganda used funding from this programme to create a mentorship programme and a network for talented women working in sports administration.”
SPORT FOR ALL

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

2016 Budget: USD 520,000

The Sport for All programme continues to grow in popularity, with 56 applications approved in 2016, more than double the number of approved initiatives in 2013 (27) and 51% more than in 2015 (37). At least five initiatives per continent received financial support in 2016, with Europe dominating the use of this programme with 25 approved initiatives.

Luxembourg’s Spillfest sports festival is a good example of a mass participation event sponsored by Olympic Solidarity as part of this programme in 2016. The NOC showcased a host of different sports and involved 12,000 participants, including 5,000 children. Disabled people were given facilitated access and were able to showcase their sports to a wide audience.

Olympic Solidarity continues to support Olympic Day celebrations across the globe, giving NOCs a chance to spread the Olympic values and encourage people of all ages to get active. The concept of “Move, Learn, Discover” has been fully assimilated by nearly all NOCs, ensuring that people are getting active on the day, learning about the Olympic values and discovering new sports that they would otherwise rarely have an opportunity to experience. In 2016, Olympic Solidarity supported 129 NOCs with their Olympic Day celebrations.

### NOC initiatives and Olympic Day

<table>
<thead>
<tr>
<th>Continent</th>
<th>Initiatives accepted</th>
<th>Olympic Day 2016 (reports received)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>8</td>
<td>BOT, CPV, MLI, MOZ, NGR, SEY, TUN, UGA</td>
</tr>
<tr>
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<td>11</td>
<td>ARG, BAR, CHI (2), CRC, ECU, IVB (2), PAR, PER, VEN</td>
</tr>
<tr>
<td>Asia</td>
<td>7</td>
<td>BAN, BRN (2), INA, MGL, PRK, TJK</td>
</tr>
<tr>
<td>Europe</td>
<td>25</td>
<td>AND, AZE, BIH, CYP, ESP, EST, GEO, GER, ISL, ISR, LAT, LTU, LUX, MDA, MKD (2), MLT, MNE, POL, SLO (2), SRB, SVK, SWE</td>
</tr>
<tr>
<td>Oceania</td>
<td>5</td>
<td>FIJ, FSM, PLW, PNG, VAN</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td></td>
</tr>
</tbody>
</table>

**Initiative ‘Love4Rio’ by the NOC of Mongolia**

"Spillfest" in Luxembourg / Belau Youth Games (Palau) / Walk for Health in the British Virgin Islands
OLYMPIC EDUCATION, CULTURE AND LEGACY (INCL. IOA)

Objective: to help NOCs to implement Olympic education programmes, disseminate and gain knowledge on Olympism and the Olympic values, and to preserve Olympic and sporting heritage at national level.
2016 Budget: USD 2,580,000

The NOCs’ use of the Olympic Education, Culture and Legacy programme has continued to grow, with 99 initiatives approved in 2016, up from 77 in 2015 and 54 in 2013.

Examples of initiatives supported in 2016 include the British Olympic Association’s Road to Rio project, which used the legacy of the Olympic Games London 2012 and the excitement of the Olympic Games Rio 2016 to inspire and bring the Olympic values to the forefront of learning in schools. The NOC reached a large number of students through an online training module helping young people to define and live the Olympic values in their everyday lives.

Another example is the NOC of Peru’s “Conociendo los valores olímpicos desde mi escuela” (Discovering the Olympic values thanks to my school) project, aimed at promoting the Olympic values among the younger generation. Athletes visited schools and contests were organised on the theme of Olympic values and Olympic philosophy. The NOC trained 40 teachers, who taught Olympic values to more than 600 students.

Olympic Solidarity furthermore covered the tuition fees for candidates nominated by their NOCs for the 2016–2017 IOA Master’s in Olympic Studies, Olympic Education, Organisation and Management of Olympic Events at the University of Peloponnese, and for the 2016–2018 Executive Master of Arts Olympic Studies Degree Programme at the German Sport University Cologne. Olympic Solidarity also awarded scholarships within its PhD Students’ Research Grant Programme, in collaboration with the IOC’s Olympic Studies Centre.

### NOC initiatives and other opportunities

<table>
<thead>
<tr>
<th>Continent</th>
<th>Initiatives accepted</th>
<th>Other opportunities*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>14 CHA (2), ETH, GAM, LES, MAL (2), RWA, SEY, TOG, TUN (2), UGA, ZIM</td>
<td>3 KEN, RSA, UGA</td>
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<tr>
<td>America</td>
<td>23 ARG, ARU, BER, BRA (4), CHI, COL, CRC, ECU, GUA (3), ISV, NCA, PAN, PAR, PER (2), PUR, TTO, VEN</td>
<td>5 BRA, CAN, GUA, MEX (2)</td>
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<td>Asia</td>
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<td>4 AFG, BRN, SRI, THA</td>
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<td>Europe</td>
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<td>5 AZE, CYP, ESP, GER, POR</td>
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<td>Oceania</td>
<td>6 AUS, FSM (2), NZL, PNG (2)</td>
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<td><strong>Total</strong></td>
<td><strong>99</strong></td>
<td><strong>18</strong></td>
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</table>

*The figures include grants paid to NOCs for the 2015–2017 Executive Master of Arts Olympic Studies Degree Programme at the German Sport University Cologne.

### IOA Annual Sessions

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs reimbursed in 2016</th>
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<tbody>
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<td>International Session for Directors of NOAs</td>
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<td>Africa</td>
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<td><strong>Total</strong></td>
<td><strong>61</strong></td>
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</table>

Education project by the NOC of Brazil / National Olympic Academy in Norway / Youth session in Guatemala
CONTINENTAL PROGRAMMES

INTRODUCTION 41

REPORTS OF THE ASSOCIATIONS

• Association of National Olympic Committees of Africa (ANOCA) 42
• Pan-American Sports Organisation (PASO) 46
• Olympic Council of Asia (OCA) 49
• The European Olympic Committees (EOC) 53
• Oceania National Olympic Committees (ONOC) 56
• Association of National Olympic Committees (ANOC) 60
CONTINENTAL PROGRAMMES: TAILORED TO NATIONAL REQUIREMENTS

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

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

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

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

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

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

EOC
(The European Olympic Committees)
eoc@eurolympic.org
www.eurolympic.org

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

ANOCA
(Association of National Olympic Committees)
info@acnolympic.org
www.anocolympic.org
2016 was an extremely beneficial year for African sport. At the Olympic Games in Rio, Africa won 45 medals – more than ever before. These exceptional performances by African athletes were made possible thanks to the support of the NOCs, and through the Olympic Solidarity scholarship programme that gave many athletes the opportunity to prepare under the best possible conditions. Africa’s dominance of the athletics events was confirmed by two new world records, set by Almaz Ayana of Ethiopia in the women’s 10,000 m, and Wayde van Niekerk of South Africa in the men’s 400 m.

In addition to the athletes’ preparation scholarships awarded by Olympic Solidarity, ANOCA released an exceptional funding package of USD 607,963 for the benefit of African athletes with the potential to win medals at the Olympic Games Rio 2016. This budget was left over from the most recent African Games in Brazzaville (Congo). A total of 101 athletes benefited from this financial support, 21 of whom won medals. ANOCA therefore intends to make this a regular contribution, with a view to further improving the performance of African athletes at the next Olympic Games in Tokyo in 2020.

The African NOCs have continued to make the most of Olympic Solidarity’s programmes. The latest statistics for the 2013–2016 plan, announced by Olympic Solidarity at the 33rd Seminar for Secretaries General, from 10 to 12 October in São Tomé, highlighted a clear improvement in uptake of the various programmes.
To ensure that the Olympic Solidarity programmes are implemented rationally, ANOCA intends to set up an experts’ commission coordinated by the new ANOCA Technical Director, which will organise regional seminars to help NOCs manage their programmes.

The tripartite meeting which took place between the African Union, ANOCA and the AASC in Cairo (Egypt) on 16 and 17 September concluded with the signing of a cooperation agreement. A memorandum of understanding is expected to be signed in the very near future regarding the organisation and management of the forthcoming African Games by ANOCA, which will have a positive impact on the development of African sport and young people.

2016 Total Budget: USD 7,247,500

NOC ACTIVITIES

Objective: to provide financial support to help NOCs promote the development of sport and reinforce their structure at national level.

2016 Budget: USD 4,590,000

Each African NOC received an annual budget of USD 85,000 to conduct activities at national level, develop their management capacity, purchase modern computer equipment and, in some cases, support their national federations.

African NOC activities carried out in 2016

ADMINISTRATION

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

2016 Budget: USD 842,500

The administration budget was used to cover the salaries of permanent staff and allowances for various official trips. The new technical director has taken up his position. This budget item is likely to increase, following the recruitment of a financial and administrative director, and a director for events, communication and marketing, which will strengthen ANOCA’s management structure. Thanks to this new allocation, the two new directors were able to take up their positions in January 2017. ANOCA earmarked a total of USD 30,800 for communication. Several newsletters were published, giving an account of activities organised at continental level. ANOCA’s website is up and running, and is updated regularly. It will nevertheless be improved and upgraded to handle the latest technological advances.

ANOCA intends to launch a new communications platform with a view to improving internal and external communication. Details of the project were announced at the Seminar for Secretaries General in São Tomé. The NOC delegates present at the meeting expressed their interest in being involved in this ambitious new project. Negotiations are currently taking place with a specialised company, which recently set up a successful new platform for the South African NOC.

MEETINGS AND COMMISSIONS

Objective: to cover all the costs linked to the work of the commissions, ANOCA statutory meetings and seminars and to help NOCs to participate in these activities.

2016 Budget: USD 665,000

In 2016, an overall budget of USD 280,000 was allocated to the ordinary meeting of the ANOCA Executive Committee held in Victoria Falls (Zimbabwe) on 5 and 6 May, and the Seminar for NOC Secretaries General which took place in São Tomé from 10 to 12 October. A budget of USD 155,000 was also allocated to the Executive Committee and Extraordinary General Assembly meetings of 17 November in Doha (Qatar). During the assembly, ANOCA amended its statutes to comply with Olympic Agenda 2020 and the latest changes to the Olympic Charter, which entered into force on 2 August 2015.
In 2016, USD 75,000 was budgeted for meetings of ANOCA’s Juridical, Games and Finance Commissions. The Juridical Commission put in a great deal of work drafting the new amendments to ANOCA’s statutes. The Games Commission was involved in coordinating with the organising committee of the forthcoming African Youth Games, which are due to take place in Algeria in 2018, as well as working towards the 2019 Beach Games, which Cape Verde has expressed an interest in hosting. Finally, the Finance Commission presented a plan to restructure ANOCA’s finances. At the conclusion of the Forum held on 18 and 19 January in Algeria, the Women and Sport Commission was awarded USD 155,000. ANOCA’s 4th Vice-President attended a seminar on women leaders in African sport, which took place in Lusaka (Zambia) from 19 to 21 September. Thanks to the work of the Athletes’ Commission, some important projects aimed at helping athletes to transition out of their sports careers have been implemented all over the continent. Educational and doping prevent campaigns were also launched. This Commission is in permanent contact with the 54 African NOCs, with a view to ensuring that every NOC sets up its own athletes’ commission.

**OLYMPAFRICA**

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

**2016 Budget: USD 500,000**

Over six million students at schools near OlympAfrica centres used the sports facilities for their physical education and sports lessons. At its meeting in São Tomé on 13 October, the Executive Committee congratulated the foundation on its excellent work.

**List of OlympAfrica centres**

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**SPECIAL PROJECTS**

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

**2016 Budget: USD 200,000**

ANOCA continues to support the Africa International Sports Convention (CISA), granting an additional annual contribution of USD 20,000. CISA continues to play a very dynamic role in promoting African sport. Internationally recognised guests were invited to participate in the 10th Convention, which took place in Algeria from 30 March to 2 April 2016. The programme featured important themes including the organisation of major sports events in Africa and the impact of sport on the African economy. The Kéba Mbaye Foundation also received USD 20,000 to support its social and sports activities. Several scholarships were awarded to young African athletes.

**MISSIONS**

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

**2016 Budget: USD 200,000**

This budget was used to finance various missions within Africa and elsewhere in the world on behalf of ANOCA, including: two trips to Lausanne (Switzerland) and Nairobi (Kenya) to try to resolve the Kenyan NOC issue; working visits as part of preparations for the installation of the Casa Da Africa in Rio; and one trip to Egypt to negotiate and finalise an agreement with the African Union on the organisation of the next African Games. This budget helped ANOCA to strengthen both its strategic position as the umbrella organisation of the African Olympic Movement, and its working relationship with its various partners and stakeholders.
OLYMPIC GAMES

Objective: to help with the preparations for Continental Games and Olympic Games.

2016 Budget: USD 250,000

The budget allocated through this programme helped the ANOCA delegation to participate in the Olympic Games Rio 2016, covering air fares, accommodation, per diems and other expenses connected with the official opening of the Casa Da Africa, which was successfully hosted by ANOCA in Barra Da Tijuca. More than 46,000 people visited Africa House. Various sponsors helped to cover the costs of the project, and a number of celebrities attended the opening ceremony, including Brazilian football star Ronaldinho, IOC members, the President of the African Football Confederation, a number of Olympic Solidarity representatives, the Mayor of Paris, the Mayor of Los Angeles and the Presidents and Secretaries General of several NOCs.

Report by General Lassana Palenfo, President
In 2016, PASO continued implementing the Pan-American Solidarity Programmes approved for the 2013–2016 quadrennial. These programmes were discussed by the Executive Committee at its meeting in Miami (United States) in December 2012, in accordance with the decision to distribute the budget allocated by the Olympic Solidarity Commission towards the development of continental programmes among PASO’s 41 member NOCs.

As the Olympic Solidarity Commission was aware, given the proximity of the Olympic Games Rio 2016, PASO decided to conclude the Continental High-Level Technical Courses for Coaches Programme and the Continental Scholarships (approved as part of the Pan-American Solidarity Programme) in 2015, in order to be able to focus assistance on the Special Programme for the Preparation of Athletes.

2016 Total Budget: USD 6,935,000
NOC ACTIVITIES

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

2016 Budget: USD 6,935,000

The NOC Activities programme aims to help NOCs to achieve their strategic objectives by offering financial support for their activities. These funds are directed at NOC priorities that are not covered by other Olympic Solidarity programmes, or used to supplement assistance granted through other PASO programmes. Each NOC has an annual budget of USD 169,146 for the implementation of its activities. Unused funds can be carried over to subsequent years by the NOC concerned.

American NOC activities planned in 2016

In parallel, PASO used its own funds, generated through the Pan-American Games marketing programmes, to finance the development of other NOC support programmes. All PASO member NOCs participated actively in these programmes and benefited from them, in accordance with the objectives they had set for themselves.

SPECIAL PROGRAMME FOR THE PREPARATION OF ATHLETES

As in previous years, PASO continued to use its own funds to implement this Special Programme to support the NOCs with the preparation of their athletes for the Games of the XXXI Olympiad Rio 2016. It allocated a total of USD 4,200,000, which helped a considerable number of athletes and teams of the 41 member NOCs to finalise their preparations for the Olympic Games Rio 2016. At its meeting in Toronto in July 2015, on the sidelines of the Pan-American Games, the Executive Committee agreed to grant an additional USD 100,000 to each NOC to support their athletes’ participation in the Olympic Games Rio 2016. Since then, various NOCs have submitted requests and PASO has released the funds accordingly. In 2016, a total of USD 8,200,000 was paid out under this scheme. The USD 100,000 allocated annually to each NOC throughout the quadrennial had to be used exclusively on their athletes’ preparation. In order to be entitled to receive the following year’s payment, the NOCs had to submit a financial report specifying how the funds were used, and an evaluation of the results obtained thanks to these resources. Payments were wired annually during the quadrennial period to ensure the programme’s continuity. All funds were allocated on the basis of a specific request and the presentation of a project.

In addition, at its General Assembly in November 2016, PASO decided to allocate USD 4,920,000 for the continuation of athlete preparation, to supplement the athlete preparation expenses for 2016. The NOCs of the Americas have been very appreciative of PASO’s commitment, and recognised the positive impact of these decisions. The NOCs’ participation in the Olympic Games Rio 2016 and the results they achieved demonstrate the progress that has been made, and confirm the effectiveness of the strategy defined and applied by the Pan-American Solidarity Programmes.

Through this programme, PASO’s member NOCs and their athletes received more funds than ever for their preparations for the Pan-American Games and the Olympic Games.

HIGH-LEVEL TECHNICAL COURSES

In 2016, part of this programme’s funds were used to make outstanding payments from the previous year, due to the fact that some NOCs that hosted courses had not submitted their financial reports. That was the case for baseball, softball and figure and speed skating courses. Through this major PASO programme, 1,604 coaches have received training, and are committed to passing on their new knowledge, back in their home countries.
The comments provided through surveys conducted among speakers, coaches and host NOCs, as well as evaluations carried out, reflect a good level of fulfilment of the technical and teaching objectives set for each course.

CONTINENTAL SCHOLARSHIPS FOR ATHLETES

Through this programme, which ended in 2015, special attention was given to specific requests submitted by the NOCs. Athletes benefited from great support. In spite of the efforts that have been made, and a noticeable improvement, a small number of NOCs delay presenting their expense reports, or submit incomplete reports. This has required constant communication with them, to support them and help them fulfil the necessary requirements and meet the deadlines for submission of their financial reports, so that they can receive the funds they are entitled to in a timely manner.

In November 2016, in Doha (Qatar), PASO held an Extraordinary General Assembly, in which the new Pan-American Solidarity Programmes for the next quadrennial were approved. All NOCs must submit their financial reports to PASO before they can receive the funds corresponding to the new programmes for the 2017–2020 quadrennial.

Report by Julio C. Maglione, President, and Jimena Saldaña, Secretary General
The OCA, under the leadership of its President, H.E. Sheikh Ahmad Al-Fahad Al-Sabah, enjoyed a successful year 2016. Thanks to the unity, solidarity and cooperation of the Asian NOCs, the OCA hosted a multi-sport games and General Assembly, Regional Forums, Standing Committee meetings, the popular Youth Training Camp and several other activities.

OCA NOCs also excelled at the Olympic Games Rio 2016, with no fewer than five delegations winning their first gold medal – highlighting the good preparation and the efficiency of the various activities undertaken during the year, including Olympic scholarships for athletes.

This success could not have been achieved without the guidance of various entities of the Olympic Movement – including the IOC’s Olympic Solidarity Commission and management – putting good governance and professional planning, both short-term and long-term, into practice.

2016 Total Budget: USD 6,931,500

Olympic scholarship holder Ho Ching Lee from Hong Kong, China
NOC ACTIVITIES

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

2016 Budget: USD 3,740,000

The OCA granted USD 85,000 to each member NOC in a single instalment, subject to approval of the NOC’s activities for the previous year. NOCs used the funds to conduct various national sports activities, upgrade office automation, upgrade websites, purchase office and sports equipment, attend various national and international sporting events, meetings, etc. and partially pay salaries, office rent, etc.

ADMINISTRATION

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

2016 Budget: USD 950,000

The sum allocated to administration was used, inter alia, to cover the running costs of the OCA headquarters, including staff salaries, communications expenses, office supplies, transport and vehicle maintenance, and OCA website and internet costs.

ASIAN YOUTH DEVELOPMENT PROJECT

Objective: to organise sports-specific training camps for young athletes and coaches.

2016 Budget: USD 250,000

Rowing was the sport for 2016, and the Thai Navy Rowing Sports Centre at Bang Pai Reservoir near Pattaya (Thailand) was the venue for the camp, which took place from 14 to 23 October. As usual, NOCs could send one female and one male athlete aged 15 or 16 to the camp, accompanied by one coach. In total, 38 athletes and 21 coaches represented 21 NOCs in a very successful and enjoyable exercise.

The head coach, Chris Perry from Hong Kong, praised the enthusiasm and the willingness to learn of the athletes, some of them from countries with no rowing programme, such as Nepal. “The progress has been amazing,” he said. “Off the water, the athletes and coaches from all regions of Asia bonded so well together, exchanging social media accounts and sharing photos and posts. They have been a credit to their parents, their schools, their rowing federations and their NOCs.”

PARTICIPATION SUBSIDY FOR CONTINENTAL GAMES

Objective: support for NOC participation in continental and regional games.

2016 Budget: USD 352,000

The Asian Beach Games began in 2008 in Bali (Indonesia), and have proved to be very popular. They are relatively cheap to host, with temporary venues in the natural surroundings of sand and sea, and resort hotels providing ready-made accommodation for athletes and officials alike without the need to construct an expensive games village. After Bali (2008), Muscat (2010), Haiyang (2012) and Phuket (2014), the fifth edition of the Asian Beach Games was held in Danang (Vietnam) from 24 September to 3 October 2016. There were 14 sports, 22 disciplines and 172 events, contested by 2,197 athletes from 41 NOCs. Volunteers numbered 1,600, with 400 media representatives. Three of the venue clusters were within walking distance of the OCA headquarters hotel on the Danang sea front, and local citizens flocked to the beach to watch a variety of team and individual sports.

Vietnam topped the medals table, with 52 gold, 44 silver and 43 bronze (total 139), ahead of Thailand (36 + 24 + 30 = 90) and the People’s Republic of China (12 + 18 + 19 = 49). A total of 27 NOCs won a gold medal, and 35 NOCs went home with at least one medal. This highlighted one of the attractions of the event, which is to provide a platform for beach sports athletes from countries and regions of all sizes, to represent their flag and to excel in international competition.
The OCA pioneered this attractive and modern presentation of international sport, and the model has been followed by Africa, Latin America, the Mediterranean and by the Association of National Olympic Committees, who are due to host the inaugural ANOC World Beach Games in San Diego (California) in 2019.

**Olympasia Projects**

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

2016 **Budget:** USD 400,000

In 2016, the OCA granted Olympasia funding to the NOC of Iraq to buy sports equipment for its athletics and swimming federations. Funds were also allocated to the NOC of Bhutan to build headquarters, including office facilities for some national sport federations.

**Asian Games Fun Run**

**Objective:** to promote the Asian Games.

2016 **Budget:** USD 50,000

In 2016, no specific programmes took place under this activity.

**Special Projects**

**Objective:** to respond to specific NOC needs.

2016 **Budget:** USD 147,000

In 2016, the OCA allocated USD 13,530 to the Asian Swimming Federation as a subsidy towards hosting their annual General Assembly.

**NOC Social Development Through Olympism**

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

2016 **Budget:** USD 150,000

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

**Meetings and Standing Committee Activities**

**Objective:** to cover airfare, accommodation, etc.

2016 **Budget:** USD 892,500


The OCA President informed the delegates that, in response to the uncertainty surrounding the headquarters in Kuwait, the OCA would be establishing a series of regional offices in the five zones. The five regional offices will be in: Kuwait (West Asia); Almaty, Kazakhstan (Central Asia); New Delhi, India (South Asia); Bangkok, Thailand (South East Asia); and Nansha, People’s Republic of China (East Asia). In addition, the OCA will have offices in Jakarta (Indonesia) to assist in the coordination of the 18th Asian Games Jakarta-Palembang 2018, and in the Olympic Capital Lausanne (Switzerland). The office in Jakarta opened on 13 December 2016 and is fully operational with two full-time staff.

The OCA signed a host city contract with Nagoya in Aichi Prefecture (Japan) to organise the 20th Asian Games. The proposed dates are 18 September to 3 October 2026, with a total of 36 sports involved. The Mizuho Athletic Stadium will be at the heart of the Games, which will be the third Asian Games in history to take place in Japan, following Tokyo 1958 and Hiroshima 1994.
The General Assembly also set in motion plans to invite Oceanian NOCs to compete in the OCA’s 8th Asian Winter Games in Sapporo (Japan) in February 2017, following an approach from the Australian Olympic Committee President, IOC Vice-President John Coates. With the agreement of organising committee SAWGOC, Australia and New Zealand sent guest athletes in individual sports only, ineligible to win medals.

The 3rd Asian Youth Games, due to be hosted by Jakarta in November 2017 as a test event for the 2018 Asian Games, were postponed due to construction work and renovation at key venues. They will be replaced by a series of test events in 10 sports for 10 to 15 NOCs in October and November 2017.

The two annual OS/OCA Regional Forums were held in Bangkok (Thailand) for NOCs from East Asia, South East Asia and South Asia on 16 and 17 May, and in Doha (Qatar) for NOCs from West Asia and Central Asia on 20 and 21 May. A total of 170 delegates attended the two forums. Topics focused on final preparations for the Olympic Games Rio 2016 in August, and involved the Pre-Delegation Registration Meetings and other issues. Progress reports were presented on a series of events, including the Olympic Games Rio 2016, the 5th Asian Beach Games Danang 2016, the 8th Asian Winter Games Sapporo 2017, the 5th Asian Indoor and Martial Arts Games Ashgabat 2017 and the 18th Asian Games Jakarta-Palembang 2018.

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

2016 events/meetings organised by the OCA or in which it participated

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In 2016, the EOC managed the Olympic Solidarity continental programmes with a budget of USD 7,693,000, which is the last installment of Olympic Solidarity funds for the 2013-2016 quadrennial. In general, the EOC’s policy is to maximise direct support to NOCs and to help them manage their expenditure, with the aim of improving their efficiency. In 2016, 75% of revenue was redirected to NOCs, mainly through the NOC Activities Programme.

The EOC is well within the Olympic Solidarity guideline ceiling for administrative expenditure and meetings, 2016 being no exception. With 12% of the total budget earmarked for administration and 6% for institutional meetings (General Assembly and seminar), i.e. 18% total, the EOC is far under the combined maximum of 30% recommended by Olympic Solidarity. The minimum annual lump sum requirement of USD 85,000 paid to each NOC for their respective activity programmes was also met. The NOC activities programme has again been a success in 2016, allowing NOCs to enact projects they would otherwise be unable to fund through other Olympic Solidarity programmes.

The EOC has put in place a new brand architecture which led to the creation of a new logo, launched in Minsk, and a redesigned website which is about to go online. The main purpose of this exercise is to have a unified image for all EOC events. The logo itself is a 50-piece mosaic representing the 50 member NOCs of the EOC.

A great deal of work continues to go into ensuring the continued success of the European Youth Olympic Festival (EYOF), which is considered a crucial part of the EOC’s activities. A big step forward for all the EOC’s sports and institutional events was the purchase of a highly professional Registration and Accreditation System (RAS), tailored to

Croatian Olympic scholarship holders Martin and Valent Sinković
the needs of the European NOCs. This system will provide a standardised service to all NOCs and federations and will generate a data bank that will be used for statistical analyses.

The EOC continues to support Olympic Solidarity in the implementation of the Financial Control Programme, which is aimed at better controlling how Olympic Solidarity funds are spent by NOCs. The Programme in 2016 took a considerable step forward, with audits at 21 European NOCs. All European NOCs have regularly sent in their reports within the required deadlines and in the proper format. The Olympic Solidarity continental office for Europe within the EOC assists the auditors and the Lausanne international office in carrying out the programme. The EOC greatly appreciates the ongoing close collaboration with the Olympic Solidarity office in Lausanne, and values their assistance and support greatly.

The EOC continues to promote good governance energetically amongst all its members, reminding them that there can be no serious dialogue with the world of politics or with sponsors without good governance. The message to the NOCs of Europe is that good governance is a cornerstone of the Olympic Movement and one of the pillars of Olympic Agenda 2020.

The EOC wants to underline that the 2019 European Games, which will be hosted in Minsk (Belarus), are not funded with Olympic Solidarity funds.

2016 Total Budget: USD 7,693,000

NOC ACTIVITIES

Objective: to provide financial support and assistance to help NOCs achieve the good governance standards required by the IOC, and to develop their own national activity programme and their credibility vis-à-vis their governments and their people.

2016 Budget: USD 5,400,000

In 2016, the NOC activities programme was funded with a lump sum of USD 85,000 for each NOC. In terms of special activities, the EOC supported 44 NOCs with a total budget of USD 1,150,000. The European NOCs particularly appreciated the flexible and varied nature of the special activities programme, which allows them to meet needs that cannot be covered by other programmes. The EOC worked closely with the Lausanne international office to ensure the best possible use of these funds at a global level.

European NOC special activities carried out in 2016

ADMINISTRATION

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

2016 Budget: USD 888,000

The EOC secretary in Rome handles organisation and administration. The EOC Treasurer and the Secretary General continue to pursue a programme aimed at improving efficiency with a view to containing costs, and indeed 2016 showed considerable savings.

MEETINGS

Objective: to cover some of the costs linked to EOC statutory meetings, whilst delivering top-class events.

2016 Budget: USD 455,000

The EOC held two annual institutional meetings in 2016. The EOC seminar took place in Tarragona (Spain) on 20 and 21 May. The annual General Assembly was held in Minsk (Belarus) on 21 and 22 October. The venue for the 2017 General Assembly will be Zagreb (Croatia).

CONTINENTAL ACTIVITIES

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

2016 Budget: USD 790,000

Executive Committee meeting in Bratislava (Slovakia) / NOC activities programme supported the Bosnian delegation and the Turkish sports institutes
The EOC has nine commissions: Athletes, Olympic Games, Marketing and Communications, EYOF, European Union (EU), Environment and Sport for All, Olympic Culture and Legacy, Medical and Anti-Doping and Gender Equality in Sport. In 2016, all the commissions worked hard and in accordance with the aims of the EOC, holding their annual meetings and further pursuing their activities with the help of modern communications technology.

Throughout 2016, the EOC/EU office in Brussels (Belgium), which is partly financed by the EOC, performed the important task of monitoring EU activities and keeping the EOC and its members duly informed about EU policy and decisions that impact European sport.

In terms of communications, the EOC continues to make maximum use of the internet, publishing daily news items and its monthly newsletter on its website and via Twitter, YouTube and Facebook. Registration for all EOC institutional events from now on will be done through the new EOC Registration and Accreditation System (RAS).

CONTINENTAL AND REGIONAL GAMES
Objective: to help with the preparation and organisation of the European Youth Olympic Festival (EYOF) and Games of the Small States of Europe (GSSE), the aims of which are to further the Olympic ideals.

2016 Budget: USD 160,000

As neither the EYOF nor the GSSE took place in 2016, activities on this front were limited to preparations for 2017, when there will be a Winter EYOF in Erzurum (Turkey) and a Summer EYOF in Gyor (Hungary). The 2017 GSSE will take place in San Marino.

2016 was the 25th anniversary of the EYOF, the first edition of the Summer Festival having taken place in Brussels in 1991. The event was marked with various initiatives, including an exhibition held alongside the 2016 EOC General Assembly in Minsk. The same assembly elected Vuokatti (Finland) as host of the 2021 Winter EYOF and Kosice (Slovakia) for the 2021 Summer EYOF.

Report by Janez Kocijancic, Acting President
The agreed budgetary allocations for the 2013–2016 plan were based on an evaluation of the previous plan’s programmes. In general, ONOC has maintained the thrust of its work in sports education and support for its member NOCs, and annual budgets are revised on the basis of developments in the region. The main amendment this quadrennial period has been an increase in ONOC’s administration budget to reflect the actual cost of managing the ONOC secretariat and implementing a range of programmes for its 17 member NOCs.

The 2016 highlight for the region was the gold medal won by the Fiji men’s rugby sevens team at the Olympic Games in Rio, which was the first medal won by Fiji in its 61 years as an NOC. It was also the second ever medal won by a Pacific Island team, after Tonga’s silver medal in boxing at the Olympic Games Atlanta 1996. Later in the year, ONOC was alerted to the fact that Samoa’s female weightlifter, Ele Opeloge, who placed 4th in the Olympic Games Beijing 2008, had been promoted to the silver medal position, following doping violations by the competitors who placed above her. While it is sad that Ele did not celebrate her medal eight years ago, ONOC is glad that justice has been done and that Samoa now has its first Olympic medal.

2016 Total Budget: USD 4,637,500
NOC ACTIVITIES

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

2016 Budget: USD 1,445,000

During the 2013–2016 period, each member NOC was eligible for an annual grant of USD 85,000 to help develop its own projects, including technical courses for coaches and athlete support programmes. In 2016, all Oceanian NOCs used this budget to organise a total of 146 programmes and activities. Many of these activities were linked to the preparation of athletes and teams for the Olympic Games Rio 2016. Some NOCs also allocated funds from their national activities budget to meet their annual membership fees to the Oceania Anti-Doping Organisation (ORADO) and to support in-country training programmes implemented through the Oceania Sport Education Programme (OSEP).

In principle, ONOC pays out 50% of an NOC budget once programme details are confirmed, with the balance paid on acceptance of programme reports.

Oceanian NOC activities carried out in 2016

ADMINISTRATION

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

2016 Budget: USD 1,700,000

The Annual General Assembly was held in Vanuatu on 9 May 2016 and the Executive Committee met on 29 March in Suva (Fiji).

REGIONAL AND NATIONAL GAMES

Objective: to support financially the Oceanian NOCs and the organising committees involved in organising regional and national multi-sport games.

2016 Budget: USD 250,000

Support grants for the Organising Committees of the 2017 Pacific Mini-Games in Vanuatu and 2019 Pacific Games in Tonga were covered by this budget. Expenses related to ONOC’s operations in Rio de Janeiro during the Olympic Games were also covered by this budget. No national games were held in 2016.

OLYMPoceania

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

2016 Budget: –

The Tuvalu NOC received assistance to outfit their new headquarters in 2016. While no budget was allocated for the programme in 2016, the funds for this assistance were derived from the 2014 Olympeania allocation.

OCEANIA SPORTS EDUCATION PROGRAMME (OSEP)

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

2016 Budget: USD 400,000

OSEP is a key part of ONOC’s strategy to improve the level of sports administration and community-based coaching in the region. Overseen by the ONOC Education Commission, the programme continues to deliver and coordinate various training activities.
SPORTS & DEVELOPMENT

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

2016 Budget: USD 30,000

ONOC is widening its sports for development activities to include the fight against Non-Communicable Diseases (NCDs), in addition to its previous work in HIV prevention. Work is under way in collaboration with the ONOC Medical Commission to plan and implement programmes in this area. An operational grant to the ORADO is included in this budget. Olympic Solidarity provided USD 20,000 through the world programme for the ONOC Medical Commission to implement cardiac screening for Olympic athletes from the region.

ATHLETES’ COMMISSION, WOMEN IN SPORT COMMISSION AND MEDICAL COMMISSION

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

2016 Budget: USD 120,000

In 2016, this programme also funded the Voices of the Athletes (VOA) programme staged jointly by the ONOC Athletes’ Commission, the ORADO and the STOP HIV programme at regional multi-sport events and IF championships held in the region. The Women and Sport Commission budget also enables a young female sports administrator to attend the International Olympic Academy young participants programme on an annual basis and sponsors one female student athlete under the Oceania Australia Foundation USA Junior College Scholarship Programme.

OCEANIA SPORTS INFORMATION CENTRE (OSIC)

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

2016 Budget: USD 50,000

The annual support grant for OSIC, which is based at the University of the South Pacific in Suva, was increased for the 2013–2016 plan. These funds were used for the development of the centre, staff training and operations.

REGIONAL DEVELOPMENT FUND

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

2016 Budget: USD 322,500

In 2016, the budget also supported the Oceania Australia Foundation USA Junior College Scholarship Programme, which is now in its sixth year of operation, and ONOC’s ongoing arrangement with Sports TG in Sydney for the provision of website maintenance for ONOC member NOCs, database services, games management systems and IT technical support.

OLYMPIC SPORTS FEDERATIONS OF OCEANIA (OSFO)

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

2016 Budget: USD 320,000

Following a review of Pacific Island athletes’ performances at the Olympic Games London 2012 and previous Olympic Games, ONOC adopted a new approach in 2013–2016 to providing Olympic Solidarity assistance to Oceania Continental Associations of International Sports Federations whose sports are on the programme of the Olympic Games.
This new approach takes into consideration a number of factors, including the level of funding received by each Oceania federation from its own IF, the current level of membership in the region, and involvement in the Oceania Sports Education Programme. In 2016, funding was provided to the Oceanian federations of athletics, badminton, basketball, hockey, rugby, table tennis, tennis and weightlifting. The budget was also used to reimburse Olympic Solidarity technical course experts’ airfares and accommodation.

Report by Dennis Miller, Executive Director
ANOC ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES

2016 was a special year, marked of course by the successful celebration of the Games of the XXXI Olympiad Rio, and a fantastic year in the history of ANOC, with the celebration of the XXI ANOC General Assembly and Gala Award Dinner in Doha (Qatar) in November, which saw a record participation of 1,400 delegates and guests.

As in previous years, in 2016 ANOC organised several meetings of the ANOC Executive Council and ANOC Commissions and participated in the main events of the continental associations and NOCs. It has also continued to maintain very strong relationships with other organisations, including the IFs, UNESCO, WADA, the continental associations, OCOGs and, of course, the IOC.

2016 Total Budget: USD 12,000,000
ADMINISTRATION

Objective: to cover the operational expenses of the ANOC offices in Lausanne (headquarters) and Kuwait, as well as the general administrative expenses, in order to guarantee optimum organisation.

2016 Budget: USD 4,900,000

The amount allocated for the administration was used mainly to cover expenses including employee salaries, taxes, insurance, social charges, communications, overheads for the ANOC offices in Lausanne and Kuwait, and several compulsory insurance policies to ensure proper maintenance and protection of the ANOC headquarters.

It also covers the expenses in other areas: the registration of the mark “ANOC” and its new emblems and domain names, which was still in process in 2016; publication of the ANOC Magazine in cooperation with Inside the Games; and cooperation with Around The Rings (ATR) (ANOC covers all the NOCs’ subscriptions to the ATR web news). ANOC also concluded an agreement with ATR to distribute a daily newsletter during the ANOC General Assembly in Doha. Other expenses covered included those related to working meetings at the ANOC headquarters in Lausanne, and the increasingly numerous meetings of the Olympic Movement partners, which ANOC is always extremely pleased to welcome to its very functional headquarters, and finally the expenses related to the depreciation of the building “Les Charmettes”, furniture, equipment and information technology systems.

ANOC MEETINGS AND ACTIVITIES OF ANOC PERMANENT COMMISSIONS AND WORKING GROUPS

Objective: to cover expenses related to the preparation and organisation of ANOC meetings, including General Assemblies, meetings of the Executive Council and activities of the permanent commissions and working groups, as well as ANOC participation in meetings and events linked to its activities.

General Assembly

2016 Budget: USD 4,500,000

The XXI ANOC General Assembly took place very successfully in Doha on 15 and 16 November 2016, with the record participation of 205 NOCs and 1,400 delegates and guests, thanks to the close cooperation with the NOC of Qatar and its considerable organisational assistance and excellent facilities, as well as the support of the NOCs, IFs, OCOGs, Olympic Solidarity and the IOC.

The third edition of the ANOC Awards was held on 15 November in the splendid Qatar National Convention Centre in Doha, to celebrate the results of the Olympic Games Rio 2016.

Executive Council meetings

2016 Budget: USD 700,000

The ANOC Executive Council met three times in 2016: in April in Lausanne (69th meeting), in August in Rio de Janeiro on the occasion of the Olympic Games (70th meeting), and in Doha in November (71th meeting). During these meetings, important decisions (ratified by the General Assembly) were taken, such as the approval of the amended ANOC Constitution, the Code of Ethics and the Compliance Policy, and the decision to postpone the ANOC World Beach Games in San Diego to 2019.

ANOC Commission meetings

2016 Budget: USD 500,000

The ANOC Commissions and Working Groups, which include representatives from all five continental associations, all met in 2016 to fulfil their mission of implementing ANOC’s action plans.

This budget covered the expenses of several meetings in 2016: Legal Commission in Dubai (United Arab Emirates) in January and in Lausanne (Switzerland) in April; the Athletes’ Commission in Miami (United States of America) in May (alongside the PASO Athletes’ Forum); and various Commission meetings in Doha on the occasion of the ANOC General Assembly in November.
International meetings and forums – Cooperation with the IOC, UNESCO and WADA – Special Contributions
2016 Budget: USD 500,000

International meetings and forums
ANOC participated in numerous meetings and events in 2016: the 14th SportAccord International Convention in Lausanne in April, the OCA General Assembly and Asian Beach Games in Danang (Vietnam) in September and the EOC General Assembly in Minsk (Belarus) in October. The participation of ANOC in those meetings was very important and gave ANOC an opportunity to update members about its activities.

Cooperation with the IOC
ANOC’s cooperation with the Olympic Channel officially began on 21 August 2016, and the first results have already been seen, with the production of ANOC’s activities in Doha and the Gala Awards. As far as the Olympic Charter is concerned, ANOC was represented on the IOC working group to study the new proposal for Rule 40.3, following ANOC’s analysis of the rule in the debrief questionnaire from Rio de Janeiro, and also through a marketing seminar organised by the IOC in Madrid in October 2016 for around 20 NOCs. ANOC was also part of the IOC working group tasked with studying proposals for Rule 50 regarding trademarks.

On 20 April and 7 November 2016, ANOC participated in meetings of the IOC/ANOC ticketing working group to discuss future Olympic ticketing procedures.

Olympic Games and YOG
ANOC conducted a survey among all the NOCs after the Winter Youth Olympic Games in Lillehammer (Norway) in February 2016, and the results were sent to the IOC. On 25 October 2016, ANOC presented the NOCs’ comments at an official debriefing in Lausanne.

ANOC was closely involved in the preparations for and participation in the Olympic Games Rio 2016, worked with the NOCs to put forward their questions during the IOC Coordination Commission meetings, and conducted a debriefing among all the participating NOCs. The Association is also involved in the Coordination Commissions for all upcoming Games, and is closely following preparations. Before the Coordination Commission meetings, ANOC sends out questionnaires to all NOCs asking for any specific problems they wish to be raised. It then addresses these issues and pushes for solutions. ANOC was asked by the IOC to study the proposed qualification system for the Olympic Winter Games PyeongChang 2018. Comments from the ANOC technical working group were sent to the IOC, and most of them have been implemented in the rules.

The Olympic Marketing Seminar for NOCs, organised by the IOC, ANOC and Olympic Solidarity for all the NOCs, was held in Madrid in October 2016 on the theme “Understanding and creating a strong brand”.

Cooperation with UNESCO and WADA
At the beginning of 2016, ANOC was recognised as a Member of UNESCO with an official partnership (consultative status) between UNESCO and ANOC. ANOC was also represented at UNESCO meetings in Monaco in February (CIGEPS), in Paris and at the UNESCO Forum in Mexico in November.

ANOC took part in WADA meetings in Montreal in May, in Lausanne in September and in Glasgow in November.

Special Contributions
Special assistance allocated to the NOC of Vanuatu
ANOC contributed to the payment of the 2nd instalment of the special assistance allocated to the NOC of Vanuatu by the IOC and Olympic Solidarity following Cyclone Pam in November 2015.
Cooperation with universities
ANOC has continued its cooperation with three universities: the Russian Olympic University in Sochi, Seoul University and ISR Academy in Korea, with a programme for retired athletes at the University of Incheon for 2016–2017. Costs related to the scholarships awarded to the students who applied via their NOCs were covered by ANOC.

ANOC WORLD BEACH GAMES (AWBG)

2016 Budget: USD 900,000
Further to the decision of the ANOC General Assembly in Washington to organise the ANOC World Beach Games, and the decision of the ANOC Executive Council and the Organising Committee of San Diego to postpone the Games to 2019, ANOC has continued working on the project. Expenses related to the Master Plan, ID and logo design development, preparation and organisation of meetings for the development of the project held in 2016 in San Diego and in Lausanne, and registration of the “AWBG” trademark and related domains were incurred. ANOC also had to cover expenses arising from the agreement with the specialised company ESP to create the commercial strategy for the World Beach Games.

Report by Gunilla Lindberg, Secretary General
OLYMPIC GAMES SUBSIDIES

INTRODUCTION

• Games of the XXXI Olympiad Rio
EXCITEMENT SHARED BY THE WHOLE WORLD

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

These subsidies are managed by the Olympic Solidarity office in Lausanne, and are given in three phases. Before the Games, they cover the travel expenses and accommodation for one person to attend the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG). During the Games, they contribute to travel expenses for a number of athletes and officials, logistical expenses and the transport and accommodation of NOC Presidents and Secretaries General. After the Games, they are paid to the NOCs for their participation in and contribution to the success of the Games.


2016 Budget: USD 38,000,000

GAMES OF THE XXXI OLYMPIAD RIO 2016

The Games of the XXXI Olympiad were held in Rio de Janeiro from 5 to 21 August 2016. Before the Games, Olympic Solidarity paid USD 36,000 to each NOC for logistical costs (USD 16,000), and for transport and accommodation costs of NOC Presidents and Secretaries General (USD 10,000 each). After the Games, the 205 participating NOCs received a subsidy of USD 2,500 multiplied by the number of athletes having entered the field of play, in recognition of their contribution to the success of the Games. Olympic Solidarity furthermore reimbursed flight tickets for 6 athletes and 2 officials per participating NOC. Through this grant programme, Olympic Solidarity paid a total of USD 36,119,310 to NOCs in 2016. This figure is expected to increase in 2017 as NOCs continue to report the travel expenses of their athletes and officials.

In recognition of the extraordinarily difficult financial circumstances faced by the Organising Committee for the Olympic Games Rio 2016, Olympic Solidarity exceptionally agreed to widen its support to NOCs beyond the traditional Games subsidies, paying a total of USD 25,938,941 in support grants to NOCs to help offset games-related air travel expenses.

<table>
<thead>
<tr>
<th>NOCs which benefited from the subsidies for the participation of their athletes at the Games of the XXXI Olympiad Rio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continent</td>
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<tr>
<td>-----------</td>
</tr>
<tr>
<td>Africa</td>
</tr>
<tr>
<td>America</td>
</tr>
<tr>
<td>Asia</td>
</tr>
<tr>
<td>Europe</td>
</tr>
<tr>
<td>Oceania</td>
</tr>
<tr>
<td><strong>Total 205 NOCs</strong></td>
</tr>
</tbody>
</table>

Olympic Games Subsidies: detailed list of NOCs which benefited by continent
COMPLEMENTARY PROGRAMMES

INTRODUCTION 67
• 2016 Activities 67
STRENGTHENING COLLABORATION AND KNOWLEDGE SHARING AMONG NOCs

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

Within the framework of the “Support Towards Efficient Use of Olympic Solidarity Funding for NOCs with Greatest Need” programme, Olympic Solidarity continued to give one-on-one advice to NOCs that had been identified as not taking full advantage of programmes.

2016 ACTIVITIES

KNOWLEDGE CENTRE

Objective: to encourage NOCs to share information and experiences with other NOCs by providing case studies and tools developed by the NOCs and other parties.

The work of the Knowledge Centre has continued to focus on identifying and creating reference documents, case studies and models, mainly on the topics of sports management as strategic planning, financial management, information technology and human resources management. This work is evolving towards a greater focus on how NOCs can continue to share knowledge. For this reason, “NOC Management” will become “NOC Management and Knowledge Sharing” for the next quadrennial plan. The concept of knowledge sharing and the tools for doing so will be made available to the NOCs as they are developed.

REGIONAL FORUMS

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

2016 Budget: USD 330,000

The two forums organised in 2016 by the OCA focused on final preparations and pre-registration meetings of delegations for the Olympic Games Rio 2016, and a presentation of the forthcoming Asian Games. Olympic Solidarity allocated financial assistance for both these events.
NOC VISITS

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

2016 Budget: USD 125,000

Many NOCs were focused on preparing for the Olympic Games Rio 2016 and the Winter Youth Olympic Games Lillehammer 2016, and participating in them. As a result, Olympic Solidarity conducted just three visits in 2016; one to the American continent (Venezuela) and two to Asia (Republic of Korea and Nepal). Since 2013, Olympic Solidarity has visited a total of 21 NOCs, with a minimum of three NOCs per continent.

OLYMPIC SOLIDARITY SPECIAL FUND

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

2016 Budget: USD 2,500,000

The preparation of the Refugee Olympic Team (ROT) and the participation of the team and their entourage in the Olympic Games Rio 2016 was the core activity by the NOCs. At the same time, the special refugee fund launched in 2015 was carried over to 2016, which gave the NOCs the opportunity to launch a number of initiatives that were granted Olympic Solidarity support.

Financial support allocated in 2016

2016 Regional Forums

<table>
<thead>
<tr>
<th>Continent</th>
<th>Dates</th>
<th>Place</th>
<th>Participating NOCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>16-17 May</td>
<td>Bangkok (THA)</td>
<td>NOCs of South Asia, East Asia and South-East Asia</td>
</tr>
<tr>
<td>Asia</td>
<td>20-21 May</td>
<td>Doha (QAT)</td>
<td>NOCs of West and Central Asia</td>
</tr>
</tbody>
</table>

NOC Visits

<table>
<thead>
<tr>
<th>Continent</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>–</td>
<td>GAB</td>
<td>CIV, SEY</td>
<td>–</td>
</tr>
<tr>
<td>America</td>
<td>BIZ</td>
<td>BER, HON</td>
<td>GRN</td>
<td>VEN</td>
</tr>
<tr>
<td>Asia</td>
<td>KGZ, UAE</td>
<td>–</td>
<td>JOR, LAO</td>
<td>KOR, NEP</td>
</tr>
<tr>
<td>Europe</td>
<td>ALB, POR</td>
<td>TUR</td>
<td>SWE</td>
<td>–</td>
</tr>
<tr>
<td>Oceania</td>
<td>–</td>
<td>ASA, SAM</td>
<td>FIJ</td>
<td>–</td>
</tr>
</tbody>
</table>
### 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 Games of the XXXI Olympiad Rio 2016
- Aquatics: FINA (Fédération Internationale de Natation)
- Archery: WA (World Archery Federation)
- Athletics: IAAF (International Association of Athletics Federations)
- Badminton: BWF (Badminton World Federation)
- Basketball: FIBA (Fédération Internationale de Basketball)
- Boxing: AIBA (International Boxing Association)
- Canoeing: ICF (International Canoe Federation)
- Cycling: UCI (Union Cycliste Internationale)
- Equestrian: FEI (Fédération Equestre Internationale)
- Fencing: FIE (Fédération Internationale d’Escrime)
- Football: FIFA (Fédération Internationale de Football Association)
- Golf: IGF (International Golf Federation)
- Gymnastics: FIG (Fédération Internationale de Gymnastique)
- Handball: IHF (International Handball Federation)
- Hockey: FIH (Fédération Internationale de Hockey)
- Judo: UF (International Judo Federation)
- Modern Pentathlon: UIPM (Union Internationale de Pentathlon Moderne)
- Rowing: FISA (Fédération Internationale des Sociétés d’Aviron)
- Rugby: WR (World Rugby)
- Sailing: WS (World Sailing)
- Shooting: ISSF (International Shooting Sport Federation)
- Table Tennis: ITTF (International Table Tennis Federation)
- Taekwondo: WTF (World Taekwondo Federation)
- Tennis: ITF (International Tennis Federation)
- Triathlon: ITU (International Triathlon Union)
- Volleyball: FIVB (Fédération Internationale de Volleyball)
- Weightlifting: IWF (International Weightlifting Federation)
- Wrestling: UWW (United World Wrestling)

#### Sports on the programme of the XXIII Olympic Winter Games PyeongChang 2018
- Biathlon: IBU (International Biathlon Union)
- Bobsleigh: FIBT (Fédération Internationale de Bobsleigh et de Tobogganing)
- Curling: WCF (World Curling Federation)
- Ice Hockey: IIHF (International Ice Hockey Federation)
- Luge: FIL (Fédération Internationale de Luge de Course)
- Skating: ISU (International Skating Union)
- Skiing: FIS (Fédération Internationale de Ski)
National Olympic Committees 206 NOCs are recognised by the IOC (at 31 December 2016)

Africa (54 NOCs)
- RSA South Africa
- ALG Algeria
- ANG Angola
- BEN Benin
- BOT Botswana
- BUR Burkina Faso
- BDI Burundi
- CMR Cameroon
- CPV Cape Verde
- CAF Central African Republic
- COM Comoros
- CGO Congo
- COD Democratic Republic of the Congo
- CIV Côte d’Ivoire
- DJI Djibouti
- EGY Egypt
- ERI Eritrea
- ETH Ethiopia
- GAB Gabon
- GAM Gambia
- GHA Ghana
- GMB Guinea
- GBS Guinea-Bissau
- GEO Equatorial Guinea
- KEN Kenya
- LES Lesotho
- LIB Liberia
- LBY Libya
- MAD Madagascar
- MAW Malawi
- MAL Maldives
- MAR Morocco
- MLI Mali
- MAUR Mauritius
- MTN Mauritania
- MOZ Mozambique
- NAM Namibia
- NIG Niger
- NGR Nigeria
- UGA Uganda
- RWANDA Rwanda
- SEN Senegal
- SENEGAL Seychelles
- SLE Sierra Leone
- SOM Somalia
- SUD Sudan
- SSD South Sudan
- SWZ Swaziland
- TAN United Republic of Tanzania
- CHA Chad
- TOG Togo
- TUN Tunisia
- ZAM Zambia
- ZIM Zimbabwe

America (41 NOCs)
- ANT Antigua and Barbuda
- ARG Argentina
- ARU Aruba
- BAH Bahamas
- BAR Barbados
- BIZ Belize
- BER Bermuda
- BOL Bolivia
- BRA Brazil
- CAY Cayman Islands
- CAN Canada
- CHI Chile
- COL Colombia
- CRC Costa Rica
- CUB Cuba

Asia (44 NOCs)
- AFG Afghanistan
- KSA Saudi Arabia
- BRN Bahrain
- BAN Bangladesh
- BHU Bhutan
- BRU Brunei Darussalam
- CAM Cambodia
- CHN People’s Republic
- 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
- KUV 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
- URU Uruguay
- VEN Venezuela
- IVB Virgin Islands, British
- ISV Virgin Islands, US
- SUR Suriname
- TTO Trinidad and Tobago
- PNG Papua New Guinea

Europe (50 NOCs)
- ALB Albania
- CRO Croatia
- CZE Czech Republic
- DEN Denmark
- ESP Spain
- EST Estonia
- FIN Finland
- FRA France
- GEO Georgia
- GRB Great Britain
- GRE Greece
- HUN Hungary
- IRL Ireland
- ISL Iceland
- ISR Israel
- ITA Italy
- KOS Kosovo
- LAT Latvia
- Liechtenstein
- LTU Lithuania
- LUX Luxembourg
- MLT Malta
- MDA Republic of Moldova
- MON Monaco
- MNE Montenegro
- NOR Norway
- NED Netherlands
- POL Poland
- POR Portugal
- ROM Romania
- RUS Russian Federation
- SMR San Marino
- SRB Serbia
- SLO Slovenia
- SWE Sweden
- SVN Slovenia
- ISL Iceland
- ISR Israel
- ITA Italy
- KOS Kosovo
- LAT Latvia
- Liechtenstein
- LTU Lithuania
- LUX Luxembourg
- MLT Malta
- MDA Republic of Moldova
- MON Monaco
- MNE Montenegro

Oceania (17 NOCs)
- AUS Australia
- COC Cook Islands
- FIJ Fiji
- GUM Guam
- KIR Kiribati
- MHL Marshall Islands
- FSM Federated States of Micronesia
- NRU Nauru
- NZL New Zealand
- PAL Palau
- PNG Papua New Guinea
- SOLO Solomon Islands
- SAM Samoa
- ASA American Samoa
- TONG Tonga
- TUV Tuvalu
- VAN Vanuatu
LISTENING TO YOU

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1 | FOREWORDS

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

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