2017
Annual Report

Working together to develop sport and promote its values
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05 Chair of the Olympic Solidarity Commission
Olympic Solidarity: Helping Olympic dreams come true

Thomas Bach, President of the International Olympic Committee

One of the most appealing aspects of the Olympic Games is their universality, bringing together the best athletes from each region of the earth. It is through solidarity that this universality can become a reality. This is the mission to which Olympic Solidarity has devoted itself over many decades.

Olympic Solidarity offers assistance to all the National Olympic Committees (NOCs) through multi-faceted programmes. This Annual Report outlines these programmes and accomplishments in 2017, covering a broad range of activities – from athlete development and the training of coaches and sports leaders to NOC management and promotion of the Olympic values.

Indeed, the Olympic Scholarships for Athletes programme for the Olympic Winter Games PyeongChang 2018, designed to ensure that athletes with talent had an equal chance of reaching and succeeding in the Olympic arena, has played a key role in the journeys of 268 individual athletes from 60 NOCs to the Games.

Never before has Olympic Solidarity illustrated so well the IOC’s engagement and commitment to giving all athletes around the world an equal chance to fulfil their dreams of competing at the Olympic Games.

On behalf of the IOC, my sincere thanks go to the Chair and all the members of the Olympic Solidarity Commission for their excellent work. Olympic Solidarity continues to ensure that more and more athletes around the world can make their Olympic dreams come true.
Existing programmes have been joined by myriad new projects

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

This has been an important 12 months for Olympic Solidarity – the inaugural year of our Olympic Solidarity Plan 2017-2020. With a development budget of USD 509 million, 16 per cent greater than for the previous quadrennial, we have been able to create and launch an ambitious four-year programme that offers more assistance to the National Olympic Committees (NOCs) and their athletes than ever before.

As well as being an important year for the organisation, 2017 was both a busy and successful 12 months. Here in Lausanne, the Olympic Solidarity team made every effort to ensure that NOCs promptly received information about our programmes, both through our new Online Platform and through continental forums presented in collaboration with the continental associations. Their dedication has helped ensure that NOCs have received maximum benefit from our various initiatives.

Two Olympic Solidarity programmes, Olympic Scholarships for Athletes and Youth Olympic Games – Athlete Support, have helped NOCs prepare athletes for two major 2018 games, the Olympic Winter Games PyeongChang 2018 and the Youth Olympic Games Buenos Aires 2018. These programmes and others have run alongside myriad new projects, designed to help everyone from coaches to management staff while promoting the Olympic values around the world.

On behalf of the Olympic Solidarity Commission, I would like to thank our colleagues at the NOCs, the Association of National Olympic Committees (ANOC), the continental associations, all our partners and the teams at the six Olympic Solidarity offices around the world for their tireless work during 2017, for their contributions to this new-look annual report, and for their unwavering commitment to the Olympic Movement. I very much look forward to continuing success in 2018.

“WE HAVE BEEN ABLE TO CREATE AND LAUNCH AN AMBITIOUS FOUR-YEAR PROGRAMME THAT OFFERS MORE ASSISTANCE TO THE NATIONAL OLYMPIC COMMITTEES AND THEIR ATHLETES THAN EVER BEFORE”
General Introduction

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Mission

Olympic Solidarity offers global assistance to National Olympic Committees (NOCs), especially those with the greatest need, through targeted programmes, structured supervision and personalised advice – helping to ensure the universality of the Olympic Games. The support provided by Olympic Solidarity is designed to increase the effectiveness and transparency of NOCs’ management and activities, and is funded according to universal principles of good governance. Recognising the diversity of the Olympic Movement, Olympic Solidarity offers NOCs flexibility in how they use their funds in order to better meet their individual needs.

This year saw the launch of the Olympic Solidarity Plan 2017-2020. Its main objectives are depicted in the graphic opposite.

LINKS
[Olympic Solidarity Plan 2017-2020](#)
[Olympic Solidarity on www.olympic.org](#)
Olympic Solidarity in 2017

The last 12 months were a busy year for Olympic Solidarity – chiefly because they saw the launch of the Olympic Solidarity Plan 2017-2020, which sets out the organisation’s aims and objectives for the new quadrennial.

The Olympic Solidarity Plan 2017-2020 features a great variety of initiatives and programmes designed to help athletes; strengthen and improve NOCs’ structures and management capacities; encourage knowledge sharing among NOCs and other members of the Olympic Movement; support education and training for coaches; and promote the Olympic values. Along with a new unit dedicated to Forums and Special Projects, two new programmes have been introduced: one helping athletes transition into new careers after retiring from competition, and the other supporting refugee athletes around the world. Since January 2017, a number of programmes have been accessible on Olympic Solidarity’s new Online Platform, which improves the service Olympic Solidarity provides to NOCs while also making the organisation more sustainable.

In November 2016, the Olympic Solidarity Plan 2017-2020 was presented to NOC delegates at the Association of National Olympic Committees (ANOC) General Assembly in Doha, Qatar, along with details of the new Olympic Solidarity Online Platform. Then, between 28 March and 16 June 2017, Olympic Solidarity organised 10 regional forums around the world, bringing together NOCs to exchange ideas, share best practices and discuss the programmes for this new period.
TWO NEW PROGRAMMES HAVE BEEN INTRODUCED: ONE HELPING ATHLETES TRANSITION INTO NEW CAREERS AFTER RETIRING FROM COMPETITION, AND THE OTHER SUPPORTING REFUGEE ATHLETES.

Also during the year, Olympic Solidarity further strengthened links with its beneficiaries and partners at regional and continental meetings, forums and workshops; regional Games; modules in MEMOS (Executive Masters in Sports Organisation Management); training courses for coaches; and various other meetings. Olympic Solidarity also issued a number of publications in 2017, including a leaflet and booklet dedicated to the Olympic Solidarity Plan 2017-2020, the 2013-2016 Quadrennial Plan Final Report and the 2016 Annual Report. All publications are available for free download from [www.olympic.org](http://www.olympic.org).

Clockwise from top left: Promoting Olympic values through outreach events; athletes were supported ahead of PyeongChang 2018; refugee athletes can now call on Olympic Solidarity assistance.

LINKS
- Olympic Review 103
- [All Olympic Solidarity publications](http://www.olympic.org)
Olympic Solidarity Commission

Chaired by Sheikh Ahmad Al-Fahad Al-Sabah, the Olympic Solidarity Commission met twice during the year.

At its first 2017 meeting, held on 11 April in Barcelona, the commission discussed the Olympic Solidarity Plan 2017-2020 with particular reference to the programmes geared towards athletes, and also talked about NOC mentoring, the forums planned for the year ahead and the Olympic Solidarity Online Platform.

Six months later, on 5 November, the commission met once more in Lausanne. The members reviewed the results of the Olympic Solidarity Plan 2017-2020’s first year as well as the objectives, auditors’ report and budget for 2018, received an update on ethics issues and discussed the remaining actions necessary to complete the 2013-2016 quadrennial plan.
Composition of the Olympic Solidarity Commission 31 December 2017

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<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Nationality</th>
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<td>Chair</td>
<td>*Sheikh Ahmad Al-Fahad AL-SABAH</td>
<td>KUW</td>
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<tr>
<td>Members</td>
<td>*Mrs Marisol CASADO</td>
<td>ESP</td>
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<td></td>
<td>*Ms Kirsty COVENTRY</td>
<td>ZIM</td>
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<td></td>
<td>*Mrs Sari ESSAYAH</td>
<td>FIN</td>
</tr>
<tr>
<td></td>
<td>*Mr Tony ESTANGUET</td>
<td>FRA</td>
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<td></td>
<td>*Mrs Nicole HOEVERTSZ</td>
<td>ARU</td>
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<td></td>
<td>*Mr Neven ILIC</td>
<td>CHI</td>
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<td>*Mr Nenad LALOVIC</td>
<td>SRB</td>
</tr>
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<td></td>
<td>*Mrs Lingwei Li</td>
<td>CHN</td>
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<td></td>
<td>*Mrs Gunilla LINDBERG</td>
<td>SWE</td>
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<td></td>
<td>*HRH the Grand Duke de LUXEMBOURG</td>
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<td></td>
<td>*Dr Julio César MAGLIONE</td>
<td>URU</td>
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<td></td>
<td>*Dr Robin E. MITCHELL</td>
<td>FIJ</td>
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<tr>
<td></td>
<td>*Intendant General Lassana PALENFO</td>
<td>CIV</td>
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<td></td>
<td>*Mr Bernard RAJZMAN</td>
<td>BRA</td>
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<tr>
<td></td>
<td>Mr Ahmed ABOU ELGASIM HASHIM</td>
<td>SUD</td>
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<td></td>
<td>Mr Husain AL-MUSALLAM</td>
<td>KUW</td>
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<td></td>
<td>Mr Ricardo BLAS</td>
<td>GUM</td>
</tr>
<tr>
<td></td>
<td>Mr Janez KOCIJANČič</td>
<td>SLO</td>
</tr>
<tr>
<td></td>
<td>Mr Raffaele PAGNOZZI</td>
<td>ITA</td>
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<tr>
<td></td>
<td>Mr Ivar SISNIEGA</td>
<td>MEX</td>
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*Members of the Olympic Solidarity Commission who are also IOC Members

Olympic Scholarships for Athletes – Tokyo 2020 beneficiary Maria Andrejczyk (POL)
Structure

The Olympic Solidarity international office in Lausanne, Switzerland, is responsible for all operational aspects of implementing the Olympic Solidarity Plan 2017-2020. The office works with the five continental associations of NOCs, particularly the Olympic Solidarity continental offices within each association, as well as with ANOC.

Olympic Solidarity Continental Offices

Africa
Abuja (NGR)
Lassana Palenfo

America
Mexico City (MEX)
Ivar Sisniega

Asia
Hawalli (KUW)
Husain Al-Musallam

Europe
Rome (ITA)
Gianluca De Angelis

Oceania
Suva (FJI)
Ricardo Blas
Olympic Solidarity
International Office Organisational Structure

Programmes

- **Athletes**
- **Coaches**
- NOC Management and Knowledge Sharing
- Promotion of the Olympic Values*

Relations with continents

- Asia / OCA
- Africa / ANOCA
- America / Panam Sports
- Oceania / ONOC
- Europe / EOC ANOC

NOC mentoring

- Selected NOCs of Asia
- Selected NOCs of Africa
- Selected NOCs of America
- Selected NOCs of Oceania
- Selected NOCs of Europe

Technical support services

- Tripartite Commission
- Relationship with International Federations (IFs)
- NOC Mentoring Knowledge Centre
- Finance
- OS Commission, OS Headquarters, Human Resources, IT, Communications

*This unit also manages the IOC Subsidies for Participation in Olympic Games
Budget 2017

Based on broadcast-rights income for the Olympic Games Rio 2016, estimated revenue from the Olympic Winter Games PyeongChang 2018 and interest from future investments, the Olympic Solidarity Commission approved a total development and assistance budget for the Olympic Solidarity Plan 2017-2020 of USD 509,285,000.

The budget for 2017, approved by the commission on 8 November 2016, was USD 115,693,999, which represents 22.7 per cent of the total budget for the 2017-2020 Plan.
World Programmes

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Helping NOCs fulfil their Olympic mission

The 21 World Programmes on the Olympic Solidarity Plan 2017-2020 provide essential technical, financial and administrative assistance to National Olympic Committees (NOCs) for sports development activities, helping them to fulfil the mission defined in the Olympic Charter. The programmes are managed by the Olympic Solidarity office in Lausanne, with help from the continental offices in the continental associations where appropriate. Olympic Solidarity works closely with Olympic International Federations (IFs), IOC commissions and various other Olympic Movement partners to ensure that the programmes are of a high standard – and, in particular, that they meet the requirements of those NOCs with the greatest needs.

The World Programmes are split into five distinct categories.

1. **Athletes**
   - Olympic Scholarships for Athletes – PyeongChang 2018
   - Olympic Scholarships for Athletes – Tokyo 2020
   - Team Support Grant
   - Continental Athlete Support Grant
   - Youth Olympic Games – Athlete Support
   - **NEW** Athlete Career Transition
   - **NEW** Refugee Athlete Support

2. **Coaches**
   - Technical Courses for Coaches
   - Olympic Scholarships for Coaches
   - Development of National Sports System

3. **NOC Management and Knowledge Sharing**
   - NOC Administration Development
   - National Courses for Sports Administrators
   - International Executive Courses in Sports Management
   - NOC Solidarity Exchanges

4. **Promotion of the Olympic Values**
   - Sports Medicine and Protection of Clean Athletes
   - Sustainability in Sport
   - Gender Equality and Diversity
   - Sport for Social Development
   - Olympic Education, Culture and Legacy

5. **Forums and Special Projects**
   - Forums and Workshops
   - Special Projects
Athletes

Bringing athletes around the world closer to their Olympic dream
Athletes

Olympic Solidarity’s seven Athletes programmes offer NOCs assistance adapted to the age and level of their athletes, and to competitions for which these athletes are preparing. Aimed at athletes at all stages of their careers, the programmes deliver technical and financial assistance that meets the needs of both the NOCs and the athletes, and also helps athletes with their post-athletic career transition. The programmes promote equal training conditions for athletes, including refugee athletes, and contribute to the universality of the Olympic Games.

2017 Budget: USD 20,750,000

Highlights in 2017

- Two new programmes – Athlete Career Transition and Refugee Athlete Support
- Tokyo 2020 Olympic Scholarship programme established one year earlier than for past scholarship programmes, increasing athlete support from two years to three
- Team and Continental Athlete Support Grants operational on the new Olympic Solidarity Online Platform
- PyeongChang 2018 Olympic Scholarship programme entered its final stages, with special assistance provided for attendance at the necessary qualification events
- NOCs offered help to identify potential Youth Olympic Games (YOG) Buenos Aires 2018 participants and send them to qualification events

Key numbers

- 435 individual Olympic Scholarships for PyeongChang 2018
- 817 individual Olympic Scholarships for Tokyo 2020
- 116 Team Support Grants
- 71 Continental Athlete Support Grants
- 19 athletes supported by the Athlete Career Transition programme
- 39 refugee athletes assisted through the Refugee Athlete Support programme
- 228 activities preparing athletes for the YOG
Olympic Scholarships for Athletes – PyeongChang 2018

Offering support and funding to athletes attempting to qualify and prepare for the Olympic Winter Games PyeongChang 2018, this programme was designed to make the Games more competitive. Only NOCs whose athletes had a proven winter sports track record had access to the programme. NOCs that sent 60 or more athletes to the Olympic Winter Games Sochi 2014 were granted access to a special tailor-made assistance programme that offered flexible use of a fixed budget.

"THE OLYMPIC SOLIDARITY SCHOLARSHIP PROGRAMME ENABLES YOU TO REACH A HIGHER LEVEL BECAUSE IT CAN BE USED TOWARDS TRAINING AND OTHER MEANS OF FULFILLING YOUR POTENTIAL."

Alpine skier Dinos Lefkaritis (CYP)

13

NOCs used the scholarships programme for the first time
In 2017
With the countdown starting during 2017 for the Olympic Winter Games PyeongChang 2018, Olympic Solidarity monitored scholarship holders throughout the year in the light of their qualification for the Games.

Budget: USD 7,000,000

FAST FACT
The scholarship offers athletes a fixed monthly grant to cover training and coaching expenses. A fixed travel subsidy can also be requested for transport costs (including for equipment) to participate in Olympic qualification competitions.

Olympic Scholarships for Athletes – PyeongChang 2018

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>Individual scholarships</th>
<th>Tailor-made assistance</th>
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<tr>
<td></td>
<td></td>
<td>Men</td>
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</tr>
<tr>
<td>Africa</td>
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<td>Europe</td>
<td>38</td>
<td>212</td>
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<tr>
<td>Oceania</td>
<td>2</td>
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<tr>
<td>Total</td>
<td>75</td>
<td>291</td>
<td>144</td>
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</table>
“Snowboarding is a very expensive sport. Olympic Solidarity’s assistance enabled me to focus on my training and not worry about how my family or I were going to pay for my programme”

Jarryd Hughes
Australian snowboarder and Olympic Scholarship for Athletes – PyeongChang 2018 recipient
What are the challenges faced by athletes such as you?
Even though we can get sponsors, it’s never enough because we’re not professional athletes. I have a family and work to think about as well, so to combine that with sport and the necessary travelling is just so much.

In what ways has the Olympic Solidarity funding helped you?
It’s helped a lot. I was able to stop selling vacuum cleaners and focus on training. I was amazed that this funding existed and it has made such a difference to me as an athlete, being able to focus 100 per cent on my sport. It has helped me develop as an athlete and qualify for the Olympic Winter Games PyeongChang 2018, as I was able to travel around to more events to score qualifying points.
Olympic Scholarships for Athletes – Tokyo 2020

Launched in 2017, this programme assists elite athletes in their preparation and qualification for the Olympic Games Tokyo 2020. Designed to promote universal representation at the Games, it is focused on those athletes with the greatest need, giving priority to NOCs that have traditionally sent small delegations to the Games.

The programme started in September 2017, one year earlier in the Games cycle than previous scholarship programmes, giving NOCs the chance to support their athletes for up to three years.

“AN ANALYSIS WAS CARRIED OUT ON EACH CANDIDATE TO ASSESS WHETHER THEY WOULD BE BETTER SERVED BY TRAINING IN THEIR HOME COUNTRY OR ABROAD IN A HIGH-LEVEL TRAINING CENTRE.”

91 NOCs received scholarships during 2017

817 scholarships awarded during 2017

Athletes like Dika Toua (PNG) will receive support ahead of Tokyo 2020
In 2017
Applications opened in March 2017, and NOCs were set a deadline of 1 June to apply for the first batch. Olympic Solidarity analysed each candidate in partnership with the respective IF, and assessed whether they would be better served by training in their home country or abroad in a high-level training centre. The first scholarships were activated in September 2017, following the receipt of signed agreements between each athlete and their NOC/National Federation (NF).

Budget: USD 3,000,000

FAST FACT
Open to athletes from all Olympic sports, including sports making their first Olympic appearance in 2020 – karate, skateboard, sport climbing and surfing

Olympic Scholarships for Athletes – Tokyo 2020

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<td>Oceania</td>
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Benjamin Savsek (SLO) is aiming to compete in his third Games in 2020 with the help of a scholarship
“My ultimate goal is to win a medal at an Olympic Games for Hong Kong. With the support of Olympic Solidarity, I can improve my performances by participating in more international competitions”

Doo Hoi Kem
Table tennis player (HKG) and Olympic Scholarship for Athletes – Tokyo 2020 recipient
Team Support Grant

Olympic Solidarity’s Team Support Grants assist national teams in preparing for and participating in regional, continental and world-level competitions. One national summer team and one national winter team from each NOC may benefit from the grants’ technical and financial assistance with a view to eventually attempting to qualify for the Olympic Games. For the first time in the programme’s history, NOCs may now split its summer or winter budget between two teams if at least one is a women’s team.

“FOR THE FIRST TIME, NOCS MAY NOW SPLIT THE SUMMER OR WINTER BUDGET BETWEEN TWO TEAMS IF AT LEAST ONE IS A WOMEN’S TEAM”

21
NOCs split their grants between two teams

8
summer sports

2
winter sports

Finland’s women’s hockey team benefits from the Team Support Grant
In 2017
Olympic Solidarity launched the 2017-2020 Team Support Grant programme this year, with a two-step application process covering the quadrennial plan and annual preparation projects. All applications were assessed with assistance from the relevant IF, before the Team Support Grants were allocated and paid to the 116 successful NOCs.

For the first time, the programme was activated through the new Olympic Solidarity Online Platform, which allows NOCs direct access to Olympic Solidarity programmes.

Budget: USD 3,000,000

FAST FACT
56 women’s team grants – a 93% increase from the same stage in the last quadrennial, part of Olympic Solidarity’s efforts to foster gender equality in sport in line with Olympic Agenda 2020

Team Support Grants by continent

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Team Support Grants by sport

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<td>Hockey</td>
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<td>Rugby sevens</td>
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<td>Volleyball</td>
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<td>Water polo</td>
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<tr>
<td><strong>Total</strong></td>
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</table>

Tunisia’s men’s basketball team and Latvia’s women’s curling team both received Team Support Grants in 2017.
Continental Athlete Support Grant

Olympic Solidarity’s Continental Athlete Support Grants offer NOCs financial and technical assistance to help prepare their athletes for multi-sport regional, continental or world games and other community games, such as the Commonwealth Games and the Jeux de la Francophonie. The programme focuses specifically on athletes’ training during the final phase of their preparations for competition.

“GRANTS ARE DESIGNED TO COVER A VARIETY OF COSTS INCLUDING THOSE INCURRED BY ATHLETES THROUGH PARTICIPATING IN COMPETITIONS THAT ARE DEEMED USEFUL TO THEIR GENERAL TRAINING PROGRAMME”

Athletes at the Asian Winter Games 2017 benefited from the programme

71
NOCs benefited in 2017

World Programmes Athletes

Olympic Solidarity Annual Report 2017
In 2017
The Continental Athlete Support Grants are designed to cover a variety of costs: general coaching and training; national or international training camps for athletes preparing for specific games; and costs incurred by athletes through participating in competitions deemed useful to their general training programme.

During 2017, the programme offered support to athletes to prepare for the following multi-sport games: Asian Winter Games (Sapporo, Japan); the Asian Indoor and Martial Arts Games (Ashgabat, Turkmenistan); the European Youth Olympic Summer Festival (Győr, Hungary) and Winter Festival (Erzurum, Turkey); the Commonwealth Youth Games (Nassau, Bahamas); the Pacific Mini Games (Port Vila, Vanuatu); and the Jeux de la Francophonie (Abidjan, Côte d’Ivoire).

Budget: USD 3,000,000

Continental Athlete Support Grants

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</table>

FAST FACT
The major multi-sport games in 2017 provided athletes with important experience ahead of the continental games to be held on all continents in 2018 and 2019.

The Commonwealth Youth Games was one of the events the programme offered support to in 2017.
Youth Olympic Games – Athlete Support

Helping athletes to participate in the Youth Olympic Games (YOG), this programme offers three main types of assistance: identifying and training athletes with a view to their qualification for and participation in the YOG; covering athlete and entourage costs necessary for participation in YOG qualification competitions (such as transport, accommodation and entry fees); and helping athletes who have already qualified or received YOG universality places in their final preparations for the Games.

“IN 2017, THERE WERE MORE THAN 160 ACTIVITIES RELATING TO IDENTIFYING AND TRAINING ATHLETES AHEAD OF THE YOG BUENOS AIRES 2018”

Zhing Ning (AZE) is one of the athletes receiving support ahead of the YOG 2018
In 2017, Olympic Solidarity offered all three types of assistance to NOCs during the year.

In 2017, there were more than 160 activities relating to identifying and training athletes ahead of the YOG Buenos Aires 2018; more than 30 activities relating to athlete participation in YOG qualification competitions; and more than 30 activities assisting athletes who had qualified for the Games or who received universality places in March 2017.

**Budget:** USD 3,500,000

**FAST FACT**
58% of all NOCs are receiving Olympic Solidarity support ahead of the YOG 2018

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The YOG Buenos Aires 2018 was the core focus of activity for 2017.
How is Olympic Solidarity assisting you on your journey to the YOG Buenos Aires 2018?
My motivation has increased enormously since I’ve received Olympic Solidarity support. It has enabled me to train in 50m pools, fine-tune my performance with video analysis – including jump and dive techniques – and improve my mental preparation ahead of big competitions. With all of this support, I can concentrate on my core task: qualifying for the YOG.

Why did you apply for the Youth Olympic Games – Athlete Support grant?
Since Liechtenstein is one of the smallest countries in the world, it is difficult to find personal sponsors in individual sports, so the financial support offered by Olympic Solidarity is very helpful – and a relief for my parents!

Simon-Aramis Greuter is a swimmer from the small European country of Liechtenstein. YOG – Athlete Support is helping him on the way to Buenos Aires 2018.
Athlete Career Transition

Launched in 2017, Olympic Solidarity’s Athlete Career Transition programme supports athletes at various stages of their competitive careers as they consider, plan and transition to a successful post-athletic professional life. Assistance comes in two forms: individual grants offered to Olympians that help them with education and training in a field of their choice; and outreach sessions through the IOC’s Athlete Career Programme (ACP).

“OLYMPIC SOLIDARITY ENCOURAGED NOCS TO SUBMIT AN EQUAL NUMBER OF APPLICATIONS FOR MEN AND WOMEN ATHLETES”

This Athlete Career Programme outreach session in Estonia was one of a total of 25 delivered in 2017.
In 2017
Offered by Olympic Solidarity in collaboration with the IOC Athletes’ Commission and the IOC Sports Department, the Athlete Career Transition programme was established and launched in 2017.

Olympic Solidarity encouraged NOCs to submit an equal number of applications for men and women athletes. The first batch of education applications were assessed and approved during the course of the year, and the first grants were allocated to 19 individual Olympians. The grants support a wide range of programmes, including degrees (bachelors, masters and PhD), apprenticeships and language courses, covering periods from three months to four years.

A total of 25 IOC ACP outreach sessions, funded by Olympic Solidarity, were delivered in 2017 by members of the IOC Athletes' Commission, Olympians and/or Adecco managers and employment experts.

These hands-on sessions for elite athletes focused on the three pillars of the IOC ACP – education, life skills and employment.

**Budget:** USD 750,000

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<td><strong>Total</strong></td>
<td><strong>19</strong></td>
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Belarusian cyclist Andrei Krasilnikau explains how an individual education grant provided through the Athlete Career Transition programme has enabled him to prepare for post-competitive life.

**Why did you apply for the programme?**
As a professional athlete I understand that a sports career is a short part of my life. A smooth transition is important for my future success.

**What has most impressed you about the programme’s educational aspect?**
The programme I am attending is world-class, with a focus on preparing future sport managers. Experts from International Federations, the IOC and other stakeholders share their experiences. Combined with my background this gives me a unique perspective on the industry, from an athlete’s and an organisational perspective.

**How has it helped you develop?**
I now have the confidence to think beyond just riding and winning. This programme pulled me out of the “training/recovery bubble” occupied by many athletes. I now have a better understanding of the ways in which my sport can be improved.
“It’s excellent to have these tools [through the Athlete Career Programme] to be a better person. I am now a trainer and I brought my group of trainees to the IOC’s Outreach Programme workshops to get a better view of what they will have to face in the future”

Jessica Garcia Medina
Former Puerto Rican women’s judoka and Athlete Career Programme participant
Refugee Athlete Support

Building on the experience of the Olympic Games Rio 2016, at which a Refugee Olympic Team competed for the first time, this new programme is designed to identify and support refugee athletes to prepare for and participate in international competitions. Assistance is available to NOCs of all countries that are hosting refugees and want to join the IOC in its efforts to support and protect athletes from all nations and backgrounds.

“DURING 2017, OLYMPIC SOLIDARITY CONTINUED TO SUPPORT THE ATHLETES WHO MADE UP THE RIO 2016 REFUGEE OLYMPIC TEAM”
In 2017
Four new scholarships were awarded under the programme, and Olympic Solidarity continued to support the athletes who made up the Rio 2016 Refugee Olympic Team. Scholarship holders competed at the 2017 FINA World Championships (Budapest, Hungary), the 2017 IAAF World Championships (London, UK) and the 2017 Asian Indoor and Martial Arts Games (Ashgabat, Turkmenistan).

Budget: USD 500,000

Refugee Athlete Support

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</table>

Popole Misenga, originally from the Democratic Republic of Congo, is being assisted by the Refugee Athlete Support Programme
What doors did Refugee Athlete Support open up for you?
It was a great help financially in the lead-up to the Olympic Games Rio 2016. I attended a three-week training camp in Switzerland prior to the Games, and half the cost was covered by Olympic Solidarity funds. I was also able to rent an apartment and buy training equipment, which was invaluable. I have continued to receive financial help, which will hopefully support me right up until the Olympic Games Tokyo 2020.

What is your message to other athletes supported by the programme?
With this opportunity as an Olympian you can show that your dreams can become real. We are a symbol of hope for millions of refugees around the world.

Ethiopian marathon runner Yonas Kinde was chosen to compete for the Refugee Olympic Team at the Olympic Games Rio 2016. With the help of Olympic Solidarity, he now has Tokyo 2020 in his sights.
Coaches

Improving the quality of athlete training
Coaches

Coaches play a crucial role in the development of athletes and teams, from young beginners to elite competitors preparing for national championships, international tournaments and even the Olympic Games. Coaches today have more responsibilities than ever before – many have to act not just as trainers but as teachers, mentors, psychologists, physiologists and agents. Olympic Solidarity’s Coaches programmes offer NOCs a set of tools that can improve the quality of their coaching, helping sports technicians at all levels to respond to the latest athlete training requirements.

2017 Budget: USD 8,250,000

Highlights in 2017

- Technical Courses for Coaches and Development of the National Sports System made available on Olympic Solidarity’s new Online Platform
- NOCs encouraged to create coaching education master plans for the whole quadrennial (2017-2020)
- IFs offered the chance to include modules on training judges, referees and para-coaches on the Technical Courses for Coaches
- NOCs given opportunity to organise multi-sport and general conditioning training sessions, plus train-the-trainers courses
- Increased assistance for developing NOCs
- NOCs able to apply for coaching activities in the five new sports included on the Olympic Games Tokyo 2020 programme: baseball/softball; karate; sports climbing; skateboard; and surfing

Key numbers

230
Technical Courses for Coaches held for 123 NOCs

162
Olympic Scholarships for Coaches awarded to 103 NOCs

62
National Sports System Development projects in 56 countries
Technical Courses for Coaches

The Technical Courses for Coaches are designed to provide training at various levels for officially recognised and active coaches under the supervision of an international expert nominated by the relevant IF. The courses are held with a view to standardising the training that coaches receive around the world, ensuring a common language for each sport and discipline is used by everyone. The courses also provide NOCs with opportunities to raise coaches’ awareness of certain aspects of Olympic Agenda 2020.

“COURSES WERE ORGANISED WITH A VIEW TO ASSISTING DEVELOPING NATIONS TO FURTHER IMPROVE THEIR OWN COACHING STRUCTURES”

Thailand hosted a Technical Course for Coaches in tennis during 2017.
In 2017
Following proposals made by Olympic Solidarity, NOCs from developed nations hosted regional Technical Courses in various sports, in collaboration with a number of IFs. These courses were organised with a view to assisting developing nations in the respective regions to further improve their own coaching structures.

At the Olympic Games Tokyo 2020, four sports will be making their Olympic debuts, and one will be returning to the Games after a 12-year absence. In 2017, Technical Courses conducted by NOCs featured four of these five sports: baseball/softball, karate, sport climbing and surfing. In addition to these and other sport-specific courses, NOCs presented several multi-sport and general conditioning training programmes during the year.

Budget: USD 3,750,000

**FAST FACT**
123 NOCs benefited in 2017
“The course was very helpful for our coaches, giving us the opportunity to work closely with a number of technicians in our federation”

Fatlum Grajcevci
Coach at Pristina Athletics Club and attendee of the IAAF Course for Coaches, funded by Olympic Solidarity’s Technical Courses for Coaches grant through the NOC of Kosovo
Olympic Scholarships for Coaches

The Olympic Scholarships for Coaches programme is designed to help NF-recognised coaches benefit from continuous high-level training in a particular sport or other area of expertise. The experience they gain will then be of wider benefit to their national sports system. The programme offers coaches three main types of training: sports science training at high-level sport centres or universities; sport-specific training that allows coaches to update their knowledge in a particular sport; and distance training (e-learning), managed by the respective high-level centres or universities.

“OLYMPIC SOLIDARITY MET WITH HIGH-LEVEL PARTNER SPORT CENTRES TO ENSURE THAT THEY INCLUDE MODULES RAISING AWARENESS OF ASPECTS OF OLYMPIC AGENDA 2020, SUCH AS PROTECTING CLEAN ATHLETES AND COMBATING SPORTS BETTING.”

NF-recognised coaches train at the CAR, one of the Olympic Solidarity partner centres.
In 2017
Olympic Solidarity met the World Anti-Doping Agency (WADA) in Montreal to discuss, among other topics, dissemination of WADA’s Coach’s Tool Kit via NOCs, IFs and Olympic Solidarity’s partner centres. During the year, Olympic Solidarity held one-to-one meetings with high-level partner sport centres to ensure that they integrate WADA’s Coach’s Tool Kit into their coach-education curriculum; and that they include modules raising awareness of aspects of Olympic Agenda 2020, such as protecting clean athletes, combating sports betting and non-discrimination.

Budget: USD 2,500,000

FAST FACT
103 NOCs benefited in 2017

The last module of the International Coaching Enrichment Certificate Programme (ICECP), held in Lausanne, was attended by 30 coaches from many different nations.

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### Olympic Scholarships for Coaches by sport

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- **Aquatics**: 2-2-1-1-3 = 8
- **Archery**: 1-2-3 = 6
- **Athletics**: 1-2-1 = 4
- **Badminton**: 3-1-2 = 6
- **Baseball/Softball**: 1 = 1
- **Basketball**: 2 = 2
- **Boxing**: 2 = 2
- **Canoes**: 2 = 2
- **Curling**: 2 = 2
- **Cycling**: 2-1-3 = 6
- **Fencing**: 2-1-2 = 5
- **Football**: 4-4-3-2-3 = 16
- **General conditioning**: 6-2-6 = 14
- **Gymnastics**: 1 = 1
- **Handball**: 1-1-4 = 6
- **Hockey**: 1 = 1
- **Ice hockey**: 1 = 1
- **Ice hockey**: 1 = 1
- **Judo**: 1-2-1-2-1 = 10
- **Karate**: 1-2-2 = 5
- **Rowing**: 2-1-1-1 = 7
- **Sailing**: 2-1-1-1 = 7
- **Table tennis**: 1-2-1 = 4
- **TaeKwondo**: 3-4-3-10 = 10
- **Tennis**: 1-7-3-3 = 12
- **Triathlon**: 1-1-2 = 4
- **Volleyball**: 1-1-7 = 9
- **Weightlifting**: 2-1-2 = 5
- **Wrestling**: 2-1-3 = 6

Top: Boikie Gama (RSA), an ICECP graduate with honours distinction (pictured centre). Bottom: the International Support Program to the African and Caribbean Sport (PAISAC) autumn session in Montreal (CAN)
What prompted you to apply for an Olympic Scholarship for Coaches through your NOC within the UCI (Union Cycliste Internationale)?

I started with the Lesotho cycling team as an occasional hobby, but my riders surpassed my capacity to give them the technical and tactical advice they needed. I decided to take the UCI Coaching Diploma course. Without the scholarship, I would not have been able to afford the course, which has been a pivotal moment in my personal development and the development of cycling in Lesotho.

What would you describe as the highlights of the training?

It was very special to get hands-on experience working with trainees from different cycling disciplines. The other unique factor was meeting and networking with coaches from all over the world, gelling as a team and working towards the same goal.

Welshman Mark West makes his living in Lesotho as team manager of mountain bike collective ACE-The Sufferfest. Olympic Solidarity support has proved transformational for his running of the team.
**Development of National Sports System**

Aimed primarily at NOCs with weak basic sports and coaching structures but genuine potential for improvement, this programme helps NOCs and NFs to develop and strengthen their sports systems. Following a thorough analysis of the existing structure in a particular Olympic sport or sports, an international expert helps to draft a medium- or long-term action. The plan must provide for the training of local coaches or others capable of seeing the work through to the project’s completion.

“2017 SAW A FURTHER INCREASE IN THE PROGRAMME’S POPULARITY”

A rugby initiative organised by the Paraguay NOC
In 2017
This year saw several changes in the way the Development of National Sports System programme was implemented. On a general level, there has been greater IF involvement in the establishment of NFs’ action plans. And more specifically, there has been a rise in the number of general conditioning and multi-sport projects after NOCs identified a need to focus more on these two areas of activity. This year has also seen a further increase in the programme’s popularity.

Budget USD 2,000,000

FAST FACT
56 NOCs benefited in 2017

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Total projects: 62

FAST FACT
56 NOCs benefited in 2017
A step up

Teodor Sheytanov, Secretary General of the Bulgarian Equestrian Federation, explains how Olympic Solidarity’s Development of National Sports System programme has helped take training standards to the next level.

What did the Bulgarian Equestrian Federation hope to achieve from participating in the Development of National Sports System scheme? Our goals were to deliver improvements in club organisation and trainers’ education. The programme has helped us to achieve those aims.

How has training helped the coaches improve their skills? Coaches and instructors have been trained to set annual goals – including developing individual plans for riders and horses, and preparing for major competitions and championships. A new system has been set up to evaluate coaches and instructors. It includes an additional requirement for successful accomplishment of an FEI/Olympic Solidarity course in order to become a higher-level coach.
NOC Management and Knowledge Sharing

Helping NOCs fulfil their mission in the best possible way
NOC Management and Knowledge Sharing

Effective administrative structures, good practices and reliable procedures are all vital if NOCs are to deliver the day-to-day support required by their athletes and members. The aim of the four NOC Management and Knowledge Sharing programmes is to assist NOCs with their operational needs and improve aspects of their management by helping them better execute their tasks, offering educational opportunities to their staff and elected officials, and facilitating the exchange of information and experience among NOCs.

2017 Budget: USD 13,236,250

Highlights in 2017
- The annual Administrative Subsidy to NOCs increased from USD 40,000 in 2013-2016 to USD 45,000 for 2017-2020
- Course subsidies have been increased for courses with balanced gender participation in order to support more women sports leaders in management
- Documents, tools and illustrations have been developed to support knowledge sharing among NOCs

Key numbers
181 NOCs receiving the annual Administrative Subsidy
133 Sports Administrators and Advanced Sports Management Courses
62 MEMOS (Executive Masters in Sports Organisation Management) scholarships
NOC Administration Development

The NOC Administration Development programme supports and strengthens NOCs’ administrative structures, contributing to their running costs and improving governance and best practice across the board. An annual Administrative Subsidy of USD 45,000 is available to NOCs to help cover running costs, and NOCs can also request assistance with the development of specific aspects of their management structure or high-priority projects that are in line with their strategic plans.

“OLYMPIC SOLIDARITY CONTINUES TO WORK WITH VARIOUS EXPERTS TO HELP NOCS DEVELOP THEIR MANAGEMENT STRUCTURE”

12.5% increase in the Administrative Subsidy for 2017-2020

The Macedonia NOC and NF representatives developing their strategic plans
In 2017
The beginning of the 2017-2020 Plan coincided with a requirement among many NOCs to update their strategic plans. A number of these plans have been supported by NOC Management Initiatives, and Olympic Solidarity continues to work with various experts to help NOCs develop their management structure.

Technology remains a priority for many NOCs, with both website development and IT equipment remaining high on the list of concerns. Financial management is another key area, with many NOCs requesting funding to update their financial procedures and accounting systems and/or to set up or upgrade their accounting software.

Budget: USD 10,056,250

FAST FACT
87.8 per cent of NOCs took up the Administrative Subsidy in 2017

<table>
<thead>
<tr>
<th>Continent</th>
<th>Administrative Subsidy</th>
<th>Management Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>NOCs</td>
<td>NOCs</td>
</tr>
<tr>
<td>Africa</td>
<td>48</td>
<td>26</td>
</tr>
<tr>
<td>America</td>
<td>40</td>
<td>5</td>
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<tr>
<td>Asia</td>
<td>30</td>
<td>7</td>
</tr>
<tr>
<td>Europe</td>
<td>47</td>
<td>16</td>
</tr>
<tr>
<td>Oceania</td>
<td>16</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>181</td>
<td>58</td>
</tr>
</tbody>
</table>
“The uniqueness of the NOC Administration Development programme is that it supports NOCs in building the managerial capacity of their respective sport organisations. Strong, professional sport organisations are vital for the development of sports around the world, and the NOC Administration Development programme gives them the tools to run their organisations in a professional way”

Mohammad Abdo Hagi
Secretary General, Somalia NOC
National Courses for Sports Administrators

Olympic Solidarity’s National Courses train sports administrators around the world in sports administration and management. The Sports Administrators Courses help sports leaders of NOCs, NFs and other national bodies to work more efficiently and happily, using the *Sport Administration Manual* as a base textbook. The Advanced Sports Management Courses (ASMCs) are primarily aimed at NOC and NF executives, supplementing the six modules of the *Managing Olympic Sport Organisations* manual with a strong practical component.

“OLYMPIC SOLIDARITY ALSO OFFERS INDUCTION COURSES TO NOCS INTERESTED IN HOLDING THEIR FIRST SPORTS ADMINISTRATORS COURSE WITH THE SUPPORT OF AN EXPERIENCED NOC”
In 2017
Both textbooks have been revised during 2017. The revision of the Sport Administration Manual is nearly complete, while the update of the Managing Olympic Sport Organisations book will continue in 2018.

Olympic Solidarity also offers induction courses to NOCs interested in holding their first Sports Administrators Course with the support of an experienced NOC. Two NOCs held such courses in 2017, and are now running the programme on a regular basis. In addition, two training sessions for ASMC Programme Directors were held in Lausanne during the year.

Budget: USD 1,430,000

<table>
<thead>
<tr>
<th>FAST FACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Maldives NOC organised the first two sessions of its first ASMC with help from the Programme Director from the Sri Lanka NOC</td>
</tr>
</tbody>
</table>

| Sports Administrators Courses and Advanced Sports Management Courses |
|---|---|---|
| Continent | NOCs | Sports Administrators Courses* | Advanced Sports Management Courses |
| | | Programme Directors trained | Advanced Courses approved |
| Africa | 24 | 40 | 11 | 14 |
| America | 11 | 20 | – | 10 |
| Asia | 11 | 28 | 3 | 6 |
| Europe | 5 | 10 | 2 | 4 |
| Oceania** | 1 | – | – | 1 |
| **Total** | **52** | **98** | **16** | **35** |

* Figures are provisional as NOCs are still submitting their reports for 2017
** Courses organised through ONOC’s Continental Programme
Skilling up

The Uganda NOC was a beneficiary of the National Courses for Sports Administrators grant in 2017. Its President William Blick explains how the courses have boosted professionalism among NFs, while helping to promote the Olympic values.

What practical results did you take away from the programme?
The Sports Administrators Courses have enabled us to provide our NFs with a more structured approach to managing an Olympic sport organisation with modern management techniques.

How far-reaching have the courses’ benefits been?
These courses have enabled the Ugandan NOC to promote Olympic values to stakeholders all over the country who might not necessarily be a part of the Olympic Games. What’s more, they have improved the image of the NOC as a centre for sports administration training, with more than 800 people successfully trained nationwide.
International Executive Courses in Sport Management

Olympic Solidarity’s International Executive Courses provide sports managers with access to high-level education and training courses. A network of universities offers the MEMOS (Executive Masters in Sports Organisation Management) programme in English, French and Spanish, with the six modules split into four sessions over the course of a year. Working with their tutors, all participants are required to develop a professional project designed to improve an aspect of their organisation’s management.

“WORKING WITH TUTORS, PARTICIPANTS ARE REQUIRED TO DEVELOP A PROFESSIONAL PROJECT DESIGNED TO IMPROVE AN ASPECT OF THEIR ORGANISATION’S MANAGEMENT”
In 2017
MEMOS XX modules in English were held in Botswana, the Netherlands and Switzerland, and IOC President Thomas Bach handed diplomas to MEMOS XX graduates. MEMOS XXI then began in Lausanne.

MEMOS VII in French concluded with modules 2, 3 and 4, organised in Mauritius, Belgium and Switzerland respectively. Nenad Lalovic, IOC Member and United World Wrestling (UWW) President, presented the participants with diplomas following their project presentations at the Olympic Museum in Lausanne.

MEMOS VII in Spanish began in October, with the first module taking place in Barcelona.

**Budget:** USD 1,250,000

**FAST FACT**
The Alberto Madella Prize recognising the best MEMOS project was awarded to Andrea Sensi from France (MEMOS VII in French) and Vita Balsyte from Lithuania (MEMOS XX in English)

**MEMOS scholarships awarded in 2017**

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>MEMOS in English (XXI)</th>
<th>MEMOS in Spanish (VII)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>13</td>
<td>9</td>
<td>4</td>
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<tr>
<td>America</td>
<td>25</td>
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<td>21</td>
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</tr>
<tr>
<td>Europe</td>
<td>9</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Oceania</td>
<td>3</td>
<td>3</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>61</strong></td>
<td><strong>34</strong></td>
<td><strong>28</strong></td>
</tr>
</tbody>
</table>
“MEMOS is full of people with immense experience in their fields from various countries and backgrounds. Everyone has a passion for sport and the Olympic Movement, which is an instant connector”

Vita Balsyte
Lithuanian MEMOS XX programme participant and winner of the Alberto Madella Prize
NOC Solidarity Exchanges

NOC Solidarity Exchanges are designed to coordinate NOCs’ offers of assistance with the demands of those NOCs in the greatest need, ensuring efficient and productive knowledge-sharing between developed and developing NOCs. The programme encourages developed NOCs, particularly those with a specific expertise and means, to share their experience and resources with their colleagues at other NOCs, contributing to the promotion of solidarity in the Olympic Movement.

In 2017

During the year, efforts were focused on creating an inventory of available forms of assistance, such as training opportunities for athletes, coaches or administrators; the secondment of coaches or administrators to help other NOCs; and the sharing of project and policy templates.

Budget: USD 500,000

“NOC SOLIDARITY EXCHANGES ARE DESIGNED TO COORDINATE NOCS’ OFFERS OF ASSISTANCE WITH THE DEMANDS OF THOSE NOCS IN THE GREATEST NEED”
Promotion of the Olympic Values

Ensuring sport and the Olympic values play a key role within society
Promotion of the Olympic Values

These five programmes support NOC activities designed to promote a sustainable, gender-equal and clean sports movement built on values such as friendship, excellence and respect. In 2015-2016, Olympic Solidarity undertook an extensive review of the programmes to ensure that they fully meet NOCs’ needs and respond to Olympic Agenda 2020 – and, as a result, the names and orientations of four of the five programmes were changed. NOCs can now choose to run projects, organise seminars or seek support for capacity-building opportunities, and must now establish goals and performance indicators to monitor their output over time.

2017 Budget: USD 5,000,000

Highlights in 2017
- A new orientation for four of the five programmes
- 170 activities approved during the year, a 39 per cent increase compared to the first year of the 2013-2016 Plan
- A reinforced training offer that increases the share of scholarships allocated to NOCs with the greatest need

Key numbers

170
NOC activities approved

149
NOCs announced their intention to host Olympic Day activities

96
NOC scholarships awarded towards training opportunities

81
NOCs supported for attendance at the International Olympic Academy Session for National Olympic Academy Directors

42
NOCs supported for attendance at the International Olympic Academy Session for young participants

Highlights in 2017
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42
NOCs supported for attendance at the International Olympic Academy Session for young participants
Sports Medicine and Protection of Clean Athletes

Formerly called Sports Medicine, this programme has a new name for 2017-2020. Its scope has been widened to cover awareness-raising aimed at protecting clean athletes (on topics such as doping, harassment and abuse in sport, bullying and betting) and putting greater emphasis on capacity-building in developing NOCs through training. The programme encourages NOCs to host seminars, run projects and take advantage of training opportunities that disseminate knowledge and upskill the sporting and medical communities.

"PROJECTS IN 2017 VARIED FROM MEDICAL ATHLETE SCREENING SYSTEMS TO ANTI-DOPING CAMPAIGNS"
**In 2017**

Compared to 2013, the first year of the previous Plan, around 50 per cent more activities were approved in 2017, and more than three times as many training scholarships were awarded. The IOC’s Medical and Scientific Department and the Continental Medical Commission chairs have helped to ensure that there are more candidates from NOCs with strong needs.

Projects in 2017 varied from medical athlete screening systems to anti-doping campaigns. Some seminars welcomed both medical staff and athletes/coaches, while others were exclusively aimed at the medical community. African NOCs have been the main beneficiaries of the six different types of training opportunities offered so far.

**Budget: USD 800,000**

### Sports Medicine and Protection of Clean Athletes

<table>
<thead>
<tr>
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<th>Activities</th>
<th>Training</th>
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<tr>
<td>Europe</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>Oceania</td>
<td>1</td>
<td>3</td>
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</tbody>
</table>

| Total | 24 | 66 |

### Sports Medicine and Protection of Clean Athletes training allocations in 2017

<table>
<thead>
<tr>
<th>Continent</th>
<th>Advanced Team Physician Course (ATPC)</th>
<th>IOC Cardiology Course</th>
<th>IOC World Conference</th>
<th>Physical Therapies Diploma</th>
<th>Sports Medicine Diploma</th>
<th>Sports Nutrition Diploma*</th>
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<tr>
<td>Africa</td>
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<td>10</td>
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<td>Asia</td>
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<td>4</td>
<td>–</td>
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</tr>
<tr>
<td>Europe</td>
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<td>–</td>
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<td>–</td>
<td>2</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

| Total | 12 | 6  | 35 | 4  | 8  | 1  |

*Allocated ad-hoc for the 2017-2019 edition due to a specific NOC request. The Sports Nutrition Diploma will be officially introduced in Olympic Solidarity’s programme in 2018*
Sustainability in Sport

Renamed and revised for the 2017-2020 Plan from Environmental Sustainability in Sport, this programme now covers the social and economic dimensions of sustainability and is aligned with the IOC’s Sustainability Strategy. The programme encourages NOCs to integrate sustainability principles into their policies and working practices, and to take the lead in promoting sustainability within their national sporting communities through such means as hosting seminars and running special sustainability projects.

“SOME NOCS HAVE TAKEN ADVANTAGE OF THE PROGRAMME’S NEW SCOPE BY INCLUDING GENDER EQUALITY, LOCAL SOURCING AND NATURE ACTIVITIES IN THEIR DEFINITION OF SUSTAINABILITY”
In 2017
A total of 13 projects were approved during 2017: four each in Africa, the Americas and Europe, and one in Oceania. The nature of these projects ranges from awareness campaigns to sustainable sport-for-all events and clean-up initiatives.

Some NOCs have taken advantage of the programme’s new scope for the 2017-2020 period by including gender equality, local sourcing and nature activities in their definition of sustainability.

**Budget:** USD 500,000

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**FAST FACT**

In 2017, the Bosnia and Herzegovina NOC co-hosted two sustainable sport-for-all events that aimed to encourage the practice of outdoor sports. It also ran an educational project focused on the integration of sustainability within sport including for the organisers of the 2019 Winter EYOF (European Youth Olympic Festival), Sarajevo.

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**Sustainability in Sport**

<table>
<thead>
<tr>
<th>Continent</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>CAF, RWA, TUN, UGA</td>
</tr>
<tr>
<td>America</td>
<td>BRA, ECU (2), VEN</td>
</tr>
<tr>
<td>Asia</td>
<td>–</td>
</tr>
<tr>
<td>Europe</td>
<td>BIH (3), MDA</td>
</tr>
<tr>
<td>Oceania</td>
<td>FSM</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>13</strong></td>
</tr>
</tbody>
</table>
Gender Equality and Diversity

As part of its new 2017-2020 strategy, Olympic Solidarity changed the name of its 2013-2016 Women and Sport programme, opening the revised programme to NOCs seeking to support other groups that are under-represented or discriminated against in sports practice and governance. However, women remain the main focus of the programme, which encourages NOCs to host seminars, run projects and take advantage of training opportunities. Gender equality was also reviewed transversally at Olympic Solidarity, and additional measures have been taken to encourage the participation of women in all programmes.

“ADDITIONAL MEASURES HAVE BEEN TAKEN TO ENCOURAGE THE PARTICIPATION OF WOMEN IN ALL PROGRAMMES”
In 2017
Olympic Solidarity approved 18 activities in the first year of this quadrennial’s Gender Equality and Diversity programme, one more than in the first year of the equivalent 2013-2016 Plan. More than one third of the approved activities were organised by African NOCs. Only one of the 18 activities approved in 2017 focused on diversity in general terms. The other 17 were focused entirely on gender equality.

Budget: USD 500,000

<table>
<thead>
<tr>
<th>Continent</th>
<th>Activities</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>BDI, CHA, CPV, LES, TOG, UGA (2)</td>
<td>1 NGR</td>
</tr>
<tr>
<td>America</td>
<td>BRA, CRC, DOM, PAR, VEN</td>
<td>1 CAN</td>
</tr>
<tr>
<td>Asia</td>
<td>BHU</td>
<td>–</td>
</tr>
<tr>
<td>Europe</td>
<td>FIN, GEO, IRL, POL</td>
<td>–</td>
</tr>
<tr>
<td>Oceania</td>
<td>FSM</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18</strong></td>
<td><strong>2</strong></td>
</tr>
</tbody>
</table>
Sport for Social Development

Inspired by NOCs’ growing interest in social development through sport, the programme known as Sport for All during the 2013-2016 quadrennial has been updated for the 2017-2020 Plan. The focus remains on sport for all, encouraging NOCs to promote physical activity, but the scope has been broadened to cover sport as a tool to promote health, development, peace, social cohesion and education. Olympic Solidarity continues to encourage and support NOCs to host Olympic Day celebrations.

“THE SCOPE HAS BEEN BROADENED TO COVER SPORT AS A TOOL TO PROMOTE HEALTH, DEVELOPMENT, PEACE, SOCIAL COHESION AND EDUCATION”

48% more activities than in the first year of the last quadrennial

Over 20 sports featured at the Bahrain NOC’s Mini Olympics for schools
In 2017 Olympic Solidarity approved 37 activities in the first year of this programme, 48 per cent more than in the first year of the 2013-2016 Plan. European NOCs remain the prime beneficiaries, accounting for slightly more than half of the activities. Most projects are sport-for-all events and festivals, but others have a clearer development focus – they include a nationwide campaign using athlete role models to educate young people on disease prevention, and two projects bringing hope to refugees through sport.

Nearly 150 NOCs indicated an intention to host an Olympic Day celebration in 2017. Confirmed numbers will be available when all reports have been received.

Budget: USD 850,000

### FAST FACT
The Cape Verde NOC organised five-day “train-the-trainer” workshops on eight of the country’s islands, designed to promote women’s participation in sport. The workshops were followed by sport events organised by the trainees – and local clubs have since been created or developed.

### Sport for Social Development: NOC activities and Olympic Day

<table>
<thead>
<tr>
<th>Continent</th>
<th>Activities</th>
<th>2017 Olympic Day (NOCs intending to host)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>BOT, CPV, MOZ, RWA, TUN (3), UGA (2)</td>
<td>40</td>
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<tr>
<td>America</td>
<td>CHI, CRC, ECU, GUA, PAR</td>
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<td>Asia</td>
<td>BAN, BRN (2), LAO</td>
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<td>BIH (2), EST, GEO, ISR, LAT, LUX, MDA, MLT, POL (3), SLO (2), SRB, SVK (2)</td>
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<tr>
<td>Oceania</td>
<td>FIJ, FSM</td>
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<tr>
<td>Total</td>
<td>37</td>
<td>149</td>
</tr>
</tbody>
</table>

World Programmes Promotion of the Olympic Values

Olympic Solidarity Annual Report 2017
Olympic Education, Culture and Legacy

The Olympic Education, Culture and Legacy programme offers NOCs help in implementing Olympic values-based education and life skills programmes, developing cultural activities, disseminating knowledge on the Fundamental Principles of Olympism, and preserving their national sporting and Olympic legacy. The programme was deemed a success in the last quadrennial, and has been re-established for 2017-2020 with no major changes.

“AFRICAN AND AMERICAN NOCS HAVE BEEN THE MAIN BENEFICIARIES SO FAR”

53% more activities than in the first year of the last quadrennial

Young people learn about the Olympic values at an event in Serbia.
In 2017
The programme continues to grow in popularity among NOCs: 78 activities were approved in the first year of this new plan, an increase of 53 per cent from the last quadrennial, and 28 training scholarships were allocated in 2017, a threefold increase from 2013. African and American NOCs have been the main beneficiaries to date.

Ten scholarships have so far been awarded for the International Olympic Academy master’s degree in Olympic Studies, Olympic Education, Organisation and Management of Olympic Events at the University of the Peloponnesse, with a further 18 scholarships awarded for the master’s degree in Olympic Studies at the German Sport University Cologne, an Olympic Values Education Programme (OVEP) training opportunity hosted by the Uganda NOC, and the IOC’s Olympic Studies Centre’s Research Grant programme.

Budget: USD 2,350,000

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### Olympic Education, Culture and Legacy

<table>
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<tr>
<th>Continent</th>
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<th>Training</th>
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<td>BRA, COL, GUA, MEX, PAN, PUR, TTO</td>
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<tr>
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<td>JOR, LBN, TLS</td>
</tr>
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<td>ALB, GRE, ISR, NOR, POR</td>
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<tr>
<td>Oceania</td>
<td>FSM (3), NZL, PNG</td>
<td>AUS (2)</td>
</tr>
</tbody>
</table>

Total 78 28

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Children’s sporting events in Estonia, Chile and Slovakia
FAST FACT
In 2017, the Chile NOC continued its successful Museo itinerante project, travelling through Chile with a small museum featuring sports equipment and videos aimed at young people giving information about the Olympic Movement, the Olympic values and the Olympic Games in a new 360° video format.

IOA Annual Sessions

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs reimbursed in 2017</th>
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<tbody>
<tr>
<td></td>
<td>International Session for Directors of NOAs</td>
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<tr>
<td>Africa</td>
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<td>America</td>
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<td>Asia</td>
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<td>Oceania</td>
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<tr>
<td>Total</td>
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</table>

Training Scholarships in 2017

<table>
<thead>
<tr>
<th>Continent</th>
<th>Cologne Executive Master</th>
<th>IOA Master Peloponnese</th>
<th>Olympic Studies Centre Research Grant</th>
<th>OVEP Training Uganda</th>
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<tbody>
<tr>
<td>Africa</td>
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<tr>
<td>Total</td>
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<td>10</td>
<td>2</td>
<td>8</td>
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Forums and Special Projects
Connecting the Olympic Movement around the world
Forums and Special Projects

The Olympic Solidarity regional forums, workshops, Continental Associations Athletes’ Commission Forums and Olympic Marketing Seminars help to improve the practices of NOCs around the world. They allow Olympic Solidarity to share ideas with and offer training to groups of NOCs, as well as for those NOCs to share best-practice ideas among themselves. Olympic Solidarity’s Special Projects programme, meanwhile, responds directly to NOCs’ specific needs arising from extraordinary or unforeseen circumstances in their home countries and regions.

Highlights in 2017
- All NOCs participated in regional forums
- New plan for 2017-2020 introduced and discussed with NOCs during regional forums
- 21 Olympic Solidarity staff members made a total of 49 trips to attend regional forums around the world
- More than USD 2.1 million allocated to NOCs and other organisations to help with special circumstances in their home countries and regions

27 NOCs were hosted over two regional forum events held in Cotonou (BEN) in May 2017
Forums and Workshops

Designed to promote particular concepts and ideas to NOCs, regional forums are a unique opportunity for NOCs to come together and discuss particular topics with Olympic Solidarity. The subjects covered at each forum are decided by the Olympic Solidarity Commission and the continental associations, helping Olympic Solidarity to respond efficiently and effectively to NOCs’ needs. Providing specific training opportunities to targeted groups of NOCs, the programme also funds topical workshops for groups of NOCs and for certain functional areas within the NOCs, as well as biennial forums for the continental associations’ athletes’ commissions, and continues to support the Olympic Marketing Seminars introduced by the Olympic Solidarity Commission.
In 2017
All NOCs participated in regional forums during 2017, when the main purpose was to introduce the Olympic Solidarity Plan 2017-2020. An average of six Olympic Solidarity staff members attended each forum. A great deal of positive feedback was received from NOCs, who welcomed the opportunity to truly engage with the team, seek clarifications and discuss their unique situations.

Budget: USD 2,850,000

“THE EUROPEAN ATHLETES’ COMMISSION FORUM HELD IN MONACO [OCTOBER 2017] HAS SHOWN TO BE KEY IN ENGAGING WITH ATHLETES. MANY RELEVANT QUESTIONS WERE RAISED BY THE ATHLETE COMMUNITY WHO WISH TO BE KEPT INFORMED AND UNDERSTAND THE DIRECTION TAKEN BY THE OLYMPIC MOVEMENT.”

Tony Estanguet, IOC Member, member of the Olympic Solidarity Commission and IOC Athletes’ Commission, and President of the Paris 2024 Organising Committee

Regional Forums in 2017

<table>
<thead>
<tr>
<th>Continent</th>
<th>Dates</th>
<th>Location</th>
<th>NOCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>20-21 April</td>
<td>Lusaka (ZAM)</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>23-24 April</td>
<td>Lusaka (ZAM)</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>21-22 May</td>
<td>Cotonou (BEN)</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>24-25 May</td>
<td>Cotonou (BEN)</td>
<td>14</td>
</tr>
<tr>
<td>America</td>
<td>10-11 June</td>
<td>Managua (NCA)</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>15-16 June</td>
<td>Miami (USA)</td>
<td>24</td>
</tr>
<tr>
<td>Asia</td>
<td>28-29 March</td>
<td>Incheon (KOR)</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>1-2 April</td>
<td>Muscat (OMA)</td>
<td>23</td>
</tr>
<tr>
<td>Europe</td>
<td>19-20 May</td>
<td>Skopje (MKD)</td>
<td>39</td>
</tr>
<tr>
<td>Oceania</td>
<td>28-30 March</td>
<td>Nadi (FLJ)</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>193</td>
</tr>
</tbody>
</table>

Regional Workshops in 2017

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>America</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Asia</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Europe</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Oceania</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Total</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>

Lusaka (ZAM) was the setting for two regional forums in April
The regional forum in Managua (NCA)
Olympic Marketing Seminars in 2017

<table>
<thead>
<tr>
<th>Level</th>
<th>Dates</th>
<th>Place</th>
<th>NOCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry</td>
<td>3-5 May</td>
<td>Dubai (UAE)</td>
<td>50</td>
</tr>
<tr>
<td>Intermediate</td>
<td>22-24 May</td>
<td>Dubai (UAE)</td>
<td>57</td>
</tr>
<tr>
<td>Advanced</td>
<td>13-15 June</td>
<td>Bratislava (SVK)</td>
<td>65</td>
</tr>
</tbody>
</table>

Continental Association Athletes’ Commission Forums in 2017

<table>
<thead>
<tr>
<th>Continent</th>
<th>Dates</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>18-20 October</td>
<td>Monte Carlo (MON)</td>
</tr>
<tr>
<td>Oceania</td>
<td>28-30 April</td>
<td>Pacific Harbour (FIJ)</td>
</tr>
</tbody>
</table>
Special Projects

The aim of this programme is to respond to the specific needs of NOCs facing extraordinary or unforeseen circumstances. The Special Projects fund can also be used to manage other situations or projects submitted by NOCs that do not fit into Olympic Solidarity’s general programmes. The requests are analysed taking into account the NOC’s situation, any special grants received in the past and the seriousness of the circumstances.

In 2017
23 Special Projects supported.

Budget: USD 2,750,000

LINK  Special Projects in 2017

The NOC of Tajikistan benefited from a Special Projects fund
Continental Programmes

84 Introduction
85 Association of National Olympic Committees of Africa (ANOCA)
94 Panam Sports Organization (Panam Sports)
102 Olympic Council of Asia (OCA)
110 The European Olympic Committees (EOC)
118 Oceania National Olympic Committees (ONOC)
126 Association of National Olympic Committees (ANOC)
A tailored approach for NOCs

Olympic Solidarity’s Continental Programmes complement its World Programmes, and are designed to provide National Olympic Committees (NOCs) with access to technical, financial and administrative assistance that meets their individual needs and priorities. The programmes are run by the five continental associations in close collaboration with the Olympic Solidarity office in Lausanne. These programmes offer assistance specifically adapted to member NOCs in harmony with the Olympic Solidarity Plan 2017-2020. Each continental association decides on the content, aims and budgets of the programmes they offer, within the framework of the guidelines established by the Olympic Solidarity Commission. The programmes are administered by Olympic Solidarity’s offices within the respective continental associations, thus offering a more personalised service to NOCs. Every association must allocate funds to help NOCs develop their own national activities, which should be designed to meet NOCs’ local needs and improve their operational efficiency. Continental Programmes must also contribute to each continental association’s operating expenses; the organisation of General Assemblies and other statutory meetings; and biennial athletes’ commission meetings and forums, organised in collaboration with Olympic Solidarity. Each continental association may also set aside funds to develop programmes for the specific and particular benefit of their regions.

ANOC
Association of National Olympic Committees of Africa
info@africaolympic.org

Panam Sports
Panam Sports Organization
info@panamsports.org
www.panamsports.org

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

EOC
The European Olympic Committees
secretariat@eurolympic.org
www.eurolympic.org

ONOC
Oceania National Olympic Committees
onoc@oceanianoc.org
www.onoc.org.fj

ANOC
Association of National Olympic Committees
info@acnolympic.org
www.anocolympic.org
The year 2017 witnessed ANOCA and many African NOCs holding elections. ANOCA held its elective General Assembly in Djibouti in May, when a limited number of changes were made to the composition of the Executive Committee.

ANOCA would like to thank the IOC for its support of a special forum on Collectively Defining Together the Winning Strategy for Tokyo 2020, held in Abidjan (Côte d’Ivoire) in April. Discussions focused on how Africa could best prepare for the next Olympic Games and

“THE OLYMPAFRICA FOUNDATION CONTINUES TO MAKE STRIDES IN AFRICA, AND NOW HAS A GROWING NETWORK OF NEARLY 40 ACTIVE CENTRES”
achieve stronger results compared to the last Games. All available resources were examined, especially Olympic Solidarity’s World Programmes and ANOCA’s Continental Programmes, and 13 recommendations were adopted at the end of the meeting. In October, the recommendations were presented to NOCs during the seminar of Secretaries General in Cape Verde, with the aim of improving Africa’s levels of preparation and participation.

Representatives of ANOCA’s Technical and Financial Departments took part in Olympic Solidarity’s regional forums for both English- and French-speaking NOCs, held in Lusaka (Zambia) and Cotonou (Benin). The main objective of these forums was for NOCs, ANOCA and Olympic Solidarity to discuss the Olympic Solidarity Plan 2017-2020, encouraging all NOCs to benefit fully from the opportunities available to them. NOCs have already started accessing funds in preparation for the road to the Olympic Games Tokyo 2020.

During the year, ANOCA returned to the negotiating table with the African Union (AU) and Association of African Sports Confederations (AASC) Secretaries General of Regions to finalise the Memorandum of Agreement (MOA) on the management and organisation of the African Games. A working group comprising representatives of ANOCA, the AU, the AASC, the AU Commission, the AU Sport Council and the Technical Organising Committee of the African Games (TOCAG) will meet to develop a plan of action in preparation for the games in 2019, 2023 and 2027. Attendees also agreed to join efforts to engage member states in hosting the 2019 African Games following the withdrawal of Equatorial Guinea. The MOA will be signed soon.

The Olympafrica Foundation continues to make strides in Africa, and now has a growing network of nearly 40 active centres.
In July 2018, the third edition of the ANOCA African Youth Games will be held in Algiers (Algeria). Since their establishment, the games have continued to grow, and will serve as qualifiers for the Youth Olympic Games Buenos Aires 2018. During the Games, the ANOCA Athletes’ Commission and the World Anti-Doping Agency (WADA) will coordinate a programme designed to educate youth athletes about doping issues.

Relations between ANOCA and the Association of National Olympic Committees (ANOC) remain very good. Like all other continental associations, ANOCA is fully represented on the ANOC Executive Council. ANOCA’s relationship with Olympic Solidarity is as strong as ever.

ANOCA has set up 13 commissions covering areas as varied as finance, international relations, and marketing and communications, taking into account the financial resources available and the contribution that these commissions will make to the association’s good governance.

**2017 Total Budget:** USD 9,667,999
NOC Activities

In 2017, each NOC was allocated USD 100,000 in order to develop sport, strengthen their national structure and promote the Olympic values. During the year, 44 out of 54 NOCs accessed these funds, which enabled them to develop management capacities, function more efficiently, purchase modern equipment and prepare athletes for future games and championships. NOCs were also able to carry out various sports development activities in line with ANOCA guidelines, including:

- purchasing sports equipment for National Federations (NFs);
- helping athletes and coaches participate in competitions and training camps;
- organising national championships;
- assisting NFs with fees payable to International Federations (IFs) and events;
- hosting seminars for sports leaders and NF managers;
- providing training and education activities for judges, referees, sports managers and administrators;
- presenting activities designed to promote and develop talented young athletes;
- staging sport-for-all activities;
- running seminars, conferences and activities to spread the Olympic values in areas such as women and sport, athlete healthcare, anti-doping, sport and the environment, volunteering and National Olympic Academies (NOAs);
- organising sport and cultural activities;
- offering assistance to Olympiafrica projects;
- coordinating seminars on athletes’ career transition;
- putting on seminars for journalists;
- providing assistance for NOC Commission activities;
- arranging strategic planning workshops; and
- inducting new Executive Committee members.

ANOCA continues to work hand-in-hand with Olympic Solidarity to assist individual NOCs, especially those who did not access all available funds in the past quadrennial. The analysis of NOCs’ 2017 applications is coordinated jointly by Olympic Solidarity and the ANOCA office in Abuja (Nigeria).

2017 Budget: USD 5,400,000
Administration

This programme covers the day-to-day running costs and general administrative expenses necessary for the running of the ANOCA headquarters, which is currently in offices rented and paid for by the Nigerian government. The new permanent ANOCA office, constructed by the government, is almost complete.

ANOCA has added two directors: a Director of Administration & Finance, and a Director of Communications, Marketing & Events. These roles are in addition to the Technical Director, a position that has long since existed in ANOCA. The Executive Committee has limited the number of staff to 10, and the directors will have the necessary staff to assist them. The Nigerian government has agreed to provide ANOCA with support staff.

2017 Budget: USD 1,592,999
Meetings

Three Ordinary Sessions of the ANOCA Executive Committee took place during 2017, in Bamako (Mali), Djibouti (Djibouti) and Abuja (Nigeria), with Extraordinary Sessions held in Djibouti and Abuja. One Ordinary Session of the General Assembly was held in Djibouti, when elections for the ANOCA Executive Committee took place. Extraordinary Sessions of both the Executive Committee and the General Assembly were held in Prague (Czech Republic).

A seminar for Secretaries General of African NOCs was held in October 2017 in Sal (Cape Verde). The theme was Plan 2020: Phases, Planning, Organisation, Implementation, Coordination and Self-assessment. The Executive Committee is satisfied with the contribution of such seminars to the education of administrators, and as a source of information for NOCs. Olympic Solidarity remains ANOCA’s main partner, with WADA and the IOC’s Marketing and NOC Relations Departments also playing a major role in making the seminars a success.

2017 Budget: USD 1,625,000

Olympafrica

The support of Olympic Solidarity’s Continental Programmes helps the Olympafrica Foundation to provide NOCs with low-cost sports facilities, and to promote social development and the empowerment of young people in disadvantaged communities. With assistance from ANOCA and the IOC, the foundation in 2017 conducted important activities, recruited additional staff, strengthened its working tools, developed new activities and made necessary changes aimed at improving its internal organisation. Five new Olympafrica centres are currently under construction.

2017 Budget: USD 500,000

LINK Olympafrica centres in 2017

The Olympafrica FutbolNet Cup, pictured top in Chipata Mandevu (ZAM) and above in Omdurman (SUD), ran for the fifth time in 2017.
Special Projects

Special Project funding helps ANOCA to meet its social obligations and responsibilities, mainly through humanitarian aid. In 2017, funds were used to produce customised items for the Ordinary Session of the General Assembly in Djibouti, and to facilitate the organisation of the Extraordinary Session of the Executive Committee in Abuja and the Extraordinary Session of the General Assembly in Prague.

2017 Budget: USD 250,000
Missions

Mission funding covers expenses incurred by ANOCA delegates representing the organisation at events in Africa and elsewhere. This year, these missions included the Games Coordinating Commission’s visits to Algeria and Cape Verde ahead of the African Youth Games and African Beach Games, and meetings in Addis Ababa (Ethiopia) between ANOCA delegates and representatives of the AU on the subject of the African Games.

2017 Budget: USD 300,000
Panam Sports
Panam Sports Organization
Panam Sports

Report by Neven Ilic, President, and Ivar Sisniega, Secretary General

Panam Sports began implementing the Pan American Solidarity Programmes for 2017-2020. Approved by the Panam Sports General Assembly in November 2016, the programmes are based on the allocation of the budget assigned by the Olympic Solidarity Commission for the development of the Continental Programmes by Panam Sports’ 41 member NOCs, as well as on Panam Sports’ own funds set aside by Panam Sports for its member NOCs.

Following elections held at the General Assembly in Punta del Este (Uruguay) in April 2017, the new Panam Sports administration met individually with 31 NOCs to discuss their basic needs. The main conclusion was that there is not necessarily a one-size-fits-all solution to NOCs’ problems and concerns.
Panam Sports’ working commissions held meetings to seek practical solutions for NOCs. Collaborating with IFs and the NOCs of more experienced countries, Panam Sports is now working on a strategic plan that will take advantage of available resources in order to both improve sport development in the region and increase athletes’ competitive level.

In 2017, Panam Sports was dedicated to supporting and strengthening the work carried out by member NOCs as they sought to improve sport development in their countries, with a focus on both the Pan American Games Lima 2019 and the Olympic Games Tokyo 2020. At the General Assembly in November 2017, Panam Sports acceded to NOCs’ requests for the creation of a special fund to cover specific needs relating to sport development, which will also help to implement initiatives within individual countries. Panam Sports’ and NOCs’ implementation of the World and Continental Programmes have yielded positive results, but there is still a lot of work to do.

2017 Total Budget: USD 8,145,000

NOC Activities

Designed to help NOCs fulfil their missions and objectives, improve and professionalise their administration, and support their athletes’ preparation and the promotion of Olympism, this programme is now once again managed by Panam Sports.

Each NOC was allocated USD 170,000 to help fund their activities: USD 100,000 from Olympic Solidarity funds and USD 70,000 from Panam Sports’ own funds. In 2017, the programme was run according to a strict application of standards established by Panam Sports and Olympic Solidarity regarding the use of resources. The grants funded activities and expenses such as:

Panam Sports supports NOCs looking to develop and build sport infrastructure
The NOC Activities programme, managed by Panam Sports, helps athletes fulfil their potential through:

- Olympic Day celebrations;
- National Olympic Academy (NOA) expenses;
- administrative costs (salaries, office rent, equipment);
- the organisation of Olympic galas and other similar events;
- support for NFs;
- NOCs’ participation in regional and national competitions;
- the purchase of sport equipment and airline tickets; and
- membership fees due to various organisations.

Panam Sports has worked closely with Olympic Solidarity to approve the projects submitted for consideration. At the end of 2017, 25 of the Americas’ 41 NOCs had received these funds: Argentina, Barbados, Bermuda, Bolivia, Cayman Islands, Chile, Costa Rica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Haiti, Honduras, Mexico, Panama, Paraguay, Puerto Rico, St Lucia, St Vincent and the Grenadines, Trinidad and Tobago, Uruguay, Venezuela, the British Virgin Islands and the US Virgin Islands.
The organisation’s new branding was approved in 2017

The main reason that Panam Sports has not finished distributing this grant is that some member NOCs have not yet finalised their 2013-2016 reports. The organisation is working closely with Olympic Solidarity to ensure that all 41 member NOCs comply fully with the regulations and are thus in a position to receive this assistance.

2017 Budget: USD 4,100,000

Administration

Panam Sports’ administrative budget supported the organisation’s three offices by contributing to general expenses, encouraging good governance within the organisation and its member NOCs. Panam Sports is professionalising each of its three offices, and has now established Marketing, Sports and NOC Relations Departments, among others. The organisation is also working on digitising all existing documents in its archives. From this grant, USD 1,145,022 was used to pay staff salaries and cover operational and administrative expenses at the main Panam Sports office in Mexico City (Mexico), with an additional sum of USD 248,917 covering expenses incurred at a new office in Miami (USA), which will host both Panam Sports commission meetings and one-on-one meetings between the organisation and its member NOCs. Lastly, the office in Chile, where the President is based, incurred expenses of USD 145,862.

2017 Budget: USD 1,500,000

Continental Meetings

This budget helps Panam Sports run a successful programme of meetings throughout the year, allowing the organisation to inform NOCs about its work – and, in turn, allowing NOCs to offer feedback and suggestions.

Panam Sports held two General Assemblies in 2017. In April, the Elective Assembly in Punta del Este incurred costs of USD 121,500.
Then, in November, the first General Assembly under the new administration took place alongside the ANOC General Assembly in Prague (Czech Republic), incurring total costs of USD 153,016.

At the LV General Assembly, reports on work carried out by the new administration during its first six months were presented, and the organisation’s new logo was approved. The progress achieved so far by the Organizing Committee of the Pan American Games Lima 2019 was evaluated, and the Chilean city of Santiago was elected as host of the Pan American Games 2023.

In 2017, Panam Sports also held four Executive Committee meetings: in Punta del Este in April; in Miami in June and August; and in Lima (Peru) in May, a meeting organised to review the ongoing preparations for the Pan American Games. These meetings had a combined cost of USD 453,480.

**2017 Budget:** USD 645,000
Other Opportunities

These funds provide NOCs with financial aid to support athletes as they prepare for major competitions, and also contribute to the organisation of meetings and activities that help Panam Sports better understand NOCs’ specific situations and create new initiatives to support sport development in the region. In 2017, the budget was used to support NOCs as follows:

- Ten NOCs – Costa Rica, Cuba, El Salvador, Ecuador, Grenada, Honduras, Paraguay, Dominican Republic, St Kitts and Nevis and Trinidad & Tobago – were each allocated an additional USD 120,000 to cover expenses related to their preparation towards the Olympic Games Rio 2016, such as training camps, scholarships and the purchase of sports equipment and uniforms.

- The NOCs of Paraguay and Puerto Rico each received an additional USD 100,000 in order for them to address specific sports-development needs, with funds allocated on the condition that these NOCs have already used up all other grants for athlete preparation and NOC activities. This money will allow each NOC to, for example, hire coaches, stage training camps, purchase specialised equipment and participate in international events.

- Panam Sports’ Marketing, Sport Development, Technical, New Events, Medical, Women and Sport, Olympic Academies, Finances, and Athletes and Education Commissions, along with the Coordination Commission for the Pan American Games Lima 2019, held a number of meetings. The commissions worked hard on the Strategic Plan, NOCs’ needs and sport development, with the aim of improving athletes’ results in the Pan American Games and the Olympic Games Tokyo 2020. Panam Sports is also
To provide optimum support, the specific needs of each NOC are taken into account hoping to work with IFs and some more advanced NOCs to develop an online coaching system. The total cost of these meetings in 2017 was USD 204,218.

- After the election of Panam Sports’ new Executive Committee, meetings were held with 31 NOCs as part of the organisation’s strategy to give specialised attention to those NOCs that need it the most. During these meetings, Panam Sports discussed the specific situation of each NOC with regard to their technical and sport management structure and infrastructure; high-performance, medium-development and initial-development sports; planned sports infrastructure; national competitions; sport equipment needs; requirements for athletes to train abroad; Olympic Solidarity programmes; and other matters of interest. These meetings had a total cost in 2017 of USD 172,985.

2017 Budget: USD 1,900,000
Continental Programmes OCA

OCA
Olympic Council of Asia
The first year of the Olympic Solidarity Plan 2017-2020 was a typically busy period for the OCA. The highlights were the two major multi-sport games: the 8th Asian Winter Games in Sapporo (Japan) in February and the 5th Asian Indoor and Martial Arts Games in Ashgabat (Turkmenistan) in September.

The OCA held two Olympic Solidarity regional forums in 2017. The first, held in Incheon (Korea) on 28-29 March for NOCs from central, south-east and east Asia, was the first international Olympic-related event hosted by the recently established Korean Sport and Olympic Committee. The second took place in Muscat (Oman) on 1-2 April, and was attended by NOCs from west and south Asia.

The 8th Asian Winter Games, held in Sapporo, was one of the highlights of 2017.
The two forums gave Olympic Solidarity opportunities to outline its plans and programmes for the coming four years. Meanwhile, the OCA discussed the funding available to NOCs through the Continental Programmes, with particular emphasis on the 18th Asian Games, due to be held in August 2018 in Jakarta-Palembang (Indonesia), as a major stepping stone on the road to the Olympic Games Tokyo 2020. The two regional forums also featured presentations by the organising committees from the 18th Asian Games and the 5th Asian Indoor and Martial Arts Games.

With three Olympic Games being held in Asia (the Olympic Winter Games PyeongChang 2018 and Beijing 2022, and the Olympic Games Tokyo 2020), Asian NOCs have a clear roadmap for talent identification, preparation and administration. The future of the Asian Games is in safe hands, with host cities for 2022 (Hangzhou, China) and 2026 (Nagoya-Aichi, Japan) already in place.

2017 Total Budget: USD 8,533,000

**NOC Activities**

The OCA granted USD 100,000 to each member NOC, subject to the approval of the NOC Activities report for 2016. NOCs used these funds to conduct national sport activities, purchase office and sport equipment, attend competitions and meetings, cover salaries and undertake other activities.

A total of 40 NOCs benefited from the programme in 2017, and the OCA’s four remaining NOCs will benefit in the near future.

**2017 Budget:** USD 4,400,000

**Administration**

The OCA’s administration budget was used to cover staff salaries, communication expenses, office stationery, car maintenance, website expenses and other costs.

**2017 Budget:** USD 1,200,000

**Meetings and Standing Committee Activities**

The OCA held its 69th Executive Board meeting in February in Sapporo and its 70th meeting in September in Ashgabat, ahead of the 36th General Assembly on 20 September 2017. The OCA Athletes, Media, Information & Statistics, Sports, Sport for All, Sports & Environment, Culture, Finance, Women & Sports and Rules Committees met during the 5th Asian Indoor and Martial Arts Games, while the Education Committee met in Riyadh (Saudi Arabia), the Medical Committee met in Jakarta (Indonesia) and the International Relations Committee met in Thimphu (Bhutan).

**2017 Budget:** USD 633,000

“With three Olympic Games being held in Asia, Asian NOCs have a clear roadmap for talent identification, preparation and administration.”
Continental and Regional Games

In 2017, OCA organised two games: the 8th Asian Winter Games, held 19-26 February in Sapporo, and the 5th Asian Indoor and Martial Arts Games, held 17-27 September in Ashgabat.

At the Asian Winter Games, the development and promotion of winter sports throughout Asia was seen in the record-breaking participation of 2,100 athletes and officials from 32 delegations – including five Asian NOCs making their Asian Winter Games debuts. The OCA invited athletes from two Oceanian NOCs, Australia and New Zealand, to compete at the games, a gesture designed to foster the Olympic spirit and values between the two continental associations. However, these athletes were not eligible to win medals. A total of USD 450,000 was distributed to the 28 NOCs that participated in the games, with USD 20,000 reserved for the Kuwait NOC (currently suspended) and USD 20,000 paid to Macau (China).
The spectacular Opening Ceremony of the 5th Asian Indoor and Martial Arts Games featured many firsts: the first time OCA NOCs had competed alongside Oceania NOCs in an official OCA event, the first time a team of refugee athletes had entered an OCA event (following the appearance of the Refugee Olympic Team at the Olympic Games Rio 2016), and the first time the games were held in central Asia. A total of 4,000 athletes, 2,000 NOC team officials and 65 teams (representing Asia, Oceania and the refugee athletes) took part. The OCA-Oceania collaboration proved to be a great success and looks set to continue at future OCA events. The OCA distributed USD 555,000 to 41 NOCs and allocated USD 25,000 to the three remaining NOCs. In addition to these two games, Malaysia hosted the 29th Southeast Asian Games in Kuala Lumpur from 19 to 30 August. The OCA allocated USD 30,000 to the Malaysia NOC, and these funds will be released after the OCA has received the technical report on the games.

2017 Budget: USD 1,200,000
Asian Games Promotions

The OCA finalised the promotional programme for the 18th Asian Games by conducting Asian Games Fun Runs in 27 NOCs. The Fun Runs began in December 2017 with events in Lahore (Pakistan) and Dhaka (Bangladesh), and will continue until one month before the Games opens in August 2018. The OCA will provide a direct subsidy of USD 7,500 per NOC towards each event, and will take responsibility for logistics for the OCA headquarters and delegation from the Indonesia Asian Games 2018 Organizing Committee (INASGOC).

2017 Budget: USD 200,000

Olympasia

The Olympasia budget, a total of USD 1.6 million over the 2017-2020 period, offers NOCs the chance to create simple, economical and functional sports facilities, or to renovate existing facilities in rural or underprivileged areas. The OCA has so far allocated USD 400,000 to Bhutan to construct a new NOC headquarters and offices for several NFs, and has already made an initial payment of USD 100,000. The OCA has also paid USD 100,000 to the Tajikistan NOC to establish a football stadium in Dushanbe, and has allocated USD 24,000 to the Hong Kong, China NOC for the installation of the Hong Kong NOC Hall of Fame in Olympic House.

2017 Budget: USD 400,000

Bahrain was one of 27 NOCs to host Fun Runs as part of the build-up for the 18th Asian Games.

THE OCA-OCEANIA COLLABORATION PROVED TO BE A GREAT SUCCESS AND LOOKS SET TO CONTINUE AT FUTURE OCA EVENTS
Asian Youth Development Project

The Asian Youth Development Project organises sport-specific training camps for young athletes and coaches, but did not undertake any activities in 2017.

2017 Budget: USD 200,000

Special Projects

This budget allows the OCA to respond to NOCs’ specific needs. The IOC and the OCA jointly agreed to help the Philippines NOC by contributing USD 150,000 towards the reconstruction of sport facilities damaged by Typhoon Haiyan in 2013. These funds were paid in June 2017.

2017 Budget: USD 200,000

Pauline Louise Lopez (PHI), pictured right, is one of the Filipino taekwondo athletes supported by Olympic Solidarity
Social Development through Olympism

This programme helps NOCs to integrate and develop the Olympic values as part of their social and educational activities. During the Olympic Solidarity/OCA regional forums, the OCA encouraged NOCs to utilise the programme, but none has so far come forward. The OCA will continue to encourage the NOCs to take advantage of the programme.

2017 Budget: USD 100,000
EOC

The European Olympic Committees
In 2017, the EOC managed the Olympic Solidarity Continental Programmes with a budget of USD 10,529,000, the first instalment of Olympic Solidarity funds for the 2017-2020 Plan.

The EOC’s strategy is to maximise direct financial support to NOCs and assist them in the efficient management of their expenditure, with the aim of improving their effectiveness. In 2017, nearly USD 8,300,000 (approximately 79 per cent of the EOC budget) was redirected to NOCs, mainly through the NOC Activities and Continental Games Programmes.

The EOC has always been well within the Olympic Solidarity guideline ceilings for administrative expenditure and statutory meetings, and 2017 was no exception. The EOC spent 8 per cent of its global budget on administration and 9 per cent
The organisation also meets Olympic Solidarity’s requirement of paying an annual lump sum of USD 100,000 to each NOC. In 2017, the NOC Activities programme allowed NOCs to enact projects they would otherwise have been unable to fund through other Olympic Solidarity programmes.

The EOC’s transition to its new brand architecture and logo, launched in Minsk (Belarus) in 2016, is virtually complete, and the new website that unifies the EOC brand in its various formats is up and running.

A great deal of work continues to go into ensuring the continued success of the European Youth Olympic Festival (EYOF), a crucial part of the EOC’s activities. As mentioned last year, the EOC now has a highly professional registration and accreditation system tailor-made to the needs of European NOCs, which can generate a data bank suitable for statistical analyses. It has so far been used successfully for two EYOFs, the Games of the Small States of Europe (GSSE) and the main statutory institutional events, and has received positive feedback.

The EOC continues to support Olympic Solidarity in its implementation of its financial control programme, aimed at monitoring more closely how NOCs spend Olympic Solidarity funds, and assists Olympic Solidarity’s auditors and international office. The EOC greatly appreciates its ongoing close collaboration with the Olympic Solidarity office in Lausanne (Switzerland), valuing its assistance and support, and also notes with appreciation how the Olympic Scholarships given to European athletes for the Olympic Winter Games PyeongChang 2018 produced excellent results.

The EOC is dedicated to promoting good governance among all its members, reminding them that there can be no true dialogue with the world of politics and no serious dialogue with sponsors without good governance – a cornerstone of the Olympic Movement and a pillar of Olympic Agenda 2020.

Finally, the EOC would like to underline the fact that the 2019 European Games, which will be hosted in Minsk, are not financed with Olympic Solidarity funds.

2017 Total Budget: USD 10,529,000
NOC Activities and Special Projects

In 2017, the NOC Activities programme was funded with lump sums of USD 100,000 for each NOC. Regarding the Special Projects programme, the EOC supported 42 NOCs with a total budget of USD 1,246,853, and plans to invest the balance of the budgeted amount of USD 1,400,000 by the end of the quadrennial.

European NOCs particularly appreciate the flexible and varied nature of the Special Projects programme, which allows them to meet needs that cannot be covered by other programmes. The EOC works closely with Olympic Solidarity’s Lausanne office to ensure the best possible use of these funds, coordinating activities and avoiding duplication.

2017 Budget: USD 6,400,000

Administration

The administration budget covers the day-to-day running costs of the EOC head office in Rome (Italy), which handles organisation and administration, and part of those of the President’s office in Ljubljana (Slovenia). The EOC Treasurer and the Secretary General continue to pursue a programme aimed at improving efficiency and containing costs, and savings were made in 2017.

2017 Budget: USD 878,000
Meetings

The EOC held two annual institutional meetings in 2017. The EOC Seminar took place in May in Skopje (The Former Yugoslav Republic of Macedonia), while the General Assembly was held in November in Zagreb (Croatia). At the General Assembly, Marbella (Spain) was confirmed as the location of the 2018 General Assembly, which will take place on 9-10 November 2018. Over and above the Executive Committee meetings held in conjunction with the EOC Seminar and General Assembly, the Executive Committee also met in January and September, in Lausanne and in Baku (Azerbaijan).

The Piotr Nurowski Prize for the best young European athlete has now been extended to winter sports. As of 2017, all five finalists for both winter and summer sports will receive scholarships. In addition, the top prize has been raised to EUR 15,000.

In 2017, the EOC’s nine commissions – Athletes, Olympic Games, Marketing & Communications, EYOF, European Union, Environment & Sport for All, Olympic Culture & Legacy, Medical & Anti-Doping, and Gender Equality in Sport – worked hard and well in support of the EOC, holding annual meetings and further pursuing their functions through modern communications technology.

The year also saw the organisation of the EOC’s first Athletes’ Forum under the new IOC programme, supported by Olympic Solidarity. The forum was held in Monaco in October, together with the General Assembly of European Athletes, during which a new Athletes’ Commission was elected for the coming four years.

2017 Budget: USD 970,000

<table>
<thead>
<tr>
<th>2017 Statutory Meetings</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Assembly</td>
<td>300,000</td>
</tr>
<tr>
<td>EOC Seminar</td>
<td>220,000</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>280,000</td>
</tr>
<tr>
<td>Commissions and Athletes’ Forum</td>
<td>170,000</td>
</tr>
</tbody>
</table>
Continental Activities

The Continental Activities budget covers communications, publications, other meetings and the EOC European Union (EU) office in Brussels (Belgium).

The EOC continues to make maximum use of the internet, publishing daily news items and its monthly newsletter on its website and communicating through Twitter, YouTube and Facebook. Registration for EOC institutional events will from here on be done through its new online registration and accreditation system.

Redesigned with the EOC’s new logo and brand architecture, and produced with IOC support, *Your Olympic Guidebook* was printed and distributed to all young athletes at the two EYOFs, and is also available on the EOC website.

The EOC EU office in Brussels, partly financed by the EOC, monitored EU activities throughout 2017, keeping the EOC and its members informed about EU policies and decisions that impact European sport.

**2017 Budget: USD 411,000**

<table>
<thead>
<tr>
<th>2017 EOC Activities</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication, website, social media, publications, trademarks</td>
<td>110,000</td>
</tr>
<tr>
<td>EOC EU office</td>
<td>250,000</td>
</tr>
<tr>
<td>Other activities</td>
<td>51,000</td>
</tr>
</tbody>
</table>

Olympic Scholarship for Athletes – Tokyo 2020 recipients rower Damir Martin (CRO), on the right, and golfer Leona Maguire (IRL)
Continental and Regional Games

The European Youth Olympic Winter Festival took place in Erzurum (Turkey) from 11 to 18 February 2017, with 650 athletes from 34 NOCs. The summer EYOF took place in Győr (Hungary) from 22 to 30 July, featuring 2,500 athletes from 50 NOCs – and was probably the best EYOF ever.

The event team is led by a full-time EYOF Manager, who works in close cooperation with the volunteers of the EYOF Commission and the Coordination Commissions.

In 2017, the EOC paid the two host NOCs support grants of USD 350,000 (summer) and USD 250,000 (winter), and provided free use of its registration and accreditation system. Participating NOCs were given grants based on the number of athletes they sent to the games, drawn from a total budget of USD 330,000 (summer) and USD 210,000 (winter). The 2019 EYOFs will be held in Košice (Slovakia; winter) and Baku (summer).
The Games of the Small States of Europe took place in San Marino from 29 May to 3 June 2017, and was closely followed by the nine European states with populations smaller than one million. The EOC paid a support grant of USD 340,000 to the organisers and a total of USD 170,000 in participation grants to NOCs.

2017 Budget: USD 1,870,000

San Marino hosted the Games of the Small States of Europe with the help of a USD 340,000 support grant from the EOC

**Continental and Regional Games Participation Grants**

<table>
<thead>
<tr>
<th>Event</th>
<th>Organising Committee</th>
<th>Participation of NOCs</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Youth Olympic Festival 2017</td>
<td></td>
<td></td>
<td>350,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>330,000</td>
</tr>
<tr>
<td>European Youth Olympic Winter Festival 2017</td>
<td></td>
<td></td>
<td>250,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>210,000</td>
</tr>
<tr>
<td>Games of the Small States of Europe</td>
<td></td>
<td></td>
<td>340,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>170,000</td>
</tr>
</tbody>
</table>

PARTICIPATING NOCS AT SUMMER AND WINTER EYOF WERE GIVEN GRANTS BASED ON THE NUMBER OF ATHLETES THEY SENT TO THE GAMES

**Continental Games participation grants distribution by European NOC**
ONOC
Oceania National Olympic Committees
ONOC

Report by Dennis Miller, Executive Director

ONOC’s budgetary allocations for 2017-2020 reflect internal and external evaluations of the previous plan’s programmes. In general, ONOC has maintained the thrust of its work in sport education and support for its member NOCs, and has revised its annual budgets based on developments in the region. The main amendment is an increase in the administration budget to reflect the costs of managing the ONOC Secretariat in Suva (Fiji) and the Secretary General’s office in Guam.

“ONOC HAS ADOPTED A NEW STRATEGIC PLAN FOR 2017-2020, AND ITS ACTIVITIES REFLECT ONOC’S CORE FUNCTIONS PLANNED FOR THIS PERIOD”
ONOC has adopted a new strategic plan for 2017-2020, and its activities reflect ONOC’s core functions planned for this period: building and strengthening NOC capacity; providing training and development for athletes, coaches and administrators; promoting the Olympic values; cultivating regional and global partnerships; and contributing to sporting excellence.

2017 Total Budget: USD 5,636,750

NOC Activities

For the 2017-2020 Plan, each member NOC is eligible for an annual grant of USD 100,000 to develop its own projects based on its individual priorities.

In 2017, the 17 NOCs in Oceania used their budgets to organise 140 programmes and activities, including team preparations for the Pacific Mini Games, the Asian Indoor and Martial Arts Games and the 2018 Commonwealth Games; basic coaching courses; elite athlete scholarships; and support for participation in other regional and international competitions. Some NOCs also allocated funds to pay their annual membership fees to the Oceania Regional Anti-Doping Organisation (ORADO), and to support training programmes implemented through the Oceania Sport Education Programme (OSEP).

In principle, ONOC pays out between 50 and 75 per cent of a specific budget once the programme details have been confirmed, with the balance paid on ONOC’s acceptance of the NOC’s activity reports.

2017 Budget: USD 1,700,000

Lydia Lassila (AUS) performs an aerial during a training session

Oceanian NOC activities carried out in 2017
Administration

In 2017, the administration budget helped to meet the general running costs of the ONOC office in Suva and the Secretary General’s office in Guam, as well as the costs of the annual General Assembly (Fiji) and the Executive Committee meetings held in Noosa (Australia) and Prague (Czech Republic).

An ONOC Secretaries General Meeting was held in 2017 in Guam. The workshop was designed to assist NOCs in the implementation of the IOC’s Basic Universal Principles of Good Governance of the Olympic and Sports Movement, update strategic plans and identify areas where ONOC could provide enhanced support to its member NOC.

2017 Budget: USD 1,500,000
Regional and National Games

Support grants were provided to the NOCs of the Federated States of Micronesia, Fiji, Kiribati, Palau, Papua New Guinea and Tuvalu to assist with the coordination of their national multi-sport games in 2017, and to the organising committees of the 2017 New Zealand Winter Games, the 2018 Micronesian Games, the 2017 Pacific Mini Games and the 2019 Pacific Games.

The 2017 budget also includes participation subsidies for NOCs that participated in the 2017 Pacific Mini Games in rugby sevens and weightlifting, reflecting the gradual integration of Australia and New Zealand into the games programme.

2017 Budget: USD 475,000

Shawntell Lockington (FIJ) won high jump gold at the Pacific Mini Games in Vanuatu
Olympoceania

The Olympoceania budget helps NOCs to obtain permanent headquarters and establish income-generating programmes that enable them to implement appropriate sports development structures. In 2017, funds drawn from previous years’ allocations were granted to the Tuvalu NOC to assist with the fit-out of their new headquarters. Funds were also set aside for the Kiribati NOC’s Olympoceania project.

2017 Budget: USD 195,000

Oceania Sports Education Programme (OSEP)

OSEP is a key part of ONOC’s strategy to improve the level of sports administration and community-based coaching in the region. OSEP collaborates with NOCs and training providers (education institutes, NOCs and regional sport federations) to deliver its courses. Overseen by the ONOC Education Commission, the programme continues to coordinate and deliver various training activities in the region.

2017 Budget: USD 500,000

“OSEP IS A KEY PART OF ONOC’S STRATEGY TO IMPROVE THE LEVEL OF SPORTS ADMINISTRATION AND COMMUNITY-BASED COACHING IN THE REGION.”
Sports and Development – Healthy Lifestyles

ONOC has continued its sports and development activities, which are designed to improve public health through sport and awareness campaigns. The activities now include the fight against non-communicable diseases (NCDs), in addition to ONOC’s work in HIV prevention – most notably through the Fiji NOC.

In collaboration with the ONOC Medical Commission, work is under way to plan and implement more programmes in this area.

2017 Budget: USD 50,000

Oceania Sports Information Centre (OSIC)

The annual support grant for OSIC, which is based at the University of the South Pacific in Suva, has been increased for 2017-2020.

These funds are used for the development of the centre, staff training and operations.

2017 Budget: USD 70,000

Athletes and Women in Sports Commissions

ONOC offers financial support for projects submitted by NOCs and endorsed by the ONOC Athletes’ and Women in Sport Commissions, as well as for these commissions’ meetings and other activities. The budget also funds the Voices of the Athletes (VOA) programme presented jointly by the ONOC Athletes’ Commission and ORADO at regional multi-sport events and IF championships in Oceania; supports one young female sports administrator’s annual attendance at the International Olympic Academy Young Participants Programme; and sponsors one female student athlete under the Oceania Australia Foundation’s USA Junior College Scholarship Programme.

2017 Budget: USD 120,000
Medical Commission

This budget offers financial support for projects submitted by NOCs and endorsed by the ONOC Medical Commission, as well as for the commission’s meetings and other activities.

2017 Budget: USD 50,000

Regional Development Fund

The Regional Development Fund assists NOCs in the recruitment and employment of Sports Development Officers, the payment of sports equipment grants and other special projects that may arise from time to time.

The budget also supports the Oceania Australia Foundation’s USA Junior College Scholarship Programme, which is now in its seventh year; ONOC’s ongoing arrangement with SportsTG in Sydney (Australia) covering website maintenance for ONOC member NOCs, database services, games management systems and IT technical support; administrative support for ORADO; financial advisory services for NOCs; and regional sports media training programmes.

2017 Budget: USD 701,750

Organisation of Sports Federations in Oceania (OSFO)

ONOC supports OSFO members – specifically, IF continental associations whose sports are on the Olympic programme – through grants designed to assist with regional development activities and regional training centres.

The criteria for assistance include the level of funding support that the association receives from its own IF, the current level of membership in the region, athlete performance levels and the association’s involvement in OSEP.

In 2017, the Oceania Athletics Association, Badminton Oceania, FIBA Oceania, the Oceania Hockey Federation, Oceania Rugby, the Oceania Table Tennis Federation, the Oceania Tennis Federation and the Oceania Weightlifting Federation all benefited from this programme.

2017 Budget: USD 275,000
ANOC
Association of National Olympic Committees

Continental Programmes ANOC

Olympic Solidarity Annual Report 2017
The build-up to PyeongChang 2018 was a main focus of many NOCs in 2017.

The year 2017 was a very busy one for ANOC, with many varied activities and plenty of important work implementing recommendations made in Olympic Agenda 2020. It was also a very busy year for NOCs around the world as they prepared for the Olympic Winter Games PyeongChang 2018.

For ANOC, the year was highlighted by the very successful celebration of the XXII ANOC General Assembly and accompanying gala dinner in Prague (Czech Republic) in November. A record number of 1,300 delegates and guests attended this annual event.

As in previous years, the ANOC Executive Council and ANOC’s various commissions each held several meetings during 2017, and...
ANOC also took part in major events organised by continental associations and NOCs. ANOC maintained its strong relationships with other organisations within and outside the Olympic Movement, including IFs, the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the World Anti-Doping Agency (WADA), the Court of Arbitration for Sport (CAS), the Organising Committees for the Olympic Games (OCOGs) and, of course, the IOC.

Also this year, ANOC continued its work towards the ANOC World Beach Games (AWBG), with the first edition due to be held in 2019 in San Diego (USA).

**2017 Total Budget:** USD 12,650,000

### Administration

ANOC’s administrative budget was mainly used to cover salaries, taxes, insurance, social charges, communications and expenses relating to the running of the ANOC offices in Lausanne (Switzerland) and Kuwait.

Other costs pertained to the registration of the ANOC brand, including new logos and online domains; the launch of the new ANOC website on 24 July 2017; the ANOC daily newsletter, published in collaboration with Inside the Games; costs associated with Around the Rings, including annual subscriptions for all NOCs and the production of a daily newsletter during the ANOC General Assembly; and the services of JTA and JTA Design for work on ANOC’s brand.

### Meetings at ANOC headquarters during 2017

<table>
<thead>
<tr>
<th>Dates</th>
<th>Type of meetings</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 March 2017</td>
<td>World Anti-Doping Agency (WADA) Annual Symposium</td>
<td>WADA</td>
</tr>
<tr>
<td>20-21 March 2017</td>
<td>9th Meeting of the seven Olympic Solidarity offices</td>
<td>Olympic Solidarity</td>
</tr>
<tr>
<td>23 March 2017</td>
<td>European Olympic Committees (EOC) Olympic Games Commission</td>
<td>EOC</td>
</tr>
<tr>
<td>5 May 2017</td>
<td>International Coaching Enrichment Certificate Program (ICECP)</td>
<td>United States Olympic Committee (USOC)/Olympic Solidarity</td>
</tr>
<tr>
<td>5 July 2017</td>
<td>Court of Arbitration for Sport (CAS)</td>
<td>CAS</td>
</tr>
<tr>
<td>15 October 2017</td>
<td>WADA</td>
<td>WADA</td>
</tr>
</tbody>
</table>
promotions and communications strategies, plus the creation of guidelines for ANOC, the ANOC Awards and the AWBG.

The administration budget also covered the cost of meetings held at the ANOC headquarters in Lausanne, including an increasing number of meetings by Olympic Movement partners that ANOC is always delighted to host. ANOC welcomed NOCs from Ireland, Great Britain, the People’s Republic of China and Pakistan, along with delegates from other organisations around the world.

2017 Budget: USD 5,100,000

ANOC meetings and commission/working group activities

This budget covers expenses relating to the preparation and organisation of ANOC meetings, including General Assemblies, Executive Council meetings and the activities of ANOC’s permanent commissions and working groups, as well as ANOC’s participation in other organisations’ meetings and events.

ANOC General Assembly

The XXII ANOC General Assembly took place in Prague on 2-3 November 2017, and was a great success. A total of 205 NOCs and 1,300 delegates and guests took part, both records for the event. Following a tradition established in 2005, ANOC invited five female delegates from each continent, a move designed to increase women’s participation in the General Assembly and serve as an example to follow in the future.

On the first night of the event, the fourth edition of the ANOC Awards took place at the Forum Karlin. The winners were chosen by a jury of representatives from the five continents and the ANOC Athletes’ Commission. ANOC is grateful to the Czech Republic NOC and Czech TV, broadcast partner, for their help with the General Assembly and the ANOC Awards, and would also like to thank the NOCs, IFs, OCOGs, Olympic Solidarity and the IOC for their support.

2017 Budget: USD 4,500,000
ANOC Executive Council meetings

The ANOC Executive Council met twice in 2017. The 72nd ANOC Executive Council meeting took place in Madrid (Spain) in April, before the 73rd ANOC Executive Council meeting took place in November during the ANOC General Assembly. During these meetings, the Executive Council took important decisions that were later ratified by the General Assembly, such as the introduction of the ANOC Code of Ethics and the ANOC Compliance Policy. The ANOC Legal and Modernisation Follow-up Commissions continue to work on these topics.

2017 Budget: USD 700,000

"IT WAS A BUSY YEAR FOR ANOC, WITH MANY VARIED ACTIVITIES AND PLENTY OF IMPORTANT WORK IMPLEMENTING RECOMMENDATIONS MADE IN OLYMPIC AGENDA 2020"
ANOC commissions and working groups

ANOC’s commissions and working groups, which include representatives from all five continental associations and are responsible for implementing ANOC’s action plans, met on various occasions during the year. This budget covered the expenses of the Medical Commission’s meeting in Monte Carlo (Monaco) in March; the Legal Commission’s meeting in Lausanne in April; the Athletes’ Commission’s meeting in Fiji in April; and meetings of the ANOC Athletes’ Commission, Events Working Group, Finance and Audit Commission, International Relations Commission, Legal Commission, Marketing and New Sources of Finance Commission, Modernisation Follow up Commission, Medical Commission and Youth Commission in Prague during the ANOC General Assembly in November.

2017 Budget: USD 500,000
International meetings and forums – Cooperation with the IOC, UNESCO and WADA

2017 Budget: USD 500,000

International meetings and forums

In 2017, ANOC participated in the following meetings, where it gave updates about its activities:
- February: 2nd International Forum for Sports Integrity (IFSI) in Lausanne
- February: Asian Winter Games 2017 in Sapporo (Japan)
- April: SportAccord Convention in Aarhus (Denmark)
- April: Panam Sports General Assembly in Punta del Este (Uruguay)
- June: IOC meeting on sport integrity in Lausanne
- July: International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS) in Kazan (Russia)
- September: 131st IOC Session in Lima (Peru)
- November: EOC General Assembly in Zagreb (Croatia)
- November: IOC Athletes’ Commission meeting in Lausanne
- December: Second meeting of the International Partnership Against Corruption in Sports (IPACS) in Paris (France)

Cooperation with the Olympic Channel

Following the establishment of the cooperation of ANOC with the Olympic Channel in August, ANOC worked closely with the Olympic Channel on the ANOC General Assembly and ANOC Awards in 2017. The Olympic Channel supported ANOC to ensure that the entire General Assembly could be live streamed on the ANOC YouTube channel. During the event, the Olympic Channel conducted interviews with ANOC and NOC officials, which were promoted through the channel’s online and social media platforms.

The Olympic Channel also supported ANOC on the arrangements to live-stream the ANOC Awards 2017. The channel produced short videos for each ANOC Award winner, which were shown live during the ceremony. An on-site team also conducted interviews with winners. The Olympic Channel promoted the awards on its social media platform, and went on to produce a 60-minute highlights video of the ceremony for ANOC.
**Olympic Games Rio 2016**

ANOC was closely involved in the preparations for the Olympic Games Rio 2016, putting forward NOCs’ questions during IOC Coordination Commissions meetings and conducting a post-Games debrief with all participating NOCs. The ANOC debrief report was presented to both the IOC and the Organising Committee of the Olympic Games Tokyo 2020 in December 2017, following presentations made earlier in the year to a small working group containing representatives from NOCs, ANOC and the IOC. Several proposals contained within the debrief have been already implemented by the IOC.

ANOC and the IOC have been working with small groups of NOCs to provide guidance and recommendations to the OCOG for Tokyo 2020 on topics such as accreditation, the Olympic Village, food services and transportation.

**Upcoming Olympic Games and Youth Olympic Games (YOG)**

ANOC is involved in the Coordination Commissions for all upcoming Olympic Games, and is closely following the preparations. Before each Coordination Commission meeting, ANOC sends questionnaires to NOCs asking if they have any specific problems or questions, which ANOC is then able to raise at the meetings.

**Olympic Winter Games PyeongChang 2018**

Gunilla Lindberg, the ANOC Secretary General, has been chairing the IOC Coordination Commission for the Olympic Winter Games PyeongChang 2018. In this role, she has been able to ensure NOCs’ concerns are raised with the OCOG, and has also worked very closely with the IOC and the OCOG’s NOC Relations team to find solutions to any problems. ANOC was represented at the Chef de Mission Seminar in January and February 2017.

**Youth Olympic Games Buenos Aires 2018**

At the IOC’s request, ANOC has helped determine the qualification systems for the YOG Buenos Aires 2018, with particular reference to the four sports making their first appearance at the Games. Most of the proposals submitted to the IOC by the ANOC Technical Working Group have been accepted. ANOC has agreed to cover the cost of travel for one delegate from each NOC in economy class for the Chef de Mission Meeting in Buenos Aires (Argentina) in April 2018. Three joint Olympic Marketing Seminars for NOCs, presented by ANOC, Olympic Solidarity and the IOC in accordance with Olympic Agenda 2020, took place as follows:

- 3-5 May 2018 in Dubai (United Arab Emirates): entry level (50 NOCs)
- 22-24 May 2018 in Dubai: intermediate level (57 NOCs)
- 13-15 June 2018 in Bratislava (Slovakia): advanced level (65 NOCs)
Collaboration with UNESCO and WADA

ANOC was represented at UNESCO’s meetings in January (preparatory working group for MINEPS VI) and March 2017 in Paris, and was also part of WADA’s consultation processes for both the new International Standard for Code Compliance by Signatories and the review of a limited number of provisions of the World Anti-Doping Code relating to it.

Collaboration with universities

ANOC has continued working with two universities: the Russian International Olympic University (RIOU) in Sochi (Russia), with a view to granting three scholarships for 2017-2018; and the Dream Together Master’s programme at Seoul University, with a view to granting five scholarships for 2017-2018. Costs relating to scholarships awarded via NOCs have been covered by ANOC and the universities.

ANOC World Beach Games (AWBG)

ANOC has continued working hard to prepare for the inaugural ANOC World Beach Games, due to be held in 2019 in San Diego. In 2017, the budget went towards design and branding development; brand, logo and domain registration; and the preparation and organisation of several meetings, held in both San Diego and Lausanne.

2017 Budget: USD 1,350,000
IOC Subsidies for Participation in Olympic Games

136 Introduction
137 Olympic Winter Games
PyeongChang 2018
IOC Subsidies for Participation in Olympic Games

Helping every NOC take to the world’s biggest sporting stage

This programme supports National Olympic Committee (NOC) participation in the Olympic Games, and has two different but complementary objectives: 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. The 2017–2020 Plan covers the Olympic Winter Games PyeongChang 2018 and the Olympic Games Tokyo 2020.
The subsidies are managed by the Olympic Solidarity office in Lausanne, and cover three phases.

**Phase 1: Before the Games**
Travel expenses and accommodation for the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG), usually held 12 months before the Games.

**Phase 2: During the Games**
Travel expenses for a set number of athletes and officials, logistical expenses, and travel and accommodation expenses for NOC Presidents and Secretaries General.

**Phase 3: After the Games**
Subsidies for NOCs’ participation in and contribution to the success of the Games.

2017 Budget: USD 300,000

### Chefs de Mission Seminar subsidy recipients

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>Subsidy*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>1</td>
<td>TOG</td>
</tr>
<tr>
<td>America</td>
<td>9</td>
<td>ARG, BAR, BRA, CAN, CAY, COL, CRC, ISV, USA</td>
</tr>
<tr>
<td>Asia</td>
<td>6</td>
<td>HKG, IRI, KGZ, MGL, TPE, UZB</td>
</tr>
<tr>
<td>Europe</td>
<td>26</td>
<td>AND, BEL, BLR, CRO, CYP, CZE, ESP, EST, FRA, GBR, GER, HUN, ISL, LIE, LTU, MDA, MON, NOR, POL, ROU, SLO, SRB, SUI, SVK, TUR, UKR</td>
</tr>
<tr>
<td>Oceania</td>
<td>2</td>
<td>AUS, NZL</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>44</td>
<td></td>
</tr>
</tbody>
</table>

*The figures are provisional as the reporting process is ongoing*

### Olympic Winter Games PyeongChang 2018
In 2017, Olympic Solidarity paid subsidies for accommodation and economy-class air travel for one person per NOC to attend the Chefs de Mission Seminar in PyeongChang, held 1-3 February 2017.
Abbreviations

NOC ASSOCIATIONS
ANOC Association of National Olympic Committees
ANOCA Association of National Olympic Committees of Africa
PANAM SPORTS Panam Sports Organization
OCA Olympic Council of Asia
EOC The European Olympic Committees
ONOC Oceania National Olympic Committees

NATIONAL OLYMPIC COMMITTEES
206 NOCs were recognised by the IOC (as of 31.12.2017)

Africa · 54 NOCs
ALG Algeria
ANG Angola
BDI Burundi
BEN Benin
BOT Botswana
BUR Burkina Faso
CAF Central African Republic
CGO Congo
CHA Chad
CIV Côte d’Ivoire
CMR Cameroon
COD Democratic Republic of the Congo
CPV Cape Verde
DJJ Djibouti
EGY Egypt
ERI Eritrea
ETH Ethiopia
GAB Gabon
GAM Gambia
GBS Guinea-Bissau
GEQ Equatorial Guinea
GHA Ghana
GUI Guinea
KEN Kenya
LBA Libya
LBR Liberia
LES Lesotho
MAD Madagascar
MAR Morocco
MAW Malawi
MLI Mali
MOZ Mozambique
MRT Mauritania
MUS Namibia
NIG Nigeria
REU Senegal
SEY Seychelles
SLE Sierra Leone
SOM Somalia
SSD South Sudan
TAN Swaziland
UGA Uganda
ZAM Zambia
ZMB Zimbabwe

America · 41 NOCs
ANT Antigua and Barbuda
ARG Argentina
BAH Bahamas
BAR Barbados
BER Bermuda
BIZ Belize
BOL Bolivia
BRA Brazil
CAN Canada
CAY Cayman Islands
CHI Chile
COL Colombia
CRI Costa Rica
CUB Cuba
DOM Dominica
DOM Dominican Republic
ECU Ecuador
ESA El Salvador
GRN Grenada
GUA Guatemala
GUY Guyana
HAI Haiti
HON Honduras
ISV United States Virgin Islands
IVB British Virgin Islands
JAM Jamaica
LAC Saint Lucia
MEX Mexico
NCA Nicaragua
PAN Panama
PAR Paraguay
PER Peru
PUR Puerto Rico
SKN Saint Kitts and Nevis
SUR Suriname
TTT Trinidad and Tobago
URU Uruguay
USA United States of America
VEN Venezuela
VIN Saint Vincent and the Grenadines
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<td>SMR San Marino</td>
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<tr>
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<td>SRB Serbia</td>
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<td>CHN People’s Republic of China</td>
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<td>SUI Switzerland</td>
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<td>HKG Hong Kong, China</td>
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<td>SVK Slovakia</td>
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<td>INA Indonesia</td>
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*The Kuwait Olympic Committee is suspended since 27 October 2015*
### INTERNATIONAL FEDERATIONS

Sports on the programme of the XXIII Olympic Winter Games  
PyeongChang 2018

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Sports on the programme of the Games of the XXXII Olympiad  
Tokyo 2020

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Abbreviations

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Olympic Solidarity contacts

**OLYMPIC SOLIDARITY MANAGEMENT**

- **Pere MIRÓ**
  - Director
  - pamela.vipond@olympic.org

- **Pamela VIPOND**
  - Deputy Director
  - pamela.vipond@olympic.org

**ATHLETES**

- **Olivier NIAMKEY**
  - Head of Athlete Unit
  - olivier.niamkey@olympic.org

- **Edward KENSINGTON**
  - Senior Project Manager
  - edward.kensington@olympic.org

- **Astrid HASLER**
  - Project Manager
  - astrid.hasler@olympic.org

- **Paola BUENO DE COLLEY**
  - Project Manager
  - paola.bueno-de-colley@olympic.org

- **Frank MICHELLOD**
  - Project Coordinator
  - frank.michellod@olympic.org

- **Gonzalo BARRIO**
  - Project Coordinator
  - gonzalo.barrio@olympic.org

- **Noémie BORCARD**
  - Administrative Assistant
  - noemie.borcard@olympic.org

Programmes for Athletes • Relations with Asia • Tripartite Commission
COACHES

Programmes for Coaches • Relations with Africa
• Relations with IFs

Yassine YOUSFI
Head of Coaches Unit
yassine.yousfi@olympic.org

Carina DRAGOMIR
Project Manager
carina.dragomir@olympic.org

Cynthia AMAMI
Project Manager
cynthia.amami@olympic.org

Arthur MILROY
Project Coordinator
arthur.milroy@olympic.org

NOC MANAGEMENT AND KNOWLEDGE SHARING

NOC Management and Knowledge Sharing Programmes • Relations with America • NOC Mentoring
• Knowledge Centre

Joanna ZIPSER-GRAVES
Head of NOC Management and Knowledge Sharing Unit
joanna.zipser_graves@olympic.org

Catherine LAVILLE
Senior Project Manager
catherine.laville@olympic.org

Angélica CASTRO
Project Manager
angela.castro@olympic.org

Aurélie HOEPPE
Project Manager
aurelie.hoeppe@olympic.org

Anne WUILLEMIN
Project Coordinator
anne.wullemmin@olympic.org
PROMOTION OF THE OLYMPIC VALUES

Programmes for the Promotion of the Olympic Values • Relations with Oceania • IOC Subsidies for Participation in Olympic Games • Finance

Nicole GIRARD-SAVOY
Head of Finance and Head of Promotion of the Olympic Values Unit
nicole.girard_savoy@olympic.org

Nils HOLMEGAARD
Project Manager
nils.holmegaard@olympic.org

Céline MOUNOUD
Project Coordinator
celine.mounoud@olympic.org

Leah BONGA
Project Coordinator
leah.bonga@olympic.org

Oliver ROSSET
Accountant
oliver.rosset@olympic.org

Florian CHAPALAY
Senior Finance Manager
florian.chapalay@olympic.org

Silvia MORARD
Accountant
silvia.morard@olympic.org

Barbara ANTILLE-GEDEON
Accounting Assistant
barbara.antille-geideon@olympic.org

Contacts Olympic Solidarity
Annual Report 2017
FORUMS AND SPECIAL PROJECTS

Forums and Special Projects Programmes • Relations with Europe • Relations with ANOC • Olympic Solidarity Commission • Olympic Solidarity Headquarters • Human Resources • IT • Communications

Pamela VIPOND
Head of Forums and Special Projects Unit
pamela.vipond@olympic.org

Muriel MICHAUD KNOEPFEL
OS Communication Manager
muriel.michaud_knoepfel@olympic.org

Silvia LUCCIARINI
Project Manager
silvia.lucciarini@olympic.org

Julie-Catherine GAGNON
Project Coordinator
julie-catherine.gagnon@olympic.org

Manuela BERTHOUD
Receptionist
manuela.berthoud@olympic.org
Listening to you

FOR FURTHER INFORMATION

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

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