Working together to develop sport and promote its values

Annual Report

OLYMPIC SOLIDARITY

2018
Olympic Solidarity: giving all athletes an equal chance

Thomas Bach, President of the International Olympic Committee

It is the dream of every athlete to one day compete in the Olympic Games. This is why the International Olympic Committee supports athletes from all 206 National Olympic Committees (NOCs) around the world through Olympic Solidarity, to ensure that everyone has the same chance to make their Olympic dream a reality.

The global appeal of the Olympic Games lies in its universality. The Olympic Games are the only event with the power to bring together the entire world in peaceful competition. While in Olympic sport everyone is equal, the reality is that technical support or financial resources for athletes are not equally available. This is why, for over half a century, Olympic Solidarity provides assistance to those athletes and NOCs that need it most. Through its many programmes Olympic Solidarity promotes sport worldwide, investing in athletes, and training coaches and sports managers. Only through this solidarity in action can the universality of the Olympic Games be realised.

As this annual report highlights, 2018 was an important year for Olympic Solidarity in helping many athletes to make their dream of competing at the Olympic Games come true. In total, 268 individual athletes and 13 teams participating in the Olympic Winter Games PyeongChang 2018 benefited from Olympic Solidarity scholarships and programmes. Some of them even continued their journey to the steps of the Olympic podium, bringing joy and pride to so many people around the world.

On behalf of the IOC, I would like to thank the Chair and all the members of the Olympic Solidarity Commission for their remarkable work to support the athletes.

My special thanks go to Pere Miró who during his 22 years as Director of Olympic Solidarity has led the organisation through a transformative period. Thanks to his vision and leadership, Olympic Solidarity today is a central pillar of our Olympic values in action. As Pere Miró reaches the end of his tenure, he can look back on a long list of achievements and success stories. Perhaps the most important of these was touching the lives of countless athletes around the world, making the Olympic dreams come true.
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General Introduction

Olympic Solidarity Annual Report 2018
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.

The main objectives of the Olympic Solidarity Plan 2017-2020 are depicted in the graphic opposite.

Links
- Olympic Solidarity Plan 2017-2020
- Olympic Solidarity on www.olympic.org
Olympic Solidarity in 2018

The year 2018 was a busy one for Olympic Solidarity and the NOCs with both the Olympic Winter Games PyeongChang 2018 and Summer Youth Olympic Games Buenos Aires 2018. Numerous NOC activities took place preparing athletes and teams for the Games and for national and regional competitions. For the Olympic Games Tokyo 2020, NOCs began team preparations and started the process for granting Olympic Scholarships to athletes, including refugee athletes, through the Olympic Solidarity dedicated programmes.

The Olympic Solidarity programmes also enabled NOCs to engage in reinforcing structures and developing management capacities, supporting education of coaches and promoting Olympic values, with a significant increase in the number of initiatives compared with the first two years of the previous quadrennial.

2018 Highlights

- Two major Games held – Olympic Winter Games PyeongChang 2018 and Summer Youth Olympic Games Buenos Aires 2018.
- Expansion of Online Platform, providing improved services and sustainability.
- Olympic Solidarity used its various channels to ensure that NOCs fully assimilated all aspects of and benefited from its programmes.

Forums, workshops and seminars held worldwide throughout the year enabled NOCs to share best practices and ideas and be kept informed. With Olympic Solidarity staff members individually assigned to those NOCs most in need of tailor-made services, Olympic Solidarity is committed to proactively aiding NOCs who need support and assistance.
The Olympic Solidarity Online Platform, which launched in 2017, continued to grow in 2018 with ever-more programmes being added, providing NOCs with direct online access to myriad services. The few remaining programmes not yet on the platform will be added gradually.

Thanks to numerous NOC visits to Villa Mon-Repos in Lausanne (Switzerland) during the year the Olympic Solidarity team developed a better understanding of NOC needs and improved the level of assistance on offer.

Also in 2018, Olympic Solidarity strengthened links globally with its beneficiaries and partners at events including: the ANOC General Assembly in Tokyo (Japan) in November, the Olympism in Action Forum in Buenos Aires (Argentina) in October (prior to the Youth Olympic Games); regional and continental NOC meetings and seminars; national and regional Games such as the 18th Asian Games in Indonesia; modules in MEMOS (Executive Masters in Sports Organisation Management); training courses for coaches; and various other meetings.

“In 2018, Olympic Solidarity strengthened links globally with its beneficiaries and partners at a series of events, meetings, forums and seminars.”

**LINKS**
- All Olympic Solidarity publications
- Olympic Scholarships for Coaches video
- Olympic Scholarships for Athletes – PyeongChang 2018 results video
Olympic Solidarity also issued a number of publications in 2018 on the IOC website and its online platform including: Olympic Scholarships for athletes PyeongChang 2018 final results, a report and a video; a revised 2018 Sport Administration Manual in English (Olympic Solidarity Online Platform only) with French and Spanish versions available later; an Olympic Scholarships for coaches programme video; and the 2017 Annual Report.

All publications are available for free download from www.olympic.org.

More information on Olympic Solidarity can be found on the IOC’s website. Information aimed at NOCs is available on the Olympic Solidarity Online Platform and NOCnet.

“THE OLYMPIC SOLIDARITY PROGRAMMES ENABLED NOCS TO ENGAGE IN REINFORCING STRUCTURES AND DEVELOPING MANAGEMENT CAPACITIES, SUPPORTING EDUCATION OF COACHES AND PROMOTING OLYMPIC VALUES”

Olympic Solidarity strengthened links globally at events including (clockwise from top): the 18th Asian Games in Indonesia; the Olympic Winter Games PyeongChang 2018; and the Summer Youth Olympic Games Buenos Aires 2018
Olympic Solidarity Commission

The Olympic Solidarity Commission met twice during the year.

At its first 2018 meeting, held on 22 March in Santiago de Chile, the commission discussed, among other topics, the results of the Olympic Scholarships for Athletes – PyeongChang 2018 programme, the 2018 Continental and Regional Games, the Continental Associations’ budget distribution and approval for the Olympic Solidarity Plan 2017-2020, NOC mentoring and good governance self-evaluation tool.

Eight months later, on 27 November, the commission met in Tokyo. The members reviewed the main activities developed during 2018, Olympic Solidarity support to NOCs for the Summer Youth Olympic Games Buenos Aires 2018, the auditors’ report and budget for 2019, and discussed the remaining actions necessary to finalise the 2013-2016 quadrennial plan.
Composition of the Olympic Solidarity Commission at 31 December 2018

<table>
<thead>
<tr>
<th>Chair Ad Interim</th>
<th>FIJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td></td>
</tr>
<tr>
<td>*Dr Robin E. MITCHELL</td>
<td></td>
</tr>
<tr>
<td>*Mrs Marisol CASADO</td>
<td>ESP</td>
</tr>
<tr>
<td>*Ms Kirsty COVENTRY</td>
<td>ZIM</td>
</tr>
<tr>
<td>*Mrs Sari ESSAYAH</td>
<td>FIN</td>
</tr>
<tr>
<td>*Mr Tony ESTANGUET</td>
<td>FRA</td>
</tr>
<tr>
<td>*Mrs Nicole HOEVERTSZ</td>
<td>ARU</td>
</tr>
<tr>
<td>*Mr Neven ILIC</td>
<td>CHI</td>
</tr>
<tr>
<td>*Mr Nenad LALOVIC</td>
<td>SRB</td>
</tr>
<tr>
<td>*Mrs Lingwei LI</td>
<td>CHN</td>
</tr>
<tr>
<td>*Mrs Gunilla LINDBERG</td>
<td>SWE</td>
</tr>
<tr>
<td>*HRH the Grand Duke de LUXEMBOURG</td>
<td>LUX</td>
</tr>
<tr>
<td>*Intendant General Lassana PALENFO</td>
<td>CIV</td>
</tr>
<tr>
<td>Mr Ahmed ABOU ELGASIM HASHIM</td>
<td>SUD</td>
</tr>
<tr>
<td>Mr Ricardo BLAS</td>
<td>GUM</td>
</tr>
<tr>
<td>Mr Spyros CAPRALOS</td>
<td>GRE</td>
</tr>
<tr>
<td>Mr Janez KOČIJANČIČ</td>
<td>SLO</td>
</tr>
<tr>
<td>Mr Raffaele PAGNOZZI</td>
<td>ITA</td>
</tr>
<tr>
<td>Mr Ivar SISNIEGA</td>
<td>MEX</td>
</tr>
</tbody>
</table>

*Members of the Olympic Solidarity Commission who are also IOC Members

Olympic Scholarships for Athletes – Tokyo 2020 scholarship holder Atheyna Bylon (PAN)
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.

The 10th meeting of the Olympic Solidarity offices took place on 27-28 September at the ANOC headquarters in Lausanne. The busy agenda included the financial control policy, mentoring programme, principles of good governance, Olympic Solidarity Online Platform and mid-plan review.
Olympic Solidarity
International Office Organisational Structure

Programmes

Athletes

Coaches

NOC Management and Knowledge Sharing

Promotion of the Olympic Values*

Forums and Special Projects

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 2018**

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 an initial development and assistance budget for the Olympic Solidarity Plan 2017-2020 of USD 509,285,000*.

The budget for 2018, approved by the commission on 5 November 2017, was USD 130,519,667, which represents 25.6 per cent of the total budget for the 2017-2020 Plan.

* The initial budget of USD 509,285,000 has been increased by USD 47.5 million in 2018 for the following programmes: IOC Subsidies for Participation in Olympic Games (USD 30 million for the YOG Buenos Aires 2018 and USD 10 million for the YOG Lausanne 2020); and Olympic Scholarships for Athletes – Beijing 2022 (USD 7.5 million).
World Programmes

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41  Coaches
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69  Promotion of the Olympic Values
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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.

**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
- Athlete Career Transition
- Refugee Athlete Support

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

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

**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

**Forums and Special Projects**
- Forums and Workshops
- Special Projects
Athletes
Bringing athletes around the world closer to their Olympic dream
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.

**2018 Budget:** USD 26,500,000

**Highlights in 2018**
- PyeongChang 2018 Olympic Scholarship programme ended with the successful participation of 268 scholarship holders in the Olympic Winter Games. Approval of the Olympic Solidarity Commission was given to extend the winter scholarship programme to three winter seasons for Beijing 2022.
- The Buenos Aires Youth Olympic Games programme ended with the holding of the Games. Preparations began for the launch of the Lausanne 2020 programme.
- The qualification period for Tokyo 2020 started, with many scholarship holders participating for the first time in qualification events.
- The Refugee Athlete Support programme became operational on the Olympic Solidarity Online Platform. Following the announcement of the Tokyo 2020 Refugee Olympic Team, all NOCs were invited to identify potential candidates – this generated a new wave of applications for refugee athlete scholarships.
- Approval by the Olympic Solidarity Commission for the creation of a new opportunity, “Athlete365 Business Accelerator”, in the framework of the Athlete Career Transition programme.

**Key numbers**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Olympic Scholarships for PyeongChang 2018</td>
<td>435</td>
</tr>
<tr>
<td>Team Support Grants for Tokyo 2020</td>
<td>173</td>
</tr>
<tr>
<td>Continental Athlete Support Grants</td>
<td>131</td>
</tr>
<tr>
<td>Total activities preparing athletes for the YOG</td>
<td>308</td>
</tr>
<tr>
<td>Athletes supported with education initiatives by the Athlete Career Transition programme</td>
<td>33</td>
</tr>
<tr>
<td>Refugee athletes assisted through the Refugee Athlete Support programme</td>
<td>47</td>
</tr>
</tbody>
</table>
Olympic Scholarships for Athletes – PyeongChang 2018

This programme was designed to make the Games more competitive by offering support and funding to athletes attempting to qualify and prepare for the Olympic Winter Games PyeongChang 2018. 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.

“MANY ATHLETES WERE ONLY ABLE TO ATTEND QUALIFYING EVENTS FOR PYEONGCHANG 2018 WITH THE AID OF TRAVEL SUBSIDIES MADE BY THE PROGRAMME.”

89 NOCs benefited in 2018

33 medals won at PyeongChang 2018

PyeongChang 2018 Olympic scholarship holder Te-An Lien (TPE)
In 2018
Scholarship holders supported by Olympic Solidarity came away with 33 medals and 79 diplomas after successfully participating at the Olympic Winter Games PyeongChang 2018. Many athletes were only able to attend qualifying events for PyeongChang 2018 with the aid of travel subsidies made by the programme. After payment of this subsidy – which contributed to many athletes qualifying – and after submission of final reports, the programme ended.

Budget: USD 3,000,000

FAST FACT
In Categories A and B, some 62% of the individual scholarship holders qualified in 5 sports for the Olympic Winter Games PyeongChang 2018.

Olympic Scholarships for Athletes – PyeongChang 2018

<table>
<thead>
<tr>
<th>Type</th>
<th>Scholarships and grants allocated</th>
<th>Scholarship holders qualified</th>
<th>Medals and diplomas</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Men</td>
<td>Women</td>
<td>Total</td>
</tr>
<tr>
<td>Categories A + B*</td>
<td>291</td>
<td>144</td>
<td>435</td>
</tr>
<tr>
<td>Individual scholarships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tailor-made individual scholarships</td>
<td>53</td>
<td>35</td>
<td>88</td>
</tr>
<tr>
<td>Category C**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tailor-made grants</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>344</td>
<td>179</td>
<td>523</td>
</tr>
</tbody>
</table>

*For NOCs with 59 or fewer participants in Sochi  ** For NOCs with 60 or more participants in Sochi
What challenges encouraged you to seek support from Olympic Solidarity?
As there’s no 400m ice track in Belgium, I’ve had to invest a lot of travelling to train, which isn’t cheap. But support from Olympic Solidarity helped make it possible for me to reach the Games. After finishing fourth at Sochi 2014, I then won the first silver medal of my career at PyeongChang 2018 and it’s still an unbelievable feeling.

How has the scholarship programme helped your career?
The funding I’ve received has allowed me to travel securely throughout the year for training camps and World Cup events. I often train in Norway with the Norwegian team and I’m so happy I’ve been given the resources to consistently work with such a strong group. Becoming a beneficiary of Olympic Solidarity has really helped me to train in optimal conditions.
How has the Olympic Solidarity programme helped you achieve your goals?

I have Olympic Solidarity to thank for getting me to PyeongChang 2018, my first Games, by creating the right conditions for me to compete. The programme helped me with costs that couldn’t be covered by the budget of the national federation or my club, such as tailor-made equipment and coaches’ wages.

Why is it important to you that there is an Olympic Solidarity programme?

For countries like mine, Slovakia, whose resources for developing young athletes are limited, the Olympic Solidarity programme allows future talent to go the extra mile and take their level of preparation to 110 per cent. It’s opened doors for many Olympic athletes, particularly from less developed countries, who have even gone on to win medals at the Games.
Next time – gold!

I’m very happy. It’s my first bronze medal. I’m happy for my team and for my country.

This is your third Olympic Games. How hard have you worked to build up to this point?
One hundred per cent! I came 11th, seventh and now third. So next time – number one!

How proud are you to win this medal for Kazakhstan?
With all my heart. It is not only my medal but my country’s medal too.

We caught up with Olympic Scholarships for Athletes – PyeongChang 2018 beneficiary Yulia Galysheva after the Kazakhstani mogul skier took bronze at last year’s Olympic Winter Games.
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.

“SOME SCHOLARSHIP HOLDERS WERE PLACED IN HIGH-LEVEL TRAINING CENTRES ABROAD AND MANY ATHLETES SUPPORTED BY OLYMPIC SOLIDARITY BEGAN ATTEMPTS AT QUALIFICATION FOR TOKYO 2020”

569
women awarded scholarships

171
NOCs benefited in 2018

Tokyo 2020 Olympic scholarship holder Sorn Seavmey (CAM)
In 2018
Scholarships allocated in 2017 were monitored every four months while NOCs that had not applied in the previous year were allocated scholarships. Where appropriate, scholarship holders were placed abroad in high-level training centres holding a service agreement with the Olympic Solidarity programme. Initial qualification competitions for Tokyo 2020 took place and many Olympic Solidarity supported athletes began attempts at qualification.

Budget: USD 10,000,000

FAST FACT
Targeted at elite athletes with the greatest need – especially from NOCs that have traditionally sent small delegations to the Games – scholarships to help athletes prepare and qualify for the Olympic Games Tokyo 2020 were allocated to 83% of NOCs.

Olympic Scholarships for Athletes – Tokyo 2020

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>Athletes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Men</td>
</tr>
<tr>
<td>Africa</td>
<td>42</td>
<td>175</td>
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<tr>
<td>America</td>
<td>39</td>
<td>176</td>
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<tr>
<td>Asia</td>
<td>30</td>
<td>166</td>
</tr>
<tr>
<td>Europe</td>
<td>44</td>
<td>276</td>
</tr>
<tr>
<td>Oceania</td>
<td>16</td>
<td>46</td>
</tr>
<tr>
<td>Total</td>
<td>171</td>
<td>839</td>
</tr>
</tbody>
</table>

LINKS
Olympic Games Tokyo 2020
Olympic Review no 108: Stefany Hernandez, Olympic scholarship holder
Why did you apply for an Olympic Scholarship for Athletes – Tokyo 2020? Although I believe in my own talent, that alone is simply not enough to compete with other elite athletes. I have had to face a number of challenges during my sporting career: getting proper running gear and recovery supplements, maintaining a healthy diet, travelling to competitions and finding assistance when injured. The scholarship has helped me cover all of these things; as a result, my performance levels have improved drastically.

Supported by Olympic Solidarity, how confident are you of qualifying for Tokyo 2020? Looking at my training and my current level of performance, I am very confident. I am looking forward to it. Hopefully I can place for an Olympic medal.
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. As from this 2017-2020 plan, NOCs may now split their summer or winter budget between two teams if at least one is a women’s team.

“SOME 23 WINTER SPORTS TEAMS RECEIVED ASSISTANCE, WITH 13 OF THEM COMPETING AT PYEONGCHANG 2018 WHILE GRANTS WERE ALLOCATED TO ALL 10 TEAM SPORTS FOR TOKYO 2020”

70% of NOCs benefited in 2018

The United States Virgin Islands (in white) basketball team benefited from a Team Support Grant.
In 2018
Some 28 NOCs split the grant between women’s and men’s teams in 2018. There were 82 women’s teams from 2017-2018 compared with just 58 women’s teams in total from 2013-2016. No fewer than 23 winter sports teams received assistance, with 13 of them starting the year by competing in the Olympic Winter Games PyeongChang 2018. Team Support Grants were allocated in all 10 team sports on the Olympic programme for Tokyo 2020, with qualification now under way in all of them.

Budget: USD 3,000,000

FAST FACT
The number of women’s teams receiving grants under the programme was 58 for the three years up to 2016, while over the subsequent two-year period the number has risen to 82 – an increase of 41%.

Team Support Grants by continent

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
</tr>
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<tbody>
<tr>
<td>Africa</td>
<td>28</td>
</tr>
<tr>
<td>America</td>
<td>40</td>
</tr>
<tr>
<td>Asia</td>
<td>23</td>
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<td>Europe</td>
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<tr>
<td>Oceania</td>
<td>16</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>173</strong></td>
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</table>

Team Support Grants by sport

<table>
<thead>
<tr>
<th>Sport</th>
<th>NOCs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball/Softball</td>
<td>12</td>
</tr>
<tr>
<td>Basketball</td>
<td>47</td>
</tr>
<tr>
<td>Curling</td>
<td>11</td>
</tr>
<tr>
<td>Football</td>
<td>3</td>
</tr>
<tr>
<td>Handball</td>
<td>19</td>
</tr>
<tr>
<td>Hockey</td>
<td>10</td>
</tr>
<tr>
<td>Ice Hockey</td>
<td>11</td>
</tr>
<tr>
<td>Rugby sevens</td>
<td>20</td>
</tr>
<tr>
<td>Volleyball</td>
<td>34</td>
</tr>
<tr>
<td>Water Polo</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>173</strong></td>
</tr>
</tbody>
</table>

The Turkey volleyball team – one of many women's teams benefiting from a grant
Back on the map

Erika Piancastelli, captain of the Italian women’s national softball team, explains why Olympic Solidarity support is helping revitalise this sport at European level.

How has the Olympic Solidarity Team Support Grant helped your Tokyo 2020 ambitions?

We had the opportunity not only to participate in top international competitions, but also to attend two high-level stages in Italy.

This allowed us to keep training, get more time on the field and gain more experience against other high-level teams.

How confident is the team of qualifying for Tokyo 2020?

It is the uncontested goal of us all. Knowing the team has organisations that support and believe in it makes preparing for the qualifiers a little easier.

If you do qualify, what do you hope to achieve?

Being part of the Olympic Games is not only an exciting target, but also the greatest incentive to give our best. Additionally, it allows us to grow the game and put European softball on the map again.
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.

“AMONG OTHER COSTS, HELP IS PROVIDED FOR GENERAL COACHING AND TRAINING INCLUDING NATIONAL OR INTERNATIONAL TRAINING CAMPS FOR ATHLETES PREPARING FOR SPECIFIC GAMES”

131
NOCs benefited in 2018

63%
of NOCs applied for this programme

Continental Athlete Support Grants helped athletes prepare for the 2018 Asian Games
In 2018
The Continental Athlete Support Grants covered a variety of costs: general coaching and training, national or international training camps for athletes preparing for specific games, and costs incurred by athletes participating in competitions deemed useful to their general training programme. During 2018, the programme supported athletes as they prepared for the 2018 Asian Games, 2018 African Youth Games, Commonwealth Games 2018 and 2018 South American Games.

Budget: USD 4,000,000

**FAST FACT**
Participating at major multi-sport games in Asia, Africa and South America in 2018 gave athletes valuable experience in the run-up to qualifying for Tokyo 2020.

<table>
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<tr>
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<th>NOCs</th>
</tr>
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<tbody>
<tr>
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<tr>
<td>Oceania</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>131</strong></td>
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</tbody>
</table>

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 2018, THE MOST REQUESTED ACTIVITY WAS FOR MINI TRAINING GRANTS FOR YOUNG ATHLETES CONFIRMED AS PARTICIPATING IN THE YOG TO COVER THEIR TRAINING AND COACHING COSTS”

308 activities organised to help athletes prepare for the YOG 2018

72 NOCs benefited from 90 preparation activities at IF training camps

Support given to swimmer Samuele Rossi (SEY) enabled him to compete at the Summer Youth Olympic Games Buenos Aires 2018
In 2018
The Buenos Aires programme came to an end after the staging of the YOG. It was highly successful with 308 activities in total across the five continents. In 2018, the most requested activity was Option 3 – preparation, which offers mini training grants for young athletes confirmed as participating in the YOG to cover their training and coaching costs. For NOCs with traditionally large YOG delegations, a general preparation grant was offered instead in order to tailor the programme to their requirements. In addition, a total of 72 NOCs benefited from 90 preparation activities at training camps organised in partnership with IFs.

Budget: USD 5,000,000

FAST FACT
61% of all NOCs received Olympic Solidarity support in the run up to the highly successful YOG 2018.
**Spirit of Buenos Aires**

**New heights**

The Youth Olympic Games – Athlete Support programme propelled Ecuadorian climber **Galo Hernandez** to his first Games, offering him the support he needed to take the next step in his career.

**How important was the programme in allowing you to reach your goals?**

The Buenos Aires Youth Olympic Games programme helped me a lot in reaching my first Games. In climbing, it’s very important to learn different styles and the support provided allowed me to get to know different climbing walls. Olympic Solidarity helped me to travel and become familiar with other places where I could improve my ability.

**What’s next for you in your career?**

I’m so grateful to Olympic Solidarity for allowing me to prepare in the best possible way. I am now going to fight to compete in more Games. I plan to now climb on rocks, and I hope to train and compete abroad. My focus is on Paris 2024.
How did Olympic Solidarity support you ahead of the YOG Buenos Aires 2018?
The programme funded my schooling and my coaching, and really pushed me to prepare for YOG Buenos Aires 2018 by taking away a lot of stress. It allowed me to focus purely on swimming, and instead of worrying if they could cover the funding, my parents could simply focus on supporting me towards my goals.

Did you find the programme motivated you even more to succeed?
As I had the funds in place and knew Olympic Solidarity were behind me, I had extra motivation in not wanting to disappoint them. I don’t know if I would have been able to find that motivation if I didn’t have the scholarship to support my journey.
Athlete Career Transition

Launched in 2017, Olympic Solidarity’s Athlete Career Transition (ACT) 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).

“ACT WORKSHOPS HELD ACROSS ALL CONTINENTS HELPED ATHLETES WITH THEIR INTERVIEW SKILLS AS PART OF THE TRANSITION TO A PROFESSIONAL CAREER BEYOND COMPETING”
In 2018
ACT outreach workshops were held in all five continents and most of the facilitators were Olympians. These workshops help develop athletes’ interview skills and improve their CVs to help with the transition to a professional career beyond competing. NOCs continue to apply for education initiatives that provide support to Olympians wishing to enter fields such as sports management, business administration, sports coaching, nursing, primary education, journalism, acting and a number of apprenticeships.

Budget: USD 750,000

FAST FACT
More and more athletes are thinking beyond their competitive sporting career and taking advantage of the ACT programme – since 2017 there has been a 100% increase in the number of workshops worldwide.
“I firmly believe that the Athlete Career Transition programme is great for ensuring a smooth post-sporting career transition. Formal education is the key when entering a professional career and can widen an athlete’s opportunities in the labour market”

Petra Robnik
Skier for Slovenia, Olympian (Torino 2006) – works at the Slovenia NOC and is a beneficiary of the ACT Education Programme
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 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.

With support from Olympic Solidarity, Syrian Rami Anis competes for the Refugee Olympic Team.

“SINCE ANNOUNCING THE CREATION OF A REFUGEE OLYMPIC TEAM FOR THE OLYMPIC GAMES TOKYO 2020 THERE HAS BEEN A GREAT DEAL OF INTEREST INCLUDING APPLICATIONS FOR PARTICIPATION”
In 2018

The IOC announced at the Olympism in Action Forum in Buenos Aires just before the YOG 2018 that it would create a Refugee Olympic Team for the Olympic Games Tokyo 2020. This created an increase in applications as well as interest in the programme.

**Budget:** USD 750,000

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**FAST FACT**

In 2017 there were 7 host NOCs spread across 3 continents – Africa, America and Europe – providing support to Refugee Olympic Team members. Currently there are host NOCs in all 5 continents.

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**Refugee Athlete Support**

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</table>

* Function carried out by Tegla Loroupe Foundation

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**Members of the Refugee Olympic Team at the Olympic Games Rio 2016**

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**LINK**

IOC news: IOC creates Refugee Olympic Team for Tokyo 2020
Empathy and encouragement

South Sudanese track and field refugee athlete **Yiech Pur Biel** explains how Olympic Solidarity support gives a boost to these disadvantaged athletes, while shining a light on the refugee plight.

**How important is Olympic Solidarity support for refugee athletes?**

Athletes need to train together so they can know each other better. The athletes are scattered across Europe, America and Asia. The Olympic Solidarity support enables them to come together and work with each other. Without it I don’t see how they could qualify.

**How important has that support been for you personally?**

It has provided me with a platform to tell my story and raise awareness among young people living all over the world in refugee camps that they can achieve something.

**Are you encouraged by the increase in applications for the Olympic Games Tokyo 2020 support programme?**

I’m very happy. Tokyo 2020 is like a second chance for us after Rio 2016. It’s not only about motivating refugees worldwide, but about helping everyone to understand the refugee condition.
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.

2018 Budget: USD 8,250,000

Highlights in 2018

- The increasing popularity of the three Coaches programmes among NOCs is reflected by the number of activities requested and implemented. NOCs on the African continent took full advantage of the programme of Technical Courses for Coaches, NOCs in the Americas received the highest number of individual scholarships for coaches and NOCs in Europe led in the implementation of development projects.
- The IFs continued to play an important technical role in the assessment and delivery of the programmes.
- Around 11,000 coaches across the world have been helped through the activities of the three programmes.

Key numbers

252
Technical Courses for Coaches held for 122 NOCs

168
Olympic Scholarships for Coaches awarded to 97 NOCs

72
Development of National Sports System projects in 61 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 are used by everyone. The courses also provide NOCs with opportunities to raise coaches’ awareness of certain aspects of Olympic Agenda 2020.

“A NUMBER OF NOCS HAVE USED THIS PROGRAMME AS AN OPPORTUNITY TO PROMOTE GENDER EQUALITY BY ORGANISING COURSES AIMED EXCLUSIVELY AT FEMALE COACHES”

Karate coaches in Burundi benefited from technical training.
“The trainees were motivated and very involved, especially the four physical education teachers who followed the training with great attention and seriousness; their sole purpose was to highlight and transmit their knowledge to promote the practice of table tennis in their schools”

Karima Tellaa
International Table Tennis Federation expert who conducted an ITTF Level 2 course for coaches funded by Olympic Solidarity through the Bahrain NOC
In 2018
Most technical courses were for a particular sport, but in response to the specific needs of coaches and National Federations (NFs), some NOCs also organised multi-sport courses and/or training in physical conditioning. Financial assistance was provided to a number of developed European NOCs which organised regional courses aimed at coaches from developing nations in Europe and other continents, encouraging solidarity among NOCs.

Many IFs continued to develop their curriculum and worked on increasing their pools of experts. A number of NOCs used this programme as an opportunity to promote gender equality by organising courses aimed at female coaches only.

Budget: USD 3,750,000
## Technical Courses for Coaches by sport

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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.

30 scholarships allocated to female coaches

90% of the global budget for 2018 has been used

“The quality of the programmes has continued to increase due to factors such as better assessment, more rigorous selection at national level and the effort put in by centres to improve their training programmes.”

Female cycling coaches receive scholarships to attend the UCI Women’s specific coaching course.
“Olympic Solidarity has been key in providing leading coaches with the best possible preparation. In providing high-performance training and the use of outstanding facilities such as CAR, it’s guaranteed that success and participation at the Games will remain high”

Josep Escoda
Head of International Relations & Innovation at the CAR in Sant Cugat on the Olympic Scholarships for Coaches programme
In 2018
Olympic Solidarity is proud to have collaborated over the long term with training partners such as CAR (Centre d’Alt Rendiment) in Barcelona (Spain), which organised the landmark 40th edition of its programme in 2018. And in Lausanne (Switzerland), the 30th edition of the CISéL (Cycle International du Sport d’élite Lausanne) took place at the Sports Academy Lausanne. Also in 2018, Olympic Solidarity successfully partnered once again with the UCI to deliver training exclusively for female coaches at the World Cycling Centre in Aigle (Switzerland).

The quality of the programmes has continued to increase. This is due to factors such as the availability of IF databases enabling better assessment, more rigorous selection by NOCs at national level and the effort put in by centres to improve their training programmes.

Budget: USD 2,500,000

Trainees from many nations attended the ICECP autumn session in Colorado Springs (see Fast Fact over page)
### Olympic Scholarships for Coaches by sport

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</table>

**FAST FACT**

ICECP organisers redesigned the format of the training and introduced a six-week online introductory course to replace the on-site course held at the University of Delaware. This online course included IOC Athlete Gateway courses, LTAD e-course and an individualised CoachPro profile awareness provided to each coach using Skype by Jansen HR. The use of the online component was a success and will be an integral part of all future editions of the ICECP.


**LINK** Olympic Scholarships for Coaches video
Belinda Tarling, a British coach and UCI Head of Performance and Education, organises intensive training courses at the UCI World Cycling Centre, with participants supported by the Olympic Scholarships for Coaches programme. The positive impact for the sport is there for everybody to see, she says.

How has the Olympic Scholarships for Coaches programme supported cycling?
We run a diploma course at the UCI World Cycling Centre once or twice a year, inviting around 20 coaches to participate. As a result, there’s evidence of great development in cycling. Without the support of Olympic Solidarity, many of our member federations wouldn’t be in a position to send their coaches on our specialist training courses. Here, they eat, live and sleep cycling, and they’re exposed to our expert team of coaches.

Have you seen improvements in the standard of coaching?
The coaching programme available at the World Cycling Centre is really unique. With backing from Olympic Solidarity and our member federations, we’re seeing proof of positive improvements in the quality of coaching and a really strong legacy being left for cycling as a whole.
Transforming mindsets

Bessengue Abdou Zakaria, from Chad, coaches young athletes in archery. He explains how the training in sports sciences that he attended at the Sports Academy Lausanne, through the Olympic Solidarity programme, revolutionised his teaching methods.

How has the programme helped you develop as a coach?
When I received the scholarship from the NOC, I felt so lucky to have been granted this training. I have a traditional approach, but when I arrived in Switzerland to attend the training programme for coaches, I was given the opportunity to discover new knowledge and experiences. I now have the tools I need to work with young archers and improve their performances.

What have you taken from your stay in Switzerland?
I never dreamed of being here, but it’s thanks to the programme that I have had this chance. I hope to see Olympic Solidarity continue to make a difference and help all NOCs. They’ve given so much to African coaches, like me. They’ve helped to improve my mindset and break old habits for the better.
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 plan. The plan must provide for the training of local coaches or others capable of seeing the work through to the project’s completion.

“THE UNPARALLELED TECHNICAL EXPERTISE OF THE IFS PLAYS A HUGE ROLE IN HELPING NOCS AND NFs TO DRAW UP REALISTIC PLANS FOR THE DEVELOPMENT OF SPORT IN THEIR COUNTRIES”

72
projects funded

61
NOCs taking advantage of the programme

Development project in taekwondo in Tajikistan
In 2018
In 2018, 72 medium- and long-term projects were allocated to 61 NOCs across the five continents. It remains difficult for NOCs and NFs to put in place tailor-made action plans for the development of sport. Consequently, technical expertise provided by IFs has been required to produce realistic plans.

**Budget USD 2,000,000**

**FAST FACT**
Almost 85% of the global budget for 2018 has been used.

### Development of National Sports System by sport

<table>
<thead>
<tr>
<th>Sport</th>
<th>Africa</th>
<th>America</th>
<th>Asia</th>
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Bridging the gap

FISA Coaching Director Giovanni Postiglione says leading a Development of National Sports System programme in Lithuania is enabling the nation to reclaim its proud rowing history.

What challenges did rowing face as a sport in Lithuania?
Lithuania has a proud tradition of rowing but there was no real national team system.

What was your strategy for improvement?
A more systematic approach. Thresholds for athletes joining the national team are higher now. And we have introduced training camps and competition schedules. Crucially, I am working with coaches to create the right atmosphere in the team to involve more women at a high level.

What results have you seen so far?
Improved rankings (the men’s double skulls teams won silver at Rio 2016, compared to ranking sixth at London 2012, while the women’s double skulls won bronze). Plus, we are creating space for a new generation of rowers – boys and girls.

How important is this programme and Olympic Solidarity’s support?
It is the lifeblood of the sport in less wealthy nations, enabling them to close the gap with bigger nations.
NOC Management and Knowledge Sharing

Helping NOCs fulfil their mission in the best possible way
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.

**2018 Budget:** USD 12,701,250

### Highlights in 2018
- Ten years since the first MEMOS Convention in Barcelona, MEMOS Convention II, hosted by Portugal NOC and supported by Olympic Solidarity, brought together 147 MEMOS graduates from all over the world.
- The new *Sport Administration Manual* is now available to all NOCs in English. French and Spanish versions will follow shortly.
- NOCs can now submit applications and reports for two of the NOC Management programmes with the highest volume online.

### Key numbers
- **167** NOCs receiving the annual Administrative Subsidy
- **113** Sports Administrators and Advanced Sports Management Courses
- **54** 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.

“Most initiatives were in information technology, but projects related to GDPR in the European Union (EU) and implementation of the recommendations from the controls on the use of Olympic Solidarity funds also featured significantly.”

USD 7,515,000
made available in 2018 to help with NOC running costs

Strategic planning workshop held for Zambia NOC – an NOC Management Initiative
In 2018
The majority of NOC Management Initiatives supported in 2018 were linked to IT and communications, in particular the purchase or upgrading of IT hardware or software as well as the development or updating of NOC websites. Some European NOCs also sought funding to contribute to the costly adjustment required by the new EU General Data Protection Regulation (GDPR). Many NOCs in need of improving their accounting and finance management and governance requested assistance related to the implementation of recommendations resulting from the Control on the Use of Olympic Solidarity Funds. Other projects focused on the development or revision of strategic plans.

Budget: USD 10,056,250

FAST FACT
Many NOCs rely on the Administrative Subsidy to cover their staff salaries.

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<tr>
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<tr>
<td>Total</td>
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</table>
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.

"THE REVISED VERSION OF THE SPORT ADMINISTRATION MANUAL IS AVAILABLE TO THE NOCS FOR TRANSLATION INTO THEIR NATIONAL LANGUAGES"
In 2018
A digital copy of the English version of the newly revised Sport Administration Manual was made available to the NOCs. The manual is currently being translated into French and Spanish and printed copies will be sent to all NOCs in 2019. The revision of the Managing Olympic Sport Organisations manual is almost complete and the new book will be available for the advanced courses in 2019.

NOCs can now apply for courses and other activities related to the National Courses for Sports Administrators (including training of ASMC Programme Directors and translation of the Sport Administration Manual) online, on the Olympic Solidarity Online Platform.

Budget: USD 895,000

FAST FACT
The number of women course participants is rising: 36% compared with 28% in the previous Olympiad. And the share of courses with the preferred 60/40 gender balance has increased from 24% in 2013-2016 to 43%.
How useful is the training for Programme Directors?
It allows us to be more confident and to offer people taking the course the training and help that we receive from Olympic Solidarity.

Mónika Boloboski, of the NOC of Panama, is a Programme Director for Advanced Sports Management Courses. She explains why the scheme is invaluable.

What do you hope to achieve through Advanced Sports Management Courses?
To be able to give my NOC and other stakeholders, such as federations, clubs and athletes, more tools to enable them to thrive.

What was your favourite part of the Programme Directors Training?
The possibility to learn from the experience of the Programme Director mentors who have organised successful Advanced Sports Management Courses – the process they have been through, their challenges and lessons learned. This gives you a full spectrum of what your role should be as a Programme Director.
In what ways will the Advanced Sports Management Courses have an impact on the development of sport in your country?

It is vital for small NOCs such as ours to help us align with recommended practices. And hopefully it will have a contagion effect – getting more people interested in these types of courses.

What would your role be as Programme Director?

In my case it would be to implement the Advanced Sports Management Courses for the first time in Uruguay. To offer tools to the Olympic sports organisations in my country so that they can strengthen their structures and meet the conditions required by the modern management of an organisation.

Dante Steffano Soca, of the NOC of Uruguay, is Programme Director for Advanced Sports Management Courses. He says courses will enable sports organisations to take their management structures to the next level.
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 three to 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.

“THE TOPICS AT MEMOS CONVENTION II, WHICH WAS HELD IN PORTUGAL, INCLUDED: EXCELLING IN GOVERNANCE; UNITED BY OLYMPISM; FIVE RINGS OF MARKETING; AND DEFINING OUR FUTURE”
In 2018
Two MEMOS editions were started – one in English (MEMOS XXII) and one in French (MEMOS VIII en Français). MEMOS Convention II, on the theme "MEMOS: Advancing the Olympic Movement one sport organisation at a time", was successfully hosted by Portugal NOC in Cascais on 6-7 December 2018, attended by 180 MEMOS graduates, professors and tutors. Participants spoke about the impact of their MEMOS project or about one of the following topics: Excelling in Governance; United by Olympism; Five Rings of Marketing; Defining our Future.

Budget: USD 1,250,000

FAST FACT
The Alberto Madella Prize recognising the best MEMOS project was awarded to Carlos Rodolfo Siffredi from Argentina (MEMOS VII in Spanish) and to Matthias Van Baelen from Belgium (MEMOS XXI in English).

MEMOS scholarships awarded in 2018

<table>
<thead>
<tr>
<th>Continent</th>
<th>NOCs</th>
<th>MEMOS in English (XXII)</th>
<th>MEMOS in French (VIII)</th>
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</thead>
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<tr>
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</tr>
<tr>
<td>Total</td>
<td>54</td>
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</tbody>
</table>

LINKS
Projects presented by Olympic Solidarity scholarship holders
MEMOS XXI in English
MEMOS VII in Spanish
The vision is unique

Ada Jaffery, Deputy Secretary of the NOC of Pakistan’s Women & Sports Commission, describes how her participation in MEMOS XXI is helping the NOC to empower its athletes.

What was the topic of your project?
I have developed an education model to empower the national team athletes of Pakistan based on three key elements: Personal Development, Life Skills and Olympic Knowledge.*

How has the MEMOS programme helped?
Since starting this course I have given more than 20 presentations in my country and I have been appointed to several commissions because the exposure and vision you get from MEMOS is unique. I am also building a toolkit based on the IOC toolkit about safeguarding athletes from sexual harassment.

Why is this programme so important?
Not all countries are able to provide training to their leaders. Without Olympic Solidarity it would have been impossible because of the expense. It’s also about the social and moral support that the Olympic Solidarity team provides.

*Since completing the course, Ada was nominated for the prestigious 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 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.

"SPAIN NOC, IN COOPERATION WITH 20 OTHER SPANISH- AND PORTUGUESE-SPEAKING NOCs, IS DEVELOPING A TAILOR-MADE CLOUD-BASED DATA MANAGEMENT SYSTEM FOR USE BY THESE NOCs"
In 2018
In the lead-up to the Olympic Games Tokyo 2020, Japan NOC has offered long-term training opportunities to athletes from abroad, short-term training camps for foreign athletes and coaches and sent Japanese coaches abroad to help train athletes in a number of countries.

Spain NOC, in cooperation with 20 other Spanish- and Portuguese-speaking NOCs, is developing a tailor-made cloud-based data management system for use by these NOCs.

Russia NOC will translate the Olympic Solidarity Sport Administration Manual into Russian and will make it available to NOCs where Russian is more widely understood than any of the three languages in which the official manual is published. It will also host courses for Russian-speaking coaches and sports administrators from other countries.

**Budget:** USD 500,000

**FAST FACT**

Cape Verde NOC participated in this programme both as host and visitor. It hosted a staff member from Guinea Bissau NOC to provide help with administration restructuring and project management skills, increasing the confidence of Guinea Bissau NOC as it embarks on educational projects and attempts to assert itself and spread Olympic values across the country. Then, in preparation for hosting the first African Beach Games in June 2019, a representative from Cape Verde NOC visited Italy NOC to strengthen relationships.
Promotion of the Olympic Values

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

The IOC’s 2018 Olympism in Action Forum underscored the role that the Olympic Movement can play in helping to realise the United Nations’ Sustainable Development Goals. Bringing people together and raising physical activity levels, sport can improve mental health and prevent non-communicable diseases, which account for over 70 per cent of all deaths globally. Sport can also build bridges between cultures, help counter discrimination and bring hope where it is most needed.

Increasingly, the IOC is leveraging its partners and its network of Olympians to raise awareness around sustainability and climate change.

The NOCs have a key role to play in making these messages resonate globally and Olympic Solidarity’s five Olympic Values programmes provide the financial and technical means for each NOC to take actions that are meaningful in its own national context. Through these programmes, Olympic Solidarity enables the NOCs to meet their first obligation in the Olympic Charter, which is to “promote the fundamental principles and values of Olympism”.

2018 Budget: USD 5,000,000

Highlights in 2018

- Comparing 2017-2018 with the first two years of the previous quadrennial plan (2013-2014), there has been a surge in NOC interest in Olympic values promotion, with 45 per cent more activities approved and an increase in the number of approved initiatives in all five programmes.
- NOCs considered to have the greatest needs have been given priority when allocating training and education scholarships.
- The IOC is updating its policy in several areas covered by the Olympic Values programmes, and Olympic Solidarity welcomes NOC applications aimed at translating these new policies into action on the ground.

Key numbers

- 207 NOC activities approved
- 65 NOC scholarships awarded towards training opportunities
- 57 NOCs supported for attendance at the International Olympic Academy Session for National Olympic Academy Directors
- 161 NOCs announced their intention to host Olympic Day activities
- 91 NOCs supported for attendance at the International Olympic Academy Session for young participants

NOC activities approved
NOC scholarships awarded towards training opportunities
NOCs supported for attendance at the International Olympic Academy Session for National Olympic Academy Directors
NOCs announced their intention to host Olympic Day activities
NOCs supported for attendance at the International Olympic Academy Session for young participants
Sports Medicine and Protection of Clean Athletes

Many countries face limited access to the latest advances in sports medicine, meaning that athletes could be receiving outdated medical advice and treatment. Olympic Solidarity’s Sports Medicine and Protection of Clean Athletes programme aims to close this knowledge gap by providing doctors, physiotherapists and nutritionists with training and education, and by enabling NOCs to organise medical projects or seminars relevant to their context.

At the start of the 2017-2020 plan, Olympic Solidarity added “Protection of Clean Athletes” to the name of this programme in recognition of the importance of combating doping and betting in sport. NOCs also use the programme to introduce measures countering harassment and abuse in sport.

IF TWO CANDIDATES ARE EQUALLY QUALIFIED, PRIORITY FOR TRAINING AND EDUCATION SCHOLARSHIPS IS GIVEN TO WOMEN – SO FAR, WOMEN HAVE BEEN ALLOCATED 35 PER CENT OF THE SCHOLARSHIPS

A practical training session in sports medicine held with Barbados NOC

55% increase in the number of approved activities since the same period in the previous plan
53 training allocations in 2018
In 2018

The popularity of the programme continued to grow – the number of approved activities increased by 55 per cent in 2017-2018 compared with the first two years of the previous plan in 2013-2014. No fewer than 53 training scholarships were awarded in 2018, with African NOCs being the greatest beneficiaries.

Requirements have varied across the continents – while African NOCs have used this programme exclusively to host medical seminars, American and European NOCs have also used it to develop medical projects.

Budget: USD 800,000

FAST FACT

In 2018, the Barbados NOC hosted a three-day course themed Staying In The Game: From Prevention To Performance. Medical personnel, students, coaches, administrators and athletes learnt about the need for proper preventative strategies to reduce the risk of injury. (See image on previous page.)

Sports Medicine and Protection of Clean Athletes in 2018

<table>
<thead>
<tr>
<th>Continent</th>
<th>Activities</th>
<th>Training</th>
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<td>15 BOT, CPV (2), KEN (2), MLI, NGR (3), RWA, TUN (3), UGA (2)</td>
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<tr>
<td>America</td>
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<td>14 ARG, ARU, BAR, BRA (2), COL (3), ESA, GUA (4), GUY</td>
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<tr>
<td>Asia</td>
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<td>13 IND (2), IRI, KAZ, KGZ, LBN, MAS, MYA (3), PAK, SRI, THA</td>
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<td>9 EST (2), LAT (2), LTU, MKD, MLT, RUS, SLO</td>
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<tr>
<td>Oceania</td>
<td>2 FSM, SAM</td>
<td>2 COK, GUM</td>
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<tr>
<td>Total</td>
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Sports Medicine and Protection of Clean Athletes training allocations in 2018

<table>
<thead>
<tr>
<th>Continent</th>
<th>Advanced Team Physician Course (ATPC)</th>
<th>IOC Cardiology Course</th>
<th>Physical Therapies Diploma</th>
<th>Sports Medicine Diploma</th>
<th>Sports Nutrition Diploma</th>
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<td>America</td>
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<td>2</td>
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<tr>
<td>Oceania</td>
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<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>12</td>
<td>9</td>
<td>12</td>
<td>7</td>
</tr>
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</table>
“The course was a success in preparing the Yap community medical staff to educate and build the medical team for the 2018 Micronesian Games”

Jim Tobin
Secretary General, Federated States of Micronesia NOC, on a medical seminar covered by this programme in 2018
What kind of programmes has the Ecuador NOC set up as part of Olympic Solidarity's Promotion of the Olympic Values programmes?

Olympic Solidarity’s support has enabled us to establish several programmes that have been key in spreading the Olympic Movement. “Soy Olímpico”, for example, is aimed at primary and secondary schools to introduce students to key values through presentations from former champions and current standout athletes. We have also established a discussion group, Empowering Women in Sport, aimed at leaders, sportswomen, journalists and the NOC’s administrative staff.

How important has Olympic Solidarity’s assistance been to your NOC?

The Olympic Solidarity programmes have a very important role as they allow the Ecuadorian Olympic Committee to achieve its mission of spreading the principles of the Olympic Movement, and of incorporating the practice of the Olympic values as an institutional policy and as part of the organisational culture.

Added values

Erwin Mantuano Pérez, Head of Programmes and Projects at the Ecuador NOC, describes how the organisation is encouraging a new generation to embrace the Olympic values.
Sustainability in Sport

The IOC has developed a three-pillar strategy promoting economic, social and environmental sustainability across the board: whether at the Olympic Games, in the IOC or NOC headquarters, sports infrastructure or at sporting events. For the Olympic Movement stakeholders to respect and adhere to this strategy is key for the IOC. Olympic Solidarity's Sustainability in Sport programme provides the NOCs with the necessary tools to take a leading role in sustainability within their territories. Each NOC can use this programme to create a sustainability strategy, develop sustainable sport activities, raise awareness or integrate sustainability principles in sporting events, sports infrastructure or NOC operations.

“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”

7% increase in allocations in 2017-2018 compared with 2013-2014

Delegates at the annual National Conference on Sustainability in Sports in Uganda
In 2018
In 2017-2018, there was a 7 per cent increase in activities approved in this programme compared with 2013-2014. Olympic Solidarity continued to support a wide array of sustainability activities across all continents, with the strategy and needs varying greatly from one NOC to another. The NOCs are becoming increasingly proactive in overseeing how they comply with the IOC’s Sustainability Strategy, such as in terms of using solar energy and in acting as ambassadors for sustainability in all aspects of their organisation.

Budget: USD 500,000

FAST FACT
In 2018, the IOC teamed up with the United Nations on its Clean Seas campaign aimed at increasing global awareness about marine litter. Efforts will be made in 2019 to help promote this programme, in particular in the Oceania region, where Olympic Solidarity has already supported a number of related NOC initiatives.

Sustainability in Sport in 2018

<table>
<thead>
<tr>
<th>Continent</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>CPV, GBS, SLE, UGA (2)</td>
</tr>
<tr>
<td>America</td>
<td>GUA, PAR</td>
</tr>
<tr>
<td>Asia</td>
<td>JOR</td>
</tr>
<tr>
<td>Europe</td>
<td>BIH (3), FRA, GBR, GER, MDA, MNE</td>
</tr>
<tr>
<td>Oceania</td>
<td>FSM</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
</tr>
</tbody>
</table>

LINKS
IOC News: IOC takes leadership role in the UN Sports for Climate Action initiative
IOC News: IOC teams up with UN Environment for its Clean Seas campaign
IOC President Thomas Bach was present at the UN Climate Change Summit in Katowice in December 2018, declaring that:

“Sport is about action, and today the world needs urgent action to limit the rise of global temperatures. The Olympic Movement and the sports community at large are committed to making their contribution to the Sports for Climate Action Initiative”
Gender Equality and Diversity

The IOC recognises gender equality as a major priority, since girls and women in most parts of the world are under-represented in sports participation and – especially – in sports leadership. Olympic Solidarity’s Gender Equality and Diversity programme aims to help bring down gender-based barriers, raise awareness, train talented women for sports leadership positions and enable NOCs to develop and implement gender equality action plans. The programme fits hand-in-glove with the recommendations emanating from the IOC’s Gender Equality Review Project and is a valuable tool in facilitating for the NOCs to close the gender gap. The programme is also open for NOCs keen to combat other forms of discrimination.

"WITHOUT DIVERSITY IN LEADERSHIP, THERE CANNOT BE DIVERSITY AND SUPPORT IN POLICY"

Quote from the IOC Gender Equality Report 2018

The Kosovo NOC was among those who actively promoted gender equality through dedicated events
In 2018
In 2017-2018, the number of activities supported by the programme increased by 15 per cent compared with 2013-2014. NOCs from all continents used the Gender Equality and Diversity programme in 2018, with America and Africa leading the charge. In the push to see more women in sports leadership positions, there has been an encouraging shift from women-only seminars towards events where male sports leaders are actively involved.

In 2018, the IOC Executive Board embraced a set of recommendations emanating from a Gender Equality Review Project led by the IOC’s Women in Sport and Athletes’ Commissions. Olympic Solidarity lends its full support to assisting NOCs in translating these recommendations into actions and policies.

Budget: USD 500,000

FAST FACT
In 2018, Trinidad and Tobago NOC hosted the second edition of Advancing Women In Leadership, a seminar providing a platform to tackle issues of under-representation of women in sport, and particularly in leadership positions. With almost 100 participants, comprising women from Trinidad and Tobago’s sporting community, including the Minister of Sport and Youth Affairs, the seminar concluded with an action plan outlining ways to improve opportunities for women in sport.

Gender Equality and Diversity in 2018

<table>
<thead>
<tr>
<th>Continent</th>
<th>Activities</th>
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<td>Europe</td>
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</tr>
<tr>
<td>Oceania</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Trinidad and Tobago NOC staged its second Advancing Women in Leadership seminar

LINK
IOC publication: Gender Equality Review Project - Report
Sport for Social Development

Even though the Olympic Movement is centred on elite sport, it has the potential to inspire and motivate other segments of the population to get active and enjoy better health and higher life quality. Olympic Solidarity’s Sport for Social Development programme is primarily aimed at encouraging sports and physical activity in the general population, in particular targeting the least physically active groups of society. The programme also enables NOCs to use sport as a tool for breaking down cultural barriers or to bring hope to people in vulnerable situations. Finally, NOCs use the programme to combine sports practice with awareness raising and education in different areas. Olympic Day has a separate budget within the Sport for Social Development programme and each NOC hosting Olympic Day celebrations receives an annual subsidy.

“There has been a 41 per cent increase in the use of this programme since the comparable period five years ago.”
In 2018
There were 85 activities approved by Olympic Solidarity in 2017-2018, 41 per cent more than in 2013-2014. Most projects were sport-for-all events or encouraged physical activity in general but there was also a growing number of applications for activities that promote social development through sport.

More than 160 NOCs indicated their intention to stage Olympic Day events in 2018. Confirmed numbers will be available when all reports have been received.

Budget: USD 850,000

FAST FACT
The IOC’s campaign to draw attention to the dire situation facing millions of refugees around the globe has been picked up by many NOCs – e.g. the New Zealand Olympic Committee’s Refugee Olympic Day project, where 300 children were given sports initiation by New Zealand Olympians.

Sport for Social Development: NOC activities and Olympic Day in 2018

<table>
<thead>
<tr>
<th>Continent</th>
<th>Activities</th>
<th>2018 Olympic Day (NOCs intending to host)</th>
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</thead>
<tbody>
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</tr>
<tr>
<td>America</td>
<td>7</td>
<td>BER, CHI, COL, ECU (2), IVB, PAR</td>
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<tr>
<td>Asia</td>
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<td>BRN, HKG, JOR</td>
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<td>Europe</td>
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<td>FIJ (2), FSM, NZL</td>
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<tr>
<td>Total</td>
<td>46</td>
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</table>

LINK
Tunisia NOC: Our Olympic Neighborhood (Nos Quartiers Olympiques) video
“Thanks to this initiative, we have seen an important increase in taekwondo club enrolment and even witnessed the creation of a new taekwondo club in Dikhil”

Djibouti NOC on its Taekwondo for All project (see image p80)
Congratulations,

How crucial is Olympic Solidarity in helping your NOC promote Olympic values and anchor them within your organisation?

Without the support given by Olympic Solidarity to enable us to develop our own programmes, it wouldn’t be possible to achieve our objectives to promote Olympic values such as excellence, respect and friendship on a national scale.

Can you describe the impact of these programmes?

In Cape Verde, the NOC is the leader in developing national projects regarding sustainability, gender equality, social development and protection of clean athletes. We have had more than 314 volunteers involved nationally, spread over nine different islands, and Sports for Social Development has become a focal point across the country. One such project, “VerdeOlympics”, empowered more than 300 local community leaders in remote areas of the country and used this framework to promote sustainability through sports.

Excellence, respect, friendship

Cape Verde NOC President Filomena Fortes explains how Olympic Solidarity support has enabled the organisation to spread the Olympic values across the nation’s myriad islands.
Olympic Education, Culture and Legacy

As mentioned in the introduction to the Olympic Values programmes, the Olympic Charter lists “the promotion of the fundamental principles and values of Olympism” as the first role of each NOC. Olympic Solidarity’s Olympic Education, Culture and Legacy programme aims to help NOCs to implement Olympic education programmes, disseminate and gain knowledge about Olympism and Olympic values, and preserve Olympic and sporting heritage at national level. Through the programme, NOCs run educational or cultural projects, raise awareness among young people and nominate scholarship candidates for IOC training opportunities in Olympic education and culture.

“FROM THE PRODUCTION OF BOOKS AND VIDEOS TO OLYMPIC MUSEUM EXHIBITIONS AND THE PROMOTION OF OLYMPIC VALUES IN SCHOOLS, THERE IS STRONG DEMAND GLOBALLY FOR THIS PROGRAMME”
In 2018
This was the biggest of the Olympic Values programmes in 2017-2018, with 169 activities approved – an increase of 56 per cent compared with 2013-2014 – and evidence of the NOCs’ dedication to promoting Olympic education, culture and legacy. There is demand from NOCs across all continents for the programme, with the largest share coming from Europe. Activities varied from the production of NOC legacy books and videos to Olympic Museum exhibitions and the promotion of Olympic Values in schools.

Although the International Olympic Academy’s Master’s degree in Olympic Studies, Olympic Education, Organisation and Management of Olympic Events at the University of the Peloponnese took a break in 2018, Olympic Solidarity will re-launch its scholarship programme in 2019-2020.

Budget: USD 2,350,000

Olympic Education, Culture and Legacy in 2018

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<tr>
<th>Continent</th>
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<th>Training</th>
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<td>3 CIV, RWA, UGA</td>
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<td>3 COL, GUA, PAN</td>
</tr>
<tr>
<td>Asia</td>
<td>HKG, IRI, KAZ, KGZ, LBN, SGP, SRI, TJK, TPE (2)</td>
<td>2 JOR, TLS</td>
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<td>Europe</td>
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<td>2 CYP, ISR</td>
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IOA Annual Sessions

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<td>International Session for Directors of NOA</td>
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<tr>
<td>Africa</td>
<td>13</td>
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<tr>
<td>America</td>
<td>13</td>
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<tr>
<td>Asia</td>
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<td>Europe</td>
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<td>Oceania</td>
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Training scholarships in 2018

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<th>Cologne Executive Master’s</th>
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<tr>
<td>America</td>
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<td>–</td>
</tr>
<tr>
<td>Asia</td>
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<td>–</td>
</tr>
<tr>
<td>Europe</td>
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<td>1</td>
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<tr>
<td>Oceania</td>
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</tr>
<tr>
<td>Total</td>
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<td>2</td>
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</tbody>
</table>

FAST FACT
Olympic Solidarity allocated 8 scholarships for the 2018-2020 Master’s degree in Olympic Studies at the German Sport University Cologne, with priority given to the NOCs considered to have the greatest need.

LINK
North Macedonia NOC: International Day of Sport, Development and Peace video

A Sri Lanka NOC educational event promotes traditional sports to young people to teach them about their national sporting heritage.
“All athletes and other participants were really enthusiastic and could develop their own qualities by promoting feelings of joy, harmony, collectiveness, fair play and friendship without any discrimination”

Sri Lanka NOC on its Promotion of Folk and Forgotten Games initiative (see image on previous page)
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 countries.

Highlights in 2018
- Continental Association Athletes’ Commission Forums successfully held in Africa, America and Asia.
- Four Olympic Marketing Seminars.

The sailing venue for the Olympic Games 1980 in Tallinn (Estonia) was renovated in 2018 thanks to the Olympic Solidarity Special Projects fund.
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.

“The Forums provided an opportunity for athletes’ representatives to learn collectively from their experiences.”

Slovakia NOC hosted an Olympic Marketing Seminar
In 2018

The biennial forums for the Continental Association Athletes’ Commission held in 2018 (Africa, America and Asia) created a tangible link between the IOC Athletes’ Commission, the Continental Athletes’ Commissions and their respective NOC Athletes’ Commissions. These forums also provided a strong and interactive platform to discuss challenges that are continent-specific, while also highlighting topics that are relevant to athletes globally and providing the opportunity for athletes’ representatives to learn collectively from their experiences. Participants also welcomed the presence of Olympic Solidarity staff members, which provided the opportunity to engage and learn about the support available throughout their sporting and non-sporting careers.

Budget: USD 1,750,000

### Regional Forums in 2018

<table>
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<tr>
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<th>NOCs</th>
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<td>Bishkek (KGZ)</td>
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<tr>
<td>Asia</td>
<td>6-7 May</td>
<td>Phnom Penh (CAM)</td>
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### Regional Workshops in 2018

<table>
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<th>Activities</th>
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<tr>
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<td>–</td>
</tr>
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<td>Asia</td>
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<td>–</td>
</tr>
<tr>
<td>Europe</td>
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<tr>
<td>Oceania</td>
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<tr>
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An Olympic Solidarity/Olympic Council of Asia Regional Forum was held in Phnom Penh (Cambodia)
Olympic Marketing Seminars in 2018

<table>
<thead>
<tr>
<th>Level</th>
<th>Dates</th>
<th>Place</th>
<th>NOCs</th>
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<tbody>
<tr>
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<td>Bratislava (SVK)</td>
<td>28</td>
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<td>Entry</td>
<td>18-20 June</td>
<td>Bratislava (SVK)</td>
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<tr>
<td>Intermediate</td>
<td>17-19 September</td>
<td>Madrid (ESP)</td>
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</tr>
<tr>
<td>Advanced</td>
<td>5-7 September</td>
<td>Tokyo (JPN)</td>
<td>35</td>
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</table>

Continental Association Athletes’ Commission Forums in 2018

<table>
<thead>
<tr>
<th>Continent</th>
<th>Dates</th>
<th>Place</th>
</tr>
</thead>
<tbody>
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<td>Africa</td>
<td>3-8 September</td>
<td>Harare (ZIM)</td>
</tr>
<tr>
<td>America</td>
<td>26-28 October</td>
<td>Miami (USA)</td>
</tr>
<tr>
<td>Asia</td>
<td>24-25 November</td>
<td>Tokyo (JPN)</td>
</tr>
</tbody>
</table>

The NOC of Rwanda hosted a Regional Forum on Sports and Marketing (left); an Olympic Marketing Seminar in Madrid (right)
One week... a decade’s knowledge

Endrit Syla praises the Olympic Marketing Seminars for helping the fledgling Kosovo NOC, where he is Head of Finance Department, to get off the ground.

The Kosovo NOC was officially recognised relatively recently. How have the Olympic Marketing Seminars helped it develop?

I first attended the seminar in Dubai two years ago, and in Slovakia last year. Since then we’ve been able to work on improving our marketing programme and visual branding as well as gaining new partners. It was particularly valuable to hear from other NOCs at a similar level to us about how they operate and then trying to apply that to our NOC.

How important are these seminars for marketing professionals from small, less established NOCs?

The NOC of Kosovo was only recognised in 2014, so these seminars are very important for us. NOCs such as ours want to develop and learn from others with more experience. A marketing professional could gain five to 10 years’ worth of knowledge in just a week from an Olympic Marketing Seminar.
Giving athletes a voice

Alexandra Orlando, Athlete Commission Chair of the Panam Sports Athlete Commission, explains why the Continental Associations’ Athletes’ Commission Forums are an essential platform for the region’s sportsmen and sportswomen.

How valuable are the Continental Associations’ Athletes Commission Forums?
They are the only opportunity to bring athletes from every country of our diverse region together to discuss important matters and provide feedback to Panam Sports. For many, this is also their first experience of the broader Olympic Movement.

What is most helpful about the Forums?
It helps participants gain clarity on how to address challenges. Every Forum is a catalyst to raise awareness and advance change. Athletes’ voices are much louder when we stand together.

How have the Forums informed Panam Sports’ work?
We have committed to ensuring that every NOC has an athlete commission with an athlete representative on the board. Feedback from our Forums has directly contributed to the new strategic plan of Panam Sports 2018-2023. We can proudly say we now have an athlete on every single commission of the organisation.
Special Projects

The aim of this programme is to respond to the specific needs of NOCs facing extraordinary or unforeseen circumstances. This 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 situation of the NOC, any special grants received in the past and the seriousness of the situation.

In 2018
Fifteen Special Projects were supported.

Budget: USD 2,750,000

The NOC of Portugal hosted the 2018 MEMOS Convention II with the support of the Olympic Solidarity Special Projects fund
Continental Programmes

97 Introduction
98 Association of National
  Olympic Committees of Africa (ANOCA)
107 Panam Sports Organization (Panam Sports)
115 Olympic Council of Asia (OCA)
123 The European Olympic Committees (EOC)
132 Oceania National
  Olympic Committees (ONOC)
142 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.
ANOCA
Association of National Olympic Committees of Africa
The election for the office of the ANOCA President, which had been disputed in 2017, was resolved in 2018. In May 2017, ANOCA had held its elective General Assembly in Djibouti (Djibouti) where Col. Hamad Kalkaba Malboum had been disqualified from standing by the Executive Committee. Following the subsequent unopposed election of Int. Gen. Lassana Palenfo to the position of President, Col. Malboum took Int. Gen. Palenfo and ANOCA to the Court of Arbitration for Sport (CAS), whose decision – announced in May 2018 – was to cancel the election and call for a new election open to all.

Following the CAS’s announcement, an Extraordinary General Assembly was held in Algiers (Algeria) in July 2018, where Mr Mustapha Berraf was appointed to the role of Acting President. The re-staged election to the office of the President was held alongside the

The 3rd African Youth Games Opening Ceremony
ANOC General Assembly in November 2018 in Tokyo (Japan), with the result that Mr Berraf was elected to the office of President of ANOCA.

In July 2018, the 3rd African Youth Games was successfully held in Algiers with the participation of all 54 member nations. For some sports the Games served as a qualifier for the Summer Youth Olympic Games Buenos Aires 2018, where African athletes won a total of 56 medals – 17 gold, 21 silver and 18 bronze. The 4th edition of the African Youth Games will be held in Lesotho in 2022.

During the year, ANOCA successfully concluded negotiations with African Union (AU) and Association of African Sports Confederations (AASC). A Memorandum of Understanding (MOU) was signed by ANOCA with AU and AASC on the organisation and management of the African Games. In agreement with ANOCA, Morocco will host the 2019 African Games (17-29 August) and the 2023 edition will be hosted by Ghana.

The first edition of ANOCA Beach Games involving 11 sports (athletics half-marathon, freestyle football, handball, karate, kitesurfing, rowing, soccer, swimming, tennis, 3x3 basketball and volleyball) is scheduled to take place in Sal (Cape Verde) in 2019 and the Chefs de Mission meeting was held in November 2018.

The Olympafrique project continues to make strides in Africa with the addition of two more centres bringing the total to 46. In collaboration with the IOC, a forum for the ANOCA Athletes’ Commission was organised in Harare (Zimbabwe) and a preparation for Tokyo 2020 workshop was held in Lilongwe (Malawi).

2018 Total Budget: USD 11,306,667
In 2018, each NOC was allocated USD 100,000 to develop sports, strengthen the role of the NOC and promote Olympic values. About 70 per cent of NOCs accessed these funds, which have enabled them to develop management capacities, function more efficiently, purchase modern sporting equipment and prepare athletes for future games and championships. NOCs were also able to carry out different activities of sports development 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;
• organising activities designed to promote and develop young talented athletes;
• staging sport-for-all activities;
• running seminars, conferences and activities to spread the Olympic values in areas such as women and sport, sport and the environment, athlete healthcare, anti-doping, volunteering and National Olympic Academies (NOAs);
• arranging sport and cultural activities;
• providing assistance to Olympafrique projects;
• coordinating seminars for athletes’ career transition;
• putting on seminars for journalists;
• offering assistance to NOC Commission activities;
• arranging strategic planning workshops; and
• inducting new Executive Committee members.

ANOCA continued to work well with the Olympic Solidarity office in Lausanne (Switzerland), which assisted NOCs in applying for their funds entitlement.

2018 Budget: USD 5,400,000
Administration

This programme covers the day-to-day running costs of the ANOCA headquarters, as well as general administrative expenses. In 2018, ANOCA continued to function effectively under Acting President Mr Berraf. The Director of Administration and Finance, Technical Director, Chief of Staff and Assistant to the former President stood down and recruitment for these positions was due to take place early in 2019, after approval by the Executive Committee. ANOCA zones have been strengthened with more subsidy provided to encourage them to carry out more activities.

2018 Budget: USD 1,411,667

Meetings

Covering all the costs linked to the work of the Commissions, this programme also provides for ANOCA statutory meetings and seminars and helps NOCs participate in these activities.

The ANOCA Executive Committee met twice. Once in Abuja (Nigeria) and then in Algiers in the wake of the CAS’s ruling regarding the 2017 election of the President. In Algiers, at an Extraordinary Meeting, the Executive Committee made proposals for the Extraordinary General Assembly, also in Algiers. At the latter, which took place alongside the 3rd African Youth Games, the Assembly timetabled the election for the office of the President for November 2018 during the ANOC General Assembly in Tokyo, where Mr Berraf was duly elected as President of ANOCA.

A seminar for Secretaries General of African NOCs was held in Lilongwe. Under the theme of ANOCA Plan 2020: Follow-up, Review and Implementation, many NOC delegates...
participated and there was a high level of interaction. Participation and presentations from Olympic Solidarity, WADA (World Anti-Doping Agency) and Tokyo 2020 were key to the success of the seminar.

2018 Budget: USD 745,000

**African Youth Games – ANOCA Beach Games**

In July, the 3rd African Youth Games were held in Algiers. Around 3,300 athletes from 54 countries participated in 30 different sports, and six athletes qualified for the Summer Youth Olympic Games Buenos Aires 2018. ANOCA provided a USD 10,000 support grant for preparation and participation to 54 NOCs. USD 1,000,000 was given to the Organising Committee of the African Games (COJA) through the Algeria NOC to provide support for the organisation of the Games. A large number of participants is expected at the 4th African Youth Games in Lesotho.
ANOCA has given USD 200,000 to Cape Verde NOC to kick-start preparations for the 1st ANOCA Beach Games in Sal in 2019. The event will serve as a qualifier for the ANOC Beach Games in 2019.

**2018 Budget:** USD 2,200,000

**Olympafrica**

The support of Olympic Solidarity’s Continental Programmes helps Olympafrica provide NOCs with low-cost local sports facilities and promote social development and the empowerment of young people in disadvantaged communities. The foundation has 46 centres, seven of which are under construction. With the aid of ANOCA and the IOC, the centres have hosted activities such as Futbolnet and have provided children with sports equipment, scholarships and summer programmes.

**2018 Budget:** USD 530,000

**Special Projects**

Special Project funding helps ANOCA to meet its social obligations and responsibilities, mainly through humanitarian aid. Last year, assistance was given to the programmes of the Keba Mbaye Foundation as well as the activities of the Association of African National Olympic Academies (AANOA).

**2018 Budget:** USD 170,000
**Missions**

Mission funding covered the expenses of ANOCA delegates at events in Africa and elsewhere, which in 2018 included the Games Coordinating Commission missions to Algeria for the 3rd African Youth Games. The MOU signed by ANOCA with the AU on the subject of organising the African Games 2019 in Morocco followed several missions to meet AU representatives, initially in Addis Ababa (Ethiopia) and later in Morocco.

**2018 Budget:** USD 300,000

**Continental Games and Olympic Games**

After several trips and negotiations, the AU finally entrusted the organisation of the African Games to ANOCA, while the technical aspects will be handled by the AASC.

ANOCA is to support each NOC with a USD 10,000 subsidy for preparation and participation at the 2019 Games in Morocco.

**2018 Budget:** USD 550,000

“AFTER SEVERAL TRIPS AND NEGOTIATIONS, THE AU FINALLY ENTRUSTED THE ORGANISATION OF THE AFRICAN GAMES TO ANOCA”

Koffi Kreme Kobena (CIV), in white, holder of an Olympic Scholarship for Athletes – Tokyo 2020
Panam Sports

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

The support given by Panam Sports in 2018 was based on the budget allocated by the Olympic Solidarity Commission for the development of Continental Programmes by Panam Sports’ 41 member NOCs, complemented by Panam Sports’ own funds set aside for its member NOCs. During the year, Panam Sports met with its member NOCs to help them solve the problems faced by each country in the region. A number of Panam Sports’ commissions also worked to find practical solutions to the region’s challenges.

The 2018-2023 Strategic Plan was approved and is being implemented. The plan is based on four key pillars: the Athletes, the NOCs, the Pan American Games and other events, and the strengthening of Panam Sports as an organisation. In accordance with the organisation’s Strategic Plan, Panam Sports allocated the Olympic Solidarity resources to
support the preparation of athletes and to strengthen the NOCs’ activities.

The NOCs of the Americas recognise and appreciate the impact of the decisions taken by the Olympic Solidarity Commission and by Panam Sports, particularly the increase in financial support and plans for improving the preparation of athletes. Olympic Solidarity provides important support for the NOCs’ work, especially for those with limited financial resources.

The exchange of information between the Olympic Solidarity Commission and Panam Sports and between Panam Sports and the Olympic Solidarity office in Lausanne has helped improve the coordination of efforts and consequently has allowed the NOCs in the region to use the allocated resources more efficiently.

Panam Sports continues to work with its 41 member NOCs to rigorously improve its procedures and to ensure that resources are used efficiently with full transparency. The situation is favourable in general and the NOCs are fully aware of the need to operate with responsibility and transparency when managing the funds allocated to each of the activities developed.

**2018 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 managed by Panam Sports.

Each NOC was allocated USD 170,000 to help fund their activities; the total sum consisted of USD 100,000 from the Olympic Solidarity funds and USD 70,000 from Panam Sports’ own funds. As in previous years, in 2018 the programme was run strictly according to standards established by Olympic Solidarity and Panam Sports. Under this programme, each NOC carried out specific activities that met their particular needs, including the following:

- preparation towards the Lima 2019 Pan American Games;
- Olympic Day celebrations;
- Olympic Academy activities;
• administration expenses: salaries, office rental and equipment that were not covered by other world programmes;
• organisation of events; Olympic galas;
• support for National Sports Federations;
• international, regional and national competitions;
• purchase of uniforms and sport equipment;
• purchase of airline tickets to attend competitions and other events;
• payment of membership fees to various organisations; and
• scholarships and training camps that were not covered by other programmes.

Panam Sports works in close coordination with the Olympic Solidarity team to approve the NOCs’ applications prior to the transfer of funds corresponding to this programme. Because some NOCs have yet to submit their financial reports for previous periods they have not applied for the funds. At the end of 2018, 37 NOCs had received the Olympic Solidarity funds corresponding to 2017, and 30 NOCs had received the funds corresponding to 2018.
Some USD 3,000,000 of the approved budget for 2018 had been distributed by the end of the year, with USD 1,100,000 still available for distribution to the NOCs. Panam Sports will continue to work closely with the Olympic Solidarity office so that all the American NOCs submit the pending information and can apply for the funds that they are entitled to.

2018 Budget: USD 4,100,000

Administration

Panam Sports’ administrative budget supported the organisation’s three offices by covering the cost of staff salaries and operating costs. Expenditure at the Mexico City (Mexico) office came to USD 1,427,997; while the Miami (USA) office, where the commission meetings and individual meetings with the NOCs and other organisations were held, spent USD 448,380. Lastly, the Chile office, where the President and his staff are based, incurred expenditure of USD 301,667.

Panam Sports continued digitalising all documents in its archives – a process which is nearing completion – and carried out other activities to improve the professional structure of its offices. The administration expenses for 2018 were USD 2,178,044.

2018 Budget: USD 2,145,000

Continental Meetings

Support by Panam Sports and Olympic Solidarity enabled NOCs to prepare athletes for regional tournaments.

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.
In 2018, Panam Sports held its General Assembly in Lima (Peru) in September, and three Executive Board meetings, two in Lima and one in Grenada. The overall cost was USD 623,018. The organisation also organised meetings of Panam Sports’ commissions and with the NOCs.

2018 Budget: USD 210,000

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 2018, the budget was used to support NOCs as follows:

Special fund for the hiring of coaches

The 2018 General Assembly held in Prague (Czech Republic) approved the allocation of USD 100,000
to support NOCs with the hiring of coaches for the purpose of improving the competitiveness of athletes. The application of this programme was extended to 2018 when these funds contributed towards the USD 2,474,589 spent by 28 NOCs on hiring coaches. This exceeded the budget of USD 1,500,000 but was approved by Olympic Solidarity and the excess was covered by Panam Sports’ own funds.

Meetings of Panam Sports’ working commissions concerning the fulfilment of Panam Sports’ Strategic Plan

Panam Sports held meetings of the following working commissions: Sport Development, Technical, Marketing, Medical, New Events, Women and Sport, Olympic Academies, Athletes, Education, Legal and Pan American Solidarity. Important agreements were made at these meetings and plans for the development of sport in the region were approved. The total cost of these meetings was USD 237,427.

Meetings with the NOC Presidents and/or Secretary Generals

Individual meetings were held with the Presidents and/or Secretary Generals of various NOCs to give specialised attention to those NOCs that need it the most. The total expenditure on these meetings was USD 33,106.

2018 Budget: USD 1,690,000
Continental Programmes OCA

Olympic Council of Asia
The OCA enjoyed another ground-breaking year in 2018, the highlight of which was the 18th Asian Games in Indonesia, from 18 August to 2 September.

The 18th Asian Games provided a “first” on several fronts:

- The first Asian Games to be co-hosted by two cities: Jakarta and Palembang, capital of South Sumatra province;
- The first Asian Games to involve over 10,000 athletes. The total was 11,720 from all Asian NOCs. The previous highest was 9,704 at Guangzhou (China) in 2010; and
- The first Asian Games to feature a unified Korea team in three sports – women’s basketball, rowing and canoeing dragon boat races.
Together with the joint march of the Democratic People’s Republic of Korea and the Republic of Korea NOCs in the Opening Ceremony, this once again illustrated the power of the Olympic sports movement to unite people. It also pointed the way towards long-term peace on the Korean peninsula.

The OCA was also proud to see all Asian NOC flags flying in the Opening Ceremony after the IOC temporarily lifted the suspension of Kuwait NOC on 16 August – just two days before the Games began.

The 18th Asian Games enjoyed the full support of the President of Indonesia, H.E. Joko Widodo, who declared the Games open, and of the government at all levels. Such was the success in bringing the nation together that Indonesia is considering bidding for the 2032 Olympic Games.

The OCA’s 37th General Assembly took place in Jakarta on 19 August – the day after the Opening Ceremony of the Asian Games. During the meeting the OCA signed a Host City Contract with Sanya City, capital of Hainan Island in southern China, for the 6th Asian Beach Games in November 2020.

The year ended on a high note for the OCA with the third OCA Athletes’ Forum in Tokyo (Japan) in November and the attendance of 79 representatives from 44 NOCs, comprised of 40 women and 39 men – testament to the OCA’s gender equality initiatives.

2018 Total Budget: USD 8,533,000
NOC Activities

The OCA granted USD 100,000 to each NOC, conditional on approval of financial reports for 2017. NOCs used these funds for costs such as giving support to national sport federations, attending sports events abroad, payment of staff salaries and day-to-day running expenses.

A total of 40 NOCs benefited from this programme and the OCA’s four remaining NOCs are expected to participate in the near future.

2018 Budget: USD 4,400,000

Administration

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

2018 Budget: USD 1,200,000
Asian Youth Development Project

The Asian Youth Development Project organises sports-specific training camps for young athletes and coaches, but no activities were undertaken in 2018. The OCA is, however, planning to conduct at least three sport training camps in 2019.

2018 Budget: USD 200,000

Continental and Regional Games

This budget provides support for NOC participation in Continental and Regional Games. In 2018, the OCA organised the 18th Asian Games and allocated a participation subsidy of USD 27,250 to each NOC. To receive the subsidy, NOCs are now required to submit a post-Games financial report, with a plan detailing expenditure. To date, 30 NOCs have benefited with the remaining 14 NOCs yet to submit the required documentation.

2018 Budget: USD 1,200,000
Olympasia

The Olympasia budget offers NOCs the chance to create simple, economical, functional sports facilities or renovate existing ones in rural or underprivileged areas. In 2018, the OCA allocated USD 200,000 to Bhutan NOC towards its NOC Headquarters project – the ground-breaking ceremony was held in 2016.

Also in 2018, the OCA supported: Bahrain NOC for the establishment of the Bahrain Physical Performance Lab at Khalifa Sport City, Manama; Democratic Republic of Timor-Leste NOC for the purchase of motor vehicles; Jordan NOC towards the renovation of an athletes’ dormitory, which can accommodate 94 athletes at its Olympic preparation centre in Amman; and Hong Kong, China NOC towards establishing a hall of fame at its headquarters.

2018 Budget: USD 400,000

Asian Games Promotions

In 2017, the OCA conducted two Fun Runs to promote the 18th Asian Games – one in Lahore (Pakistan) and one in Dhaka (Bangladesh), with both taking place in December. This continued in 2018 with a total of 28 Fun Runs held in 26 countries.

2018 Budget: USD 200,000

“GENERATION FOR PEACE RECEIVED USD 50,000 FROM THE OCA TO HELP WITH SEVERAL PEACE THROUGH SPORT PROJECTS IN YEMEN AND KYRGYZSTAN”
Special Projects

This budget allows the OCA to respond to NOCs’ specific needs. In 2018, the OCA supported the activities of the Asian Handball Federation with a grant of USD 28,319 and gave USD 50,000 to Generation for Peace to help with various Peace Through Sport projects in Yemen and Kyrgyzstan. The OCA also allocated USD 18,000 to Yemen NOC, providing additional airfare support for the NOC’s participation at the 18th Asian Games.

2018 Budget: USD 200,000
Meetings and Standing Committee Activities

This budget covers the cost of airfares, accommodation and other related expenses.

The OCA held follow-up meetings with the Medical and Doping Control Department of the 18th Asian Games Organising Committee in Jakarta in February as well as an OCA Environment Committee in Seoul. A visit to the Iraq NOC followed in March, while in April there was an OCA Advisory Committee meeting in Bangkok (Thailand) and a West Asia RADO meeting in Amman. The 9th Coordination Committee meeting was held in Jakarta in May, ahead of an inspection visit to Sanya, for the 2020 Asian Beach Games. Further inspection visits took place in November. Following a joint meeting between the People’s Republic of Korea NOC and Democratic People’s Republic of Korea NOC with the OCA and INASGO in Jakarta, the Indonesian capital hosted meetings of the OCA’s Sports Committee, Sports and Environment Committee, Finance Committee, Rules Committee, Information and Statistics Committee, and OCA Medical Committee and Anti-Doping Commission. Jakarta was also the venue for 71st OCA Executive Board meeting and the 37th OCA General Assembly.

Social Development through Olympism

This programme provides for NOCs who wish to integrate and develop the Olympic values as part of their social and educational activities. The only project mooted so far – with the Asian Hockey Federation – has yet to be scoped out.

2018 Budget: USD 633,000

2018 Budget: USD 100,000
The EOC’s strategy is to maximise direct financial support to NOCs and assist them in the efficient management of their expenditure. In 2018, nearly USD 6,870,000 (77 per cent of the budget) was redirected to NOCs, mainly through the NOC Activities and Continental Games Programmes.

In 2018, the EOC was, as usual, well within the Olympic Solidarity guideline ceilings for administrative expenditure and statutory meetings. It spent 10 per cent of its global budget on administration and 11 per cent on institutional meetings, a total of 21 per cent against Olympic Solidarity’s recommended combined maximum of 30 per cent.

The success of the NOC activities programme continued. By distributing a minimum annual lump sum of USD 100,000 to each NOC,
projects were developed that otherwise would not have been funded.

Significant efforts go into ensuring the ongoing success of the European Youth Olympic Festival (EYOF), which is a crucial part of the EOC’s activities. The EOC Registration and Accreditation System (RAS), tailored to the needs of the European NOCs, will be used for two EYOFs, the Games of the Small States of Europe (GSSE) and the main statutory institutional events.

The EOC continues to enjoy working closely with Olympic Solidarity, providing support in the implementation of its financial control programme and aimed at monitoring more closely how NOCs spend Olympic Solidarity funds. The Olympic Solidarity Continental Office for Europe gives guidance to NOCs working alongside the Olympic Solidarity auditors and assists the Lausanne International Office in Switzerland. The programme is working well – for example, financial reports received from NOCs are much improved.

In 2018, Kosovo, the youngest European NOC, greatly appreciated a visit from the EOC as part of the new Olympic Solidarity mentoring programme, run in conjunction with Olympic Solidarity.

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. Good governance is the best tool with which to combat bribery and corruption. Good governance extends beyond transparency to embrace accountability. Good governance also needs to be: participatory; consensus-oriented; responsive; effective and efficient; equitable and inclusive; and follow the rule of law.
The EOC focuses on good governance across the whole of its organisation and its members. Visits to NOCs conducted with Olympic Solidarity help smaller and newer EOC members reach the required professional good governance standards expected of the Olympic Movement.

**2018 Total Budget:** USD 9,206,000

**NOC Activities and Special Projects**

Focusing mainly on national activity programmes, the EOC supports activities and projects that further the aims and the mission of NOCs. The EOC ensures that these programmes meet the good governance standards required by the IOC and it works to reinforce the programmes’ credibility, as seen from the perspective of each NOC’s government and the general public.

LINK European NOC Special Projects carried out in 2018

A school festival in Azerbaijan was part of 2018’s NOC Activities and Special Projects programme
In 2018, the NOC Activities programme was funded with lump sums of USD 100,000 for each NOC. The EOC also supported the special projects of 44 NOCs with a total budget of USD 1,400,000. The European NOCs find the Special Projects programme to be particularly useful as it allows them to meet needs that are not covered by other programmes. The EOC works closely with the Lausanne office to ensure the best possible use of these funds, coordinating activities and avoiding duplication.

**2018 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).

During 2018, the EOC’s workload grew considerably due to increased responsibilities generated by its sports properties (i.e. European Games, Winter and Summer EYOFs and GSSE), as well as issues such as the new EU privacy law, commonly known as GDPR (General Data Protection Regulation) and legal work mainly for Host City Contracts among others.

**2018 Budget:** USD 876,000

**Meetings**

The EOC held two annual institutional meetings in 2018: the EOC Seminar took place in Belgrade (Serbia) in May and the General Assembly took place in Marbella (Spain) in November. In 2019, the EOC seminar will be in Vienna (Austria), again in May, and the General Assembly will be in Warsaw (Poland).

Four Executive Committee meetings were held: two in conjunction with the EOC Seminar and the General Assembly; one in Lausanne in January; and one in Stockholm (Sweden) in September.

In 2018, the EOC nominated the new commissions and working group as follows:
Olympic Games, Marketing and Communication, EYOF, European Union (EU), Environment and Sport for All, Olympic Culture and Legacy, Medical and Anti-Doping, Gender Equality in Sport, Legal Affairs and Olympic Academies Working Group.

The EOC is actively encouraging the participation of the NOCs in EOC activities by expanding the commissions. In 2018, all commissions met and provided useful feedback to the Executive Committee.

Funds are provided by the Meetings budget for the Piotr Nurowski Prize for the best European young athletes. Training scholarships worth a total of EUR 34,000 are distributed between 10 athletes – five winter sports finalists and five summer sports finalists.

**2018 Budget:** USD 980,000

<table>
<thead>
<tr>
<th>2018 Statutory Meetings</th>
<th>USD</th>
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<tbody>
<tr>
<td>General Assembly</td>
<td>340,000</td>
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<tr>
<td>EOC Seminar</td>
<td>260,000</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>280,000</td>
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<tr>
<td>Commissions and Athletes’ Forum</td>
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</table>
Continental Activities

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

The EOC continues to make maximum use of the internet, publishing daily news items and a monthly newsletter on its website. It also communicates extensively using social media.

*Your Olympic Guidebook*, the EOC book on Olympic history given to all participants at EYOFs and published on the website, has been redesigned. After a positive response, the new version is to be translated into various European languages, with a pilot project already in place with

<table>
<thead>
<tr>
<th>2018 EOC Activities</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication, website, social media, publications, trademarks</td>
<td>50,000</td>
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<tr>
<td>EOC EU Office</td>
<td>230,000</td>
</tr>
<tr>
<td>Other activities</td>
<td>50,000</td>
</tr>
</tbody>
</table>

Swiss climber Petra Klingler hopes to compete at the Olympic Games Tokyo 2020 supported by Olympic Solidarity
The NOC of Portugal. This will be followed by one with the NOC of Albania and EOC plans to involve as many NOCs as possible. Each NOC provides their translated text, which is put into a template by the EOC and sent back to the respective NOC in web and ready-to-print versions.

The EOC EU office in Brussels, partly financed by the EOC, monitored EU activities throughout 2018, keeping the EOC and its members informed about EU policies and decisions that have an impact on European sport. It was also active in procuring EU funds for various NOC projects.

**2018 Budget:** USD 330,000

### Continental and Regional Games

The Continental and Regional Games budget supports the biennial preparation and organisation of the summer and winter editions of the EYOF and GSSE.

<table>
<thead>
<tr>
<th>Continental and Regional Games participation grants</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer European Youth Olympic Festival</td>
<td>Organising Committee Participation of NOCs $175,000</td>
</tr>
<tr>
<td>Winter European Youth Olympic Festival</td>
<td>Organising Committee Participation of NOCs $125,000</td>
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<tr>
<td>Games of the Small States of Europe</td>
<td>Organising Committee Participation of NOCs $170,000</td>
</tr>
<tr>
<td></td>
<td>Participation of NOCs $150,000</td>
</tr>
</tbody>
</table>

Andorra NOC supported Victoria Jimenez Kasintseva (AND) through a NOC Special Project in 2018.
The EOC wishes to stress that the European Games are not financed using Olympic Solidarity funds.

In 2018, activities focused on preparations for the 2019 Winter EYOF in Sarajevo and East Sarajevo (Bosnia and Herzegovina) and a Summer EYOF in Baku (Azerbaijan), with the 2019 GSSE taking place in Montenegro. The 2016 General Assembly voted Vuokatti (Finland) as host of the 2021 Winter EYOF and Kosice (Slovakia) host of the 2021 Summer EYOF.

In the wake of the EYOF manager’s resignation, at the start of 2018, the job was temporarily taken over by Head Office. In the meantime, the EOC decided to appoint a sports director to be based at Head Office and who will cover all EOC sports events. A call for applications has been made and an appointment is expected soon.

In 2018, the EOC paid the two host NOCs 50 per cent of their support grants of USD 350,000 (summer) and USD 250,000 (winter) and allowed free use of the Registration and Accreditation System. In 2019, the participating NOCs will receive further grants based on the number of athletes sent to the EYOF, up to a maximum of USD 330,000 and USD 210,000 for the summer and winter games respectively.

Also in 2018, the EOC paid the organisers of the 2019 GSSE 50 per cent of their grant of USD 340,000. After the event, the EOC will pay grants from a budget of USD 170,000 to the participating NOCs.

**2018 Budget: USD 620,000**

"THE EOC PAID THE ORGANISERS OF THE 2019 GAMES OF THE SMALL STATES OF EUROPE 50 PER CENT OF THEIR GRANT OF USD 340,000"
Weightlifter and Olympic Solidarity scholarship holder Nevo Ioane (SAM) competes at the Gold Coast 2018 Commonwealth Games

With four major sporting events taking place, 2018 was a busy year for ONOC and its NOC members. Highlights included: Australia, New Zealand and Tonga NOCs’ participation at PyeongChang 2018; the Youth Olympic Games in Buenos Aires (Argentina); the Micronesian Games on the island of Yap (Federated States of Micronesia); and the Commonwealth Games in Gold Coast (Australia), where five countries won their first ever Commonwealth medals including Cook Islands, Solomon Islands and Vanuatu.

“The Gold Coast 2018 Commonwealth Games saw five countries including Cook Islands, Solomon Islands and Vanuatu win their first ever Commonwealth medals.”

Weightlifter and Olympic Solidarity scholarship holder Nevo Ioane (SAM) competes at the Gold Coast 2018 Commonwealth Games
ONOC’s XXXVIII Annual General Assembly was held in June in Apia (Samoa) where other meetings taking place included: the Regional Olympic Forum’s NOC Games Preparation workshop; Polynesian Sub-Regional Leadership Workshop for Women and Sports in Oceania; and NOC Delegates Workshops, where the ONOC’s new Strategic Plan (2018-2021) was presented. Developed over the past 12 months, the plan’s core functions for the next four years are based on: building and strengthening NOC capacity; cultivating regional and global partnerships; contributing to sporting excellence; and leading by example.

The NOCs are fully aware of the importance of good governance, particularly with regard to financial management and accountability. ONOC continues to work closely with its member NOCs to improve financial policies and procedures and has staff dedicated to providing assistance in these areas.

**2018 Total Budget: USD 5,391,750**
NOC Activities

For the 2017-2020 Plan, each NOC is eligible for an annual grant of USD 100,000 to develop its own projects, according to individual priorities. In 2018, 129 programmes and activities were organised by the 17 Oceania NOCs.

2018 Budget: USD 1,700,000

Administration

In 2018, the administration budget helped to meet the running costs of the ONOC Office in Suva (Fiji) and the Secretary General’s office in Guam, as well as the costs of the Annual General Assembly in Samoa and Executive Committee Meetings in Nadi (Fiji) and Tokyo (Japan).

2018 Budget: USD 1,500,000

“A TOTAL OF 129 PROGRAMMES AND ACTIVITIES WERE ORGANISED BY THE 17 OCEANIA NOCS”
Regional and National Games

Support grants were provided to NOCs to assist with the coordination of their national multi-sport games and funds were allocated to the 2018 Micronesian Games, the 2018 New Zealand Winter Games and the 2019 Pacific Games in Samoa.

In July, the 9th Micronesian Games took place in Yap. There were 13 sports including some specific local ones intended to help develop sport across the Micronesian community. For the 2018 edition, the Organizing Committee set a number of goals: create pathways and structures for communities to achieve healthy lifestyles; instil the spirit of volunteerism and develop elite athletes; and create the infrastructure and logistics – including food supply – needed in order to successfully host regional events and increase tourism for 2018 and beyond.

The 2018 New Zealand Winter Games – one of the world’s top five winter sports competitions and the only one in the southern hemisphere – took place from 24 August to 8 September. Athletes competed in seven sports or disciplines: alpine skiing, cross-country skiing, freestyle skiing, snowboard, freeride, curling and ice hockey.

A subsidy for NOCs that participate in the 2019 Pacific Games was budgeted including provision for the gradual integration of Australia and New Zealand into the Games programme. The 16th Pacific Games will be held in Apia in July 2019 with the participation of more than 3,000 athletes.
from 22 Pacific nations in 28 sports and disciplines. Australia and New Zealand have been invited to participate in eight Olympic sports – athletics, beach volleyball, football (New Zealand only), judo, rugby sevens, sailing, taekwondo and weightlifting.

**2018 Budget:** USD 485,000

### Olympoceania

The Olympoceania budget is intended to help NOCs obtain permanent headquarters and establish income-generating programmes. In 2018, the Papua New Guinea NOC found a suitable property and secured an Olympoceania grant of USD 195,000. This NOC was one of four NOCs which had not benefited from this programme, and it now has a new home courtesy of the Olympoceania programme. Provision was made for the Papua New Guinea NOC grant in 2017, but this was not utilised and funds were reallocated to the Regional Development Fund.

**2018 Budget:** NIL

### Oceania Sports Education Programme (OSEP)

OSEP is a key part of the strategy to improve the level of sports administration and community-based coaching in the region. Activities undertaken include: the coordination of sport project partnerships at local, regional and national levels; regularly providing access to quality training and development opportunities; and improving education resources and market research data.

Overseen by the ONOC Education Commission, the programme continues to coordinate and deliver training activities in the region.

**2018 Budget:** USD 500,000

"Providing access to quality training and development opportunities, as well as improving education resources, OSEP is vital for raising the level of sports administration."
Sports and Development – Healthy Lifestyles

ONOC has continued its sports-for-development activities, which are designed to improve public health through sport and awareness campaigns. These include the fight against non-communicable diseases (NCDs), most notably through the Fiji NOC. In collaboration with the ONOC Medical Commission, work is underway to plan and implement further programmes in this area.

2018 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, was used for the development of the centre, staff training and operations.

2018 Budget: USD 70,000

Athletes’ Commission

This programme provides funds for projects submitted by NOCs which have been endorsed by the ONOC Athletes’ Commission, as well as for commission meetings and activities. In 2018, the Commission represented athletes at regional and international meetings and supported NOC Athletes’ Commissions in the region. It also worked to ensure the well-being of Oceania athletes and increase the number of Oceania athletes through the OSEP programme and the appointment of athlete leaders as Chefs de Mission or team officials for international events.

The budget also funds the Voices of the Athletes (VOA) programme presented jointly by the ONOC Athletes’ Commission and Oceania Regional Anti-Doping Organisation (ORADO) at regional multi-sport events and IF championships. VOA is an awareness initiative where Athlete Ambassadors advocate against...
doping in sport, promote HIV awareness and prevention, and highlight the rights and responsibilities of athletes. At the Micronesian Games in 2018 the VOA made an impact on a third of the athletes from the 10 participating countries, as well as their entourages.

**2018 Budget: USD 70,000**

**Medical Commission**

This budget funds projects submitted by NOCs which have been endorsed by the ONOC Medical Commission, as well as covering the costs of commission meetings and other activities. In 2018, training programmes were organised for personnel involved at the Micronesian Games and the Pacific Games.

**2018 Budget: USD 50,000**
Women in Sports Commission

As well as covering the running costs of various commission meetings and activities, this budget primarily supports projects submitted by NOCs already endorsed by the ONOC Women in Sports Commission. In 2018, three sub-regional leadership workshops – called Stepping Up – were conducted where all ONOC’s NOCs attended: in Samoa in June, in Papua New Guinea in August and in Guam in November. The workshops aimed to build confidence in women with the potential for leadership positions. Each NOC was invited to send three participants, including one male for a fresh dynamic, which reinforced the concept of men and women working together towards their goals.

The Commission budget also supports the annual attendance of a young female sports administrator at the International Olympic Academy Young Participants Programme and sponsors one female student athlete under the Oceania Australia Foundation USA Junior College Scholarship Programme.

2018 Budget: USD 50,000
Regional Development Fund

This programme assists NOCs in the recruitment and employment of Sports Development Officers, payment of sports equipment grants and special projects that may arise from time to time. Under an MOU between ONOC and Fukuoka Prefecture (Japan), training camps have been held in Fukuoka in the run-up to Tokyo 2020 for athletes from five NOCs in athletics, judo, swimming and wrestling.

The budget also supports a number of initiatives including: the Oceania Australia Foundation USA Junior College Scholarship Programme; administrative support for ORADO; financial advice for NOCs; and regional sports media training programmes.

2018 Budget: USD 816,750

Organisation of Sports Federations in Oceania (OSFO)

Heading towards Tokyo 2020, ONOC is focusing on providing support to individual OSFO athletes who have shown potential for qualifying but have not received assistance from their NOCs through Olympic Scholarships or similar programmes. Regional high-performance training centres will also be supported.

2018 Budget: USD 100,000
With no fewer than four landmark events, the Olympic year 2018 was a special one for ANOC and for the NOCs. The successful celebration of the Olympic Winter Games PyeongChang 2018 was followed by the Summer Youth Olympic Games (YOG) Buenos Aires 2018 and the Olympism in Action Forum in Buenos Aires (Argentina). Finally, at the largest ever ANOC General Assembly, more than 1,400 delegates and guests met in Tokyo (Japan), host city of the Olympic Summer Games in 2020.

In 2018, ANOC worked closely with the IOC and its other partners of the Olympic Movement to find the best solutions to any issues that involved the NOCs. ANOC activities over the next few years are expected to become more complex, with the staging of the first ANOC World Beach Games, but ANOC is confident it
can face new challenges and grow as an organisation as it strives to serve the best interests of the NOCs.

2018 Total Budget: USD 12,650,000

Administration

ANOC’s administrative budget was mainly used for salaries, taxes, insurance, social charges, communications and expenses relating to the running of the ANOC offices in Lausanne (Switzerland) and Kuwait. Other costs included the services of public relations agencies and the initial costs of reinstating the wall of the garden of the ANOC headquarters, which was flooded in June 2018, and is expected to cost a significant amount. The budget also covered the cost of meetings of the Olympic Movement Partners hosted at the ANOC headquarters in Lausanne as presented in the table opposite.

2018 Budget: USD 5,100,000

Meetings of the Olympic Movement Partners hosted at the ANOC Headquarters in Lausanne in 2018

<table>
<thead>
<tr>
<th>Dates</th>
<th>Meeting at ANOC headquarters</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 April</td>
<td>International Coaching Enrichment Certificate Program (ICECP)</td>
<td>United States Olympic Committee (USOC)</td>
</tr>
<tr>
<td>8 May</td>
<td>NOC meeting</td>
<td>International Olympic Committee/ANOC</td>
</tr>
<tr>
<td>5 September</td>
<td>World Anti-Doping Agency (WADA) Governance Group</td>
<td>WADA</td>
</tr>
<tr>
<td>24 September</td>
<td>European Olympic Committees (EOC) Olympic Games Commission</td>
<td>EOC</td>
</tr>
<tr>
<td>27-28 September</td>
<td>Meeting of the seven Olympic Solidarity offices</td>
<td>Olympic Solidarity</td>
</tr>
</tbody>
</table>
ANOC meetings and ANOC commission/working groups activities

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

ANOC General Assembly

The XXIII ANOC General Assembly took place in Tokyo on 28-29 November 2018 at Pamir Convention Centre. ANOC’s largest ever General Assembly, the event was a great success, with more than 1,400 delegates and guests including many partners of the Olympic Movement and, as is now the tradition, five additional female delegates from each continent.
The ANOC Awards Gala 2018 was celebrated on the first night in Hiten Hall, honouring athletes from the Olympic Winter Games PyeongChang 2018. The winners were chosen by a jury of representatives from the five continents, and the ANOC Athletes’ Commission. The IOC Executive Board, the IOC Coordination Commission for Tokyo and the Continental Associations also held meetings and events, which included a tour organised by Tokyo 2020 of the venues for the Olympic Games in 2020.

During the ANOC General Assembly, H.E. Sheikh Ahmad Al-Fahad Al-Sabah temporarily stepped aside as ANOC President and Dr Robin Mitchell, elected ANOC Senior Vice-President, was also appointed as ANOC Acting President. The ANOC Executive Council for 2018-2022 was approved and 19 important resolutions were adopted in Tokyo. ANOC is grateful to the Japanese National Olympic Committee for its valuable contribution and its professional cooperation and support in the organisation of the ANOC events.

2018 Budget: USD 4,500,000

ANOC Executive Council meetings

The ANOC Executive Council met three times in 2018. First in Santiago (Chile) in March, where it was decided to establish the ANOC Ethic and Electoral Commission, and then in Buenos Aires in October, where the text of the ANOC Code of Ethics and the composition of the ANOC Ethic Commission were approved. The third meeting took place in Tokyo in November during the ANOC General Assembly.

2018 Budget: USD 700,000

ANOC commissions and working groups

ANOC’s commissions and working groups, which includes representatives from all five continents, met a number of times in 2018. The Legal Commission met in Lausanne in March, as did the Election Commission in July. The ANOC Athletes’ Commission met in Jakarta (Indonesia) in August while in Tokyo in November the composition, role and number of ANOC commissions were renewed in order to reduce their size and to find experts in specific fields. The Modernisation Commission was among those replaced with other relevant commissions, namely Ethics, Gender Equity, Culture and Education.

2018 Budget: USD 500,000

“IN 2018 IT WAS DECIDED TO ESTABLISH THE ANOC ETHIC AND ELECTORAL COMMISSION AND THE ANOC CODE OF ETHICS WAS APPROVED”
International meetings and forums – Continental Association meetings – Cooperation with the IOC, UNESCO and WADA – Special Contributions

2018 Budget: USD 500,000

International meetings and forums

During 2018 ANOC participated in the following meetings:
- February: Olympic Winter Games in PyeongChang;
- April: Sport Accord Convention in Bangkok (Thailand);
- May: EOC Executive Committee and Seminar in Belgrade (Serbia);
- May: The International Partnership Against Corruption in Sport (IPACS) in Paris (France);
- September: Marketing Seminar in Madrid (Spain);
- September: Sport and the Sustainable Development Goals (SDGs) in London (Great Britain);
- December: Marketing Seminar in Tokyo; and
- December: The International Partnership Against Corruption in Sport (IPACS) in London.
ANOC contributions

Together with the IOC and Olympic Solidarity, ANOC contributed to the following in 2018:

• special subsidy to the NOC of Greece;
• contribution with IOC of 50 per cent of the cost of travel and accommodation of the Seminar of Chefs de Mission of YOG in Buenos Aires in April, for one delegate per NOC; and
• twenty-five per cent of the cost of accommodation and travel expenses of the NOCs participating in the IOC Olympism in Action Forum in Buenos Aires in October.

Collaboration with universities

ANOC has continued contributing towards scholarships for three students at the Russian International Olympic University (RIOU) in Sochi (Russia) and seven students at Seoul University (Republic of Korea), the latter under the Dream Together Master’s Programme Scholarship.
Cooperation with the IOC Olympic Channel

Once again, the Olympic Channel provided great support and worked closely with ANOC during the 2018 ANOC General Assembly and ANOC Awards, ensuring that both events were live-streamed on ANOC’s YouTube channel. The Olympic Channel also produced the video clips for each of the ANOC Award winners that were shown during the ceremony and interviewed the winners before and after the ceremony. A highlights video of the ANOC Awards ceremony was made and included as a DVD in the ANOC magazine.

Collaboration with UNESCO and WADA

ANOC was represented at the meetings of UNESCO in Paris in January and at CIGEPS also in Paris in June. ANOC continued its collaboration with WADA and its representatives were confirmed in the different WADA committees.
Contacts with Organising Committees of the Olympic Games

To help deliver the best conditions for athletes and officials, ANOC was heavily involved in the preparation of – and participated in – both the Olympic Winter Games PyeongChang 2018 in February and the Summer Youth Olympic Games Buenos Aires 2018 in April. After both editions of the Games, ANOC continued its tradition, established in 2004, of debriefing all the NOCs, the result of which is presented to the IOC, ANOC Executive Council and all NOCs.

ANOC World Beach Games (AWBG)

Closely supported by the Organising Committee of San Diego, ANOC has been busy preparing for the AWBG. Good progress has been made towards hosting the first edition of the Games, which will be held in San Diego (USA) on 10-15 October 2019, including close contacts and cooperation with the NOCs and the IFs concerning qualifications rules. During 2018 more than 400 athletes qualified in four sports from 50 NOCs from all continents.

The ANOC World Beach Games expenditure includes the following:
- registration of the “AWBG” logo and trademark and related domains, which is still in progress;
- project development meetings in San Diego in January and May and in Lausanne in March, September and November;
- meeting of the Working and Coordination Committee in San Diego in May;
- meeting of the International Federations Technical Delegates in San Diego in May;
- the promotional guidelines, videos and medal designs of the AWBG; and
- the license of the tool for hosting registration for the AWBG 2019.

2018 Budget: USD 1,350,000
IOC Subsidies for Participation in Olympic Games

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153 Olympic Winter Games
   PyeongChang 2018
154 Summer Youth Olympic Games
   Buenos Aires 2018 – Support to NOCs
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 (Summer and Winter), and has two different but complementary objectives: to help foster the universal spirit of the Olympic 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 IOC Subsidies programme helps promote the universal spirit of the Olympic Games
The subsidies are managed by the Olympic Solidarity office in Lausanne (Switzerland), 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.

**2018 Budget: USD 11,000,000**

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**Olympic Winter Games PyeongChang 2018**

The XXIII Olympic Winter Games were held in PyeongChang from 9 to 25 February 2018. A total of 2,833 athletes from 91 NOCs, the Unified Team of Democratic People’s Republic of Korea and Republic of Korea (COR), and Olympic Athletes from Russia (OAR) participated. At the end of the Games, the NOCs received a subsidy for their contribution to the success of this event. This subsidy was calculated on the basis of USD 2,500 per athletes having entered the field of play. Olympic Solidarity furthermore reimbursed flight tickets for three athletes and one official per participating NOC. A total of 56 related reports have been approved.

All participating NOCs were also entitled to apply for a USD 36,000 subsidy covering logistical costs (USD 16,000), as well as transport and accommodation costs of NOC Presidents and Secretaries General (USD 10,000 each). Eighty NOCs took advantage of this option and Olympic Solidarity has received and approved 64 corresponding financial reports.

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**LISTS**

- [List of NOCs and athletes participating in the Olympic Winter Games PyeongChang 2018 (including OAR and COR)]
- [Olympic Winter Games PyeongChang 2018]
- [Olympic Games Tokyo 2020]

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The Unified Team of Democratic People’s Republic of Korea and Republic of Korea (COR) at the Olympic Winter Games PyeongChang 2018
Summer Youth Olympic Games Buenos Aires 2018 – Support to NOCs

Since the Youth Olympic Games Singapore 2010, Olympic Solidarity has been supporting the NOCs with the preparation of their athletes through its Youth Olympic Games – Athlete Support programme (Athletes’ Programmes).

The Youth Olympic Games Buenos Aires 2018 marked the first time that Olympic Solidarity also provided financial assistance toward NOC participation in the Youth Olympic Games through the IOC Subsidies for Participation in Olympic Games programme. Olympic Solidarity’s contribution was agreed with the IOC and structured as follows:

- fifty per cent of the travel expenses and accommodation for one person per NOC to attend the Chefs de Mission Seminar;
- travel expenses for athletes, team officials and Young Change Makers (YCM); and
- full board costs in the Youth Olympic Village for all athletes, team officials and YCMs.

Additional Budget: USD 30,000,000
Afterword
Pere Miró, Director of Olympic Solidarity

It gives me great pleasure to take the opportunity of this 2018 Olympic Solidarity Annual Report to address you all for the last time as Director of Olympic Solidarity.

When I took over this privileged position in 1997, Olympic Solidarity was a small department of only four staff members managing 12 programmes and a budget of USD 121 million for the benefit of 197 National Olympic Committees (NOCs).

Over the past 22 years, the Olympic Movement has progressed and flourished, broadcast rights have increased substantially and, as a result, Olympic Solidarity’s budgets and programmes have also grown and developed to serve the day-to-day needs of the NOCs.

Today, I am very proud to hand over to my successor an Olympic Solidarity which, in my opinion, is a highly professional and efficient organisation recognised the world over. It currently manages a global budget of USD 509 million for the benefit of 206 NOCs, and offers 21 programmes at international level as well as specific programmes on each continent, with a particular focus on athletes and their entourages.

In the pages of this 2018 Olympic Solidarity Annual Report, you will have witnessed for yourselves the vast array of important activities carried out by the NOCs to develop sport and spread and promote the Olympic values throughout their territories. These results clearly demonstrate the positive impact that Olympic Solidarity’s World and Continental Programmes have had on the NOCs’ activities.

I would like to take this final opportunity to thank once again the Olympic Solidarity staff in Lausanne for their commitment and dedication to the Olympic Movement. I also thank the NOCs and the Continental Associations for their support and collaboration over the past 22 years as well as for their contribution to the success of the Olympic Solidarity programmes.

Finally, I express my gratitude to the current and past IOC Presidents as well as the Olympic Solidarity Commission for having granted me the honour of holding this very rewarding responsibility for so many years.
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 31.12.2018)

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
DJI  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
MRI  Mauritius
MTN  Mauritania
NAM  Namibia
NGR  Nigeria
NIG  Niger
RSA  South Africa
RWA  Rwanda
SEN  Senegal
SEY  Seychelles
SLE  Sierra Leone
SOM  Somalia
SSD  South Sudan
STP  Sao Tome and Principe
SUD  Sudan
SWZ  Eswatini
TAN  United Republic of Tanzania
TOG  Togo
TUN  Tunisia
UGA  Uganda
ZAM  Zambia
ZIM  Zimbabwe

America · 41 NOCs

ANT  Antigua and Barbuda
ARG  Argentina
ARU  Aruba
BAH  Bahamas
BAR  Barbados
BER  Bermuda
BIZ  Belize
BOL  Bolivia
BRA  Brazil
CAN  Canada
CAY  Cayman Islands
CHI  Chile
COL  Colombia
CRC  Costa Rica
CUB  Cuba
DMA  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
LCA  Saint Lucia
MEX  Mexico
NCA  Nicaragua
PAR  Paraguay
PER  Peru
PUR  Puerto Rico
SKN  Saint Kitts and Nevis
SUR  Suriname
TTO  Trinidad and Tobago
URU  Uruguay
USA  United States of America
VEN  Venezuela
VIN  Saint Vincent and the Grenadines
### Asia · 44 NOCs

- **AFG** Afghanistan
- **BAN** Bangladesh
- **BHU** Bhutan
- **BRN** Bahrain
- **BRU** Brunei Darussalam
- **CAM** Cambodia
- **CHN** People’s Republic of China
- **HKG** Hong Kong, China
- **INA** Indonesia
- **IND** India
- **IRI** Islamic Republic of Iran
- **IRQ** Iraq
- **JOR** Jordan
- **JPN** Japan
- **KAZ** Kazakhstan
- **KGZ** Kyrgyzstan
- **KOR** Republic of Korea
- **KSA** Saudi Arabia
- **KUW** Kuwait
- **LAO** Lao People’s Democratic Republic
- **LBN** Lebanon
- **MAS** Malaysia
- **MDV** Maldives
- **MGL** Mongolia
- **MYA** Myanmar
- **NEP** Nepal
- **OMA** Oman
- **PAK** Pakistan
- **PLE** Palestine
- **PRK** Democratic People’s Republic of Korea
- **QAT** Qatar
- **SGP** Singapore
- **SRI** Sri Lanka
- **SYR** Syrian Arab Republic
- **THA** Thailand
- **TJK** Tajikistan
- **TKM** Turkmenistan
- **TLS** Democratic Republic of Timor Leste
- **TPE** Chinese Taipei
- **UAE** United Arab Emirates
- **UZB** Uzbekistan
- **VIE** Vietnam
- **YEM** Yemen

### Europe · 50 NOCs

- **ALB** Albania
- **AND** Andorra
- **ARM** Armenia
- **AUT** Austria
- **AZE** Azerbaijan
- **BEL** Belgium
- **BOS** Bosnia and Herzegovina
- **BLR** Belarus
- **BUL** Bulgaria
- **BUL** Bulgaria
- **CRO** Croatia
- **CZE** Czech Republic
- **DEN** Denmark
- **ESP** Spain
- **EST** Estonia
- **FIN** Finland
- **FRA** France
- **GBR** Great Britain
- **GEO** Georgia
- **GER** Germany
- **GRE** Greece
- **HUN** Hungary
- **IRL** Ireland
- **ISL** Iceland
- **ISR** Israel
- **KOS** Kosovo
- **LAT** Latvia
- **LIE** Liechtenstein
- **LTU** Lithuania
- **LUX** Luxembourg
- **MDA** Republic of Moldova
- **MKD** Republic of North Macedonia
- **MLT** Malta
- **MNE** Montenegro
- **MON** Monaco
- **NED** Netherlands
- **NOR** Norway
- **POL** Poland
- **POR** Portugal
- **ROU** Romania
- **RUS** Russian Federation
- **SLO** Slovenia
- **SMR** San Marino
- **SRB** Serbia
- **SUI** Switzerland
- **TUR** Turkey
- **UKR** Ukraine

### Oceania · 17 NOCs

- **ASA** American Samoa
- **AUS** Australia
- **COK** Cook Islands
- **FIJ** Fiji
- **FSM** Federated States of Micronesia
- **GUM** Guam
- **KIR** Kiribati
- **MHL** Marshall Islands
- **NMR** Nauru
- **NZL** New Zealand
- **PAL** Palau
- **PNG** Papua New Guinea

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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

Biathlon IBU International Biathlon Union
Bobsleigh IBSF International Bobsleigh and Skeleton Federation
Curling WCF World Curling Federation
Ice Hockey IIHF International Ice Hockey Federation
Skating ISU International Skating Union
Luge FIL Fédération Internationale de Luge de Course
Skiing FIS Fédération Internationale de Ski

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

Aquatics FINA Fédération Internationale de Natation
Archery WA World Archery Federation
Athletics IAAF International Association of Athletics Federations
Badminton BWF Badminton World Federation
Baseball / Softball WBSC World Baseball Softball Confederation
Basketball FIBA Fédération Internationale de Basketball
Boxing AIBA Association Internationale de Boxe
Canoe ICF International Canoe Federation
Cycling UCI Union Cycliste Internationale
Equestrian FEI Fédération Équestre Internationale
Fencing FIE Fédération Internationale d’Escrime
Football FIFA Fédération Internationale de Football Association

Golf IGF International Golf Federation
Gymnastics FIG Fédération Internationale de Gymnastique
Handball IHF International Handball Federation
Hockey FIH Fédération Internationale de Hockey
Judo IJF International Judo Federation
Karate WKF World Karate Federation
Modern Pentathlon UIPM Union Internationale de Pentathlon Moderne
Rowing FISA Fédération Internationale des Sociétés d’Aviron
Rugby WR World Rugby
Sailing WS World Sailing
Shooting ISSF International Shooting Sport Federation
Skateboarding World Skate
Sport Climbing IFSC International Federation of Sport Climbing
Surfing ISA International Surfing Association
Table Tennis ITTF International Table Tennis Federation
Taekwondo WT World Taekwondo
Tennis ITF International Tennis Federation
Triathlon ITU International Triathlon Union
Volleyball FIVB Fédération Internationale de Volleyball
Weightlifting IWF International Weightlifting Federation
Wrestling UWW United World Wrestling
Olympic Solidarity contacts

at 31 December 2018

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